

STATE DEPARTMENT FOR MINING STRATEGIC PLAN 2023– 2027

Revitalizing Mining Sector
in Kenya for Prosperity



Vision

A vibrant mining sector contributing to broad based growth for socio-economic transformation

Mission

To maximize benefits accruing from mineral resources value chains for socio-economic development in a sustainable environment.

Core Values

Professionalism
Efficiency
Teamwork
Innovation and creativity
Transparency, Integrity and Accountability
Effective governance

FOREWORD

As we embark on the transformative journey outlined in our Strategic Plan 2023–2027, I am delighted to share our organizational policy direction, rationale, and commitment towards the effective implementation of this strategic roadmap. This document encapsulates our strategic direction to shape a future for the mining sector that is not only sustainable but also aligned with the highest standards of quality, safety, and environmental responsibility. Notably, it aligns with The Kenyan government's Bottom-Up Economic Transformation Agenda (BETA), a development plan that aims to create jobs, raise revenues and transform the lives of those at the bottom of the economic pyramid while ensuring environmental sustainability.

Our organizational policy direction, embedded in this strategic plan, is a testament to our dedication to excellence. We have set forth a roadmap that prioritizes strategic policy development, effective mineral resource management, adherence to quality standards, prioritizing health and safety, fostering capacity development, integrating innovation and technology, promoting collaborative team performance, and maintaining a robust quality review and management system. These policies collectively form the foundation upon which we build a resilient and forward-thinking State Department for Mining.

The rationale behind this strategic plan is rooted in a deep understanding of the challenges and opportunities that define the mining sector. From inadequate resources and infrastructure to political and investor buy-ins, our plan is not merely a response to challenges but a proactive initiative to transform them into opportunities. It recognizes the imperative to innovate, adapt, and ensure the sustainable growth of the mining industry.

Our commitment to the implementation of this strategic plan is unwavering. The identified Key Result Areas (KRAs) – accelerating mineral development, promotion and value addition; providing leadership in the management of mineral resources; and building organizational capacity – are not mere benchmarks; they are the pillars upon which our success rests. We acknowledge the dynamic nature of the mining sector and commit to periodic reviews to address emerging issues and align with changing legal and industry requirements. This plan is not a static document but a living framework that will guide our actions, decisions, and investments over the next five years.

As we navigate through the complexities of the mining landscape, we do so with a commitment to transparency, collaboration, and excellence. The State Department for Mining is resolute in its pursuit of sustainable mining practices, the development of a robust institution, and the realization of our overarching goals. This commitment aligns seamlessly with the mandates outlined in Executive Order No. 1 of January 2023. Together, let us develop a path that ensures the prosperity and sustainability of the mining sector for generations to come.

Hon. Salim Mvurya, EGH
CS, Ministry of Mining, Blue Economy and Maritime Affairs

PREFACE AND ACKNOWLEDGEMENT

We are pleased to present the Strategic Plan for the State Department for Mining for the period 2023–2027. This document reflects our solidified commitment to chart a course that aligns with national development priorities, regional aspirations, and international development frameworks. It is a roadmap crafted through planning, inclusive engagement, and acknowledgment of the valuable contributions of internal and external stakeholders.

This comprehensive strategic plan outlines our organizational vision, mission, and the key strategies we will employ to achieve success in the mining sector. It delves into the critical strategic issues, key result areas, and the overarching goals that will guide our actions over the next five years. With a focus on sustainability, safety, and excellence, the plan underscores our commitment to responsible mineral exploration and mining activities.

The strategic plan is not an isolated endeavor; it is intricately woven into the broader tapestry of development priorities. Aligned with the United Nations 2030 Agenda for Sustainable Development, Africa Union Agenda 2063, East Africa Community Vision 2050, The Kenyan government's Bottom-Up Economic Transformation Agenda and Kenya Vision 2030, our plan is a testament to our commitment to contribute meaningfully to regional and global development aspirations.

The methodology employed in developing this plan reflects our dedication to inclusivity. It began with an initiation process, engaging stakeholders in defining the terms of reference. The development stage was marked by collaboration, incorporating diverse perspectives through questionnaires, document reviews, and interactive workshops. Validation ensured that the plan resonated with internal and external stakeholders' perspectives, leading to the finalization and dissemination phase.

We extend our deepest appreciation to the internal and external stakeholders whose invaluable insights and perspectives shaped the success of the strategic planning process. Your commitment to our shared goals is a testament to the collaborative spirit that propels our organization forward.

As we embark on the implementation of this strategic plan, we do so with gratitude for the collective efforts that have brought us to this point. Together, we look forward to realizing our vision of a vibrant mining sector contributing to broad-based growth for socio-economic transformation.

Elijah Mwangi, CBS
PS, State Department for Mining

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ACRONYMS AND ABBREVIATION

ASM	Small-Scale Mining
BETA	Bottom-Up Economic Transformation Agenda
CIDPs	County Integrated Development Plans
CPPMU	Central Project Planning and Monitoring Unit
CSR	Corporate Social Responsibility
EAC	East Africa Community
ERS	Economic Recovery Strategy
FBOs	Faith-Based Organizations
GDP	Gross Domestic Product
GRB	Geologists Registration Board
ICT	Information and Communication Technology
KRA	Key Result Area
LSM	Large Scale Mining
MCDA	Ministries, Counties, Departments and Agencies
MDAs	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
MRB	Mineral Rights Board
MSME	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP III	Third Medium Term Plan
MTP IV	Fourth Medium Term Plan
MTPs	Medium Term Plans
NAGS	Nationwide Airborne Geophysical Survey
NMC	National Mining Corporation
OMC	Online Mining Cadastre
PESTEL	Political, Environmental, Social, Technological, Economical and Legal

PETITE Professionalism; Efficiency and Effectiveness; Teamwork; Innovation and Creativity; Transparency, Integrity and Accountability; and Effective Governance Practices.

PS Principal Secretary

SDG Sustainable Development Goals

SMART Specific, Measurable, Attainable, Realistic, Time-Constrained

UHC Universal Healthcare Coverage

UN United Nations

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Commercial State-Owned Enterprises: Legal entities created by the Government to engage in commercial activities on its behalf.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Key Results Areas: They are the broad areas in which you are expected to deliver results. Example: Mineral development, promotion and value addition.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfill its mandate and mission. Example: Inadequate funding.

Strategic Goal: General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process. Example: Robust and dynamic institution.

Strategic Objectives: These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements. Example: To increase acreage under crop production.

Target: A result to be achieved within a given time frame.

Top Leadership: Individuals or groups of people who carry the Vision of an organization and are responsible for achieving its mandate. For Ministries top leadership includes Cabinet Secretary and Principal Secretary, Board of Directors for State Corporations and Chairpersons or Heads of Commissions and Independent Offices, and respective CEOs.

Value Chain: A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how creation of value is distributed along the chain.

EXECUTIVE SUMMARY

This strategic plan has been developed against the need to solidify the State Department for Mining's (SDM) Vision and Mission, aligning with guidelines from the National Treasury and Planning, and State Department for Planning for the preparation of the 5th Generation of Strategic Plan. The strategic plan is structured along eight (8) chapters:

Chapter one provides the discussion on strategy as an imperative for the success of the State Department for Mining, consideration of national development priorities, regional and international development frameworks, history of the State Department for Mining as well as the methodology of preparing a strategic plan.

Chapter two outlines the strategic intent of the SDM which includes the mandate, vision, mission, strategic goals, core values and quality policy statement.

Chapter three delves into the situational analysis of both the internal and external environment, a review implementation of the previous strategic plan 2018- 2022 of the Ministry of Mining and Petroleum as well as stakeholder analysis.

The external environment focuses on political, environmental, social, technological, economic and legal (PESTEL) factors followed by a tabulated summary of opportunities and threats.

The internal environment provides an assessment of the State Department for Mining governance and administrative structures, internal business processes, and resources and capabilities.

A summary of the weaknesses and strengths of the internal environment is then provided. The review of the previous Strategic Plan focuses on its implementation status, key achievements, challenges, lessons learnt as well as strategies for future action. The stakeholder analysis looks at the roles of the various stakeholders, the expectations from the stakeholders and the expectations of the state department from the stakeholders.

Chapter four provides the strategic issues, goals and Key Result Areas (KRAs). The State Department for Mining has identified strategic issues, two strategic goals and three Key Result Areas in which implementation will be carried out, performance measured and results communicated or reported. The KRAs are as follows:

Chapter five showcases State Department's strategic objectives and strategies, further outlining the strategic objective outcome and outcome indicators for the five-year period 2023-2027.

Chapter six provides the implementation and coordination framework. The implementation is further expounded in the implementation plan matrix. The coordination framework is discussed through the institutional framework, staff

establishment, skills set and competence development. A risk management framework is also provided.

Chapter seven outlines the financial requirements for implementation of the strategic plan, resource gaps, resource mobilization strategies as well as resource management in this Strategic Plan period 2023-2028.

Chapter eight provides the State Department's monitoring framework, performance standards and evaluation framework.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter provides a discussion on strategy as imperative for the success of the State Department, considers national development priorities, regional and international development frameworks. It also presents the history of the State Department and the methodology of preparing a strategic plan.

1.1 Strategy as an Imperative for Organizational Success

The State Department for Mining is driven by the imperative to achieve success in its strategic objectives, which revolve around crucial strategic issues and Key Result Areas. As the primary entity responsible for overseeing and regulating the mining sector, the State Department shoulders the critical task of providing leadership in the management of the country's mineral resources. This encompasses the formulation and execution of mining policies, programs, and projects; establishing a conducive legal framework for investments; and enhancing capacity; among other key responsibilities.

Recognizing the pivotal role it plays, the SDM acknowledges the necessity of crafting a comprehensive Five-Year Strategic Plan (2023-2027) This plan is intended to solidify the SDM's Vision and Mission, aligning it with guidelines from the National Treasury and Planning, State Department for Planning, for the preparation of the 5th Generation of Strategic Plans. The State Department understands the pressing need for an impeccably devised strategy that ensures sustained success within an environment characterized by volatility, uncertainty and complexity. Such a strategy must yield robust outcomes and drive transformative changes within the State Department for Mining.

1.2 Strategic Planning Context

This strategic plan has been developed in consideration of national development priorities, regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

In September 2015, Kenya, a UN member country, committed to the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). To actualize these goals, the Government of Kenya unveiled its strategy for achieving the SDGs. The State Department for Mining will endeavor to create and execute programs and projects that resonate with the following SDGs:

GOAL 1:

Poverty eradication by fostering inclusive economic growth and equality, creating employment opportunities and supporting local economies.

GOAL 3:

Ensuring the health and safety of miners and nearby communities through capacity building of mining artisans and enforcement of health and safety practices.

GOAL 5:

Promotion of gender equality in SDM programmes and projects in the mining sector operations;

GOAL 8:

Promote inclusive and sustainable socioeconomic development by providing decent and productive employment opportunities in the mining sector and contributing economic growth in communalities and the national GDP.

GOAL 9:

Promotion of mining operations that contribute to sustainable industrialization and innovation thereby reducing poverty

GOAL 13:

Coordinate the implementation of quality mining activities with minimal environmental degradation. This will be complemented by regulating, enforcing and monitoring compliance on levels of mining in the country.

Additionally, Kenya's Ministries, Counties, Departments, and Agencies (MCDAs) are tasked with reporting on specific project monitoring indicators outlined by the State Department for Mining, chosen from the pool of 230 Global Indicators.

1.2.2 Africa Union Agenda 2063

Agenda 2063 stands as Africa's comprehensive blueprint for realizing the continent's shared dreams encapsulated in "The Africa We Want." This strategic vision outlines the trajectory for socio-economic advancement spanning the next five decades, organized through ten-year plans. The State Department for Mining will persist in spearheading, coordinating, and disseminating Kenya's pivotal development priorities, aligning them with the focal points highlighted within Africa's Agenda 2063. Some of the focal points include: provision of a high standard of living and well-being for those engaged directly and indirectly in the mining industry; transforming the economy by contributing to the GDP; working in a sustainable environment by employing environmentally friendly measures; providing transformative leadership that will give rise to a productive mining industry and enhancing gender equality within the mining industry. The State Department will endeavor to harness the natural resources in the country in an efficient and effective manner in line with this Agenda.

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 articulates the collective dreams and aspirations of the East African peoples and outlines their commitments towards making them a reality. This vision closely corresponds with the African Union Agenda 2063, which encompasses the united aspirations of individuals throughout the African continent. The State Department for Mining is cognizant of the aspirations outlined in the East African Community Vision 2050 and endeavors to synchronize them with mutual agreements among EAC members, focusing on areas like trade, political integration, and regional economic expansion. The EAC Vision 2050 identifies the issues surrounding the extractive industries and points towards solutions for extracting value and beneficiation through value addition of the minerals extracted. The SDM aligns itself with this vision since it is promoting value addition of minerals mined in the country as demonstrated in the Voi Gemstone value addition Centre.

1.2.4 Constitution of Kenya

The Constitution of Kenya is the supreme law of Kenya establishing the relationship between the government and the citizens. The Constitution provides a fundamental basis for monitoring and evaluating the implementation of MTPs to ensure transparency and accountability at both national and county levels of government. The Constitution of Kenya makes provisions on “natural resources” whether renewable or non-renewable, including— rocks, minerals, fossil fuels and other sources of energy. The State Department for Mining is guided by the constitution of Kenya, 2010 with the Mining Act, 2016 giving effects to Articles 60, 62 (1)(f), 66 (2), 69 and 71 of the Constitution in so far as they apply to minerals; provide for prospecting, mining, processing, refining, treatment, transport and any other mineral dealings.

1.2.5 The Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027 and Fourth Medium Term Plan (MTP IV) 2023 – 2027 and its Sector Plans

Kenya Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create “a globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment”.

The State Department for Mining is aware of the aspirations of Kenya Vision 2030 and aligns with this vision in transforming the country to an industrialized state. This will be achieved by going beyond raw material extraction and exporting. In line with this, a deliberate effort should be made to encourage the establishment of downstream processing industries that add value to raw minerals, such as refining and manufacturing products from extracted materials.

The mining industry will also contribute to industrialization by providing the necessary raw materials required for infrastructure development. The State Department for Mining will also endeavor to promote policies that will support the economic, social and political pillars of Kenya Vision 2030.

The Kenyan government's Bottom-Up Economic Transformation Agenda (BETA) is a development plan that aims to create jobs and reduce poverty by focusing on the informal Micro Small and Medium Enterprises (MSMEs). The State Department for Mining commits to contribute to BETA by creating jobs, raising revenue, and transforming the lives of those at the bottom of the economic pyramid while ensuring environmental sustainability. In this regard, the State Department has focused on Artisanal and Small-Scale miners by providing mechanisms for improving their socio-economic status. Some of the efforts by the State Department geared towards the Bottom-Up Economic Transformation Agenda are: the formalization of the artisanal miners into marketing cooperatives, operationalization of Artisanal Mining Committees, defining specific zones dedicated to artisanal mining activities, training of the Artisanal and Small-Scale miners, providing policies on local employment opportunities by the mineral rights applicants, and mineral value addition.

The MTP IV will implement the fourth and second-last phase of Kenya Vision 2030 and will set the momentum for the transition to the next long-term development agenda for the Country. The MTP IV will prioritize the implementation of economic recovery strategies to reposition the economy on a steady and sustainable growth trajectory. The State Department for Mining strives to boost the economy from mining activities by increasing the share of mining in the GDP from the current 0.8% to more than 10% by 2030 through increased exploration, mineral development and value addition.

1.2.6 Sector Policies and Laws

The following policies impact directly or indirectly on the functions of SDM;

- a. The Kenya Vision 2030.
- b. The Bottom-Up Economic Transformation Agenda (BETA) 2022 – 2027.
- c. Fourth Medium Term Plan (MTP IV) 2023-2027 and its Sector Plans.
- d. Public Service Commission (Performance Management) Regulations, 2021.
- e. National Spatial Plan, 2015-2045.
- f. The National Disaster Risk Management Policy, 2017.
- g. MTEF Reports.
- h. Executive Order No. 1 Executive order 2 of November, 2023.
- i. Various Executive Orders issued on Organization of the County Governments.
- j. The National Development Implementation Technical Committee (NDITCC) established under Executive Order no 1 of 2019.
- k. Various Circulars issued from time to time.

The following are some of the legislations relevant to the functions of SDM

- a. The Constitution of Kenya, 2010.
- b. The Environmental Management and Coordination Act, 1999.
- c. The Climate Change Act, 2016.
- d. The Mining Act No, 2016.
- e. Public Finance Management Act, 2012.

In the exercise of its mandate, SDM shall respect, uphold and defend the Constitution. In particular, SDM shall provide leadership in the realization of Article 62(F) and the Mining Act 2016 and subsequent regulations in the first schedule of the minerals it regulates through the functions stated in the Fourth Schedule of the Constitution.

1.3 History of the State Department for Mining

The State Department for Mining was created under the reorganization of the Government of the Republic of Kenya vide Executive Order 2 of November, 2023. Previously under the Ministry of Petroleum and Mining, it is currently under the Ministry of Mining, Blue Economy and Maritime Affairs.

The State Department was established to provide leadership in the management of the extractives sector in the Country. The mandate includes the development of the mining sector and its policies, inventory and mapping of mineral resources and building capacity for effective management of programmes and projects in the mining sector.

Mining in Kenya is mainly Artisanal and Small-Scale Mining (ASM) with a few Large-Scale Mining (LSM) operations. The sector contributes and has the potential to contribute greatly to the economic development of the country. Empowerment of the mining industry players, especially artisanal miners, is in line with the Kenya Kwanza 2022-2023 Bottom-UP Transformation Agenda (BETA) which seeks to create jobs, raise revenue, and transform the lives of those at the bottom of the economic pyramid while ensuring environmental sustainability.

1.4 Methodology of Developing the Strategic Plan

Preparation of the strategic plan was informed by the revised National Treasury and Economic Planning guidelines for the preparation of the fifth-generation strategic plans (2023-2027) from the National Treasury and Economic Planning. The formulation of the strategy was guided by the following steps;

Step 1: Initiation of the Strategic Plan Process

The process commenced by engaging in discussions regarding the terms of reference alongside the technical team from the State Department for Mining. Subsequently, a preliminary inception report was developed, delineating the background, objectives, scope, methodology, work plan and tools for data collection. Afterward, the management committee reviewed the draft report and approved it.

Step 2: Strategic Plan Development

An inclusive and collaborative method was employed to engage all primary stakeholders, Management, Staff, and other involved parties. The process of developing a new strategic plan was undertaken through a process involving the following stages: a) Administration of questionnaires; b) Desk review of State Department for Mining relevant documents; c) Development of a working document; and d) Interactive workshop with management and Strategic Planning development committee.

Step 3: Strategic Plan validation

A draft strategic plan was shared with the internal and external stakeholders for validation and feedback. The validated draft strategic plan was submitted to the State Department for Economic planning for review and feedback to inform finalization of the document.

Step 4: Finalization and dissemination of the Strategic Plan

In the last step, the strategic plan was then finalized and publicized in readiness for implementation at the beginning of the plan period.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter provides the strategic intent of the State Department for Mining which includes the mandate, vision, mission, strategic goals, core values and quality policy statement.

2.1 Mandate

The State Department for Mining was created under the reorganization of the Government of the Republic of Kenya vide Executive order 2 of November, 2023. SDM is currently under the Ministry of Mining, Blue Economy and Maritime Affairs—previously under the Ministry of Petroleum and Mining

The State Department’s mandate as outlined in Executive order 2 of November, 2023 as follows:

- a. Policy on Extractive Industry.
- b. Mineral Exploration and Mining Policy Management.
- c. Inventory and Mapping of Mineral Resources.
- d. Mining and Minerals Development Policy and Standards.
- e. Maintenance of Geological Data (Research, Collection, Collation, Analysis).
- f. Policies on the Management of Quarrying of Rocks and Industrial Minerals;
- g. Management of Health Conditions and Health and Safety in Mines.
- h. Mining Capacity Development.

The State Department was established to provide leadership in the management of the extractives sector in the Country. The mandate includes the development of mining and mining policies, Inventory and Mapping of mineral resources and building capacity for effective management of programmes and projects in the mining sector.

2.2 Vision Statement

A vibrant mining sector contributing to broad-based growth for socio-economic transformation.

2.3 Mission Statement

To maximize benefits accruing from mineral resources value chains for socio-economic development in a sustainable environment.

2.4 Strategic goals

The strategic goals for addressing the strategic issues are as follows:

GOAL 1: Sustainable exploitation of minerals.

GOAL 2: Robust and dynamic institution.

2.5 Core Values

The State Department is guided by and strives to uphold the following core values which are expressed in the acronym PETITE. The core values are:

- a. Professionalism:** Upholding high standards of expertise, ethical conduct, and proficiency within the mining sector, demonstrating competence in regulatory frameworks and industry knowledge;
- b. Efficiency and Effectiveness:** Maximizing resource utilization, minimizing wastage, and optimizing mining processes to ensure effective extraction and management of mineral resources;
- c. Teamwork:** Collaborating with stakeholders, mining communities, and governmental bodies to foster inclusive decision-making, shared responsibility, and cohesive efforts towards sustainable mining practices;
- d. Innovation and Creativity:** Encouraging the exploration of innovative technologies, sustainable mining methods, and creative solutions to address environmental concerns and optimize resource utilization;
- e. Transparency, Integrity, and Accountability:** Operating with transparency in mineral resource management, maintaining integrity in dealings, and being accountable for decisions and actions taken within the mining sector; and
- f. Effective Governance Practices:** Implementing robust policies, frameworks, and oversight mechanisms to ensure responsible mining practices, ethical conduct, and efficient utilization of resources for the benefit of the nation and its citizens.

2.6 Quality Policy Statement

The State Department for Mining is committed to the provision of efficient and sustainable management of the mining sector, ensuring that mineral exploration and mining activities align with the highest standards of quality, safety, and environmental responsibility.

In pursuit of this commitment, the State Department for Mining shall ensure:

Strategic Policy Development: We are committed to formulating and implementing strategic policies for the mining sector. This includes the development of policies related to mineral exploration, mineral extraction and standards that align with national development goals and international best practices;

Effective Mineral Resource Management: We will undertake the inventory and mapping of mineral resources to ensure effective management. This involves continuous research, collection, collation, and analysis of geological data to inform policy decision-making processes;

Quality Standards in Mining and Quarrying activities: We are dedicated to formulating and upholding policies for the responsible management of mining activities, mineral development along the value chain and quarrying activities, and adhering to high-quality standards. This includes the implementation of standards in a manner that safeguards the environment and complies with relevant regulations;

Health and Safety in Mines: We prioritize the health and safety of individuals involved in mining activities. This involves the development and enforcement of policies to manage health conditions, promote safety and ensure compliance with health and safety standards in mines;

Capacity Development in Mining: The State Department is committed to promoting high-quality capacity development in the mining sector through providing training programs and educational initiatives to enhance the skills and knowledge of individuals engaged in the mining industry;

Innovation and Technology Integration: We embrace innovation, research, and technology in all our operations to ensure efficient and effective service delivery in the mining sector. This commitment extends to the adoption of modern technologies such as Online Mining Cadastre and Geo-Data Bank that enhance transparency and efficiency in the licensing, compliance and mineral exploration;

Collaborative Team Performance: Our staff will perform functions as a team, upholding values of integrity, accountability, and reliability. This approach ensures a cohesive workforce that pays special attention to details in meeting safety and security requirements within the mining industry;

Integrated Quality Review and Management System: We integrate a Monitoring and Evaluation Quality Management System into all our operations, consistently reviewing and improving its effectiveness. This ensures that our processes and services are aligned with quality standards and are subject to continuous improvement; and

Risk-Based Thinking and Process Approach: We embrace risk-based examining and approach through proactively identifying and addressing potential risks to ensure the resilience and sustainability of our activities.

The State Department for Mining shall ensure that this Quality Policy supports its strategic direction, aligning with the mandates outlined in Executive Order No. 2 of November 2023, and is reviewed periodically to address emerging issues and changing legal and industry requirements.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

1.0 Overview

This chapter provides a situational analysis of both the internal and external environment, a review of the implementation of the previous strategic plan 2018- 2022 of the Ministry of Mining and Petroleum as well as stakeholder analysis. The external environment focuses on political, environmental, social, technological, economic and legal (PESTEL) factors followed by a tabulated summary of opportunities and threats. The internal environment provides an assessment of the SDM governance and administrative structures, internal business processes, and resources and capabilities. A summary of the weaknesses and strengths of the internal environment is then provided. The review of the previous Strategic Plan focuses on its implementation status, key achievements, challenges, lessons learnt as well as strategies for future action. The stakeholder analysis looks at the roles of the various stakeholders and their expectations from SDM.

3.1 Situational Analysis

3.1.1 External Environment

The external environment focuses on analysis of the macro-environment and provides implications of the external factors as manifested in opportunities and/or threats. The opportunities and threats inform the identification of appropriate strategic responses.

3.1.1.1 Macro-environment

To appreciate the environment under which the State Department for Mining operates, an analysis of the external environment was undertaken. It focused on the political, economic, social, technological, ecological and legal (PESTEL) factors. The following are the highlights:

Political Factors: State Department for Mining will embrace goodwill from different quarters such as the Executive, Counties, MCDAs, Counties, Development Partners and the Private Sector. This collaboration aims to expedite their programmes and projects through financial and technical partnerships. These initiatives are distributed across the country.

Having a political environment with supportive government policies can create more opportunities for the mining sector. Pro-mining policies, tax incentives, and regulatory frameworks can attract investment and foster growth. The Government has entered into an MOU through a Government-to-Government arrangement with the Government of Indonesia to build the capacity of laboratory officers and bring in the best practices in mineral testing. Such initiatives are made possible when there is a stable political environment.

Political stability stands as a crucial factor in ensuring the smooth and continuous execution of the State Department for Mining's programmes and projects. A stable political environment reduces the risk associated with long-term investment in mining operations.

Economic Factors: The turbulent global economic disruptions as a result of post-effects of the Covid 19 Pandemic, climate change, the Russia-Ukraine conflict, Israel-Gaza conflict and exchange-rate volatility have impacted negatively on Trade and Investment in Kenya. These factors have led to increased inflation rates and a higher cost of living. Additionally, the confluence of low tax revenues and escalating public debts has significantly impacted the execution of programs and projects by the State Department for Mining. To mitigate these challenges, there's a necessity to harness Public-Private Partnerships (PPPs) to gather funds essential for implementing various programs and projects. Leveraging these partnerships can offer an avenue to access resources beyond traditional governmental funding sources, thereby aiding in the realization of the State Department for Mining's initiatives.

The government aims to increase the share of mining in the GDP from the current 0.8% to more than 10% by 2030 through increased exploration, mineral development and value addition. The State Department for Mining is focused on Mineral Value Addition which will help in the realization of the economic value of the mineral throughout the mineral value chain. In this regard, Voi Gemstone Centre has been refurbished, opened and trading booths leased out to traders for value addition and marketing. Further, a directive has been issued that all gemstone trading be carried out inside the Centre. Moreover, the National Mining Corporation was established and operationalized to act as the investment arm of the Government in the Mining Sector. Further, other Mineral Value Addition Centres have been initiated such as; Kakamega Gold Refinery – in Kakamega, Granite Processing Plant – in Vihiga, revival of Fluorspar factory in Elgeyo Marakwet and Kisii Soapstone Value Addition Centre. These initiatives will highly boost the contribution of the mining industry to the economy.

Social Factors: The State Department acknowledges the crucial contribution of Artisanal and Small-Scale miners in poverty alleviation and socio-economic progress. Recognizing this significance, the Department has prioritized the formalization of the artisanal miners into marketing cooperatives.

Currently, progress has been notable as over 200 artisanal groups have undergone formalization and gazetted, eagerly anticipating the issuance of mining permits by the Artisanal Mining Committee. Across all regions, the operationalization of Artisanal Mining Committees has been successfully carried out, reflecting a concerted effort to ensure representation and support at local levels.

Moreover, to ensure continued momentum, the Department has taken proactive steps by renewing the terms of expired committees, paving the way for their official submission for gazetting. This approach signifies a commitment to sustained engagement and support for the artisanal mining community, aiming to provide them with formal recognition and necessary regulatory frameworks to enhance their socio-economic contributions.

Additionally, the State Department has defined specific zones dedicated to artisanal mining activities. Presently, it is actively engaged in educating and raising awareness among artisanal miners and communities residing in these mining zones. Additionally, the department is focused on enhancing the capabilities of artisanal miners.

This effort aims to strengthen sustainable mining practices and facilitate their active engagement in the mining value chain for more effective participation.

With the Government's Bottom-Up Economic Transformation Agenda (BETA), the State Department will also focus on the central role played by Artisanal and Small-Scale miners in poverty eradication and socioeconomic development.

Through the fiscal regimes, mining companies pay royalties to the government and 10% of the revenue is meant to go to the community within the mining counties.

Coupled with the Corporate Social Responsibilities (CSRs), these royalties can boost the socio-economic status of the community. A framework for sharing 10% royalties to the communities has been developed and subjected to public participation and is expected to be concluded in the current financial year.

Technological factors: In pursuit of transparency within the mineral rights issuance process, the State Department has implemented measures to ensure the effective operation of the Online Mining Cadastre (OMC). This technological platform serves as a pivotal tool, fostering accountability and transparency in the allocation of licenses and permits within the mining sector.

By leveraging the OMC, the department aims to provide a streamlined and accessible platform that enhances openness throughout the entire process of awarding licenses and permits. This initiative represents a commitment to modernizing and improving the accountability framework within the mining industry, allowing stakeholders and interested parties to track, monitor, and participate in the mineral rights allocation process with greater clarity and transparency.

Moreover, the State Department for Mining has refurbished Madini House and upgraded the mineral testing laboratory by repairing existing equipment and acquiring modern testing equipment that guarantee credible results. The Ministry has also commenced the process of decentralizing mineral testing by opening laboratory services in the regional offices to ease the burden on miners and stakeholders having to ferry samples to Nairobi for testing.

Through the completion of the National Wide Airborne Geophysical Survey (NAGS) that identified 970 mineral occurrences across the country in its preliminary report, the State Department will have a more updated mineral inventory. These technological advancements will assist in mapping of mineral resources in the country.

Ecological Factors: The ecological impact on the State Department for Mining's programs and projects in Kenya is substantial but requires careful consideration and feasibility studies. Mining activities, if not properly managed, can lead to severe ecological consequences. These consequences encompass a range of challenges such as deforestation, soil erosion, and habitat destruction due to land clearing and excavation. Additionally, the use of heavy machinery and chemicals in mining operations can result in soil degradation, water pollution, and disruption of natural ecosystems. The department's initiatives focus on implementing stringent environmental regulations, promoting responsible mining practices, and adopting sustainable approaches to mitigate these adverse ecological effects. This approach is vital to ensure the preservation of Kenya's biodiversity, ecosystems and natural resources while facilitating the sustainable development of the mining sector.

In a bid to conserve the environment, the mining industry needs to look into transitioning to renewable energy sources for mining operations, such as solar or wind power which will reduce the carbon footprint and dependence on non-renewable energy sources.

Implementing effective mine site rehabilitation and reclamation programs can restore ecosystems and provide long-term environmental benefits. This may include reforestation, soil stabilization, and water management projects.

Legal Factors: State Department for Mining is tasked to develop extractive policy in line with its mandate. As part of this mandate, the State Department is currently developing a Mineral Value Addition and Processing Policy. This policy involves mapping each region to a specific value addition initiative based on their respective mineral presence. Additionally, the State Department has conducted a thorough audit of all mineral right holders, aiming to identify and address non-compliance issues. In line with this, the government has revoked 1546 licenses that fail to meet the stipulated licensing conditions. The State Department has also issued stop orders to over 3000 illegal operations and has profiled illegal miners and mineral dealers in view of closing all their operations. Enforcement has also been beefed up through the Regional Mining Offices.

The State Department initiated a review of legal instruments governing the sector. It has already reviewed and developed several regulations among them, Gemstone Identification and Value Addition, licence and permits, dealings in minerals, royalty collection and management, mineral royalty sharing and Mine Support Services which are at an advanced stage of approval.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the PESTEL the following emergent opportunities and threats have been summarized in the table below;

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Leverage political goodwill for financial and technical partnerships • Enhanced synergy between the national and county governments in the implementation of programmes and projects • Government to Government MOUs in mining operations 	<ul style="list-style-type: none"> • Political instability that might scare away investors and hinder long-term investments in mining projects • Political influence that would affect mining operations in some areas • Overstepping mandates • Change in government priorities/manifestos • Unpredictable security in some regions

	<ul style="list-style-type: none"> • Reduced risk associated with long-term investment in mining 	
Economic	<ul style="list-style-type: none"> • Leverage Public Private Partnerships • Develop a resource mobilization strategy • Economic benefits from in-country mineral processing and value addition • Increased contribution of mining industry to the GDP • Job creation, both directly in mining operations and indirectly in related sectors such as transportation, logistics, and services. 	<ul style="list-style-type: none"> • Over-reliance on exchequer funding • Global economic shocks • Mineral smuggling that leads to loss of revenue from these resources. • Global economic disruptions leading to rising operational costs, including energy, labour, and equipment costs which can affect the economic viability of mining projects. • Resources nationalism in counties
Social	<ul style="list-style-type: none"> • Contribution to poverty alleviation and socio-economic progress especially within the artisanal and small-scale miners. • Enhanced local empowerment and support. • Training programs and partnerships with educational institutions, enhancing the employability of local residents. 	<ul style="list-style-type: none"> • Social opposition to mining projects, often fueled by concerns about environmental impact, displacement, or cultural heritage. This can pose a significant threat. • Mining activities may lead to displacement of local communities or conflicts over land use. • Communities feel that they don't benefit as much as they should from a mining project in their locality. • Resistance to change and traditional practices
Technological	<ul style="list-style-type: none"> • Enhanced transparency and accountability in the mineral rights allocation process • Management Information Systems, a more efficient and streamlined approach, reducing bureaucratic hurdles and potentially expediting the issuance of licenses. Improved efficiency can attract more investments and expedite the commencement of mining operations. 	<ul style="list-style-type: none"> • Unreliable internet connectivity, cyber security threats and technical glitches could impede the effective operation of MIS, • Insufficient funding could result in operational inefficiencies • Skills Gaps – Inability to utilize MIS and other digital platforms. • Failure to comply with Data Management Laws and Regulations. • Compatibility of current and technological trends and systems. • Loss of data.

	<ul style="list-style-type: none"> • Equipping the laboratory with modern testing equipment ensures the generation of credible and reliable results. • Decentralizing the mineral testing process. • More updated mineral inventory 	<ul style="list-style-type: none"> • Lack of full control of MIS and Geodata.
Ecological	<ul style="list-style-type: none"> • Sustainable resource extraction through the implementation of stringent environmental regulations. • Initiatives aimed at preserving biodiversity and ecosystems can encourage stakeholder engagement and collaboration. • Preservation of Kenya's biodiversity through responsible mining practices • Transitioning to renewable energy sources • Mine rehabilitation and reclamation programs 	<ul style="list-style-type: none"> • Despite implementing stringent environmental regulations in mining operations, inadequate enforcement could pose a significant threat. • Pressures to extract resources for economic gain might overshadow ecological considerations. • Environmental degradation and destruction of development infrastructure. • Natural calamities • Pollution of water bodies
Legal	<ul style="list-style-type: none"> • The implementation of the Mineral Value Addition and Processing Policy offers an opportunity for economic diversification and value addition within the mining sector. • The thorough audit of all mineral right holders and subsequent revocation of licenses that do not meet stipulated conditions highlight an opportunity to improve regulatory compliance and accountability • The mapping of regions to specific value addition initiatives based on mineral abundance presents an opportunity for better resource management and utilization. 	<ul style="list-style-type: none"> • The revocation of licenses due to non-compliance could lead to job losses, legal disputes, and decreased investor confidence. • Inadequate resources, bureaucratic hurdles, or legal complexities might hinder the effective execution of regulatory measures, limiting their impact and leading to continued non-compliance. • The implementation of new policies, such as the Mineral Value Addition and Processing Policy, could face resistance from various stakeholders within the mining sector. • Introduction and upscaling of fees in reviewed policies could face resistance from the affected stakeholders

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| | <ul style="list-style-type: none"> • Review and development of mining regulations will lead to much better policies that will spur investments in the mining industry | |
|--|--|--|

3.1.3 Internal Environment

The internal environment entailed an assessment of the SDM’s governance and administrative structures, internal business processes, resources and capabilities. Moreover, a summary of weaknesses and strengths was then outlined.

3.1.3.1 Governance and Administrative Structures

The Ministry for Mining, Blue Economy and Maritime Affairs was created under, Executive Order 2 of November, 2023, having three State Departments; State Department for Mining, State Department for Blue Economy and State Department for Shipping and Maritime Affairs.

The mandate of the State Department as defined in Executive Order 1 of January 2023 are to, develop Policy on the Extractive Industry; Mineral Exploration and Mining Policy Management; inventory and Mapping of Mineral Resources; Mining and Minerals Development Policy and Standards; Maintenance of Geological Data (Research collection, collation, analysis; policies on the management of Quarrying of Rocks and Industrial Minerals; Management of Health and Safety in Mines and Mining Capacity Development and Value Addition.

The Constitution of Kenya, 2010, Article 62(f), states that minerals as defined by law are public land and that minerals belong to the people of Kenya. The management of minerals is vested in the National government.

Minerals are managed through the Mining and Minerals Policy, 2016, the Mining Act, 2016 and subsequent regulations. The Mining Act, 2016 has listed in the First Schedule the minerals it regulates. The Law has provided for various licenses for large-scale operations and permits for small-scale operations.

The Ministry for Mining, Blue Economy and Maritime Affairs is headed by the Cabinet Secretary (CS). The State Department for Mining is headed by the Principal Secretary (PS) who assists the CS in spearheading the activities of the State Department. The Department has regional mining offices with Inspectors of Mines, Inspectors of Explosives and Geologists who are responsible to the Secretary - Mining and the Secretary - Geological Survey. They assist in the implementation of the Mining Act 2016 and Explosives Act Cap 115.

The Regional Mining Offices are strategically distributed across several key locations in Kenya. These offices are established in Embu, Garissa, Eldoret, Marsabit, Taita Taveta, Kwale, Mombasa, Nakuru, Kisumu, Kakamega, Migori, Nyeri, Turkana, Nanyuki, Marimanti, Nairobi East, Kitui, and Baringo. Each office serves as a regional hub to oversee and regulate mining activities in its respective area, ensuring compliance with mining regulations, facilitating permit issuance, and providing support and guidance to mining-related operations. These distributed offices aim to decentralize services, foster local engagement and enable efficient coordination and supervision of mining activities across various regions of Kenya.

3.1.3.3 Resources and Capabilities

The State Department for Mining heavily depends on financial allocations from the government's exchequer to fulfill its operational obligations. However, these funds allocated by the Government of Kenya are limited and insufficient to comprehensively meet the financial needs required for the department to effectively carry out its mandate. Hence, it becomes imperative for the State Department for Mining to strategize resource mobilization efforts. These strategies encompass lobbying for additional financial support from the exchequer, engaging bilateral and multilateral development partners, and fostering collaborations with other Ministries, Departments, Agencies, Counties and the private sector to bolster financial resources.

While the organization has been prudent in managing its financial resources and has established a robust financial management system, there remains a critical need to enhance efficiency by automating all financial management services. Automating these services would streamline financial processes, ensuring more accurate tracking, transparency, and efficiency in the allocation and utilization of funds, thus enabling better financial management and optimization of available resources.

The State Department for Mining has dedicated and qualified staff of 320 staff. Regrettably, the department has inadequate working space, furniture and ICT equipment that affects their service delivery.

Mining activities are known but the State Department for Mining brand visibility remains low. Therefore, there is a need for proactive and innovative communication and branding initiatives to enhance the relevance of the Department.

3.1.4 Summary of Strengths and Weaknesses

The summary of emergent strengths and weaknesses of the State Department for Mining Governance and Administration Structures, Internal Business Processes, and Resource and Capabilities is shown in the table below;

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	<ul style="list-style-type: none"> The existing legal framework provides for diverse boards consisting of the public and private sector. Clear organizational structure and operational policies. The establishment of Regional Mining Offices in strategic locations across the country demonstrates a decentralized approach to governance and regulation. 	<ul style="list-style-type: none"> Insufficient funding, staff shortages, or lack of necessary equipment could hinder the effective functioning of the regional offices Inadequate oversight or monitoring mechanisms could lead to instances of non-compliance, affecting the effective management and regulation of mining

	<ul style="list-style-type: none"> • The presence of specialized professionals such as Inspectors of Mines, Inspectors of Explosives, and Geologists within the department's regional offices strengthens the administrative structure. • The presence of boards such as the Mineral Rights Board makes decisions made by the CS on mining operations rigorous. 	<ul style="list-style-type: none"> • activities. • Ensuring consistent implementation of policies and standards, harmonizing approaches, and maintaining uniformity in decision-making across all offices could be challenging, especially in regions with varying needs or levels of development. • Delayed feedback to the stakeholders as a result of bureaucracies.
Internal Business Processes	<ul style="list-style-type: none"> • Well documented supply chain and financial management processes. • Commitment to stakeholders is well documented in the 	<ul style="list-style-type: none"> • Reliance on Manual processes within the department might have led to inefficiencies, delays, and potential errors.
	<p>Citizens' Service Delivery Charter.</p> <ul style="list-style-type: none"> • Commitment to OMC signifies a proactive step towards enhancing transparency in the issuance of mineral rights. • Display of the mineral rights given to various holders to the public on the OMC signifies the transparent nature of the ministry to its stakeholders. • Review of mining regulations signifies continuous steps towards achieving a sustainable mining environment. 	<ul style="list-style-type: none"> • Resistance to change, staff training needs, or technical glitches during the implementation phase of OMC might affect the smooth adoption and functionality of new systems, impacting operational efficiency. • Inadequate training and sensitization of the OMC to the various stakeholders might lead to inefficiency in its intended use.
Resources and capabilities	<ul style="list-style-type: none"> • Dedicated human capital. • Adequate infrastructure, including ample working space, furniture, and ICT equipment. • Decentralized laboratory facilities for effective and faster mineral testing services. • Increased mineral value addition centres. • Updated mineral inventory • Strategic stakeholder engagements. 	<ul style="list-style-type: none"> • Inadequate funding. • Inadequate training of staffing. • Low brand visibility. • Mining environmental impact concerns. • Inadequate infrastructure including working space, furniture and ICT equipment.

3.1.5 Analysis of past performance

A review of the implementation of the Strategic Plan 2018–2022 aimed to comprehensively assess its implementation status, examining achievements, challenges, lessons learned and strategies for future action. This examination focused on six Key Result Areas (KRAs); a) KRA 1: Policy, Legal Framework and Institutional Reform, b) KRA 2: Institutional Strengthening and Capacity Development, c) KRA 3: Geological Mapping, Mineral Exploration and Research, d) KRA 4: Geo-Information Management, e) KRA 5: Mineral Resources Management, f) KRA 6: Mineral Promotion, Value Addition and Marketing.

3.1.5.1 Key Achievements

In the domain of KRA 1: Policy, Legal Framework and Institutional Reform, several significant accomplishments were observed:

- a. The Mining Act 2016 became operational.
- b. The Mining and Mineral Policy 2016 and Strategic Plan (2018–2022) was developed and implemented.
- c. The Mining Act 2016, regulations and attendant conditions by mineral right holders was further enforced and its compliance strengthened by deploying 18 compliance officers to the regional offices.

In KRA 2: Institutional Strengthening and Capacity Development, the following achievements were showcased:

- a. Geological data was integrated in a Geological databank.
- b. Inspector of explosives and cartographers were recruited.
- c. National Mining Corporation (NMC) became operational in 2018.
- d. Mineral Rights Board (MRB) and the Geologists Registration Board (GRB) were strengthened.

In KRA 3: Geological Mapping, Mineral Exploration and Research, the following was achieved:

- a. National Airborne geophysical survey was carried out.
- b. Ground truthing of mineral targets and exploration drilling was launched and currently ongoing.
- c. The mineral lab was equipped and ISO 17025 Certification is at 21%.
- d. The implantation of seismological geohazard mapping is at 3%.

In the domain of KRA 4: Geo-Information Management, the following was achieved:

- a. Geo data centre infrastructure is at 49% completion.
- b. Collection, collation and analysis of geo-data is ongoing.
- c. Archived geo-data was digitalized and vectorized.

In KRA 5: Mineral Resources Management, the following were achieved:

- a. Opening and deployment of staff to the 18 regional mining offices.
- b. Enhancement of regional offices for rapid responses and effective service delivery.
- c. Promotion of environmental management to comply with the Environmental Management Act.
- d. Eighty five percent (85%) of the targeted artisanal miners were trained and sensitized on management of mine environment, health and safety in Kakamega, Vihiga, Kisumu, Migori, Kisii, Narok, Taita Taveta.
- e. Gazettement of 9 Artisanal Mining Committees was done.
- f. Development of Guidelines on Operationalization of Artisanal Mining Committees, Guidelines on Delineation of designated areas for artisanal mining, Guidelines on Mine Safety, Health and Environment of Artisanal Mining.
- g. Development of Artisanal Mining Strategy.

Under KRA 6: Mineral Promotion and Value Addition and Marketing, Voi Gemstone Center was equipped and became operational in 2018–2022.

3.1.5.2 Challenges

Challenges encountered during the implementation of the eight KRAs comprised of the following:

- a. Slow progress on implementation of Human Resource policy guidelines.
- b. Inadequate funding and personnel to implement the strategy.
- c. Overstepping of mining mandates by County Governments.
- d. Inadequate infrastructure to support mineral resource development and value addition.
- e. Imposition of the moratorium on issuance of mineral rights in 2019 affected funding and progress of mining activities.
- f. Frequent movement of the mining function due to re-organization of the national government.
- g. Covid-19 pandemic slowed down the implementation of the strategy.
- h. Lack of clarity on the geological survey function affecting resource allocation.

3.1.5.3 Lessons Learnt

Lessons learnt and corresponding strategies identified during the implementation of the strategic plan were;

- a. There is need to lobby for additional financial support from the exchequer, engaging bilateral and multilateral development partners, and fostering collaborations with other MDAs, Agencies, Counties, and the private sector to bolster financial resources.

- b. There is need to enhance efficiency by automating all financial management services to enable accurate tracking, transparency, and efficiency in the allocation and utilization of funds.
- c. A multi-sectoral approach and strengthened collaboration between the two levels of government is essential for successful implementation of the mining sector programmes and projects.
- d. Creation of an enabling business environment is necessary to improve Kenya's competitiveness in the region and attract investments.
- e. There is need to improve visibility of the mining sector through highlighting and promoting key mining projects.
- f. Capacity building and training of a local pool of professionals is essential to keep up with emerging trends and technology advancement in the mining sector;
- g. Proper formulation and implementation of policies and strategies for management of stakeholder expectations is imperative.
- h. Effective compliance and cross-border collaboration and partnership with institutions in the surveillance of minerals is critical for proper mineral resource governance.
- i. There is need to review and upgrade ICT infrastructure systems (OMC, Geodata Bank) to keep pace with the technological advancements in the extractives sector.
- j. Integration of monitoring and evaluation activities is crucial in project implementation.

3.2 Stakeholder Analysis

The State Department for Mining works closely with various stakeholders. These are illustrated in the table below.

Table 3.3: Stakeholder Analysis

Stakeholder	Role	Expectation of the stakeholder	Department Expectation from Stakeholder
The Presidency	<ul style="list-style-type: none"> • Appointment of the Cabinet Secretary, Permanent Secretary and Chairs (NMC & MRB) 	<ul style="list-style-type: none"> • Strategic leadership in co- ordination and implementation of mining programmes and projects that contribute to the national development agendas, • Delivery of mandate and annual Performance Contract • Promote national values 	<ul style="list-style-type: none"> • Ownership and championing of mining projects and programmes that support Kenya Vision 2030 and BETA • Uphold national values

<p>The National Treasury and Economic Planning</p>	<ul style="list-style-type: none"> • Provide guidance and oversight and budgetary support in the implementation of mining programmes that contribute to the National Development Agenda. 	<ul style="list-style-type: none"> • Efficient and prudent utilization of resources to achieve mandate • Vet all Mining Programmes and projects for the Medium-Term Plans as per the Criteria • Compliance with relevant Government Policies and Circulars • Timely preparation of budgets and procurement plans • Account for allocated resources 	<ul style="list-style-type: none"> • Provide policy guidance and budgetary support • Timely disbursement of funds • Facilitate activities that promote implementation of Kenya Vision 2030 flagship projects and BETA • Create forums where the State Department can guide on flagship projects identification and selection • Support the Board in resource mobilization • Appoint a representative of PS – NT to the MRB Board • Timely approval of budgets and procurement plans
<p>Devolved Governments (County Governments, County Assemblies)</p>	<ul style="list-style-type: none"> • Implement Flagship Programmes and Projects at the County level 	<ul style="list-style-type: none"> • Provide guidance and leadership on selection of Programmes and Projects in the counties • Provision of Land consents for mining activities 	<ul style="list-style-type: none"> • Provision of support in the county levels • Alignment of County Integrated Development Plans (CIDPs) to mining programmes and projects • Avail information on progress of implementation of programmes and projects upon request
<p>Ministries, Departments and Agencies (MDAs)</p>	<ul style="list-style-type: none"> • Implement National Government Flagship Programmes and Projects 	<ul style="list-style-type: none"> • Coordination, direction, and technical support in implementation of mining programmes and projects • Provide support on resource mobilization 	<ul style="list-style-type: none"> • Implementation of flagship Programmes and Projects. • Timely reporting on progress of Mining Programmes and Projects
<p>Parliament (National)</p>	<ul style="list-style-type: none"> • Oversight and/or appropriation of 	<ul style="list-style-type: none"> • Deliver on the State Department for Mining mandate 	<ul style="list-style-type: none"> • Pass favorable mining laws • Objective in oversight of mining programmes

Assembly & Senate)	funds and / or making laws	<ul style="list-style-type: none"> • Provide information on Mining programmes and projects. • Prudent resource management and utilization 	<ul style="list-style-type: none"> • Support in resource mobilization
Citizens	<ul style="list-style-type: none"> • Hold the Department accountable by providing feedback and participating in forums and engagements 	<ul style="list-style-type: none"> • Sensitization on Mining programmes and projects • Provide periodic communication on the progress and status of Mining programmes and projects • Equitable revenue sharing of royalties as per the Mining Act 2016, • Unpack mining flagship projects and provide content that speaks to all sectors of the citizenry • Sustainable utilization of mineral resources and mine rehabilitation • Fair and equitable treatment • Provide corporate social responsibility activities 	<ul style="list-style-type: none"> • Buy-in, ownership and support of the mining programmes • Participate and provide feedback on the implementation of Mining programmes and projects
Academia & Research Institutions	<ul style="list-style-type: none"> • Generation of expertise and trained workforce • Research on mining policies 	<ul style="list-style-type: none"> • Sensitization and provide more visibility on mining programmes and projects • Provide linkage between academia and relevant mining 	<ul style="list-style-type: none"> • Provide training and capacity building in mining and related disciplines • Undertake research and innovation on mining projects

	<p>and programmes</p> <ul style="list-style-type: none"> • Education initiatives and awareness creation to empower the public 	<p>programmes and projects</p> <ul style="list-style-type: none"> • Support research and innovation on mining projects 	<ul style="list-style-type: none"> • Constantly critique the implementation plans, and provide policy input
Private sector	<ul style="list-style-type: none"> • Partnership in implementation and investing into the Programmes and Projects 	<ul style="list-style-type: none"> • Create conducive business environment, • Be an intermediary linkage between the MDAs and Private Sector institutions, • Provide information on mining programmes and projects. 	<ul style="list-style-type: none"> • Full compliance with relevant mining legislations • Provide information and feedback on challenges faced in implementation of programmes and projects • Promote environmental sustainability while implementing projects
Media	<ul style="list-style-type: none"> • Disseminate information on Mining programmes and projects 	<ul style="list-style-type: none"> • Timely provision of accurate information of mining programmes and projects • Frequent engagement on the Government development agenda and projects. 	<ul style="list-style-type: none"> • Continuous dissemination of information on mining programmes and projects initiatives to promote visibility
Kenya Foreign Missions, Kenyans in the Diaspora, Embassies and Consulates	<ul style="list-style-type: none"> • Economic Diplomacy and Investment Promotion in the mining sector 	<ul style="list-style-type: none"> • Provide information on mining programmes and projects • Promote the Mining programmes and projects internationally 	<ul style="list-style-type: none"> • Information desk and feedback on mining programmes and project implementation • Knowledge sharing on similar projects across countries • Facilitate potential investors to undertake flagship projects

Regional Economic Blocs and International bodies	<ul style="list-style-type: none"> Aligning and harmonizing regional and international policies and treaties. 	<ul style="list-style-type: none"> Partnership and collaboration, compliance with treaties, agreements and protocols 	<ul style="list-style-type: none"> Partnership and collaboration on mining programs, International lobbying, Capacity building, and Technical and external budgetary support
Civil Society Organizations, Faith Based Organizations (FBOs) and Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> Advocacy for Human Rights and Social Justice of Marginalized Groups Hold State Department for Mining accountable 	<ul style="list-style-type: none"> Provide information about mining programmes and projects Promote good governance and national values 	<ul style="list-style-type: none"> Participate in mining initiatives Sensitize Kenyans on the State Department for Mining Community engagement and representation Uphold national values

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter provides the strategic issues, goals and Key Result Areas (KRAs). The State Department for Mining has identified strategic issues, two strategic goals and three KRAs in which implementation will be carried out, performance measured and results communicated or reported.

4.1 Strategic issues

The identified strategic issues within the State Department for Mining include:

- a. Inadequate resources and infrastructure to effectively carry out SDM's mandates.
- b. Staff shortages, and lack of necessary equipment affecting implementation of programmes.
- c. Challenges with oversight and monitoring mechanisms affecting compliance and regulation of mining activities.
- d. Lack of proper management of mining-related information and sharing with relevant MDAs.
- e. Inefficiencies stemming from reliance on manual processes within the department.
- f. Challenges with data management due to cyber-attacks, privacy violations and software flaws.
- g. Lack of sufficient capacity-building of staff affecting proper implementation of programmes.
- h. Lack of political and investor buy-ins due to the invisibility of the mining sector in the economy.
- i. Increased incidences of accidents in mining sites due to limited compliance and under-sensitization of miners.
- j. Unbalanced alignment of resources.

4.2 Strategic Goals

GOAL 1: Sustainable exploitation of minerals.

GOAL 2: A robust and dynamic institution.

4.3 Key Result Areas

The State Department for Mining has identified Key Result Areas (KRAs) in which implementation will be carried out, performance measured and results communicated. These Key Result Areas have been carefully identified to cover the entire range of programmes implemented by the State Department for Mining and provide the areas along which reporting will be carried out. The KRAs are as follows:

KRA 1: Accelerate mineral development, promotion and value addition.

KRA 2: Provide leadership in the management of mineral resources.

KRA 3: Build organizational capacity.

The State Department linked the attainment of the strategic goals with their respective KRAs as shown in the table below;

Table 4.1: Strategic Issues, Goals and KRA

Strategic issue	Goal	KRAs
<ol style="list-style-type: none"> 1. Inadequate resources and infrastructure to effectively carry out the State Department's mandates; 2. Staff shortages and lack of necessary equipment affecting implementation of programmes; 3. Challenges with oversight and monitoring mechanisms affecting compliance and regulation of mining activities; 4. Lack of proper management of mining-related information and sharing with relevant MDAs; 	<ul style="list-style-type: none"> • Sustainable exploitation of minerals 	<p>KRA 1: Accelerate mineral development, promotion and value addition.</p> <p>KRA 2: Strengthen inventory and management of mineral resources.</p>
	<ul style="list-style-type: none"> • A dynamic and robust State Department 	<p>KRA 3: Build organizational capacity.</p>
<ol style="list-style-type: none"> 5. Inefficiencies stemming from reliance on manual processes within the department; 6. Challenges with data management due to cyber-attacks, privacy violations and software flaws; 7. Lack of sufficient capacity building of staff affecting proper implementation of programmes; 8. Lack of political and investor buy-ins due to invisibility of the mining sector in the economy; and 9. High rate of mining accidents due to limited compliance and sensitization of miners. 		

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter provides the SDM's strategic objectives and strategies further outlining the strategic objective outcome and outcome indicators for the five-year period 2023–2027.

5.1 Strategic issues

The State Department has identified strategic objectives (SO) for each of the Key Result Areas (KRAs). Outcome and outcome indicators for the strategic objectives have been provided as well as five-year projections as shown in the table below.

Table 5.1: Outcomes and projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			23/24	24/25	25/26	26/27	27/28
KRA 1: Accelerate mineral development, promotion and value addition							
SO1.1: Strengthen mineral value addition	Increased contribution of mineral revenue to GDP	Amount of revenue collected	15	20	25	30	35
KRA 2: Provide leadership in management of mineral resources							
SO2.1: Geo-information management	Ease of geo-data access, storage, retrieval and sharing	% of updated and accessible databases	0	30	70	95	100
SO2.2: Mineral resource management	Order and rule of law in the mining sector	No. of mineral rights issued.	50	400	600	600	450
KRA 3: Build organizational capacity							
SO3.1: Strengthen institutional Governance and administrative capacity	Organizational efficiency and effectiveness	Level of implementation of planned activities	30%	45%	60%	75%	90%

5.2 Strategic choices

The table below provides the strategic objectives and their respective strategies and activities for each of the three KRAs.

Table 5.2: Strategic objectives, strategies and activities

KRA	Strategic Objectives (s)	Strategies	Activities
Accelerate mineral development, promotion and value addition	Strengthen mineral value addition	Promote mineral value addition and competitiveness	<ol style="list-style-type: none"> 1. Review the mining and mineral policy to include value-addition. 2. Develop value-addition centres 3. Implement public-private-partnerships in mineral value addition. 4. Build the capacity of NMC to carry out mineral value addition.
		Promote strategy on mineral marketing	<ol style="list-style-type: none"> 1. Develop a master plan to make Nairobi a mineral trading hub. 2. Develop a mineral marketing policy. 3. Organize international mining investments forums and conferences.
		Enhance mineral exploration survey activities	<ol style="list-style-type: none"> 1. Completion of unmapped geological areas 2. Completion of the land and ocean airborne survey 3. Geological mapping and update of geological maps and reports 4. Carry out ground truthing and mineral evaluation on prioritized anomalies 5. Develop concessions on evaluated deposits 6. Establish a national core library centre

		Enhance mineral exploration survey activities	<ol style="list-style-type: none"> 1. Develop a policy on geo-hazard mitigation and management 2. Establish seismic monitoring centres in the country. 3. Develop geo-hazard maps
		Enhance completion and international accreditation of mineral testing laboratory	<ol style="list-style-type: none"> 1. Implement the ISO certification programme 2. Undertake public-private partnership in the development and management of the laboratory
		Promote artisanal and small-scale mining	<ol style="list-style-type: none"> 1. Update and implement artisanal mining strategy 2. Designate areas reserved for artisanal mining activities 3. Gazette and operationalize the artisanal mining committees 4. Sensitize artisanal miners on appropriate technologies and mine health and safety
Provide leadership in management of mineral resources	Geo information management	Enhance equipping of the Geo-Data Centre	<ol style="list-style-type: none"> 1. Geo-data Infrastructural development and research 2. Establish and equip regional laboratories
		Enhance access of geoscientific data for investments	<ol style="list-style-type: none"> 1. Operationalize the Geo-Data Bank 2. Skill and Competence development in application of Specialized Geoscientific Software in Geological Modelling and Mineral Resource Evaluation
	Mineral resource management	Enhance efficiency in the administration of mineral rights and dealings	<ol style="list-style-type: none"> 1. Domicile and upgrade the online transactional mining cadastre system
		Enhancing the mining inspectorate function	<ol style="list-style-type: none"> 1. Operationalize the Mining Police Unit 2. Develop the Capacity of Mining Inspectors
		Promote mine environmental management, health and safety requirements	<ol style="list-style-type: none"> 1. Establish, operationalize and deploy a Mines Rapid Response Unit 2. Rehabilitation of disused and abandoned mines and quarries 3. Manage decommissioned mines
	Build institutional capacity	To strengthen institutional governance, and administration	Improve the institutional policy, and legal framework

	ive capacity		<ol style="list-style-type: none"> 3. Develop a litigation and arbitration database 4. Prepare and review legal agreements and frameworks to ensure compliance with the requisite laws
	Human Resource Management and capacity building		<ol style="list-style-type: none"> 1. Review and operationalize the human resources instruments 2. Coordinate staff training and capacity building 3. Review terms and conditions of service 4. Develop an annual human resource plan 5. Undertake an institutional skills gap analysis 6. Organize sensitization forums on Staff Performance Appraisal System 7. Develop Training Needs Assessment data collection tool 8. Develop and implement staff induction and orientation programs
	Administration of State Department's payroll		<ol style="list-style-type: none"> 1. Prepare, produce and process a monthly payroll. 2. Quarterly cleanse the payroll
	Attract, recruit and retain human capital		<ol style="list-style-type: none"> 1. Develop and implement a succession plan 2. Undertake employee satisfaction survey
	Leveraging emerging technology		<ol style="list-style-type: none"> 1. Develop and implement an Enterprise Resource Planning (ERP) system 2. Undertake an ICT systems audit 3. Develop and implement a business continuity and disaster recovery plan 4. Review and upgrade SDM website 5. Procure ICT hardware and software 6. Conduct business process re-engineering 7. Design, develop and deploy automated systems 8. Design and develop Quality Management Systems (QMS)
	Enhance digitalization process		<ol style="list-style-type: none"> 1. Establish and operationalize a digitalization committee

			<ol style="list-style-type: none"> 2. Conduct a baseline survey to determine the institution's level of digitalization
		Enhance corporate image	<ol style="list-style-type: none"> 1. Conduct customer satisfaction surveys 2. Review corporate communication strategy 3. Review and implement the corporate social responsibility activities. 4. Develop branded materials
		Enhance customer service	<ol style="list-style-type: none"> 1. Develop the citizen service delivery charter for the State Department for Mining 2. Sensitize all staff of SDM on the Citizens' service delivery charter
		Improve on work environment	<ol style="list-style-type: none"> 1. Acquire, design and maintain adequate office space 2. Mainstream cross-cutting issues

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter provides the implementation and coordination framework. The implementation is further expounded in the implementation plan matrix. The coordination framework is discussed through the institutional framework, staff establishment, skills set and competence development. A risk management framework is also provided.

6.1 Implementation plan

The State Department for Mining will provide appropriate governance and policy direction to ensure the implementation responsibilities of this plan are cascaded to all levels. The State Department will also establish suitable coordination mechanisms to facilitate effective collaboration with all pertinent stakeholders, working collectively towards realizing a clean environment.

6.1.1 Action Plan

At the beginning of the implementation stage, the State Department shall communicate the strategic plan to all stakeholders, assign roles and responsibilities to different players, mobilize, allocate and utilize resources as identified in the plan. In addition, the State Department will align annual departmental and individual workplans to the strategic plan and budget. Moreover, the State Department will put in place an appropriate monitoring, evaluation and reporting framework and strengthen staff capacity to deliver on the mandate.

During implementation, the State Department for Mining management will provide strategic leadership, be responsible for policy formulation and play an oversight role. The Principal Secretary (PS) will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. Strategic themes teams will be responsible for the day-to-day operationalization of the strategic plan to ensure that the planned activities are implemented. The implementation matrix for the strategic plan is provided in Appendix I.

6.1.2 Annual Work Plan and Budget

The annual budget will be informed by the annual targets in the implementation matrix. The State Department will extract their annual work plan in time for the annual budgets. Appendix II provides a cost annual work plan for the first year of implementation of the strategic plan.

6.1.3 Performance Contracting

The cost work plans in Appendix II will constitute the Annual Performance contracts.

6.2 Coordination Framework

All departments will be charged with leading and/or supporting the State Department for Mining activities as outlined in the implementation matrix. This is further expounded in the institutional framework; staffing levels, skills set and competences; leadership; and systems and procedures.

6.2.1 Institutional Framework

During the plan period, The State Department will undertake an evaluation of the existing structure, policies, rules and regulations to ascertain their appropriateness and adequacy towards the support of carrying out the strategy. The State Department for Mining organizational structure is shown in Appendix IV. Additionally, SDM aims at institutionalizing a capacity development strategy to enhance staff performance and service delivery. These strategic measures are intended to facilitate the attraction, recruitment, development, and retention of highly qualified and motivated personnel within the State Department for Mining.

6.2.2 Staff Establishment, Skills Set and Competence Development

Presently, the State Department for Mining operates with 320 staff members, while its approved Establishment allows for 838 positions. To effectively fulfil its mandate, the department intends to maximize the utilization of its workforce by filling the vacant positions optimally during the planned period.

The proposed staffing level for the next five years is provided in Table 6.1 below.

Table 6.1: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing levels (B)	In-Post (C)	Variance D= (B-C).
Cabinet Secretary	1	1	1	0
Principal Secretary	1	1	1	0
Secretary Mining	1	1	0	+1
Secretary Geological Survey	1	1	0	+1
Mining Engineers	167	167	50	+117
Geologists	199	199	63	+136
Laboratory Personnel	72	72	6	+66
Cartographers	11	11	22	-11
Drillers	11	11	13	-2
Explosives	173	173	16	+157
Public Relations and Communication Officers & Marketing	11	7	4	+3

Administration Officers	6	1	5	-4
Finance & Accounting Officers	11	17	17	0
Human Resource Management and Administration Officers	8	12	6	+6
Records Management Officers & Librarians	8	8	2	+6
Economists	4	4	4	0
Information, Communication Technology Officers & system administrator	6	6	3	+3
Supply Chain Management Officers	7	10	10	0
Legal Officers	2	2	1	+1
Social Development Officers	15	15	0	+15
Office Administrative Officers	24	24	17	+7
Drivers	43	43	19	+24
Clerical Officers	24	24	32	-8
Support Staff	32	32	24	+8
Advisors	0	4	4	0
Total	838	846	320	+526

The proposed skills set and competence development for the next five years are provided in Appendix III.

6.2.3 Leadership

The execution of the strategic plan will be spearheaded by the Central Project Planning and Monitoring Unit (CPPMU), with support from various departments. This intentional approach will be realized through the establishment of Strategic Theme Teams. These teams will be organized in alignment with the strategic issues, ensuring clear delineation of responsibilities and accountability in guiding and coordinating the implementation of strategic activities related to Key Result Areas (KRAs). The State Department for Mining has detailed the composition and responsibilities of these Strategic Theme Teams in Appendix V.

6.2.4 Systems and Procedures

To ensure the alignment of internal system processes and standard operating procedures with the strategy, a thorough evaluation will be conducted. This assessment aims to determine the appropriateness of existing processes in supporting the strategy's implementation.

In pursuit of this objective, the State Department for Mining will embrace quality standards, implement digitalization measures, and adopt a value chain execution framework.

6.3 Risk Management Framework

Possible risks to which the State Department for Mining may be exposed during the Strategic Plan implementation have been identified, ranked and suggested mitigation strategies provided. Table 6.2 provides a list of the risks to which the Department may be exposed to

Table 6.3: Risk Management Framework

No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation
1.	Political instability	H	H	H	<ul style="list-style-type: none"> Enhanced synergy between the national and county governments in the implementation of flagship/mining projects Sensitize and create awareness to stakeholders on the benefits of mining to economic development
2.	Change in government policies	M	H	M	<ul style="list-style-type: none"> Sensitize and create awareness among stakeholders on the benefits of mining to economic development Sensitization of staff and also stakeholders on the new government policies and regulations
3.	International Relations and Global Geopolitics	H	H	H	<ul style="list-style-type: none"> Foster positive international relations, diversify economic partnerships and have contingency plans for external shocks.
4.	Global economic shocks	M	H	M	<ul style="list-style-type: none"> Focus on domestic markets, and monitor global economic trends to anticipate and respond to changes.
5.	Cyber-attack of data in regard to exposure, loss of information, hacking, corrupted records e.t.c	H	H	H	<ul style="list-style-type: none"> Implement the ICT policy Procurement of online advanced data storage systems Lobby the ICT department in partnership with private sector to develop tailor-made secure software

No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation
6.	Privacy violation through Data mining \ sourcing.	H	H	H	<ul style="list-style-type: none"> Develop and implement data protection policy Funding procurement of up-to-date ICT equipment/software Procurement of database management systems
7.	Skills gaps – inability to use various online platforms, Apps and digital platforms.	H	H	H	<ul style="list-style-type: none"> Identify skills gaps, develop a training programme and implement it Advocate for curriculum development to align with market needs Lobby for additional funding for continuous staff training.
8.	Lack of implementation of data management laws and regulations	H	H	H	<ul style="list-style-type: none"> Develop frameworks for implementation of data management laws and regulations
9.	Incompatibility of current and technological trends and systems.	L	H	M	<ul style="list-style-type: none"> Comply with the requisite data management laws and regulations Continuous sensitization of staff to be abreast with the changing trends and technology
10.	Inadequate resources to effectively carry-out its mandate	M	H	M	<ul style="list-style-type: none"> Lobby for increased budgetary allocation Seek for more funding from external development partners
11.	Lack of administrative and political buy-in	H	H	H	<ul style="list-style-type: none"> Sensitize and create awareness among political leaders on the benefits accruing from mineral resources value chains for socio-economic development Lobby/communicate the need for allocation of additional funds. Improved visibility of the sector to stakeholders through priority/key projects
12.	External Shocks	H	H	H	<ul style="list-style-type: none"> Develop innovative resource mobilization strategies
13.	Conflict in mining zones	M	H	M	<ul style="list-style-type: none"> Adherence to the Mining Act 2016 Lobby/communicate the need for allocation of additional funds.

No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation
					<ul style="list-style-type: none"> • Support implementation of culture-change programmes
14.	Mine accidents/ incidents	H	H	H	<ul style="list-style-type: none"> • Periodic trainings of artisanal miners and Regional Mining Officers • Develop a comprehensive mine health and safety regulations • Adequate staffing in regional offices • Lobby for adequate funding

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter provides the financial requirements for implementation of the strategic plan, resource gaps, resource mobilization strategies as well as resource management in this strategic plan period 2023–2028.

7.1 Financial Requirements

The table below provides the financial requirements for the implementation of the strategic plan. In particular, the projected resource requirements for the five years as well as total resource requirements for each of the KRAs are provided.

Table 7.1: Financial requirements for implementing the Strategic Plan

Strategic Result Area	Projected Resource Requirements (Million KSh.)					Total Resource Requirements (Million KSh.)
	23/24	24/25	25/26	26/27	27/28	
KRA 1: Accelerate mineral development, promotion and value addition	2723	5854	6061	6447	6757	27824
KRA 2: Provide leadership in management of mineral resources.	279.0	526.5	611.8	449.0	517.0	2383.3
KRA 3: Build organizational capacity	95	136.7	109.5	115.5	122	578.7
Administrative cost	900	651.72	678.23	701.15	739.6	3670.7
Total (Million KSh.)	3997	7168.92	7460.53	7712.65	8135.6	34474.7

7.2 Resource Gaps

The table below provides the resource gaps in the State Department for Mining by highlighting the variances between resource requirements versus available resources. The resource gaps inform the resource mobilization strategies.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2023	3,997	3,779	218
2024	7,168.92	1,558.16	5,610.76
2025	7,460.53	2,832	4,628.53
2026	7,712.65	3,162	4,550.65
2027	8,135.6	7,544.77	590.83
Total	34,474.7	18,875.93	15,598.77

7.3 Resource Mobilization Strategies

Resource mobilization is key in this Strategic Plan period in order to finance the planned activities and ensure financial sustainability. The State Department for Mining will mobilize financial resources for its activities as follows:

- a. Engaging in partnerships with private entities to finance and oversee public projects or services.
- b. Seeking grants and financial support from international organizations, foundations, or bilateral/multilateral agencies to bolster specific projects or initiatives.
- c. Enhancing operational efficiency and reducing wastage by streamlining projects and programs.
- d. Optimizing the allocation of existing resources through prioritizing high-impact projects or reallocating resources from less critical areas.
- e. Establishing collaborative partnerships with other agencies to collectively address common issues or provide shared services.
- f. Combining resources and cooperating with other government agencies or departments to distribute costs and leverage expertise.
- g. Exploring innovative financing models such as social impact bonds, green bonds, or results-based financing to attract investment for specific social or environmental initiatives.

7.4 Resource Management

The State Department for Mining commits to exercise prudence in resource management by implementing robust mechanisms for efficient, effective, and economical resource utilization. The incorporation of a value chain execution framework will play a significant role in directing resources towards strategically crucial activities. Through alignment with BETA and the Kenya Vision 2030 Fourth Medium Term Plan (MTP IV) 2023 – 2027, the State Department will adhere to the principles of prioritization and sequencing, ensuring that scarce resources are allocated to impactful value chain activities. This approach aims to achieve desired outcomes in a timely manner, focusing on quick wins, short-term, medium-term and long-term objectives.

CHAPTER EIGHT: MONITORING, EVALUATION FRAMEWORK

8.0 Overview

This chapter provides the State Department for Mining monitoring framework, performance standards and evaluation framework.

8.1 Monitoring Framework

The State Department for Mining monitoring framework will be informed by guidelines provided by the National Treasury and Planning. In determining the Strategic objectives and targets, the State Department took cognizance of the relevant development agenda.

Key performance indicators that will inform management decision-making have been identified and the frequency of reporting on these indicators determined. This will form the foundation of the Monitoring and Evaluation Reporting and Learning system. Monitoring the implementation of the strategic plan will be based on the State Department's annual work plan and individual work plans. Progress for each activity will be measured against specific targets in the plan and reporting done on a quarterly and annual basis. Results from the analysis will then be used to inform decision-making, identify challenges and take immediate corrective action.

8.2 Performance Standards

The PS will ensure that a performance management system is implemented, actual performance is measured against negotiated targets at all levels and feedback provided to key actors in the implementation.

8.3 Evaluation framework

Evaluation of the strategic plan will be informed by the outcome performance matrix that defines outcome indicators, baselines and targets as summarized in Table 8.1. KRAs and Outcomes will be drawn from the Action Plan Implementation matrix in Appendix I.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Accelerate mineral development, promotion and value addition	Increased contribution of minerals revenue to GDP	Amount of revenue collected	15 B	23/24	42.5B	125B
KRA 2: Provide leadership in management of mineral resources	Ease of Geo-data access, storage, retrieval and sharing. Order and rule of law in the mining sector	% of updated and accessible databases	0%	23/24	70%	100%
		No. of mineral rights issued.	50	23/24	600	450
KRA 3: Build organizational capacity	Organizational efficiency and effectiveness	Level of implementation of planned activities	30%	23/24	60%	90%

8.3.1 Mid-Term Evaluation

After two and a half years, a mid-term review will be undertaken giving a status report on the implementation of the plan and circulated to the stakeholders.

8.3.2 End-Term Evaluation

End Term Review will be undertaken at the end of June 2027 to determine: (a) the extent to which the activities undertaken achieved the objectives; (b) sustainability of the achievements made; (c) challenges faced; (d) lessons learnt; (e) mitigation measures; and (f) ToRs for the subsequent Plan.

8.4 Reporting Framework and Feedback Mechanism

The strategic plan will be cascaded to all staff to enable members to understand and plan for their respective roles. Functional and individual work plans with clear performance indicators, resources requirements and responsibility for their achievement will be developed in line with activities in the plan.

The PS will oversee the coordination of meetings to assess progress and resolve issues that may arise during implementation. Monthly review meetings at the functional levels will be convened to ensure implementation is on track. Additionally, quarterly review meetings at the functional levels and board level shall be convened to receive reports on implementation of the plan. An annual Strategy Implementation Review meeting will be convened to evaluate the progress achieved.

To facilitate performance reporting, data and information collection templates and procedures will be developed for use by various functional areas. Progress reports on the implementation status of the plan will be regularly provided on a quarterly and annual basis by the CPPMU

The unit is mandated to submit quarterly reports to both management and the Board and annual reports to management, the Board, and relevant stakeholders. This reporting framework is summarized in the matrix below:

S/No	Type of Report	Reported By	Reported To	Frequency
1.	Quarterly Reports on KRAs			Quarterly
2.	Quarterly reports on implementation of the strategic plan			Quarterly
3.	Annual Report on KRAs			Annually
4.	Annual Report on the implementation of the strategic plan			Annually
5.	Mid-Term Review Report			Once (after 2 and half years of implementation)
6.	End-Term Review Report			Once (end of strategic plan period)

APPENDIX I: IMPLEMENTATION MATRIX

S/N o.	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Annual Targets										Responsibility		
						FY										Lead	Support	
						23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33			33/34
KRA I: Accelerate mineral development, promotion and value addition																		
SO1.: Strengthen mineral value addition																		
1.1	Promote mineral value addition and competitiveness	Review the mining and mineral policy to include value addition.	Mineral and mining policy	No. of policy documents	1	-	1	-	-	-	-	-	30				Planning	All
		Develop value addition centres	Value additional centers	No. of value addition centres	4		1	1	1	1			1000	1000	1000	1000	Mine NMC	All
		Implement public private partnerships in mineral value addition	public private partnership	No. of public private partnership	6		2	1	1	2			100	50	50	100	Legal	All
		Build the capacity of NMC to carry out mineral value addition	resources mobilized	Amount of resource mobilized	100	21	46	71	94	100	336	1500	1500	1500	1500	1500	NMC	All

1.2	Promote strategy on mineral marketing	Develop a master plan to make Nairobi a mineral trading Hub	Mineral trading system	Percentage completion of the mineral HUB	100%	-	20	40	60	100	-	100	100	100	100	100	200	Mines	All
		Develop a mineral marketing policy	mineral marketing policy	No. of mineral marketing policy	1	-	1	-	-	-	30	-	-	-	-	-	-	Mines	All
		Organize international mining investments forums, conferences	International mining investment forums, conferences	No. of international mining investments forums, conferences organized	5	1	1	1	1	1	140	175	175	180	180	180	180	Mines	All
1.3	Enhance mineral exploration surveys activities	Completion on unmapped geological areas	Mapped geological areas	Percentage of area mapped	100	0	20	40	75	100	0	100	100	160	160	160	DGS	All	
		Completion of the land and ocean airborne survey	Airborne geophysical data	Percentage coverage /completion	100	92	96	96	100	-	-	500	520	550	-	-	-	DGS	All
		Geological mapping and update of geological maps and reports	map and report	Percentage completion of updates	45	0	5	15	25	45	153	1700	1800	2500	2500	2500	DGS	All	

1.4	Enhance mineral exploration surveys activities Improve seismological and geo-hazard monitoring systems	Carry out ground truthing and mineral evaluation on prioritized anomalies	map and report	No. of targets maps and reports	100	4	16	20	30	30	30	60	100	150	150	DGS	All
		Develop concessions on evaluated deposits	Mineral Concessions	No. of concessions developed	4		1	1	2	3	0	100	100	200	300	Mines DGS	All
		Establish a national core library centre	core library centre	Percentage completion of core library centre	100	0	20	50	80	100	-	10	100	100	50	DGS	All
		Develop a policy on geo-hazard mitigation and management	geo-hazard mitigation and management policy	No. of geo-hazard mitigation and management Policy	1	0	1	-	-	-	50	30	30	40	50	DGS	All
		Establish seismic monitoring centres in the country.	seismic monitoring center	No of seismic monitoring centers.	5	-	1	1	1	2	-	30	30	30	60	DGS	All

1.5	Enhance completion and international accreditation of mineral testing laboratory	Develop geo-hazards maps	geo-hazards map	No. geo-hazards maps	6	1	1	15	50	75	100	377	186	236	250	0	15	DGS	All
		Implement ISO certification program	ISO certified laboratory	Percentage on completion	100	5	15	50	75	100	377	186	236	250	0			DGS	All
		Undertake public-private partnership in development and management of the laboratory	public-private partnership	No. of public-private partnership	1	1	-	-	-	-	100	120	130	155	300		Legal	All	
1.6	Promote artisanal and small-scale mining	Update and implement artisanal mining strategy	Artisanal mining strategy	Percentage implementation of the strategy	100	20	40	60	80	100	100	100	100	100	100		Mines	All	
		Designate areas reserved for artisanal mining activities	Designate area for ASM	No. of designated areas	20	0	4	6	6	4	16	10	10	10	10		Mines	All	
		Gazette and operationalize the artisanal	Artisanal Mining Committees	No. of Artisanal Mining Committees	20	0	4	6	6	4	14	8	20	32	42		Mines	All	

	for investments	Skill and Competence development in application of Specialized Geoscientific Software in Geological Modelling and Mineral Resource Evaluation	Skilled Personnel	No. of Officers Trained on Geoscientific Software	100	0	20	30	25	25	30	40	50	62	70	DGS	HRM&D
SO2.2: Mineral resource management																	
2.1	Enhance efficiency in the administration of mineral rights and dealings;	Domicile and upgrade the online transactional mining cadastre system	Fully upgraded online transactional mining cadastre system	% completion	100	20	40	60	70	100	70	85	97.8	-	-	DoM	Finance Dept
2.2	Enhancing the mining inspectorate function	Operationalize the Mining Police Unit Develop the Capacity of Mining Inspectors	Fully operational mining police unit Skilled Mining Inspectors	No. of mining police officers recruited and deployed No. of Mining Inspectors Trained	100	10	20	30	20	20	56	80	94	110	158	DoM	HRM&D and Admin
2.3	Promote mine environmental	Establish, operationalize and deploy a mines	An operationalized mining rapid	No. of mining rapid response unit	19	3	5	5	3	3	10	15	20	22	24	DoM	HRM&D and Admin

3.2	Human Resource Management and capacity building	Prepare and review legal agreements and frameworks to ensure compliance with the requisite laws	Legal agreements reviewed	Number of legal documents reviewed	35	8	10	6	6	5	5	20	5	5	4	PS-SDM	Legal
		Review and operationalize the human resources instruments	Reviewed Human Resource instruments	Number of HR instruments reviewed	7	1	2	2	1	1	3	6	6	3	3	PS-SDM	DHRM
		Coordinate staff training and capacity building	Staff trained. Capacity building forums	Number of staff trained. Number of capacity building sessions held,	560	60	100	100	100	100	17	20	20	20	20	PS-SDM	DHRM
		Review terms and conditions of service	Terms and Conditions of service reviewed	Report on the reviewed document submitted	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	PS-SDM	DHRM
		Develop annual human resource plan	Annual Human Resource Plan developed	Annual Human Resource plan submitted	5	1	1	1	1	1	2.5	3	3.5	4	4.5	PS-SDMD	HRM
		Undertake institutional skills gap analysis	2-year skills gap analysis report	Updated report	4	2	0	2	0	0	0	5	0	5	0	PS-SDM	HRM

3.5	Leveraging emerging technology	Undertake employee satisfaction survey	Employee Satisfaction report	Vibrant and motivated staff	5	1	1	1	1	1	1	1	1	1	0.5	1	1.5	2	2.5	2.5	PS-SDM	HRM
		Develop and implement an Enterprise Resource Planning (ERP) system	Integration of departmental functions	Maximum accounting efficiency	1	1	1	1	1	1	1	1	1	1	5	3	3	2.5	2.5	PS-SDM	ICT	
		Undertake an ICT systems audit	Updated ICT equipment database	Updated audit report	5	1	1	1	1	1	1	1	1	1	1	1.5	2	2.5	PS-SDM	ICT		
		Develop and implement a business continuity and disaster recovery plan	Updated business continuity and disaster recovery plan	Disaster management policy	1	0	1	0	0	1	0	0	0	0	0	2	0	0	3	PS-SDM	ADMIN	
		Review and upgrade SDM website	Increased online presence and information exchange	Interactive website	1	0	1	1	1	1	1	1	1	2	2.5	3	3	3	PS-SDM	ICT		
		Procure ICT hardware and software	Efficient work delivery	Enough ICT equipment	500	100	100	100	100	100	100	100	100	3	3.5	4	4.5	PS-SDM	ICT			
		Conduct business process re-engineering	Improved customer service delivery processes	Reduced cost of unproductive activities	5	1	1	1	1	1	1	1	1.5	2	2.5	3	3	PS-SDM	ICT			

APPENDIX II: FIRST YEAR COSTED WORKPLAN

Programme Name: Geological Surveys and Geo-information Management Programme Outcome: Enhanced information on geological resources (rocks and minerals) and investment opportunities in mining and quarrying activities																						
Sub-Programme Name: Geological Surveys Delivery Unit (Directorate, Department, Unit): Directorate of Geological Surveys and Geo-Information Management																						
S/N	Projected Output	Activities	Approved Budget (M)		Target in FY 2023/2024	Measures Of Verification	Timelines															
			GOK	Donor			J ul	A ug	S ep	O ct	N ov	D ec	J an	Feb	Mar	Apr	May	J un				
1.	Seismologic al stations	Geological mapping and site selection for two Seismological stations.	20,509,756		Identification of Two Seismological stations sites	Site identification Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Procurement of equipment for the two seismological stations.	66,190,244		Seismograph, field equipment	LPOs, Invoices, delivery notes and inspection reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Installation and commissioning of seismic Stations.	2,000,000		Two Seismological stations	Seismological stations Installation Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.	ISO 17025 Mineral Certification Laboratory	Procurement of Mineral Certification Laboratory Equipment	57,965,517		Assorted laboratory equipment	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Procurement of Specialized Materials for the Laboratory	15,000,000		Assorted laboratory materials	LPOs, Invoices, delivery notes, and inspection & Acceptance Reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

13	Artisanal Mining Committees Meetings	Facilitation of Artisanal Mining Committees (AMCs) meetings in 9 Counties (Hospitality-committees, boards vote)	-	Committee meetings	Induction training reports, and minutes of meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.	Stakeholder Engagements	Public participation for fees, royalty rates, revenue framework (draft regulations), Artisanal and Small-Scale Meetings (ASM) strategy, amendment to the Act, etc	4,805,000	Stakeholder Engagement Workshop	Workshop report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15.	Vihiga Granite Processing Centre design	Design civil works, other structures and plants at Vihiga Granite Processing land;	14,800,000	Civil works design for the Granite Processing Land in Vihiga County	Tender Documents	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Programme Name: General Administration and Support Services																				
Programme Outcome: Improved Service Delivery																				
Sub-Programme Name: General Administration and Support Services																				
Delivery Unit (Directorate, Department, Unit): Corporate Affairs																				
Specific Department: Administration Services																				
16.	Disability Mainstreaming	Appoint a Disability Mainstreaming Champion to act as liaison officer with NCPWD. Constitute a Disability Mainstreaming Committee to spearhead disability mainstreaming Agenda within the MDA. Liaise with NCPWD to train members of the Disability Mainstreaming Committee and	-	One (1) Disability champion	Appointment letter	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			-	One (1) Disability Mainstreaming Committee	Appointment Letters.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			1,000,000	2 Workshops	Training/sensitization report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

25.	Communication Strategy	Development of a Ministerial Communication strategy for the extractives Sector	300,000	boxes placed. Developed ToRs, advert placed to source for consultancy firm to develop the strategy and development of the strategy	ToRs, LSOs and Printed copies of the communication Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
26.	Corporate branding	Branding of the State Department's Headquarters and Regional Mining offices	500,000	Well designed and branded signage and banners	Strategically displayed signage and banners and LSOs for the contracted service provider.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
27.	Media Engagement	Development and production of Ministerial branding manual	400,000	Ministerial Branding Manual	Ministerial Branding Manual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
28.	Customer Satisfaction Survey	Media workshops and breakfast to sensitize journalists on reporting of extractive activities. Undertake customer satisfaction survey to establish if external communication with sector stakeholders is Maintained.	1,500,000	Media engagement workshops	Media Engagement Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Department: Information Communication on Technology																			
29.	ICT Security	Renewal and installation of antivirus Licenses	277,962	400	LPOs, invoices and delivery notes, Inspection and	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

40.	Security of records	Purchase of modern lockable mobile cabinets.	221,584	Procurement of two (2) modern lockable Mobile Cabinets	LPOs, Invoices and delivery notes, Inspection and Acceptance Reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Department: Human Resource Management Unit																				
41.	Administration of the payroll	Preparation, production and processing of Monthly payroll by the 20th of every month	329,000,000	12 Payrolls	Wage Bill, Number of Payrolls produced, payment vouchers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
42.	Implementation of Approved Individual/Group Trainings and Capacity Building Programme for officers	Undertake training of staff to support appraisal and development function, capacity build on extractive legislation, Environmental Impact Assessment training and facilitate capacity development programmes for artisanal miners on alternative methods of Mineral extraction Facilitate officers attending individual local, overseas and group training programmes	-	Train staff, Execute 28 Capacity Building Programs for Technical and Support Cadres, 7 Programme implemented on Quarterly basis.	Quarterly updated training reports Individual Training Reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Monitoring & Evaluation (M&E) of training activities	-	4 Quarterly Reports	Training Evaluation Reports	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
43.	Training Impact Assessment Report	Undertake Training Impact Assessment data analysis and preparation of a report.	-	Training Impact Assessment data analysis	Training Impact assessment Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

64.	Controller of Budget Reports	Preparation of quarterly Controller of Budget (COB) reports on the status of the Capital Projects (non financials).	-										✓								✓	
65.	Programme Performance Review (PPR) Report for FY 2019/20-2021/22	Coordinate preparation of Programme Performance Review (PPR) for FY 2019/20-2021/22	-						✓	✓	✓	✓	✓	✓								
66.	2023/24-2025/26 MTEF Subsector	Coordinate in liaison with Finance, preparation of the sub sector report for Medium Term Expenditure Framework (MTEF) 2023/24 - 2025/26 Report	-						✓	✓	✓	✓	✓	✓								
67.	Strategic Planning	A workshop for the HoDs and Technical Officers for preparation of Ministerial Strategic Plan 2023-2027 Procure Printing services for the Strategic Plan 2023-2027	550,000										✓									✓
68.	Mineral Resources Sector Plan	Development and validation of the Mineral Resources MTP IV Sector Plan (2023-2027)	500,000																			
69.	MTP III 4 th Annual Progress Reporting	Preparation of the fourth Annual Progress Reports (APR) for MTP III flagship and programmes and projects.	-						✓													
Department: Supply Chain Management																						
70.	Annual Procurement Plan	Preparation of Procurement Plan for the State Department	-						✓													

78.	Professional Opinion Reports	Preparation of professional opinion for the Accounting Officer's approval	-			100% approval of all professional opinions	Approved professional opinions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Department: Legal Unit																				
79.	Coordinated Provision of legal Services	Handling legal routine matters, providing legal advice and interpretation to Statutes, Contracts/Agreements, Court Rulings, Arbitration Awards & Court Judgments Collecting, Analyzing & Compiling evidence on Litigation & Arbitration matters. Liaising with the State Law Office for representation of the State Department & the Entities thereunder in Litigation & Arbitration matters Liaising with relevant Directorates, Departments in the Ministry & Entities thereunder for formulation /review of policy & legislation to ensure conformity with CoK,2010 & all other relevant Statutes Verify all legal Instruments (Leases, Contracts, Agreements, Cabinet Memos, MoUs) emanating from within and where the Ministry is a party.	-			Handle all legal routine matter that arise Compile all evidence on all litigation & Arbitration matters that arise Formulate/ review policies & legislation as and when necessary Verify all legal documents relevant to the Ministry as may be necessary	Informed legal decisions Compiled Evidence, correspondence, filed Court Pleadings Formulated/ reviewed Policies Reports on the legal instruments verified	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

APPENDIX III: PROPOSED SKILLS SET AND COMPETENCE DEVELOPMENT

Cadre	Skills set	Skills Gap	Competence Development
Administration Officers	<ul style="list-style-type: none"> • Master of Arts Degree • Bachelor of Arts Degree • SLDP • Administrative Officers examinations • Paramilitary Course • Advance Public Administration Course 	<ul style="list-style-type: none"> • SLDP • SMC • Financial and Procurement skills • Budget preparation and implementation 	
Mining Engineers	<ul style="list-style-type: none"> • Master's degree in Mining Engineering • Bachelor's degree in Mining Engineering • SLDP • SMC 	<ul style="list-style-type: none"> • Master's degree in Mining Engineering • SLDP • SMC • Risk Identification and Mitigation • Financial and Procurement skills • Budget preparation and implementation • Continuous training on new technologies 	None

Geologists	<ul style="list-style-type: none"> • Master's Degree in Geology • Bachelor of Science (Bsc.) Geology • SLDP • SMC 	<ul style="list-style-type: none"> • Master's Degree in Geology • SLDP • SMC • Financial and Procurement skills • Budget preparation and implementation • Continuous training on new technologies 	None
Laboratory Personnel	<ul style="list-style-type: none"> • Bsc in Analytical Chemistry • Diploma in Analytical Chemistry • SMC 	<ul style="list-style-type: none"> • SLDP • SMC • Interpersonal skills • Report writing • Continuous training on new technologies 	
Cartographers	<ul style="list-style-type: none"> • Bachelors' degree in Geo-spatial Engineering • Diploma in Land Surveying 	<ul style="list-style-type: none"> • SLDP • SMC 	

<p>Explosives</p>	<ul style="list-style-type: none"> • Masters of Science in Explosives Engineering • Bachelor of Science in Explosives Engineering • SLDP • SMC 	<ul style="list-style-type: none"> • SLDP • SMC 	
<p>Public Relations and Communication Officers & Marketing</p>	<ul style="list-style-type: none"> • MA in Communication, • BA, in Communication Science • SLDP • SMC 	<ul style="list-style-type: none"> • Financial management skills • Conflict management skills • Negotiation skills • Supervisory skills • Report writing skills 	
<p>Finance & Accounting Officers</p>	<ul style="list-style-type: none"> • MSC Finance & Accounts • BCOM • SLDP • SMC • computer applications • CPA (K) 	<ul style="list-style-type: none"> • policy formulation, interpretation and implementation • computer application skills • communication skills • conflict resolution skills • communication skills • counselling skills 	

<p>Human Management and Administration Officers</p>		<ul style="list-style-type: none"> • decision making • negotiation skills • project management • team playing skills • risk identification and mitigation • sensitization on Official Secrets Act 	
<p>Human Resource Management and Administration Officers</p>	<ul style="list-style-type: none"> • MSC in HRM • Bachelor's Degree • Higher Diploma in HRM • Diploma in HRM • Supervisory Skills Management Course • Certificate in Computer packages 	<ul style="list-style-type: none"> • Knowledge Management Skills • Organizational Management Skills • Counselling Skills • Negotiation Skills • Contract Management Skills • Conflict Resolution/Management Skills • TOT • CHRP • Performance management 	<ul style="list-style-type: none"> • IHRM Conferences and Congress

		<ul style="list-style-type: none"> • Project management • Finance for non-finance managers • Report writing • Labour relations skills • Customer care and public relation skills • Minute writing • Risk identification and mitigation • Sensitization on Official Secrets Act 	
<p>Records Management Officers & Librarians</p>	<ul style="list-style-type: none"> • Diploma in Records Management • Certificate in Records Management • Certificate in Electronic Records Management • SMC • Supervisory Management Training • Certificate in Computer application 	<ul style="list-style-type: none"> • Digitalization of resources/records • Report writing • Sensitization on Official Secrets Act 	<ul style="list-style-type: none"> • KARMA Conferences

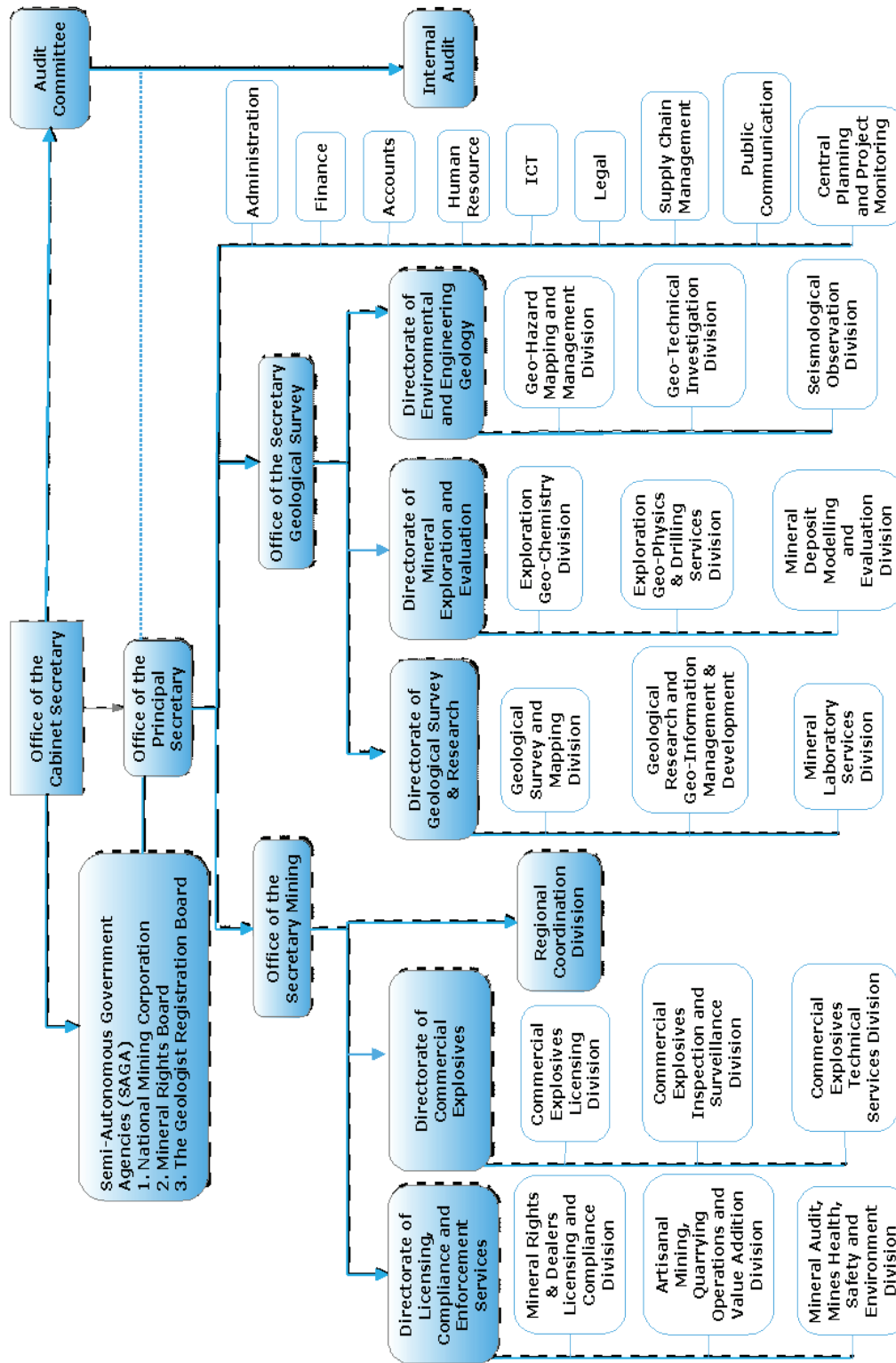
<p>Economists</p>	<ul style="list-style-type: none"> • Masters degree in Mining Economics • Bachelor's degree in Economics • SLDP • SMC 	<ul style="list-style-type: none"> • SLDP • SMC • Policy formulation and implementation • Capacity building in feasibility studies, appraisals, monitoring and evaluation of mineral projects. • Capacity building in effective Performance Contracting practices 	
<p>Information, Communication Technology Officers & system administrator</p>	<ul style="list-style-type: none"> • Master's Degree - Information Systems • Post Graduate Diploma Computer Science • Bsc Mathematics (Statistics Option) • SLDP • SMC 	<ul style="list-style-type: none"> • ITIL, CCNA, MCITP, A+ • ISO 9001:20008 QMS • Web Development • JAVA Programming • MYSQL Database • ArcGIS Server • SLDP • SMC 	<ul style="list-style-type: none"> • Cyber Security
<p>Supply Chain Management Officers</p>	<ul style="list-style-type: none"> • Bachelor of purchasing and Supplies Management 	<ul style="list-style-type: none"> • SLDP • SMC 	<ul style="list-style-type: none"> • CIPS

	<ul style="list-style-type: none"> • Diploma in Supplies Management • Strategic Leadership Program • Senior Management Course 		
Legal Officers	<ul style="list-style-type: none"> • Bachelor Degree in Law • Post Graduate Diploma in Law • SMC 	<ul style="list-style-type: none"> • Master of Laws • SLDP 	<ul style="list-style-type: none"> • LSK Annual Conference
Office Administrative Officers	<ul style="list-style-type: none"> • Higher Diploma in Secretarial Management • Diploma in Business & Office Management • KCSE • Secretarial Management Course • SMC • Supervisory skills Development, Course, • Certificate in Public Relations & Customer Care Course 	<ul style="list-style-type: none"> • Customer care and public relations • Etiquette • Communications skills • Protocol • Report writing • Minute writing • Sensitization on Official Secret Act • First aid skills • Computer applications skills • Counselling skills 	<ul style="list-style-type: none"> • KARMA Conferences • KENASA Conferences

<p>Drivers</p>	<ul style="list-style-type: none"> • Valid Driving License • Police Clearance Certificate • First Aid Certificate • Police Clearance Certificate • Defensive Driving Certificate • Occupational Trade Test for Drivers 	<ul style="list-style-type: none"> • Sensitization on accident reporting procedures • Report writing • Customer care and public relations • Etiquette • Communication skills • Computer application skills • Sensitization of Official Secrets Act 	
<p>Clerical Officers</p>	<ul style="list-style-type: none"> • Diploma in Supplies Management/ Diploma in HRM/ Diploma in Records Management. • Certificate Course in Management. • K.C.S.E • Proficiency Examination for Clerical Officers. 	<ul style="list-style-type: none"> • Supervisory skills • Customer care skills • Report writing skills • Counselling skills • Record management skills • Communication skills • Computer skills • Fleet management skills 	

<p>Support Staff</p>	<ul style="list-style-type: none"> • KCSE • Certificate in Customer care And Public Relations. • Certificate of Training on Housekeeping. • Skills Development Course • Training on Performance Improvement for Support Staff 	<ul style="list-style-type: none"> • Customer care and public relations • Communication skills • Etiquette • Interpersonal skills • Sensitization on Official Secret Act 	
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APPENDIX IV: APPROVED ORGANIZATIONAL STRUCTURE FOR STATE DEPARTMENT FOR MINING



APPENDIX V: STRATEGIC THEME TEAM

KRA	Strategic Theme Team
<p>KRA 1: Accelerate mineral development, promotion and value addition</p>	<ul style="list-style-type: none"> a) Secretary Mining-Team leader b) Director Licencing Compliance and Licensing Services c) Deputy Directors, Minerals Rights and Value Addition d) Director Planning e) Deputy Director Public Communication f) Legal Officer g) Chief finance officer h) Deputy Accountant General
<p>KRA 2: Provide leadership in management of mineral resources</p>	<ul style="list-style-type: none"> a) Secretary Geological Survey-Team Leader b) Director Mineral Exploration and Evaluation c) Director Administration d) Legal Officer e) Chief finance officer f) Legal Officer g) Deputy Accountant General
<p>KRA 3: Build organizational capacity</p>	<ul style="list-style-type: none"> a) Director, HRM&D -Team Leader b) Chief finance officer c) Secretary Mining d) Secretary Geological Survey e) Deputy Accountant General f) HoDs



KENYA VISION 2030

