



MINISTRY OF LANDS, PUBLIC WORKS, HOUSING AND URBAN DEVELOPMENT
STATE DEPARTMENT FOR LANDS AND PHYSICAL PLANNING

STRATEGIC PLAN 2023-2027



FOREWORD



The Ministry of Lands, Public Works, Housing, and Urban Development is a key enabler of the realisation of the national development agenda. In charting the course for the future of our nation, we present the Strategic Plan 2023 - 2027 for the Ministry. This Strategic Plan is a testament to our unwavering commitment to providing efficient land administration and management, access to adequate and affordable housing, and social and physical infrastructure for prosperity and sustainable development. As we stand at the intersection of rapid urbanisation, infrastructural expansion, and housing dynamics, the significance of a strategic roadmap cannot be overstated. This plan encapsulates the collective wisdom, aspirations, and dedication of the Ministry and its stakeholders and is aligned to the Kenya Vision 2030 and its MTPIV 2023 - 2027, Bottom up Economic Transformation Agenda (BETA), East African Community Vision 2050, African Union Agenda 2063, and 2030 Agenda for Sustainable Development. Priority areas in the Ministry hinge on the following: secure land rights, digitalization, regulation and development of the construction industry, affordable housing, development of urban and metropolitan areas, and research and development in land and built environment.

This Strategic Plan is pivotal to the implementation of BETA priorities and seeks to promote job and wealth creation through affordable housing, expansion of the national tax base, secure land tenure, protection of land rights, enhanced revenue collection, and sector value chains promoting the country's national Gross Domestic Product (GDP) for improved livelihoods.

The Ministry has faced a number of challenges that have hindered the realisation of its mandate. These include inadequate access to affordable housing, unplanned urban and metropolitan areas, inadequate adjudicated land and digitization of records, climate change, rapid urbanisation and population increase, and inadequate regulation of the construction industry. Acknowledging these challenges, the plan incorporates adaptive and mitigating measures to effectively fulfil its mandate through deliberate measures such as policies, programmes and projects.

I appreciate the contributions of the Principal Secretaries for providing excellent leadership in the development of this Strategic Plan. Your insights have been instrumental in creating a vision that aligns with the developmental goals of our great nation. We call upon all stakeholders to work in a collaborative manner. In this respect, the plan calls upon national and county governments, development partners, and faith based organisations, civil society organisations, and the public and private sector to ensure its full implementation.

Towards this end, this Strategic Plan will serve as a guiding framework for the Ministry in the execution of BETA priorities and other development imperatives that will promote socio-economic transformation with the ultimate goal of delivering its vision of secure land tenure and a sustainable built environment for all.

Signature.....

Date.....

Hon. Alice M. Wahome

CABINET SECRETARY

PREFACE AND ACKNOWLEDGEMENT

The State Department for Lands and Physical Planning plays a pivotal role in the country's socio-economic development. Secure land tenure, revenue generation and sustainable management of the land-based resources are pertinent to the acceleration of economic growth in the country.

In an era of dynamic challenges and evolving landscapes, the need for a comprehensive strategic framework becomes paramount. This plan serves as our roadmap, guiding the department's endeavours towards effective governance, sustainable land administration and management, and improved service delivery. Specifically, the strategic plan aims to guide development initiatives, enhance governance, and address challenges related to security of land tenure.

This strategic plan highlights key result areas and specifies strategic objectives that will guide department's programmes, projects and activities for the next five years. It also highlights strategies that will be deployed to achieve the identified objectives. The annual targets outlined in this plan are aligned to BETA and MTP IV. This provides a solid base upon which the State Department for Lands and Physical Planning will accomplish its broad mandate, and support delivery of the Fourth Medium Term Plan (MTP IV) 2023-2027 and Bottom-Up Economic Transformation Agenda (BETA).

This Strategic Plan is not just a collection of objectives; it is a commitment to the people we serve. We are committed to executing this strategic plan. Key aspects of this strategic include monitoring and evaluation, as well as reporting and keeping stakeholders informed of its implementation progress.

Acknowledging the diverse perspectives and expertise that have shaped this strategic vision, I extend my gratitude to all stakeholders for their inputs during the validation process, including dedicated State Department's staff, government partners, and the communities we serve. Your invaluable contributions have enriched the depth and breadth of our strategic initiatives. Special thanks to United Nations Food and Agriculture Organization (UNFAO) for technical and financial support in the preparation of the Plan.

We are set to achieve the goals outlined in the strategic plan and look forward to our stakeholders' continued engagement and feedback. Together we can build a future where the State Department is synonymous with excellence, efficiency, and positive societal impact.

Signature.....
Hon. Generali Nixon Korir
PRINCIPAL SECRETARY

Date.....

State Department for Lands and Physical Planning

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DEFINITION OF TERMS

1. **Geo-referencing:** The process of determining and assigning coordinates to a parcel of land, sectional unit or any physical feature for ease of identifying its physical location.
2. **Hydrography:** Surveying and mapping that deals with the measurement and description of water bodies to support sustainable exploration and exploitation of natural resources, safe navigation and infrastructural development.
3. **Continuous Operating Reference Station:** A land-based network of modern infrastructure continuously receiving signals from satellites and offers accuracy, reliability of real time positioning of features on earth facilitating surveying and mapping processes including geo-referencing, construction projects and geographic information systems.
4. **Secure Land Tenure:** Legally recognized and protected rights that individuals and communities have over a piece of land and associated property.
5. **Cadastral Map:** Refers to a map or a series of maps prepared and maintained by the Director of Surveys for land and sectional units for registration purposes.
6. **Cadastral Plan:** Refers to a geo-referenced map showing a single or many parcels of land or unit authenticated by Director of Surveys.
7. **National Cadastre:** An official record containing all land parcels and sectional units comprising their precise geographical location, size, land use, value and ownership and rights.
8. **Global Navigation Satellite System:** A network of satellites that provides positioning, navigation and timing on global and regional basis.
9. **Geodetic Reference Framework:** A spatial framework to establish a consistent and precise system for locating points on the Earth's surface. It constitutes a network of reference points, (geodetic control points), that serve as benchmarks for accurate positioning and mapping.
10. **Spatial Plan:** A GIS based plan that guides long-term land use development for a given period for efficiency, productivity and sustainability.
11. **Informal Settlement:** Refers to unplanned and unregistered land use that do not comply with laid down planning standards and law

ACRONYMS AND ABBREVIATIONS

BETA	Bottom Up Economic Transformation Agenda
CLR	Chief Land Registrar
COG	Council of Governors
COVID-19	Corona Virus Disease
CPPMD	Central Planning and Projects Monitoring Department
DLAS	Director Land Adjudication and Settlement
DOR	
DOS	Director of Survey
EAC	East African Community
HRMD	Human Resource Management and Development
ICT	Information Communications Technology
ICTA	ICT Authority
KISM	Kenya Institute of Surveying and Mapping
KRAs	Key Result Areas
LCB	Land Control Board
MTP	Medium Term Plan
NDPP	National Director Physical Planning
NLC	National Land Commission
PESTEL	Political Economic Social Technological Ecological and Legal
PPPs	Public Private Partnerships
PSC	Public Service Commission
RCMRD	Regional Centre for Mapping of Resources for Development
SAGA	Semi-Autonomous Government Agency
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SDLPP	State Department for Lands and Physical Planning
SWOT	Strengths Weaknesses Opportunities and Threats

CHAPTER ONE: INTRODUCTION

1.1 Background Information

This Strategic Plan is aligned to international, regional and national legal, policy and regulatory frameworks relevant to the State Department's mandate.

The Strategic Plan will support delivery of United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, Fourth Medium Term Plan and Bottom-Up Economic Transformation Agenda. It prioritizes secure land tenure, implementation of the National Spatial Plan (NSP) 2015-2045 and National Land Use Policy (NLUP), 2017, settlement of landless, registration and issuance of title deeds to ensure that citizens have equal rights to economic resources, as well as access to basic human needs, ownership and control over land and other forms of property.

The plan identifies programmes and projects that mainstream climate mitigation and adaptation measures that encourage investment in sustainable land management practices. The programmes and projects will support exploration and exploitation of resources and aid navigation for safety of life in sea and ocean through development of hydrographic databases.

1.2 Policy and Legal Framework

The State Department's mandate is derived from the following policies and laws:

1. Constitution of Kenya, 2010;
2. Sessional Paper No. 3 of 2009 on National Land Policy;
3. Sessional Paper No. 1 of 2017 on National Land Use Policy;
4. The National Spatial Plan 2015-2045;
5. Physical and Land Use Planning Act, 2019;
6. Community Land Act, 2016;
7. Land Adjudication Act. (Cap 284);
8. National Land Commission Act 2012;
9. Land Registration Act, 2012;
10. Survey Act (Cap 299);
11. The Land Act, 2012;
12. The Physical Planners Registration Act, Cap 536 1996, Revised Edition 2012;
13. Sectional Properties Act, 2020;
14. The Valuers Act, Cap. 532;
15. Stamp Duty Act (Cap 480);
16. Land Value Amendment Act, 2019;
17. The Urban Areas and Cities Act, 2011, Revised Edition 2019;
18. County Governments Act, 2012;
19. Land Consolidation Act, Cap 283;
20. The Public Private Partnerships (PPP) Act, 2013); and
21. The Land Control Act, Cap 302.

CHAPTER TWO: STRATEGIC DIRECTION

This chapter highlights the mandate/functions, vision, and mission statements as well as strategic goals of the State Department. It also articulates the core values and quality policy statement that the State Department will strive to carry out its operations and conduct business as detailed below:

2.1. Mandate

The State Department was established through Executive Order No.1 of October 2022 on organization of the Government of the Republic of Kenya. Its mandate as stipulated in the Executive Order No. 2 of November, 2023 on reorganization of organization of the Government of the Republic of Kenya include: National Lands Policy and Management; Physical Planning for Land Use; Land Transactions; Survey and Mapping; Land Adjudication; Land Registration; National Spatial Infrastructure; Land and Property Valuation; Services Administration; Land Information Systems; Maintenance of a Public Land Bank; Administration of Public Land as Designated by the Constitution; Land Settlement Policy and Management; Land Settlement Matters; Rural Settlement Planning.

The same Executive Order bestows the following Institutions under the State Department for Lands and Physical Planning: Physical Planners Registration Board (Physical Planners Registration Act, Cap 536 of 1996); Valuers Registration Board (The Valuers Act, Cap. 532); Settlement Trustee Fund and Land Surveyors Board (Survey Act, Cap 299).

2.2 Vision Statement

“Secure land tenure for sustainable development”

2.3 Mission Statement

‘To facilitate national socio-economic development through efficient land administration and management.’

2.4 Strategic Goals

1. Secure land rights for all
2. Efficiency and accessibility of government services
3. Mapping and land use planning for sustainable development
4. Improve institutional capacity
5. Enhance Research, innovation and technology adopted in land and built environment

2.5 Core Values

- i. **Professionalism:** The State Department maintains high standards while discharging duties by abiding to laid down procedures and standards.
- ii. **Respect for diversity:** The State Department recognizes the inherent worth and dignity of individuals as well as treats them with courtesy, considerations and fairness.
- iii. **Teamwork:** The State Department is dedicated to work in a collaborative and cooperative manner with internal and external stakeholders in order to achieve desired results.

- iv. **Customer responsiveness:** The State Department is committed to uphold customer focused service delivery.
- v. **Integrity:** The State Department upholds strong moral principles and honesty in executing its mandate.
- vi. **Transparency and Accountability:** The State Department practises openness and clarity in accessing information about its services and is accountable to the public for all decisions and actions.
- vii. **Inclusiveness and Equity:** The State Department is committed to consultative and participatory development processes to ensure inclusiveness and equity in its service delivery.
- viii. **Good governance:** The State Department is committed to prudent management of institutions and resources.

2.6 Quality Policy Statement

The State Department for Lands and Physical Planning is committed to deliver quality land administration and management services.

CHAPTER THREE: SITUATIONAL ANALYSIS AND STAKEHOLDER ANALYSIS

3.1 Overview

This chapter reports key achievements, challenges, emerging issues, and the lessons learnt during implementation of 2018-2022 Strategic Plan. It also provides an analysis of operating environment through use of SWOT and PESTEL Models. In addition, it also maps out key stakeholders, their roles and responsibilities as well as expectations.

3.1.1 Summary of Opportunities and Threats

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ol style="list-style-type: none">1. Existence of political goodwill and visionary leadership2. Devolved system of government creates more demand for State Department programs and projects3. Partnership and collaboration with County governments in the implementation of mandate	<ol style="list-style-type: none">1. Country and inter county boundary disputes2. Weak linkages and coordination between national and county governments3. Geo-political dynamics
Economic	<ol style="list-style-type: none">1. Availability of land for development2. Improved ease of doing business and enhanced investor confidence3. Existing National Spatial Plan (NSP) and implementation guidelines4. Strong and sustainable partnerships with state non-state and development partners	<ol style="list-style-type: none">1. Lack of collaboration between sectors/ Agencies2. Macro-economic variation affecting the cost of programs3. Austerity measures that curtail funding for implementing planned projects and programs.4. Slow adoption of NSP to sector plans
Social	<ol style="list-style-type: none">1. Consumer positive beliefs on land tenure security and status2. Rapid population growth/high rural- urban migration coupled with increased demand for land	<ol style="list-style-type: none">1. Cultural barriers that hinder minorities from accessing property rights2. High population growth rate exerting pressure on land as resource3. Community Land conflict

Technological	<ol style="list-style-type: none"> 1. Government support of the digitization and automation of all services 2. The availability of modern and advanced technology 	<ol style="list-style-type: none"> 1. Cyber Crime and data compromise 2. Rapid growth and change in technology creating skills gap, cost implication and security concerns
Ecological	<ol style="list-style-type: none"> 1. Existing NSP and mapped ecologically sensitive areas for conservation 	<ol style="list-style-type: none"> 1. Adverse impacts of climate change on livelihoods 2. Conflicting laws on provisions in relation to riparian reserves. 3. Adverse weather and rugged terrain affecting service delivery
Legal	<ol style="list-style-type: none"> 1. Review of the existing laws to align with changing times and international best practices 2. Available legislation and policies/ guidelines and standards 3. Domestication of relevant international and regional conventions such as UNCLOS, AUBP and IHO 	<ol style="list-style-type: none"> 1. Huge debts arising out of court awards that compete for limited available resources 2. High cost of arbitrations 3. Unpredictable litigation outcome/ awards 4. Non-cooperation and political instability, and insecurity among the member states 5. Lengthy legal framework process for the formulation of regulations 6. Conflicting laws 7. Delay in enactment of legislations
Micro factors	<ol style="list-style-type: none"> 1. Knowledge sharing on emerging technologies 	<ol style="list-style-type: none"> 1. Misuse of information 2. Incomplete or inaccurate information

3.1.2 Summary of Strengths and Weaknesses

Table 3.2: Summary of Strengths and Weaknesses

Factors	Strength	Weakness
Governance and Administrative structure	<ol style="list-style-type: none"> 1. Well-defined organizational structures 2. Existence of enabling policies, legal and institutional framework 3. Dedicated, competent and experienced staff 4. Structured project implementation teams 5. Clearly defined mandate under Executive Order No. 2 of November, 2023 	<ol style="list-style-type: none"> 1. Lack of intra and inter-departmental synergies. 2. Conflicting functions between national and county government 3. Unequal distribution of resources to field stations. 4. Weak implementation of the existing policy and legal framework that has resulted into an increase in court cases against the State Department 5. Non-optimal staffing levels 6. Inadequate Capacity at both National and County Level
Internal Business Processes	<ol style="list-style-type: none"> 1. Digitalization of services 2. Clearly defined roles for each department/ section 3. Existence of adequate policy, legal and institutional framework 	<ol style="list-style-type: none"> 1. Lengthy procurement processes 2. Slow uptake of technological developments 3. Bureaucracies and inefficiencies affecting project deliveries 4. Inadequate ICT facilities, equipment and skilled staff 5. Lack of efficient communication to both internal and external stakeholders. 6. Lack of implementation of monitoring and evaluation reports 7. Costly data conversion to digital format. 8. Inadequate finances to establish GNSS CORS for survey and mapping

Resources and capability	<ol style="list-style-type: none"> 1. Skilled staff 2. Availability of Appropriation in Aid to supplement exchequer 3. Roll out of Cashless revenue collection system 	<ol style="list-style-type: none"> 1. Inadequate office space, physical facilities and equipment 2. Inadequate maintenance and rehabilitation of existing land offices 3. Cumulative court awards that have led to huge pending bills 4. Low staff morale due to stagnation and poor succession management 5. Understaffing in technical departments 6. Inadequate software and hardware
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3.1.3 Analysis of Past Performance

3.1.3.1 Key Achievements

State Department key achievements for the period 2018-2022 as per Key Result Areas are highlighted below:

Administration and Sustainable Management of Land Resource

1. Registered and issued 2,106,463 title deeds countrywide.
2. Settled 42,042 landless households in Kilifi, Kwale, Mombasa, Lamu, Taita Taveta, Nakuru, Makueni, Kitui and Laikipia Counties.
3. Developed the National Land Value Index in 27 counties.
4. Provided technical assistance and capacity building to 10 counties on physical planning.
5. Prepared implementation guidelines for seven (7) sectors and 47 county governments and four (4) Special Economic Zone plans in Machakos, Naivasha, Samburu and Lamu.
6. Prepared and approved 19 Physical Development Plans for informal settlements in order to facilitate upgrading of informal settlements and security of tenure.
7. Inspected, surveyed and maintained 868 km of international boundaries.
8. Geo-referenced 311,340 land parcels.
9. Developed 75 hydrographic and maritime maps and 813 topographical maps.

Ease of Doing Business

1. Digitized land records in Nairobi and Murang'a counties.
2. Automated land administration and management processes in Nairobi through deployment of National Land Information Management System (NLIMS) dubbed "Ardhisasa" making land services in Nairobi accessible online. This has greatly improved ease of doing business, increased accessibility of land services and enhanced transparency in land transactions.

Decentralization of land services

1. Operationalized six (6) land registries namely: Tana River, Tigania West/Uruu, Marimanti, Kiritiri, Mutomo and Kajiado West.
2. Decentralized amendment of Registry Index Maps (RIMs) to 27 counties namely:Mombasa, Taita Taveta, Kitui, Makueni, Machakos, Kajiado, Embu, Meru, Tharaka Nithi, Laikipia, Nyeri, Nyandarua, Nakuru, Baringo, Kericho, Kisii, Migori, Homabay, Kisumu, Siaya, Bungoma, Trans Nzoia, Nandi, West Pokot, Uasin Gishu, Narok and Kirinyaga. This has significantly reduced turn-around time and improved efficiency in land registration processes in the counties.
3. The department has nine (9) ongoing projects for the construction of land offices namely: Kitui (90%), Mbeere (90%), Bomet (98%), Ol Kalou (98%), Nandi (96%), Naivasha (65%), and Samburu (47%) Laikipia (30%) and Ngong (12%) complete.

Policy, Legal, Regulatory and Institutional Framework

The State Department for Lands and Physical Planning developed various sectoral Laws and Regulations under the period namely:

1. The Sectional Properties Act, 2020 and related Regulation 2021.
2. Miscellaneous (Amendment) Law 2018.
3. The Physical and Land Use Planning Act, 2019.
4. The Value Index (Amendments) Act, 2019.
5. The sixteen (16) sets of Physical and Land Use Planning Regulation, 2021.
6. Six Electronic Land Regulations that operationalized the National Land Information Management System namely the Land Registration (Electronic Transactions) Regulations, 2020; the Land (Amendment) Regulations, 2020; the Stamp Duty (Amendment) Regulations, 2020; the Stamp Duty (Valuation) Regulations, 2020; the Survey (Amendment) Regulations, 2020; and the Survey (Electronic Cadastre Transactions) Regulations, 2020.

3.1.3.2 Challenges

The major challenges faced during implementation of the previous Strategic Plans include the following:

1. The use of manual processes in operations that consume a lot of space and time.
2. High number of litigation cases that have affected and delayed the implementation of the State Department's programmes and projects.
3. Non-compliance of treaties by neighbouring Countries causing delays in inspection, maintenance and affirmation of international boundaries.
4. Insecurity in projects and programmes areas.
5. Austerity measures and budget cuts.
6. Weak implementation and enforcement of policy, legal and institutional framework.

7. Encroachment on public land, wayleaves, roads, railways and riparian reserves hindering land use planning.
8. Inadequate human and institutional capacity.
9. Adverse weather conditions and rugged terrain affecting implementation of programmes and projects.

3.1.3.3 Lessons Learnt

Some of the key lessons learnt during Strategic Plan 2018-2022 include the following:

1. There is a need to embrace innovation and technology to enhance service delivery.
2. Effective Public participation, regular stakeholder engagement, collaboration and enhanced partnerships are key in project formulation, implementation and sustainability.
3. The need to strengthen monitoring and evaluation frameworks for project implementation.
4. Political goodwill is critical for effective service delivery.
5. There is a need to explore alternative sources of funding to supplement exchequer.
6. Staff motivation and existence of a well-defined institutional and legal framework is key to successful implementation of programs and projects.

CHAPTER FOUR: STRATEGIC OBJECTIVES AND STRATEGIES

Table 4.1 Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
Verifiable registration of land interests	To register all land parcels in the country	<ol style="list-style-type: none"> 1. Fast-track cadastral survey 2. Fast-track ascertainment of rights and interest on land in adjudication sections and community land 3. Establishment of settlement schemes and settlement of the landless 4. Fast-track preparation of leases and issuance of titles 5. Fast-track decentralization of land offices
National Land Cadastre	To provide updated and accurate national digital maps	<ol style="list-style-type: none"> 1. Establish a Geographic Information System and remote sensing application 2. Fast-track vectorization and conversion of land registration maps
	To develop a uniform coordinate geodetic reference framework	<ol style="list-style-type: none"> 1. Establish and densify national geodetic framework 2. Establish and maintain national geodetic transformation parameters
	To geo-reference all land parcels	<ol style="list-style-type: none"> 1. Establish and maintain national Continuous Operating Reference Stations (CORS) 2. Establish and maintain CORs control centres
Automation and re-engineering of services	To Digitalize land administration and management processes and services	<ol style="list-style-type: none"> 1. Set up critical ICT infrastructure 2. Roll-out of NLIMS to all land offices 3. Re-organize and create inventory for all records 4. Digitalization of business processes and services
	To enhance revenue generation and collection	<ol style="list-style-type: none"> 1. Roll-out cashless system
National Land Value Index	To provide for the assessment of land values in respect of compulsory land acquisition	<ol style="list-style-type: none"> 1. Leverage on technology

KRA	Strategic Objectives	Strategies
Geospatial Development and Management	To align sector plans with National Spatial Plan (NSP)	<ol style="list-style-type: none"> 1. Sensitize counties and sectors on NSP and NLUP 2. Roll out NSP guidelines to counties and sectors 3. Operationalize the technical implementation committees and management structures 4. Fast-track preparation of plans for National Strategic projects 5. Process received development applications under national strategic projects
	To safeguard national and international boundaries	<ol style="list-style-type: none"> 1. Fast-track survey and maintenance of national and international borders 2. Establish and operationalize Kenya National Spatial Data Infrastructure
	To establish a hydrographic and topographic database	<ol style="list-style-type: none"> 1. Fast-track and update Hydrographic Datasets development 2. Review and update the topographic & photogrammetric datasets, National Gazetteer, National Address system and Atlas 3. Modernise and Operationalise printing press
Policy, legal and institutional framework	To develop, review and ensure compliance with existing laws, policies and Regulations	<ol style="list-style-type: none"> 1. Strengthening and Enactment of legislative framework 2. Domesticating treaties and conventions existing legal frameworks 3. Operation Contractors Retention Fund
Organizational Capacity Strengthening	To develop human and institutional capacity	<ol style="list-style-type: none"> 1. Human resource training and development 2. Review of staff establishment and organizational structure 3. Strengthen Institutional Capacity and Partnerships to provide enhanced training and professional development 4. Upgrade and maintain physical infrastructure, Software and Equipment 5. Build technical capacity and skills improvement

KRA	Strategic Objectives	Strategies
		6. Establish and operationalize regional works offices 7. Review of professionals' career guidelines 8. Organizational restructuring for efficient service delivery 9. Technological enhancement and adoption Build human capacity
Research findings, innovation and technology adopted	To promote effective decision making and adoption of technology in the land administration and management	1. Develop research guidelines 2. Identify gaps in research and technology 3. Establish knowledge databank

CHAPTER FIVE: IMPLEMENTATION MATRIX 2023-2027

5.1 Action Plan

The State Department's Action plan is as shown in the implementation matrix table 6.1.

Table 5.1 Implementation Matrix

Strategy	Key Activities	Expected output	Output Indicators	Targ et for 5year s	Target					Budget (KSh Mn)					Responsibility	
					2023 /24	2024/2 5	2025/26	2026/2 7	2027/2 8	2023/24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	Lead	Suppor t
Strategic Issue: Security of land tenure																
Strategic Goal: Secure Land Rights for all																
KRA 1: Verifiable registration of land interests																
Outcome: Secured land rights and Increased accessibility to land services																
Strategic Objective: To register all land parcels in the country																
Fast-track cadastral survey	Prepare and authenticate registry index maps and plans	Authenticated land registration maps and sectional plans	No. of registration maps	850,000	160,000	165,000	170,000	170,000	185,000	5	10	13	13	15	DOS	COG, NLC
			No. of sectional units	155,000	15,000	20,000	30,000	40,000	50,000	5	6	10	15	20	DOS	COG
Fast-track ascertainme nt of rights and interest on land in adjudication sections and community land	Recording of rights, demarcation and resolution of disputes in Adjudication sections	Adjudicated and registered land parcels	No. of registered land parcels	435,000	80,000	85,000	90,000	90,000	90,000	93	95	100	100	100	DOR	DPP, DOS, DLAS
	Recognition, protection and registration of communities and community	Registered communities	No. of Communities registered	185	30	35	35	40	45	60	60	80	90	110	DOR	DLAS

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	lands															
		Registered Community Lands	No. of Community lands registered	107	12	15	25	25	30						DOR	DLAS
Establishment of settlement schemes and settlement of the landless	Acquisition of land for settlement of the landless/squatters	Land acquired for settlement	Area in Ha of land Acquired	273,000	43,000	60,000	70,000	50,000	50,000	2,550	2,767	3,280	2,367	2,367	DLAS	DPP, DOS
	Planning, Survey and demarcation Squatter identification, verification and allocation	Settled household	No. of household settled	114,000	12,000	20,000	27,000	30,000	25,000	100	150	180	120	100	DLAS	CLR
	Undertake cadastral survey in settlement schemes and community land for registration	Surveyed and mapped parcels	No. of parcels surveyed	500,000	100,000	100,000	100,000	100,000	100,000	100	100	100	100	100	DLAS	DOS, DPP
Fast-track preparation of leases and issuance of titles	Approval of development applications and preparation of leasehold titles	Certificate of lease/ Titles issued	No. of Certificate of lease/ Titles issued	320,000	50,000	60,000	65,000	70,000	75,000	21	30	40	50	60	DLA	CLR
	Facilitation of Land Control Boards	Land Control Boards facilitated	No. of Land Control Boards facilitated	304	304	304	304	304	304	70	70	70	70	70	DLA	LCB

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	Registration of interests and issuance of title documents	Registered land rights	No. of Title documents	2,505,000	405,000	450,000	500,000	550,000	600,000	971.7	1,759	2,737	3,105	3,905	CLR	DOS, COG, NLC
Fast-track decentralization of land offices	Open new registry index map amendment centres	New amendment centres	No. of amendment centres	29	6	7	8	8	8	5	6	7	7	7	DOS	COG, DOR, DPP
	Carrying out Surveying, Cartographic and Printing services	survey, cartographic and printing services	No. of services offered	660,000	132,000	132,000	132,000	132,000	132,000	15	15	15	15	15	DOS	
	Construct new land offices	Land offices constructed	No. of land offices constructed	35	6	9	7	7	6	138.2	300	250	200	200	CPP MD	WS, SCM
	Renovate land offices	Land offices renovated	No. of land offices renovated	60	10	20	10	10	10	49.2	150	100	100	100	CPP MD	WS, SCM
Strategic Issue: Digitalization of Government services																
Strategic Goal: Efficiency and accessibility of government services																
KRA 2: National Land Cadastre																
Outcomes: Ease access and retrieval of cadastral maps, Uniform geodetic framework, Reduced disputes on property boundary																
Strategic Objectives: To provide updated and accurate national digital maps, To develop a uniform coordinate geodetic reference framework, To geo-reference all land parcels																
Establish a Geographic Information System and remote sensing application	Establish interlinked GIS and Remote Sensing nodal points	Interlinked GIS and Remote sensing nodal points	No of GIS nodal points	82	15	17	20	22	8	10	20	30	35	8	DOS	NDPP, CLR, COG

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Fast-track vectorization and conversion of land registration maps	Undertake data sorting, vectorisation, manipulation and dissemination	Vectorised data	No of plans vectorised	845000	160,000	180,000	200,000	250000	200000	15	150	160	180	160	DOS	COG, DOR
Establish and densify national geodetic framework	Designing, maintaining and monumenting geodetic controls	Unified geodetic datum	No of geodetic controls monumented	8000	1300	1500	1700	1700	1,800	20	40	50	50	72	DOS	COG
Establish and maintain national geodetic transformation parameters	Undertake observations and computations	Geodetic Transformation parameters	No of observations	3	-	-	3	-	-	-	-	1	-	-	DOS	COG
Establish and maintain national CORS	Establishing and operationalise 250 CORS stations country wide	CORS network	No of CORS stations established	230	20	150	200	230	-	10	80	99	100	-	DOS	COG
Establish and maintain CORS control centres	Establishing and maintaining CORS control and computation centres	Operational CORS centre	No of established links	250	20	50	150	200	250	11	140	250	300	350	DOS	COG
Strategic Issue: Digitalization of Government services																

Strategy	Key Activities	Expected output	Output Indicators	Targ et for 5year s	Target					Budget (KSh Mn)					Responsibility	
					2023 /24	2024/2 5	2025/26	2026/2 7	2027/2 8	2023/24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	Lead	Suppo rt
Strategic Goal: Efficiency and accessibility of government services																
KRA 3: Automation and re-engineering of services																
Outcome: Ease of doing business, Safe custody and retrieval of documents, Improved transparency and accountability in revenue collection																
Strategic Objective: To Digitalize department’s processes and services, To enhance revenue generation and collection																
Set up critical ICT infrastru ctu re	Connecting of all land offices to NOFBI	Internet connection in land offices	No. of land officers with internet connection and functional ICT infrastructure	70	30	20	10	5	6	300	200	100	100	150	NLI MS	ICTA
Roll-out of NLIMS to all land offices	Link NLIMS to all land county offices and departments	Create account and assign roles and responsibilities for end user	No. of offices processing through NLIMS	71	8	15	20	20	8	70	100	200	100	150	NLI MS	Direct orates in SDLP P, Registrar of person s, Regist rar of compa nies
	Capacity building to end users	Competent end users	No. of end users trained	71	8	15	20	20	8	50	80	100	100	80	NLI MS	KISM, ICTA, RCM RD
Re-organize and create inventory for all	Reorganize, verify and scan records at land offices	Ordered land records for	No. of land offices with sorted and organized land records	73	8	20	14	21	8	655	2,250	1,848	1,830	1,870	NLI MS	Direct orates in SDLP P

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
records	Data capture, uploading and validation of data	Data ready for ingestion	No. of land offices with data uploaded to NLIMS	73	8	20	14	21	8	50	100	80	100	90	NLIMS	Direct orates in SDLP
	Data cleaning and ingestion into the NLIMS	cleaned and verifiable data	No of land offices complete land records	73	8	20	14	21	8	50	100	80	100	90	NLIMS	Direct orates in SDLP
	Sort and record all approved part development plans, physical and land use plans and approved developments	Land records reorganised	% of land records reorganised	100	50	100	-	-	-	50	100	-	-	-	DPP	ICTA
Roll-out cashless system	Capacity Building, Publicity/Awareness, Monitoring and Evaluation	Increased budgetary allocation for projects implementation and operations	% increase in revenue collection	26%	30%	40%	20%	20%	20%	30	30	30	10	10	Accounts Finance	All Departments in SDLP
	Equip 79 land registries with ICT equipment	Increased budgetary allocation for projects implementation and operations	No. of offices equipped with ICT equipment	79	44	19	10	6	-	52	30	52	10	10	Accounts Finance	All Departments in SDLP
Strategic Issue: Spatial and attribute data for sustainable development																
Strategic Goal: Mapping and land use planning for sustainable development																
KRA 4: National Land Value Index																

Strategy	Key Activities	Expected output	Output Indicators	Targ et for 5year s	Target					Budget (KSh Mn)					Responsibility	
					2023 /24	2024/2 5	2025/26	2026/2 7	2027/2 8	2023/24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	Lead	Suppo rt
Outcome: Streamlined and standardised values of land																
Strategic Objective: To provide for the assessment of land values in respect of compulsory land acquisition or connected purposes																
Leverage on technology	Data analysis, ground trothing, data validation	Land value map developed	No. of counties value maps developed	25	8	6	5	3	3	35.8	120	100	90	90	DLV	COG, DOS
Strategic Issue: Spatial and attribute data for sustainable development																
Strategic goal: Mapping and land use planning for sustainable development																
KRA 5 : Geospatial Development and Management																
Outcome: Sustainable and equitable access to land, Orderly development and control of urban sprawl and rural settlement, Orderly infrastructure development , Enhanced investment, Peaceful coexistence between counties and neighbouring countries, Guided exploitation for the blue economy																
Strategic Objective: To align sector plans with NSP, To safeguard national and international boundaries, To establish a hydrographic and topographic database																
Sensitize counties and sectors on NSP and NLUP	Conduct sensitisation forums/worksh ops on NSP and National Land Use Policy (NLUP)	Counties sensitizes	No. of counties sensitized	37	5	10	15	7	-	7	10	15	9	-	DPP	HRM, ACCO UNT, CPPM D
		Sectors sensitized	No. of sectors sensitized	5	2	3	-	-	-	5	8	-	-	-	DPP	COG
Roll out NSP guidelines to counties and sectors	Hold guideline validation workshop, Publish guidelines	Guidelines validated	No of sector guidelines validated	1	1	-	-	-	-	3	-	-	-	-	DPP	CPPM D
	Disseminate to sectors and 47 counties	Guidelines disseminated	No of county guidelines validated	47	47	-	-	-	-	20	-	-	-	-	DPP	COG CPPM D

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Operationalize the technical implementation committees and management structures	Unbundle implementation matrix	Implementation matrix unbundled	No of sector plans aligned to the matrix	1	2	2	-	-	-	5	5	-	-	-	DPP	CPPMD
	Provide right institutional framework for implementation.	Institutional framework provided	Established structure	1	1	-	-	-	-	2	-	-	-	-	DPP	COG, HRMD
	Second key staff to the 5 sectors and 8 regions	Staff seconded	No of staff seconded	13	8	5	-	-	-	-	-	-	-	-	DPP	HRMD
Fast-track preparation of plans for National Strategic projects	Prepare plans for projects of national strategic projects	Plans prepared	No of plans prepared	10	2	2	2	2	2	5	5	5	5	5	DPP	Development partner s, COG
Process received development applications under national strategic projects	Vet and approve development plan applications	Development plans approved	No, of development plans approved	500	60	80	100	120	140	43	142	175	187	195	DPP	Development partner s, COG
Fast-track survey and maintenance of national and international borders	Undertake inspection affirmation, Survey and maintenance of National and international Boundaries	Surveyed and maintained National and International Boundaries	No of Kilometres Surveyed and Maintained National and international boundaries	1070	150	170	200	250	300	15	400	450	450	450	DOS	KIBO

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Establish and operationalize Kenya National Spatial Data Infrastructure	Coordinating development of Kenya National Spatial Data Infrastructure	Operational KNSDI	No. of geospatial data and metadata uploaded	100%	20%	40%	70%	100%	-	15	15	15	15	-	DOS	COG
Fast-track and update Hydrographic Datasets development	Undertake hydrographic Surveys	Hydrographic maps	No. of Hydrographic Maritime maps produced	75	15	15	15	15	15	15	100	150	200	250	DOS	ICTA
Review and update the topographic & photogram metric datasets, National Gazetteer, National Address system and Atlas	Undertake Collection of geographical names, digital terrain models (DTM) aerial photography earth-based observations analysis and modelling	topographical, base, model maps	Number of Datasets produced	610	122	156	280	230	200	11	90	240	190	150	DOS	NLIMS
Modernise and Operationalise printing press	printing and packaging of all geospatial data	assorted geospatial data (e.g. stationeries, maps, file folders, mutation forms)	No. of geospatial data printed	300,000	600000	600000	600000	600000	600000	20	20	20	20	20	DOS	GP

Strategy	Key Activities	Expected output	Output Indicators	Targ et for 5year s	Target					Budget (KSh Mn)					Responsibility	
					2023 /24	2024/2 5	2025/26	2026/2 7	2027/2 8	2023/24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	Lead	Suppo rt
Strategic Issue: Institutional capacity Strengthening																
Strategic Goal: Improve institutional capacity																
KRA 6: Policy, legal and institutional framework																
Outcome: Adequate policies, legal and institutional frameworks																
Strategic Objectives: To develop, review and ensure compliance with existing laws, policies and Regulations																
Align the existing sectoral laws with the Constitution, international, regional treaties and international best practices	Preparation of Draft Bills	Sectoral laws aligned	No. of sectoral laws aligned	18	8	5	5	-	-	137	140	140	-	-	Legal	Parlia ment, AG
Review land rent	Review the laws on Valuation for Rating Act and Rating Act	Land Rent and Rates reviewed	No. of laws reviewed	1	1	-	-	-	-	153.6	-	-	-	-	Legal	Parlia ment, AG
Review the existing legal framework for Planners Registration Board, Valuers	Review legal framework	Legal frameworks reviewed	No. of legal frameworks reviewed	3	2	1	-	-	-	100	50	-	-	-	Legal	Parlia ment, AG

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Board, Land Surveyors Board																
Transform Kenya Institute of Survey and Mapping (KISM) into a Semi-Autonomous Government Agency (SAGA)	Include provision on establishment of KISM as a SAGA into Draft National Land Survey Policy, 2023 and the Draft Land Survey and Mapping bill, 2023	KISM established as a SAGA	A semi-autonomous agency	1	1	-	-	-	-	100	-	-	-	-	Legal	Parliament, AG, KISM
Strategic Issue: Institutional capacity Strengthening																
Strategic Goal: Improve institutional capacity																
KRA 7: Organizational Capacity Strengthening																
Outcome: Improved service delivery, Skilled professionals in land and built environment																
Strategic Objectives: To enhance institutional capacity																
Human resource training and development	Undertake various training programmes as identified in the training projections,	Skilled workforce	No. of staff trained	3,245	510	575	640	720	800	102	115	128	144	160	HRM &D	All Departments
	Undertake Institutional Skills Gap analysis	Institutionalized Skills Gap Analysis	Report on Institutional Skills Gap analysis	5	1	1	1	1	1	30	30	30	30	30	HRM &D	All Departments

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
Review of staff establishment and organizational structure	Undertake review of the staff establishment and organization structure	Optimum Staffing levels	No. of staff in each Department Organizational Structure	5	1	1	1	1	1	10	10	10	10	10	HRM &D	PSC, All Departments
Strengthen Institutional Capacity and Partnerships to provide enhanced training and professional development	Obtain authorisation train and offer drone services	Unmanned Training Organisation (UTO) certification and Remote Operator Certificate (ROC) certification	No of certifications	2	-	2	-	-	-	-	15	-	-	-	KISM	All Departments
	Conduct training	Improved professionalism and technical skills	No of trainees	3,000	600	600	600	600	600	41	41	41	41	41	KISM	All Departments
	Establish partnerships with stakeholders	Enhanced industry linkages and promotion of the institute	No of partnerships and collaborations	4	-	1	1	1	1	-	25	25	25	25	KISM	All Departments
Upgrade and Maintain physical infrastructure, Software and Equipment	Construct a tuition block	New tuition block	% of Tuition block constructed	100%	15%	60%	100%	-	-	58	200	342	-	-	KISM	
	maintenance of existing lecture halls, kitchen, offices, abolition block and hostel	Renovated infrastructure	No of renovated infrastructure	7	-	-	3	2	2	-	-	30	20	20	KISM	All Departments

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	blocks															
	Upgrade existing GIS, Survey, Printing and Photogrammetry Labs	Upgraded technical laboratories	No of Labs upgraded	5	-	-	2	2	1	-	-	20	20	10	KISM	WS, SCM
Strategic Issue: Research findings, innovation and technology adopted in land administration and Management																
Strategic goal: Enhance Research findings, innovation and technology adopted																
KRA 8: Research findings, innovation and technology adopted																
Outcome: Researches and innovation Adopted																
Strategic Objective: To research and adopt innovative technology initiatives in land administration and management																
Develop research guidelines	Benchmark, consultation, stakeholder validation	Operational guidelines	No. of guidelines	4	-	1	1	1	1	-	5	5	5	5	PS	All Departments, Research institutions
Identify gaps in research and technology	Benchmarking, baseline surveys, prepare reports	Research gaps reports	No. of research reports	13	-	2	3	3	5	-	20	20	25	25	PS	All Departments, Research institutions
Establish knowledge databank	Develop and maintain knowledge	Knowledge sharing and easy retrieval	No. of records	30	-	7	7	8	8	-	10	10	15	15	HRMD	All Departments

Strategy	Key Activities	Expected output	Output Indicators	Target for 5 years	Target					Budget (KSh Mn)					Responsibility	
					2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	Lead	Support
	database	to inform policy														

5.2 Institutional Framework

The State Department comprises of the following Directorates: Land Administration; Land Adjudication and Settlement; Physical Planning; Surveys and Mapping; Land Valuation, Land Registration and National Lands Information Management System (NLIMS).

5.3 Staff Establishment, Skills Set and Competence Development

The State Department has an approved establishment of **4,590** staff for both the technical and support service staff. The current in-post of staff is **2,616** for both technical and support service staff. This translates to a gap of **2,022** officers in staffing levels.

Table 6.2 Staff Establishment

S/No	Cadre	Approved Establishment(A)	Optimal Staffing Levels(B)	In-post (C)	Variance D=(B-C)
1.	Cabinet Secretary	1	1	1	0
2.	Principal Secretary	1	1	1	0
3.	Secretary Lands	1	1	1	0
4.	Land Management and Transformation Secretary	1	1	0	1
5.	Lands Information Management officers	36	36	0	36
6.	Land Administration officers	263	263	94	169
7.	Land Adjudication and Settlement Officer	558	558	372	186
8.	Physical Planning Officers	256	256	72	184
9.	Land Surveyors and Mapping officer	585	585	467	118
10.	Cartographer Officers	403	403	208	195
11.	Geospatial Data Management Officer	105	105	82	23
12.	Photolithographer officers	113	113	37	76
13.	Hydrographic officers	38	38	0	38
14.	Photogrammetry	106	106	33	73
15.	Land Valuers	304	350	58	292
16.	Land Registrar	365	365	223	142
17.	Research officers	11	11	0	11
18.	Geo Management Information officer	30	30	0	30
19.	Public Communication officer	19	19	0	19
20.	Lecturer	30	30	21	9
21.	Administrators	8	8	6	2
22.	Finance Officers	7	7	4	3
23.	Accountants	29	29	16	13
24.	Economists	6	6	5	1
25.	ICT officers	14	15	15	0
26.	Public Communication Officers	5	5	0	5
27.	Human Resource Management and Development Officer	17	17	21	-4
28.	Supply Chain Management Officer	19	19	16	3
29.	State Counsel	4	4	3	1
30.	Auditor	0	0	6	-6
31.	Record Management Officers	184	184	49	135
32.	Librarians	10	10	2	8

33.	Office Administrator	244	244	191	53
34.	Security officers	160	160	24	136
35.	Drivers	163	163	117	46
36.	Support Staff, Cleaning Supervisor	240	240	137	103
37.	Clerical Officer	231	231	325	-94
38.	Chef, cook, housekeeper, charge hands, nurse	24	24	9	15
	TOTAL	4,590	4,638	2,616	2,022

CHAPTER SIX: RESOURCE REQUIREMENTS

6.1 Financial Requirement FY 2023-2027

The financial resources required for the implementation of the strategic plan 2023/2024 to 2027/28 are summarized in Table 6.1 below. The resources will be mobilized from exchequer, Appropriation in Aid (AIA) and development partners.

Table 6.1: Financial Resource Requirements

State Department for Lands and Physical Planning						
Cost of Item	Projected Resource Requirements (Kshs M)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Totals
KRA1: Verifiable registration of land interests	4,183.1	5,518.0	6,982.0	6,352.0	7,169.0	30,204.1
KRA2: National Cadastre	710.0	3,520.0	4,640.0	5,535.0	1,588.0	15,993.0
KRA3: Automation and re-engineering of services	1,307.0	2,990.0	2,490.0	2,350.0	2,450.0	11,587.0
KRA4: National Land Value Index	35.8	120.0	100.0	90.0	90.0	435.8
KRA5: Geospatial Development and Management	166.0	795.0	1,070.0	1,076.0	1,070.0	4,177.0
KRA6: Policy, Legal and Institutional Framework	500.6	200.0	150.0	10.0	10.0	870.6
KRA7: Organizational Capacity Strengthening	3,589.0	4,066.0	4,343.0	4,089.0	4,329.0	20,416.0
KRA8: Research findings, innovation and technology adopted	-	35.0	35.0	45.0	45.0	160.0
Administrative Costs	1,119.0	1,574.0	1,658.0	1,717.0	2,100.0	8,168.0
Totals	11,610.5	18,818.0	21,468.0	21,264.0	18,851.0	92,011.5

CHAPTER SEVEN: MONITORING, EVALUATION AND REPORTING

This chapter details monitoring and evaluation framework for the strategic plan implementation.

7.1 Monitoring Framework

The strategic plan will be implemented through annual work plans and performance contracts negotiated and signed with the parent ministry and National Treasury. These will cascade into departmental and individual staff performance contracts and yearly staff performance appraisals.

The monitoring process will be undertaken both at the departmental and management levels. The Central Planning and Project Monitoring Department (CPPMD) will continuously coordinate and monitor implementation of the activities and targets in the work plans, performance contracts and strategic plan based on output indicators identified in Table 5.1.

The department will also carry out independent midterm review of the strategic plan to evaluate progress in achievement of intended outcomes as identified in Table 7.1.

7.2 Evaluation Framework

The evaluation will be guided by outcome projections as contained in Table 7.1.

Table 7.1 Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Verifiable registration of land interests	Secured land rights	No of title deeds issued	412,562	2022/23	1,170,000	2,080,000
	Increased accessibility to land services	No. of land offices decentralized	5	2022/23	24	52
National Cadastre	Ease access and retrieval of cadastral maps	No of land parcels uploaded in the national cadastre	66,282	2022/23	700,000	1,300,000
	Uniform geodetic framework	% of the geodetic framework	12	2022/23	100	100
	Reduced disputes on property boundary	% of land registration sections geo-referenced	20	2022/23	60	100
Automation of land services	Ease of doing business	% of land offices automated	18	2022/23	60%	100%

		No of land offices with digitized records	2	2022/23	35	71
	Improved transparency and accountability in revenue collection	% increase in revenue collection		2022/23	60%	80%
National Land Value Index	Streamlined and standardised values of land	No. of counties with NLVI	5	2022/23	19	25
Geospatial Management and Development	Sustainable and equitable access to land	No. of sectors aligned to NSP	2	2022/23	7	7
		No. of counties aligned to NSP	11	2022/23	27	27
	Orderly development and control of urban sprawl and rural settlement	No. of approved plans for settlement of the landless and urban poor	3	2022/23	27	60
	Peaceful coexistence between counties and neighbouring countries	No of kilometres of boundaries maintained	895	2022/23	600	1200
	Guided exploitation for the blue economy	No of maritime and topographical maps developed	75	2022/23	35	65
Policy, legal and institutional framework	Adequate policies, legal and institutional frameworks on land administration and management	No of policies, laws and regulations in place	11	2022/23	16	23
	Establishment of KISM as a SAGA	No. of legal frameworks established	0	2022/23	1	1
	Alignment of professional bodies laws in the land sector to the Constitution	No. of laws reviewed	0	2022/23	3	3
Organization Capacity Strengthening	Improved service delivery	No of staff trained	372	2022/23	1,180	2,250
	Skilled surveying and geospatial science professionals with cutting-edge knowledge and expertise	No of students, professionals, and organisations trained	450	2022/23	1,550	2,750
Research findings, innovation and technology adopted	Researches and innovation Adopted	No. of innovative initiatives produced (reports, project summaries, case studies)		2022/23	12	32

7.2.1 Mid-term Evaluation

The State Department will conduct independent mid-term review of this Strategic Plan to assess progress in achievement of plan's activities, outputs and outcomes.

7.2.2 End-term Evaluation

An end-term evaluation shall be conducted to assess success of the activities and programmes towards achievement of the intended objectives and outcomes. This will help in determining if there are any changes whether positive or negative arising out of the interventions. The assessment will also identify key achievements, challenges, lessons learnt, emerging issues and recommendations that will inform the next cycle strategic plan.

7.3 Reporting Framework and Feedback Mechanism

Technical departments shall prepare quarterly progress reports on status of implementation of activities and achievement of output indicators as contained in Table 5.1 and submit to Central Planning and Projects Monitoring Department (CPPMD) for consolidation. The consolidated report will be shared with the Heads of Departments meeting for their inputs, comments, ownership and necessary action.