



# NATIONAL MINING CORPORATION STRATEGIC PLAN

2023-2027

**Pioneering Inclusive and Sustainable Mining Innovations**



## **FOREWORD**

I introduce the National Mining Corporation's (NAMICO) Strategic Plan with pride and profound responsibility. This roadmap is not merely a collection of objectives and strategies but a testament to our vision for a future where Kenya's mineral resources are a cornerstone of national prosperity, environmental sustainability, and community well-being. As Kenya charts its course toward becoming a dynamic economic powerhouse, NAMICO emerges as a pivotal force in unlocking our nation's mineral wealth for sustainable growth, shared prosperity and economic resilience.

Our engagement in strategic planning was extensive and inclusive, reaching all corners of society. From local communities, whose lands and lives are intertwined with our work, to government partners steering the national development agenda, each voice has shaped our direction and strengthened our resolve. The Plan from these discussions seeks to balance growth with sustainability and opportunity with equity. The goals we have set for NAMICO are ambitious. However, they are matched by our commitment to achieve them through responsible mining practices, innovative partnerships, and a deep sense of duty to our country. Our operations are not just about extracting minerals; they are about creating value that resonates through every layer of society and builds a legacy of prosperity for future generations.

As we roll out this Strategic Plan, we promise to remain steadfast in our commitment to the safety and security of our operations, to foster development that benefits all, and to contribute significantly to Kenya's economic narrative. Our mission is transformative, and we aim to navigate the complexities of the mining sector with integrity and courage.

The solid foundation of our Strategic Plan, combined with our collective efforts and shared values, will guide us towards a future where NAMICO leads in the mining sector and plays a pivotal role in Kenya's sustainable development. In closing, I sincerely thank everyone involved in shaping this Strategic Plan. Your dedication and insights have been invaluable. To our communities, government partners, and all stakeholders, I look forward to continuing our journey together, united by our vision for a prosperous, inclusive, and sustainable Kenya.

**HON. JOSEPH K. LAGAT**  
**BOARD CHAIR**  
**NATIONAL MINING CORPORATION**

## **PREFACE**

As we unveil the National Mining Corporation's Strategic Plan, I am filled with immense gratitude and a profound sense of purpose. This document is a culmination of meticulous planning, insightful discussions, and a shared vision of leveraging Kenya's mineral wealth for the betterment of our nation.

I wish to express my heartfelt thanks to individuals and entities whose contributions have been instrumental in shaping this comprehensive strategy. The dedication and expertise of our officers drawn from NAMICO and the State Department of Mining has been the backbone of this endeavor, showcasing a level of detail and understanding that speaks volumes of their commitment to our mission. Special thanks to the NAMICO internal Committee that drove this process consisting of Obed Nyangena, Maureen Mbichi, Teopistor Sind, Grace Nyokabi, Titus Lutta and Bernadette Nakazzi. Your ability to delve into the intricacies of our operations and envision innovative solutions is commendable.

Our board of directors, led by our esteemed Board Chair, deserves special recognition for their guidance and unwavering support. Their strategic oversight and commitment to embodying the values of national development have been vital to setting the direction of this Plan. Their insights have enriched our strategies, ensuring they are well calibrated and grounded in a deep understanding of the mining sector dynamics.

I also thank our local communities, government partners, industry peers, and all stakeholders for their invaluable input. Your perspectives and experiences have enriched our planning process, ensuring our strategic Plan is robust, inclusive, and aligned with national and community interests. The collaborative spirit exhibited throughout this process reaffirms my belief in the power of collective action and shared goals.

The enthusiasm, expertise, and dedication that has gone into developing this Strategic Plan, reflects NAMICO's commitment to excellence, and innovation. As we embark on this journey to realize our strategic objectives, our collective efforts and stakeholders' support will lead us to unparalleled success. Together, we stand on the brink of a new chapter in Kenya's mining industry that promises growth, sustainability, and shared prosperity. Let us move forward with determination, harnessing our collective strengths to achieve the remarkable potential that lies ahead.

Thanks again to everyone who contributed to making this Strategic Plan a reality. Your contributions are the foundation for NAMICO's future successes.

**ENG. JOSEPH KITILIT**  
**CHIEF EXECUTIVE OFFICER**  
**NATIONAL MINING CORPORATION**

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## KEY CONCEPTS AND TERMINOLOGIES

**Baseline:** The initial state of NAMICO's key performance indicators, such as production volume, market share, or environmental impact, before implementing new projects or strategies. This baseline serves as a reference point to measure the impact of NAMICO's strategic interventions.

**Indicator:** Metrics used by NAMICO to gauge progress or change resulting from strategic initiatives. These could include financial performance indicators, sustainability metrics, or employee productivity measures.

**Key Activities:** Actions executed by NAMICO to exploit mineral resources efficiently. These include exploration, extraction, processing, and distribution, crucial in transforming mineral assets into valuable outputs.

**Key Results Areas:** Primary focus areas for NAMICO include mineral resource development, market expansion, sustainability, and stakeholder engagement. In these areas, NAMICO aims to deliver significant results that align with its strategic goals.

**Mineral resource:** Refers to concentrations of minerals in or on the earth's crust that have potential economic value and can be extracted and processed at a profit. These include minerals, metals, precious stones, and other geological materials in NAMICO's operational territories. The focus on mineral resources emphasizes the Corporation's involvement in these valuable natural assets' exploration, extraction, processing, and marketing.

**Natural resource:** Refers to a broader category that includes all naturally occurring materials and substances that can be utilized for economic gain. While NAMICO's primary focus might be on mineral resources, the term "natural resource" acknowledges the broader environmental and ecological context in which these minerals and implies a commitment to sustainable practices and the responsible stewardship of all types of natural resources involved in or affected by its operations, reflecting an understanding of the interconnectedness of ecosystems and the need for a balanced approach to economic development and environmental conservation.

**Outcome:** Intermediate results achieved by NAMICO that contribute towards its strategic objectives. For example, increased community engagement leads to better local

support for mining projects.

**Output:** Direct results of NAMICO's operational activities, like the amount of minerals extracted and processed, new technologies implemented, or training programs completed.

**Strategic Goal:** The long-term aims of NAMICO include becoming a leader in sustainable mining practices or significantly increasing its contribution to the national economy. Each goal is linked to addressing a strategic issue identified by NAMICO.

**Strategic Issues:** To achieve its mission and mandate, NAMICO must address challenges or opportunities identified through its situational analysis, such as fluctuating global mineral prices or emerging green mining technologies.

**Strategic Objectives:** NAMICO sets specific targets to achieve its strategic goals, which include increasing production capacity, reducing environmental impact, and enhancing community relations.

**Strategic Planning:** Process of defining strategic direction and deciding how to allocate resources effectively. It involves setting strategic goals, planning actions to meet these goals, and allocating resources to implement these plans.

**Strategies:** Approaches employed to achieve objectives. These could involve diversifying into new mineral markets, adopting innovative mining technologies, or forming strategic partnerships.

**Target:** Specific results NAMICO aims to achieve within a set timeframe, like reducing energy consumption by a certain percentage or achieving a specified level of production efficiency.

## ACRONYMS AND ABBREVIATIONS

<b>AU</b>	-	African Union
<b>BETA</b>	-	Bottom-Up Economic Transformation Agenda
<b>CoG</b>	-	Council of Governors
<b>COMESA</b>	-	The Common Market for Eastern and Southern Africa
<b>EMS</b>	-	Environmental Management Systems
<b>GDP</b>	-	Gross Domestic Product
<b>GoK</b>	-	Government of Kenya
<b>HR</b>	-	Human Resource
<b>IA</b>	-	Internal Audit
<b>ICGLR</b>	-	International Conference on the Great Lakes Region
<b>IMS</b>	-	International Management Standards
<b>ISO</b>	-	International Organization for Standardization
<b>KCM</b>	-	Kenya Chambers of Mines
<b>KPIs</b>	-	Key Performance Indicators
<b>KRAs</b>	-	Key Result Areas
<b>LSM</b>	-	Large Scale Mining
<b>M&amp;E</b>	-	Monitoring and Evaluation
<b>MDCAs</b>	-	Ministries, Departments, Counties and Agencies
<b>MTP</b>	-	Medium Term Plan
<b>NAMICO</b>	-	National Mining Corporation
<b>NEDB</b>	-	National Economic Development Blueprint
<b>PESTEL</b>	-	Political, Economic, Social, Technological, Environmental, Legal
<b>PPP</b>	-	Public-Private Partnership
<b>R&amp;D</b>	-	Research and Development
<b>SDGs</b>	-	Sustainable Development Goals
<b>SOPs</b>	-	Standard Operating Procedures
<b>STI</b>	-	Science, Technology, and Innovation
<b>SW</b>	-	Strengths and Weaknesses
<b>SWOT</b>	-	Strengths, Weaknesses, Opportunities and Threats
<b>TVET</b>	-	Technical and Vocational Education and Training
<b>ZBB</b>	-	Zero-Based Budgeting

## EXECUTIVE SUMMARY

NAMICO Strategic Plan is articulated through clearly defined strategic pillars, each aimed

at harnessing the vast potential of Kenya's mineral resources. This Plan aims to propel the nation towards prosperity by adopting sustainable and inclusive mining practices that contribute significantly to economic development. Our strategy is built on five objectives: enhancing governance and regulatory frameworks to foster a conducive business environment; optimizing resource management for sustainable extraction; driving economic growth through mineral value addition and diversification; ensuring environmental stewardship and community development; and leveraging technology and innovation to elevate operational efficiency.

At the heart of our strategic vision is the commitment to transparency, ethical practices, and stakeholder engagement. By establishing a robust governance structure, NAMICO pledges to uphold integrity and accountability in all its operations. Furthermore, the Strategic Theme Teams are central to our approach, leading and coordinating strategic activities across our Key Result Areas (KRAs), ensuring focused and effective execution of our strategic initiatives.

A critical component of our Strategic Plan is the comprehensive risk management framework. It identifies potential challenges and outlines proactive mitigation strategies to ensure resilience and adaptability. This framework underscores our commitment to safeguarding the Corporation's interests and ensuring the sustainable development of Kenya's mineral sector. Adopting cutting-edge technologies and pursuing international quality standards is integral to achieving our strategic goals. These efforts are complemented by a commitment to digital transformation and implementing an integrated management system (IMS) and an environmental management system (EMS) aligned with ISO standards. These systems enhance operational efficiency, ensure environmental compliance, and foster community development.

The NAMICO Strategic Plan is a testament to our unwavering commitment to the responsible development of Kenya's mineral wealth. It signifies a bold step towards realizing the full potential of our mineral resources, aligning with the Bottom-Up Economic Transformation Agenda (BETA) and other national economic goals, and ensuring the well-being of our communities.

## **CHAPTER ONE: INTRODUCTION**

The National Mining Corporation's (NAMICO) is established under Section 22 of the Mining Act No. 12 of 2016 with the mandate of mineral investment and development. This chapter describes the centrality of this Strategic Plan in achieving the NAMICO success and the context of strategic planning in consideration of the Corporation's role vis-a-vis national development priorities, regional and international frameworks: United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East Africa Community Vision 2050, Constitution of Kenya, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan and the Sector Policies and Laws. Additionally, the chapter provides a brief background of NAMICO as per the Mining Act of 2016 and its categorization as per Executive Order No. 1 of 2023 on the Organization of the National Government. The methodology adopted in developing this Strategic Plan is also covered in this chapter.

### **1.1 Strategy as an Imperative for Organizational Success**

Natural resources are critical for economic development since economies rely on raw materials and ecosystem services. As a result, the sustainable development of any nation and the development of the globe depends on the sustainable exploitation of natural resources. Minerals are significant natural resources because they serve as the foundation for trade and industrialization, the pinnacle of economic progress.

Minerals are inputs required by nearly every sector of the global economy. Mineral demand is increasing as emerging countries catch up with affluent countries regarding resource consumption habits. This strategy recognizes that minerals are necessary for human survival and that they are the starting point of many industrial supply chains and, as such, are strategic assets to many downstream businesses that would only exist with them.

Since independence, Kenya has embraced economic strategies that encourage agriculture and tourism but the mining sector has a vast potential to contribute to the socio-economic transformation of the economy. The sector includes artisanal mining, small-scale, medium-scale, and large-scale mining, and as such, NAMICO's role is to exploit this potential.

As an investment arm of the government in mineral resources, this strategy focuses on proactive approaches to consolidate opportunities in the mineral sector needed to drive the Corporation's investment agenda. This Strategic Plan is critical in defining the optimization of economic opportunities through sustainable and transformational exploitation of Kenya's key minerals for promotion of trade, and industrialization.

## **1.2 The Context of Strategic Planning**

The government estimates that extractives generate less than 1% of Kenya's GDP and less than 2% of overall export earnings. This is expected to shift significantly, as envisaged in the Kenya Vision 2030, specifically in the BETA and the medium-term Plan (MTP IV), to account for 10% of GDP. There is an opportunity to leverage the sector to stimulate transformative national development and economic growth.

Kenya's mining sector generally comprises a few large-scale mining (LSM) companies with localized socio-economic impact and a small but significant number of artisanal miners directly employing thousands. As a result of this environment, NAMICO has the responsibility to fill in the gaps and ensure full exploitation of the mining sector and its distributed contribution to the country's socio-economic development. The Cabinet's declaration of fourteen strategic minerals on October 25<sup>th</sup>, 2023, propels Kenya as a new player in the global minerals market.

These developments influenced the government to institute reviews of minerals and mining policy, legislations and regulations. The Mining Act of 2016 establishes the National Mining Corporation as the investment arm of the National Government in the mining sector, among other institutions and bodies.

The United Nations Sustainable Development Goals inform the development of this Strategic Plan (2023-2027), African Union Agenda 2063, East Africa Community Vision 2050, Kenya Vision 2030, the Medium Plan Four, Executive Order No.1 of 2023, and the Fourth Medium Term Plan (MTP IV) 2023-2027, which implements the Bottom-Up Economic Transformation Agenda (BETA).

This Strategic Plan incorporates insights from situational analysis and feedback from various departments within NAMICO, the State Department for Mining and other stakeholders.

Mineral resources bring with them both costs and benefits for the country. Through investment, NAMICO will focus on mineral wealth, mitigate undesirable impacts of exploitation and lead to long-term prosperity.

### 1.1.1 United Nations 2030 Agenda for Sustainable Development

**Table 1. 1: Sustainable Development Goals and NAMICO’s Role**

Goal	Role
<b>SDG 1:</b> End poverty in all its forms	1. Mining activities shall contribute to poverty alleviation through job creation, infrastructure development, revenue generation, and value-addition. These interventions will contribute to the reduction of inequalities.
<b>SDG 3:</b> Good health and well-being	2. Mining activities can have significant health impacts on workers and mining communities. NAMICO will ensure mine health and safety measures for these groups.
<b>SDG 5:</b> Achieve gender equality and empower all women and girls	3. The mining sector has traditionally been male-dominated. NAMICO will implement the Access to Government Procurement Opportunities and Affirmative Action provisions in all its operations.
<b>SDG 6:</b> Ensure availability and sustainable management of water and sanitation for all	4. Chemical runoff, dust and other wastes can contaminate water sources. NAMICO will:  Implement responsible water management practices and ensure access to clean water for mining communities impacted by its activities. Work with mining communities, especially in arid areas, through Community Development Agreements as part of its Corporate Social Responsibility to supply water to communities. Promote environmental sanitation through land rehabilitation and reclamation efforts
<b>SDG 7:</b> Affordable and clean energy	5. NAMICO controls strategic minerals, which are green energy transition minerals. By developing these

Goal	Role
	minerals, NAMICO will contribute to clean energy alternative and mitigate the carbon footprint.
<b>SDG8:</b> Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all	<p>6. NAMICO operations will create jobs for mining communities, promote fair labour practices and safe working conditions, and contribute to local economic development.</p> <p>7. NAMICO will partner with key stakeholders including county governments, ASMs associations to exploit the mineral potential for the country's socio-economic transformation.</p>
<b>SDG 9:</b> Industry, innovation, and infrastructure	8. NAMICO will develop innovative infrastructure for mineral value addition, mining, and exploration.
<b>SDG10:</b> Reduce inequality within and among countries	<p>9. NAMICO will engage in inclusive decision-making processes, respect indigenous rights, and ensure equitable benefit-sharing from mining revenues.</p> <p>10. Ensure contractual mineral agreements are fair and beneficial to Kenya</p>
<b>SDG11:</b> Make cities and human settlements inclusive, safe, resilient, and sustainable	<p>11. Mining operations can impact nearby communities through population influx, increased service demand, and environmental degradation.</p> <p>12. NAMICO uphold Environmental, Social and Governance principles in its operations, including supporting rehabilitation and reclamation efforts.</p> <p>13. NAMICO will respect human rights and carry out displacement and resettlement humanely and fairly</p>
<b>SDG 12:</b> Ensure sustainable consumption and production patterns	<p>14. Adopt sustainable mining practices that minimize waste, reduce environmental degradation, and promote responsible use of mineral resources.</p> <p>15. NAMICO will adhere to circular economy in all its processes.</p>

Goal	Role
<b>SDG 13:</b> Climate action	<p>16. By developing strategic minerals, NAMICO will provide clean energy alternatives and mitigate its carbon dioxide footprint.</p> <p>17. Apply ESG principles to avert environmental degradation.</p> <p>18. Move towards a paperless office policy.</p>
<b>SDG 14:</b> Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	<p>19. Adopt appropriate technology in mineral development in the seas and oceans.</p> <p>20. Honour international agreements as pertains to the exploitation of mineral resources</p>
<b>SDG 15:</b> Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<p>21. Implement reclamation and restoration measures to rehabilitate mined areas and conserve biodiversity.</p>
<b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<p>22. Engage in partnerships with governments, civil society organizations, development partners, and other stakeholders to address the sustainable development challenges associated with mining and promote responsible mining practices.</p>

### 1.1.2 African Union Agenda 2063

As presented in Table 1.2, NAMICO will contribute to achieving the aspirations of the African Union (AU) Agenda 2063 that are relevant to its mandate.

**Table 1. 2: AU Agenda 2063 and the NAMICO's Role**

Aspiration	Role
<p><b>Aspiration 1:</b> A prosperous Africa based on inclusive growth and sustainable development</p>	<ol style="list-style-type: none"> <li>1. Promote inclusive growth by ensuring mining communities benefit from mining activities through employment opportunities, skills development, and revenue-sharing mechanisms.</li> <li>2. Embrace sustainable mining practices, such as environmental conservation, responsible resource extraction, and rehabilitation of mining sites to align with the goal of sustainable development.</li> </ol>
<p><b>Aspiration 2:</b> An Integrated Continent, Politically United, based on the ideals of Pan-Africanism and the Vision of Africa's Renaissance</p>	<ol style="list-style-type: none"> <li>3. Foster partnerships with other African mining corporations, share best practices and promote cross-border investments in the mining sector to contribute to regional integration.</li> <li>4. Support initiatives that promote regional stability and cooperation to enhance the political unity envisioned by Agenda 2063.</li> </ol>
<p><b>Aspiration 3:</b> An Africa of Good Governance, Democracy, Respect for Human Rights, Justice, and the Rule of Law</p>	<ol style="list-style-type: none"> <li>5. Collate data and operate with transparency, accountability, and adherence to ethical standards, promoting good governance within the mining sector.</li> <li>6. Uphold human rights, particularly the rights of mining communities and indigenous peoples affected by mining activities.</li> </ol>
<p><b>Aspiration 4:</b> A Peaceful and Secure Africa</p>	<ol style="list-style-type: none"> <li>7. Engaging with mining communities to mitigate conflicts related to land rights, resource allocation, and environmental concerns can contribute to peace and security.</li> <li>8. To foster stability within the sector, NAMICO shall partner will relevant authorities to safeguard mining operations</li> </ol>

Aspiration	Role
	against smuggling, money-laundering, counterfeiting, vandalism, and illegal mining activities.
<b>Aspiration 6:</b> An Africa Whose Development is People-Driven, relying on the Potential Offered by People, especially its Women and Youth, and Caring for Children	<p>9. Prioritize the inclusion of women and youth in the mining workforce through targeted training and sensitization, mentorship, and empowerment programs.</p> <p>10. Investing in education, healthcare, and social welfare initiatives for communities, particularly children, ensures that mining activities does not exploit but contribute to human development.</p> <p>11. Implement the Access to Government Procurement Opportunities</p>

### 1.1.3 East Africa Community Vision 2050

Table 1.3 shows that NAMICO will contribute to achieving the East African Community (EAC) Vision 2050.

**Table 1. 3: EAC Vision 2050 and NAMICO's Role**

Goals	Role
<b>Goal 1:</b> A Single Market and Production Base	<p>1. Facilitating the free movement of minerals within the East African region, harmonizing mining policies, and eliminating trade barriers will contribute to realizing a single market.</p> <p>2. Collaborate with other member states to establish common standards, regulations, and certification processes to streamline cross-border mineral trade and promote regional economic integration.</p>
<b>Goal 2:</b> A Highly Competitive Economic Region	<p>3. Promoting research and development initiatives, fostering innovation, and providing incentives for value addition within the mining value chains contribute to the region's economic dynamism and attractiveness to investors.</p>
<b>Goal 3:</b> A Region of High-Quality Life	<p>4. NAMICO should prioritize environmental sustainability and social responsibility by investing in community development projects, such as education, healthcare, and infrastructure,</p>

Goals	Role
	improves living standards in mining-affected areas and fosters social cohesion.
<b>Goal 4:</b> Peace, Security, and Political Stability	5. Promote peace and stability by adhering to ethical business practices, respecting the rights of communities, and ensuring fair benefit-sharing of mineral resources.  6. Collaborating with law enforcement agencies to combat illegal mining activities, smuggling, and conflict minerals contributes to regional security and stability.
<b>Goal 5:</b> An Inclusive and People-Centered East Africa	7. Prioritize the inclusion of marginalized groups, such as women, youth, and indigenous communities, in the mining workforce through local content considerations, capacity building, training, and empowerment initiatives.  8. Establishing grievance-handling mechanisms and consultation processes ensures that local communities have a voice in decision-making processes related to mining activities, promoting inclusivity and social equity.
<b>Goal 6:</b> A Green, Smart, and Resilient East Africa	9. Promote sustainable use of strategic minerals for green energy transition, reducing carbon emissions, and implementing sustainable land reclamation and rehabilitation strategies.  10. Embrace digitalization and automation to improve efficiency, minimize environmental impact, and enhance the mining sector's resilience to climate change and other external shocks.

### 1.1.4 Constitution of Kenya

The National Mining Corporation of Kenya plays a pivotal role in upholding critical provisions of the Constitution of Kenya, such as Article 60, 62(1)(f)(m), 66(2), (69), 70, and 71, amongst other sections of interest to the mining sector.

NAMICO will contribute to sustainable development, respect for human rights, and inclusive growth by integrating constitutional imperatives into its policies, practices, and decision-making processes. Adherence to the constitution ensures legal compliance and fosters social responsibility, environmental stewardship, and the realization of Kenya's

constitutional aspirations for all its citizens.

### 1.1.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan

The National Mining Corporation has a pivotal role in advancing constitutional principles, promoting the Bottom-up Economic Transformation Agenda (BETA), and supporting the objectives of MTPIV. By aligning its strategies with these frameworks, NAMICO will contribute to sustainable development, inclusive growth, and prosperity while ensuring that the benefits of mining are shared equitably among all stakeholders. Through collaboration with government agencies, mining communities, and private sector partners, NAMICO will lead towards a more resilient, inclusive, and prosperous mining sector in Kenya.

To fulfil its role effectively, NAMICO will align its operations with the pillars of the Kenyan Vision 2030, BETA and MTPIV. This comprehensive write-up delineates strategic approaches for NAMICO to address these critical frameworks, ensuring sustainable development, inclusive growth, and adherence to principles of good governance.

Table 1.4 describes NAMICO's role and contribution to implementing the Kenya Vision 2030, BETA, and the MTP IV through this Strategic Plan.

**Table 1. 4: Kenya Vision 2030, BETA, MTP IV and the NAMICO's Role**

Provision	Key Issue	Role
Addressing Key Provisions of the Constitution	Devolution	1. Embrace a whole-of-government approach and collaborate closely with county governments through the Council of Governors (CoG), respecting their jurisdictional authority and fostering partnerships for sustainable resource management and community development.
	Environmental Rights	2. Prioritize environmental conservation, conducting thorough community engagement, impact assessments, implementing eco-friendly mining practices, and investing in reclamation efforts to mitigate ecological damage.

<b>Provision</b>	<b>Key Issue</b>	<b>Role</b>
	Indigenous and Community Rights	3. Uphold the rights of indigenous communities and local populations affected by mining activities, ensuring meaningful consultation, fair compensation, and equitable benefit-sharing of mineral resources.
	Economic and Social Rights	4. Promote economic empowerment through local content policies, job creation, and socio-economic development initiatives, fostering inclusive growth and poverty reduction.
Advancing the Bottom-Up Economic Transformation Agenda	Empowering Local Communities	5. Ensure equitable benefit-sharing and application of local content considerations and capacity. 6. Enhance mining community involvement in decision-making processes.
	Value Addition and Industrialization	7. Promote value addition within the mining sector along the value chain
	Infrastructure Development	8. Stimulate infrastructure development, drive demand for clean energy, transportation, and logistics services, and support the expansion of critical infrastructure networks to facilitate access to mining sites and market connectivity
Aligning with the Fourth Medium - Term Plan (MTP IV)	Economic Diversification	9. Explore new mineral resources, investing in research and development. 10. Support ASMs and promote the sustainable exploitation of untapped mineral deposits.
	Investment Promotion	11. Engage with domestic and foreign investors to attract capital inflows, technology transfers, and expertise to the mining sector, fostering competitiveness and stimulating growth. 12. Support efforts aiding formalization of ASMs and connect them to the market.

Provision	Key Issue	Role
	Environmental Sustainability	13. Integrate environmental sustainability into NAMICO's strategic plan, aligning it with the green growth agenda by: sustainable extraction processing and use of green energy minerals; and adoption of clean technologies to minimizing carbon footprint, and enhancing environmental management practices.

### 1.1.6 Sector Policies and Laws

NAMICO operates within a regulatory framework governed by various sector policies and laws to promote responsible mining practices, protect the environment, ensure community participation, and foster sustainable development. Here are some key sector policies and laws that NAMICO must adhere to.

**Table 1. 5: Key Sector Laws and Policies**

Law / Policy	Implication for NAMICO
The Constitution of Kenya	<ol style="list-style-type: none"> <li>1. NAMICO must adhere to constitutional provisions safeguarding environmental rights, promoting community participation, and ensuring equitable benefit-sharing from mineral resources.</li> <li>2. Compliance with constitutional principles of devolution, public participation, social justice, and environmental sustainability is essential for NAMICO's operations.</li> </ol>
Mining Act, 2016	<ol style="list-style-type: none"> <li>3. The Mining Act provides the legal framework for regulating the exploration, mining, and processing of minerals in Kenya.</li> <li>4. NAMICO must comply with the provisions of this Act, which include obtaining the necessary mining rights for mining activities, adhering to health and safety standards, and fulfilling environmental obligations.</li> </ol>
Environmental Management and Coordination Act, 1999 (repealed 2015)	<ol style="list-style-type: none"> <li>5. This Act establishes the legal framework for environmental management and conservation in Kenya and NAMICO must comply.</li> <li>6. NAMICO is required to conduct environmental impact assessments (EIAs) and environmental audits.</li> <li>7. Prepare environmental management plans (EMPs) for its mining projects, ensuring compliance with environmental standards and mitigating adverse impacts on ecosystems.</li> </ol>
Community Land Act, 2016	<ol style="list-style-type: none"> <li>8. This Act provides for the recognition, protection, and management of community land in Kenya. NAMICO must engage with mining communities and respect their land rights when conducting mining activities on community land, ensuring fair compensation, consultation, and benefit-sharing.</li> </ol>

Law / Policy	Implication for NAMICO
The Mining (License and Permit) and associated Regulations, 2017)	9. The Mining Act and the Mining License and Permit Regulations outline procedures for applying for, granting, renewing, transferring, and revocating mineral rights. NAMICO must adhere to the regulations when applying for mineral rights including submitting feasibility studies, environmental impact assessments, and community engagement plans.
Mining and Minerals Policy, 2016	<p>10. NAMICO should focus on sustainable mining techniques to facilitate mineral processing and beneficiation.</p> <p>11. Resource requirement for R&amp;D to innovate and improve mining technologies and processes. Collaborate with research institutions and international partners to stay at the forefront of mining advancements.</p> <p>12. Invest in community development projects to ensure that mining communities benefit from mining activities. This includes and not limited to health, education, and social infrastructure projects as well as entrepreneurship.</p>
Occupational Health and Safety Act, 2007	13. This Act provides for the health and safety of workers in various industries, including mining. NAMICO is obligated to promote the health and safety of its employees and mining community by implementing workplace safety measures, providing training, and maintaining appropriate standards for occupational health and safety.
Extractive Industry Transparency Initiative (EITI)	14. Kenya is an EITI-implementing country committed to promoting transparency and accountability in the extractive industries. NAMICO may be required to disclose information on its mining activities and revenues as part of Kenya’s EITI reporting obligations.

By adhering to both Local and International best practices in mining, sector policies, laws and regulations NAMICO can operate responsibly, minimize risks, and contribute to sustainable development while fostering positive relationships with stakeholders and mining communities.

### 1.3 History of NAMICO

The National Mining Corporation is established under the Mining Act No. 12 of 2016 as the investment arm of the National Government in respect to mineral development. In

broad terms the operations of NAMICO started in 2021 with the establishment of the board; preparation of critical policy documents and instruments, acquisition of office space, recruitment of staff and installation of an Enterprise Resource Planning (ERP) system, forging for strategic partnerships for strategic minerals development and signing of Memorandum of Understanding with a view of entering into binding Joint Venture agreements. The Corporation has undertaken a number of field activities including sampling and testing of strategic mineral occurrences using modern geological tools, techniques and equipment. The initial operations were carried out by the State Department for Mining. This is the inaugural Strategic Plan for the Corporation.

#### **1.4 Methodology of Developing the Strategic Plan**

The methodology used in developing this Strategic Plan included four key steps:

##### **Step One:** Initiation of the strategic planning process

The Management in consultation with the Board of NAMICO initiated the strategic planning process by determining the Terms of Reference (ToRs) and appointed a Technical Committee to spearhead the development of this Strategic Plan.

##### **Step Two:** Strategic Plan development.

The Technical Committee interpreted, reviewed, and adopted the issued TORs during its inception meeting. It also developed a costed road map to develop this Strategic Plan for consideration and approval by the Board of Directors. Additionally, the committee developed a strategic framework for developing this Strategic Plan. This was guided by the Revised Guidelines for Preparation of the Fifth-Generation Strategic Plans 2023-2027 for the public sector institutions, provision of the Mining Act of 2016, Kenya Vision 2030 and Medium-Term Plan (MTPIV) as espoused in the Bottom-Up Economic Transformation Agenda (BETA), Medium Term Expenditure Framework (MTEF), sector reports, and NAMICO's internal policies and procedures.

##### **Step Three:** Strategic Plan validation.

The Strategic Plan developed was subjected to internal and external stakeholders and the Board for validation and feedback, and subsequently submitted to the State Department for Economic Planning through the State Department for Mining.

##### **Step Four:** Finalization and dissemination.

The last step of the Strategic Plan was finalization and publicization in readiness for implementation during the plan period.

## CHAPTER TWO: STRATEGIC DIRECTION

This chapter describes NAMICO's mandate, vision and mission statement, and strategic goals as guided by the five key results areas, namely Policy Integration, Leadership & Governance, Mineral Product Diversification, Advance eco-social prosperity, Leverage cutting-edge technology to enhance operational efficiency, innovation, safety, Generation of revenue, the chapter also highlights NAMICO's core values and quality policy statement.

### 2.1 Mandate

The Government of Kenya established the National Mining Corporation vide the Mining Act No. 12 of 2016. The Corporation is mandated to:

- (a) Engage in mineral prospecting and mining and any other related activities;
- (b) Investment on behalf of the National Government;
- (c) Acquire by agreement or hold interests in any undertaking, enterprise or project associated with the exploration, prospecting, or mining of minerals;
- (d) Acquire shares or interest in any firm, company, or other body of persons, whether corporate or unincorporated, which is engaged in prospecting, mining, refining, grading, producing, cutting, processing, buying, selling, or marketing of minerals; and
- (e) Carry on its business, operations, and activities whether as principal agent, contractor or otherwise, and either alone or in conjunction with other persons, firms, or corporate bodies.

### 2.2 Vision Statement

*To be a leader in sustainable investment in mineral resource development for a prosperous Kenya in a global economy.*

### 2.3 Mission Statement

*To engage in responsible exploration, mining, and investment in mineral resources in a dynamic global market to drive Kenya's socio-economic transformation.*

### 2.4 Strategic Goals

To address the strategic issues directly related to the vision and mission of the Corporation, NAMICO seeks to pursue the following five strategic goals:

Policy Integration, Leadership & Governance, Mineral Product diversification, Sustainable Advance eco-social prosperity, Leverage cutting-edge technology to enhance operational efficiency, innovation, safety, Financial Stewardship and Resource Optimization,

- a. Ensure adherence to mining laws and regulations;
- b. Mineral Product diversification;
- c. Advance eco-social prosperity;
- d. Leverage cutting-edge technology to enhance operational efficiency, innovation, Safety;
- e. Generation of revenue;

## 2.5 Core Values

Core values constitute the fundamental beliefs that drive NAMICO. These beliefs shall be upheld because they define the expected standards of behaviour and culture. The values guide NAMICO in transforming human conduct in governance and management practices. In this regard, NAMICO shall be guided by five (5) core values as set out in Table 2.1.

**Table 2. 1: Core Values**

<b>Core Value</b>	<b>Description</b>
Patriotism	We passionately commit to Kenya’s advancement, prioritizing the nation’s interests and nurturing its socio-economic development. Our endeavours are driven by national pride and a collaborative vision for Kenya's thriving future.
Professionalism	We shall be reliable and maintain high standards of professional ethics while discharging our responsibilities.
Innovativeness	Agility and new thinking are the cornerstone of our operational approach. NAMICO is dedicated to pioneering solutions and strategies that propel us to the forefront of the mining industry, responding swiftly to the evolving demands of our stakeholders.
Sustainability	At NAMICO, we embrace balanced economic progress with conscientious environmental stewardship and social responsibility, ensuring our practices today foster a sustainable tomorrow.

Core Value	Description
Integrity	We foster transparency and honesty, ensuring our decisions and actions are anchored in ethical principles. This earns us the unwavering trust of our stakeholders.
Safety and Security	We prioritize the safety and security of our workforce and our communities. We are steadfast to a safe and secure environment for mutual success.

## 2.6 Quality Policy Statement

NAMICO pursues excellence in mineral development. We are dedicated to fulfilling customer satisfaction, meeting stakeholder expectations, and integrating internationally recognized management systems through regulatory adherence, continuous improvement, resource efficiency, community engagement and respect for human rights. We understand that quality, environmental stewardship, and sustainable practices are integral to our success towards a future where NAMICO leads as an example of sustainable mineral resource development.

## CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter presents a situational analysis of NAMICO's external and internal environment and an analysis of key stakeholders, their respective roles, and expectations.

### 3.1 Situational Analyses

This section delves into a comprehensive situational analysis of NAMICO, assessing the external and internal factors that influence the organization's strategic direction. This analysis lays the foundation for identifying opportunities, addressing challenges, and setting a path towards sustainable mineral excellence.

#### 3.1.1 External Environment

Underpinning our strategic planning is a thorough examination of the external environment. This includes political, economic, social, technological, legal, and environmental factors that could impact NAMICO's operations and strategic objectives. Understanding these factors is crucial for navigating the dynamic landscape of the mining industry.

##### 3.1.1.1 Macro-Environment

Exploring the macro-environment is essential for grasping the broader contexts in which NAMICO operates. This segment evaluates global and regional trends, including political stability, economic climates, technological advancements, and socio-environmental considerations. These insights are pivotal for forecasting potential impacts on NAMICO's decision-making and performance, as per Table 3.1.

Table 3. 1: Macro-Factor Analysis

Category	Factors	Effects	Interventions
<b>Political</b>	Political goodwill from the national and county governments	<ul style="list-style-type: none"><li>• Likelihood of political interference leading to reduced political goodwill, unrest/ conflicts, and loss of business opportunities</li></ul>	<ul style="list-style-type: none"><li>• Accelerated value creation</li><li>• Enactment of requisite legislative and policy framework</li><li>• Joint venture partnerships and consortiums</li><li>• Enhanced investor confidence</li></ul>

Category	Factors	Effects	Interventions
	Devolved Governance	<ul style="list-style-type: none"> <li>• Devolution has presented opportunities with development of policies to guide natural resources exploitation</li> <li>• County governments have capacity build ASMs on sustainable exploitation of natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Catalyze local investment and development of the mineral sector in counties</li> <li>• Enhanced collaboration and cooperation with the local stakeholders</li> </ul>
	Government processes and procedures	<ul style="list-style-type: none"> <li>• Lengthy bureaucratic processes may lead to delayed decision-making and damage investor confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to the rule of law.</li> <li>• Reduced risks and uncertainties</li> <li>• Transparency and accountability</li> <li>• NAMICO aligns itself with the development of blueprints to support mining</li> <li>• Enhanced investor confidence</li> <li>• Prompt and effective decision-making</li> </ul>
	Promotion of regional integration	<ul style="list-style-type: none"> <li>• Increased geopolitics in mineral development</li> <li>• Product market concentration</li> <li>• Trade Malpractices</li> </ul>	<ul style="list-style-type: none"> <li>• Open entry of Minerals</li> <li>• Increased Competition</li> <li>• Expanded Market</li> <li>• Deepening strategic partnerships</li> <li>• Potential for better mining regimes</li> <li>• Human and technology transfer</li> </ul>
<b>Economic</b>	Existence of National Economic Development Blueprint (NEDB)	<ul style="list-style-type: none"> <li>• Fluidity of the NEDB</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of the Corporation's programs and projects to NEDB</li> <li>• Enhanced funding opportunities</li> <li>• Goodwill and renewed focus on the mining sector</li> </ul>

Category	Factors	Effects	Interventions
			<ul style="list-style-type: none"> <li>• Increased Competition for resources among MDCAs</li> </ul>
	Macroeconomic stability	<ul style="list-style-type: none"> <li>• Internal and external shocks</li> </ul>	<ul style="list-style-type: none"> <li>• Increased business, trade, and investment appeal</li> <li>• Available funding options</li> <li>• Improved potential for strategic partnerships</li> <li>• Increased Competition from other sectors of the economy</li> <li>• Change in government priorities</li> <li>• Hedging</li> </ul>
	Skills/labour	<ul style="list-style-type: none"> <li>• High employee turnover</li> <li>• Unskilled labour</li> <li>• Brain drain</li> <li>• Child labour</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive compensation</li> <li>• Upskilling of employees</li> <li>• Conducive work environment</li> <li>• Comply with ILO Convention on child labour</li> </ul>
	Capital and Financial Markets	<ul style="list-style-type: none"> <li>• Increased competition from other sectors of the economy</li> <li>• Opportunity to raise funds from capital and financial markets</li> <li>• Fluctuating market and financial markets</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilization/grants</li> <li>• Borrowing from capital and financial markets</li> <li>• Advertising/publicity/awareness creation</li> <li>• Insurance cover</li> <li>• Hedging</li> <li>• Developing financial management, resource mobilization and investment policies</li> </ul>
	Undeveloped mineral resources	<ul style="list-style-type: none"> <li>• Resource-based conflicts</li> <li>• Undeveloped capacity</li> <li>• Lack of mineral rights</li> </ul>	<ul style="list-style-type: none"> <li>• Mineral resource development and investment opportunities</li> <li>• Develop conflict resolution policy</li> <li>• Develop strategies to gain competitive edge</li> <li>• Awareness and capacity building</li> </ul>

Category	Factors	Effects	Interventions
	Regional trade initiatives, Treaties, and obligations (AMV, Agenda 2063, COMESA, EAC, ICGLR)	<ul style="list-style-type: none"> <li>• Non-implementation of the regional trade initiatives, treaties, and obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Need for adoption of international best practices.</li> <li>• Enhance regional market access</li> </ul>
	Mineral market dynamics	<ul style="list-style-type: none"> <li>• Increases investment and business Risk</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on mineral price gains for increased revenue generation</li> <li>• Mineral price volatility</li> <li>• Development of investment, business and market risk policies</li> </ul>
<b>Social</b>	Culture and traditions	<ul style="list-style-type: none"> <li>• Restricted access to potential mining sites due to cultural norms and taboos</li> <li>• Conflicts in land rights and acquisition</li> <li>• Culturalization of minerals</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition of social license to operate</li> <li>• Mining community engagement</li> <li>• Training/Education/community sensitization</li> <li>• Proliferation of artisanal mining</li> <li>• Develop conflict resolution policy</li> <li>• Local content policy implementation</li> </ul>
	Rising population	<ul style="list-style-type: none"> <li>• Costly and complex access to land for mineral resource development</li> <li>• Cheap labour</li> <li>• Displacement of families</li> <li>• Pressure to social amenities around mining areas</li> <li>• Social evil</li> </ul>	<ul style="list-style-type: none"> <li>• Growing Market</li> <li>• Availability of labor</li> <li>• Pressure for productive resources and amenities</li> <li>• Growing demand to meet corporate social responsibilities</li> <li>• Fair compensation</li> <li>• Working with other stakeholders to minimize emerging social risks</li> </ul>

Category	Factors	Effects	Interventions
	Mine Health Safety and Security	<ul style="list-style-type: none"> <li>• Injuries, occupational diseases, and fatalities</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on best practices</li> <li>• Litigation and compensation</li> <li>• Develop Mine Health Safety and Security Policy</li> </ul>
<b>Technology</b>	Technological advancements	<ul style="list-style-type: none"> <li>• Increased cost of skills upgrade</li> <li>• Unlocked minerals beneficiation potential</li> <li>• Increased demand for Technology Minerals, thus expansion of mining opportunities</li> <li>• Changing technological landscape e.g., uptake for electric vehicles (EVs), solar, etc., may increase demand for strategic minerals</li> <li>• Cybersecurity, data management</li> </ul>	<ul style="list-style-type: none"> <li>• Adapting to relevant technologies in mineral development</li> <li>• Increased investment in Research and Development</li> <li>• Reprocessing of tailings into valuable products</li> <li>• Leveraging on innovations for increased productivity and reduced exploration to mine production timelines</li> <li>• Increased productivity and efficiency in exploration and mine development</li> <li>• Implementation of Information Security Management Systems (ISMS)</li> </ul>
<b>Environmental</b>	Sustainable mining	<ul style="list-style-type: none"> <li>• Expanding mining opportunities for strategic minerals</li> <li>• Increased environmental concerns from mining communities, conservationists, environmental bodies and other stakeholders</li> <li>• Increased costs of compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement policy on ESG</li> <li>• Undertaking regular environmental and social impacts assessments and audits</li> <li>• Opportunities for improved standards for the extraction and processing of critical minerals</li> </ul>
	Climate change	<ul style="list-style-type: none"> <li>• Increased rehabilitation costs of mining sites</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced opportunities for economic linkages and diversification from traditional minerals</li> </ul>

Category	Factors	Effects	Interventions
		<ul style="list-style-type: none"> <li>• Increased cost compliance with environmental obligations</li> <li>• Requirement to sign multilateral environmental agreements</li> <li>• Increased social and environmental liabilities</li> <li>• Possibility of manipulation by established market players.</li> <li>• Lengthy compliance procedures and obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to comply with international climate conventions from the onset.</li> <li>• Ability to start fresh and thus lower legacy issues on environment and climate change.</li> <li>• Implement multilateral environmental agreements</li> <li>• Sensitizing and involving mining communities and other stakeholders on environmental conservations</li> <li>• Allocate resources towards environmental conservation</li> <li>• Reporting on ESG</li> </ul>
<b>Legal</b>	Mining, Environmental, Fiscal, Mine health & safety, and Taxation regulatory regimes	<ul style="list-style-type: none"> <li>• High entry barriers due to many laws that need to be complied with</li> <li>• Threat of litigation arising from non-compliance lengthy approval processes may derail project implementation.</li> <li>• Increased Competition from other less regulated sectors for investment capital</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on newness to fully comply with existing laws.</li> <li>• Enhanced Investor Confidence due to Predictable and stable regulatory regimes</li> </ul>
	National and international accrediting bodies	<ul style="list-style-type: none"> <li>• Development of acceptable feasibility studies, and other reports</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> <li>• Development of acceptable reports</li> </ul>
	Professional regulatory bodies	<ul style="list-style-type: none"> <li>• Development of acceptable reports</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> <li>• Development of acceptable reports</li> </ul>

Category	Factors	Effects	Interventions
	Public Finance Management Act, 2012	<ul style="list-style-type: none"> <li>• Development of acceptable reports</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> <li>• Development of acceptable reports</li> </ul>
	Persons with Disabilities Act, 2012	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> <li>• Development of acceptable reports</li> </ul>
	SDGs, Africa Agenda 2063 and other operating agreements and treaties	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> <li>• Development of acceptable reports</li> </ul>
	Professional /personal ethics	<ul style="list-style-type: none"> <li>• It reduced work-related malpractices</li> </ul>	<ul style="list-style-type: none"> <li>• Budget allocation to meet compliance requirement</li> </ul>

### 3.1.1.2 Micro-environment

The following micro-factors, presented in Table 3.2, affect NAMICO's access to resources necessary for achieving the strategic objectives outlined in this Strategic Plan.

**Table 3. 2: Micro-Factor Analysis**

Micro-factor	Effect
Customers	<ul style="list-style-type: none"> <li>• Source of revenue.</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Provide the skills and competencies required to execute the NAMICO's mandate.</li> </ul>
Board of Management	<ul style="list-style-type: none"> <li>• Policy development and good governance.</li> <li>• Resource mobilization.</li> </ul>
Others MDCAs	<ul style="list-style-type: none"> <li>• Competition for scarce resources</li> </ul>
The National Treasury and Economic planning	<ul style="list-style-type: none"> <li>• Timely approvals and deployment of resources</li> </ul>
Parent Ministry	<ul style="list-style-type: none"> <li>• Support</li> </ul>

Micro-factor	Effect
Trade unions	<ul style="list-style-type: none"> <li>• Represent the employees' engagement with the employer, which influences employment relationships.</li> </ul>
Suppliers of goods and services	<ul style="list-style-type: none"> <li>• Provide goods and services necessary for successful and effective operations.</li> </ul>
Financial intermediaries	<ul style="list-style-type: none"> <li>• Provide financial support and risk mitigation.</li> </ul>
Local community	<ul style="list-style-type: none"> <li>• Supplement social capital and supply of labour.</li> </ul>
Universities and TVETs (public and private)	<ul style="list-style-type: none"> <li>• Supply of skilled human capital and knowledge products</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Marketability and brand visibility of NAMICO.</li> </ul>

### 3.1.1.3 Industry Environment

This section examines the degree of Competition in the mining industry, its dominant economic features, the drivers of change, and critical success factors.

**Table 3. 3: Industry Environment Analysis**

Industry Factor	Effect
<b>1. Applying the Modified Porter 5 Forces Industry Analysis model</b>	
Threat of New Entrants	The Mining sector is dominated by well-established players who may pose a threat both in the short and long term. NAMICO needs to develop capacity and an engagement framework to operate in a competitive and dynamic mineral market.
Bargaining Power of Suppliers	A limited number of suppliers for mining equipment and technical expertise can increase their bargaining power. Innovation in mining technology and global supply chain shifts can alter supplier power.
Bargaining Power of Buyers	Buyers of minerals, including manufacturers of electronics and automobiles, can have significant bargaining power due to the critical nature of these materials. We are diversifying the customer base (to gain market confidence) and engaging legal expertise during contractual agreements.
Threat of Substitutes	Developing alternative materials or recycling advancements could create substitutes for certain minerals, influencing NAMICO's Market.

Industry Factor	Effect
	Research and development to enhance the value proposition of NAMICO's minerals.
Rivalry Among Existing Competitors	The industry may have intense rivalry due to value of minerals and demand. Operational efficiency, investing in innovation, cost management, and strategic partnerships are crucial.
<b>2. Strategic Group Analysis</b>	
Government Affiliation	As a state-owned entity, NAMICO enjoys certain privileges, such as accessible access to information, permits and a mandate to exploit strategic minerals that private companies may not have. There is a need for collaboration with Government Institutions in the sector.
Operational Scale	NAMICO's operational scale would include its mining output, number of operations, and role in the Kenyan mining sector. Its scale may range from small-scale operations through strategic small-scale operations to large-scale commercial mining. NAMICO will develop mechanisms for working with ASMs and engaging with large-scale miners along the value chain.
Resource Diversity	The variety of minerals NAMICO explores, and mines is vast, positioning it in a diverse resource group that deals with many minerals ranging from industrial to precious stones and rare earth elements NAMICO will internally establish the diversified resource set
<b>3. Strategic Group Positioning</b>	
National Champions	This group is characterized by firms integral to national economic strategy, often supported by the government, and responsible for securing critical resources. As such, NAMICO's mandate goes beyond profitability to include social and economic development goals.
Benchmarking against Peers.	NAMICO will compare its operational efficiency, cost-effectiveness, and innovation within this strategic group with similar entities. To evaluate its competitive stance, NAMICO will

Industry Factor	Effect
	examine the regulatory environment, fiscal regimes, operational framework, and international partnerships established by peers.
Identifying Competitive Advantages and Gaps	As a government-affiliated entity, NAMICO might use its unique position to facilitate international collaborations, tap into new markets, or lead sustainability initiatives. Gaps might be identified in technology adoption, where peers are rapidly innovating, or customer engagement practices.
<b>4. Strategic Options for NAMICO</b>	
<p><b>a. Capitalize on its positioning, explore vertical integration opportunities, and enhance value addition within the mining sector.</b></p> <p><b>b. Develop strategic alliances with local and international players to strengthen its market position.</b></p> <p><b>c. Emphasize innovative and sustainable mining practices as a compliance measure and a differentiation factor in the global Market.</b></p>	

### 3.1.1.4 Market Analysis

In this section, NAMICO reviews its Market to understand its customers, where they are, their preferences, and market segmentation, as captured in Table 3.4.

**Table 3. 4: Market Analysis**

<b>Typology of Market Analysis</b>	
<b>1. Customer Composition</b>	
Industrial Buyers	Companies that use minerals in manufacturing processes include technology firms, automotive companies, and energy solution providers.
Government and Policy Makers	We are seeking to secure mineral resources and infrastructure for national development projects.
Investors	We are looking for investment opportunities in sustainable and profitable mining ventures.

<b>Typology of Market Analysis</b>	
Global Market Players	International corporations and countries are engaging in trade and investment in Kenyan minerals.
<b>2. Customer Locations</b>	
Local Market	Kenyan private and public sector
Regional Market	African Continental Free Trade Area - for cross-border trade and mineral resource sharing.
Global Market	Partnerships and clients in the international Market, especially with high demand for specific minerals.
<b>3. Customer Priorities</b>	
Quality and Reliability	Consistent, high-quality mineral supply.
Sustainability	Ethical sourcing with minimal environmental impact.
Cost Effectiveness	Competitive pricing for mineral resources.
Regulatory Compliance	Minerals sourced from operations that comply with local and international laws.
<b>4. Market Segmentation</b>	
By Industry	Segmentation is based on industry, such as technology, construction, automotive, etc.
By Size	Large corporations vs. small and medium-sized enterprises.
By Use case	Manufacturers vs. traders and investors.
Changes in Customers	Shift towards sustainable and ethically sourced minerals due to global environmental consciousness
Customer Preferences	Preference for long-term partnerships and contracts for stability in supply. Value-added services like mineral processing and logistical support. Transparency in operations and sourcing to ensure ethical practices.
Unserved or Underserved Segments	Artisanal and small-scale mining operators need more formal market access.

<b>Typology of Market Analysis</b>	
	<p>Renewable energy sectors are searching for new sources of battery minerals.</p> <p>Local and regional industries are currently importing minerals that could be sourced locally.</p>

### 3.1.2 Summary of Opportunities and Threats

Table 3.5 summarizes the emergent opportunities and threats that could impact NAMICO's operations during the Plan period.

**Table 3. 5: Summary of Opportunities and Threats**

<b>Environmental Factor</b>	<b>Opportunities</b>	<b>Threats</b>
Political	<ul style="list-style-type: none"> <li>• Sole access to strategic minerals in the country</li> <li>• Renewed focus towards local investment and development of the mineral sector in counties.</li> <li>• It has enhanced collaboration and cooperation with the local stakeholders.</li> <li>• Enactment of legislative and policy framework</li> <li>• Increasing investor confidence</li> <li>• Improved interdepartmental relations.</li> <li>• Growing investor confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Need to improve administrative capacity and accountability by the counties.</li> <li>• Potential Mining conflicts</li> <li>• Intergovernmental conflict</li> <li>• Conflict of interest with county governments</li> <li>• Risk of political interference</li> <li>• Delayed approvals arising from bureaucratic red tape.</li> <li>• The evolving legal environment affects the smooth flow of processes.</li> <li>• Increased geopolitics in mineral development</li> <li>• Risk of trade malpractices by big sector players</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Sector prioritized in the government development agenda.</li> <li>• Renewed attention by the National Treasury.</li> <li>• Increased business, trade, and Investment appeal</li> <li>• Broad-based funding options</li> <li>• Scope for strategic partnerships.</li> <li>• Availability of human capital</li> <li>• Expanding Market</li> </ul>	<ul style="list-style-type: none"> <li>• Competition of resources among MDCAs</li> <li>• Increased Competition from other sectors of the economy</li> <li>• Change in government priorities.</li> <li>• Internal and external shocks</li> <li>• Inadequate skilled labor</li> <li>• High wage demands.</li> <li>• Lengthy and stringent financing access procedures and reporting requirements.</li> <li>• Mineral price volatility.</li> </ul>

Environmental Factor	Opportunities	Threats
	<ul style="list-style-type: none"> <li>• Availability of international best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Market control by buyers/ buyer organization</li> <li>• Increases investment and business risk.</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Available skilled workforce</li> <li>• Ability to multitask.</li> <li>• Availability of an energetic workforce</li> <li>• Innovative workforce</li> <li>• Acquisition of social license to operate through the adoption of culture and traditions.</li> <li>• Growing Market</li> <li>• Availability of labor</li> <li>• Leverage on best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Growing demand to meet corporate social responsibilities.</li> <li>• Costly and complex access to land for mineral resource development</li> <li>• Proliferation of artisanal mining</li> <li>• Conflicts in land rights and acquisition</li> <li>• Restriction due to cultural norms and taboos</li> <li>• High and unrealistic demands.</li> <li>• High employee turnover.</li> <li>• Lack of requisite experience.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Increased opportunities for discovery, development, and investment in Battery Minerals</li> <li>• PPP investment potential</li> <li>• Opportunities for improved standards for the extraction and processing of critical minerals</li> <li>• Enhanced opportunities for economic linkages and diversification from traditional minerals</li> <li>• Increased demand for green energy minerals, thus expansion of mining opportunities</li> <li>• Opportunity to leverage newness for compliance</li> </ul>	<ul style="list-style-type: none"> <li>• There are Increased environmental concerns from conservationists and environmental bodies.</li> <li>• Increased costs of compliance</li> <li>• The increased cost of investment results from requirements to fulfil environmental obligations.</li> <li>• Increased social and environmental liabilities.</li> <li>• There is a possibility of manipulation by established market players.</li> <li>• Lengthy compliance procedures and obligations</li> </ul>

Environmental Factor	Opportunities	Threats
	<p>to international climate conventions.</p> <ul style="list-style-type: none"> <li>• Ability to start from scratch and thus lower legacy issues on environment and climate change.</li> <li>• Reduced rehabilitation costs due to prior planning</li> </ul>	
Technological	<ul style="list-style-type: none"> <li>• Waste valorization.</li> <li>• Leveraging on innovations for increased productivity and reduced exploration to mine production timelines</li> <li>• Increased demand for Technology Minerals, thus expansion of mining opportunities</li> <li>• Increased productivity and efficiency in exploration and mine development</li> <li>• Unlocking minerals beneficiation potential</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Research and Development costs</li> <li>• Transfer costs.</li> <li>• Cost of skills upgrade</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• The Constitution of Kenya, 2010 and all other applicable laws of Kenya</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>• Established and stable Mining, Environmental, Fiscal, mine health &amp; safety and Taxation regulatory regimes</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>• National and international accrediting bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>• Professional regulatory bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>

Environmental Factor	Opportunities	Threats
	<ul style="list-style-type: none"> <li>Public Finance Management Act, 2012</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>Persons with Disabilities Act, 2012</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>SDGs, Africa Agenda 2063 and other operating agreements and treaties</li> </ul>	<ul style="list-style-type: none"> <li>Compliance</li> </ul>
	<ul style="list-style-type: none"> <li>Professional/personal ethics</li> </ul>	<ul style="list-style-type: none"> <li>Reduced work-related malpractices.</li> </ul>

### 3.1.3 Internal Environment

#### 3.1.3.1 Governance and Administrative Structures

The administrative structure of NAMICO is designed to ensure effective governance and oversight across all its operations, fostering an environment of accountability and efficiency. At its core, the organization is structured around a central governing body (Board) that oversees various specialized departments, each tasked with distinct operational responsibilities. These departments include Research, Strategy and Planning, Mineral Prospecting, Mining Development, Investment and Business Development, Environment, Mine Health and Safety, and Corporate Services. Each department is led by a department head who reports directly to the CEO, ensuring a streamlined command chain and facilitating swift decision-making. Oversight roles are meticulously defined to ensure that all departments adhere to NAMICO's strategic objectives, regulatory compliance, and ethical standards.

This comprehensive administrative structure is pivotal for NAMICO's pursuit of its mission and strategic goals, enabling it to respond dynamically to the complexities of the mining industry while promoting sustainable practices and stakeholder engagement.

#### 3.1.3.2 Internal Business Processes

NAMICO has established, implemented, maintained, and continually improved systems, processes, and standard operating procedures to fulfil its mandate. These processes have considered the inputs and outputs expected, resources needed, responsibilities and authorities, and associated risks and opportunities. The Corporation undertakes

scheduled audits on internal business processes to check continued conformity and compliance to set standards and for continuous improvement. NAMICO leverages on technology and innovation. Documented information is maintained through policies, procedures, work instructions, and rules. Regulations are accessible on the NAMICO website. Information is also retained in the form of results and records relevant to each process to maintain confidence that the processes are being carried out as planned.

### 3.1.3.3 Resources and Capabilities

An analysis of NAMICO’s resources disaggregated into tangible, intangible, and organizational capabilities and examined against the criteria of being Valuable, Rare/Scarce, Inimitable, Durable, and Unsubstitutable is presented in Table 3.6.

**Table 3.6: Resources and Capabilities**

Resource / Capability	Valuable	Rare/ Scarce	Inimitable	Durable	Unsubstitutable
<b>1. Tangible Resources</b>					
Availability of offices, facilities, and equipment	√			√	
Mineral value addition and processing equipment	√	√	√	√	
Mining and geological equipment	√	√		√	
Specialized gear and stationery	√		√		
<b>2. Intangible Resources</b>					
Competent and entrepreneurial human capital	√	√		√	√
Cross-cultural diversity within NAMICO	√	√	√	√	
Reputable public image	√		√	√	√
Access to Strategic Minerals and deposits	√	√	√	√	√
<b>3. Organizational Capabilities</b>					

Resource / Capability	Valuable	Rare/ Scarce	Inimitable	Durable	Unsubstitutable
Visionary organizational leadership	√		√	√	√
Participatory approach in decision-making	√	√	√		
Strategic partnerships with stakeholders	√	√	√	√	√

### 3.1.4 Summary of Strengths and Weaknesses

An analysis of NAMICO's strengths and weaknesses is summarized in Table 3.7.

**Table 3. 7: Summary of Strengths and Weaknesses**

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> <li>▪ Established legal framework.</li> <li>▪ Alignment with national and international mining agendas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to be more adequately staffed.</li> <li>▪ Bureaucratic hurdles impacting decision-making.</li> </ul>
Internal business processes	<ul style="list-style-type: none"> <li>▪ Strong compliance with mining laws.</li> <li>▪ Commitment to environmental sustainability.</li> <li>▪ Innovation in mining operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk management inefficiencies.</li> <li>▪ Need for better integration of technology and processes.</li> </ul>
Resources and capabilities	<ul style="list-style-type: none"> <li>▪ Effective leadership.</li> <li>▪ Access to strategic minerals.</li> <li>▪ Competitive position in the mining industry.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Direct experience in mining operations.</li> <li>▪ Need more financial resources for expansion.</li> </ul>

### 3.1 Stakeholder Analysis

The NAMICO's stakeholder mapping and analysis outcomes are presented in Table 3.8.

**Table 3. 8: Stakeholder Analysis**

S/No.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
1.	Local Communities	<ul style="list-style-type: none"> <li>• Provide land consent and access to mineral investors.</li> <li>• Engage in consultative forums</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in mining activities undertaken by the Corporation through employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Community and social license to operate.</li> <li>• Unrestricted access to mineral resources</li> </ul>

S/ N o.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
		<p>on exploration and mining.</p> <ul style="list-style-type: none"> <li>• Support environmental preservation and restoration.</li> <li>• Offer skilled and unskilled labour.</li> <li>• Participate in Community Development Agreements (CDAs).</li> </ul>	<ul style="list-style-type: none"> <li>• Mining benefit sharing through the implementation of the Mining Act 2016</li> <li>• Community Development Agreements (CDAs) for local social and economic development</li> <li>• Preservation and restoration of the Environment during and after mining</li> <li>• Technology and skills transfer</li> <li>• Increased visibility and exposure due to NAMICO's presence in rural areas</li> <li>• Sustainable exploitation of untapped mineral resources</li> </ul>	<p>located within community territories.</p> <ul style="list-style-type: none"> <li>• Efficient and effective utilization of mining royalty share to communities.</li> <li>• Cohesiveness and unity of purpose in availing access to mineral resources</li> </ul>
2.	Mineral Development Investors	<ul style="list-style-type: none"> <li>• Participate in joint ventures and provide funding.</li> <li>• Transfer knowledge and technology.</li> <li>• Develop infrastructure and offer employment opportunities.</li> <li>• Adhere to fair business practices and legal obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of investment-grade opportunities through joint venture partnerships, outright concession transfers, or contract mining opportunities.</li> <li>• Fair competition and treatment of investors by regulatory authorities</li> <li>• Equitable and unbiased practices in awarding and allocating mineral rights and concessions based on merit.</li> <li>• Efficient and effective implementation of joint projects</li> <li>• Fair and equitable access to state geological and</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain integrity and adherence to contracts and agreements.</li> <li>• Integrity and openness in financial and non-financial transactions</li> <li>• Respect the role of NAMICO in the exploitation of Strategic Minerals</li> <li>• Compliance with local content regulations</li> <li>• Provide essential data pertinent to mining activities</li> </ul>

S/ N o.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
			mineral resources data	
3.	The National Treasury and Economic Planning	<ul style="list-style-type: none"> <li>• Provide seed capital and policy guidelines.</li> <li>• Manage financial resources and comply with tax laws.</li> <li>• Custodian of NAMICO mineral agreements and interests.</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent use of financial resources,</li> <li>• Good Corporate Governance and leadership</li> <li>• Full disclosure on all financial transactions and commodities accrued from NAMICO operations.</li> <li>• Strict adherence to taxation and fiscal regimes</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate budgetary and financial Support,</li> <li>• Prompt Disbursement of Financial Resources</li> <li>• Support in entering into joint venture investment agreements.</li> <li>• Timely disbursement of Mining royalty shares to Counties and Communities</li> </ul>
4.	County Governments	<ul style="list-style-type: none"> <li>• Offer, consent and support community engagements.</li> <li>• Provide infrastructure support and information on local mineral resources.</li> <li>• Act as a mediator and regulator in mineral development activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely disbursement of mining royalty benefit share to the National Treasury for onward disbursement to counties</li> <li>• Sustainable exploitation of untapped mineral resources at the County level</li> <li>• Consultation on project implementation on Community land</li> <li>• Dissemination of technology and skills to county governments</li> <li>• Fulfill obligations outlined in Community Development Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Timely issuance of land consents for projects undertaken in Counties</li> <li>• Promote community engagement in mining operations</li> </ul>
5.	Ministry of mining, blue Economy, and maritime Affairs	<ul style="list-style-type: none"> <li>• Provide leadership, policy direction, and funding.</li> <li>• Grant mineral rights and facilitate training.</li> <li>• Formulate mining policies and ensure</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the Mining Law</li> <li>• Efficient selection of investment and joint venture partners</li> <li>• Timely disclosure of mineral resource discoveries</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate resource allocation and timely approval of requests</li> <li>• Recognition of the Corporation's role in the exploitation of Strategic and Critical Minerals</li> </ul>

S/ N o.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
		<ul style="list-style-type: none"> <li>compliance with regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Prudent utilization of allocated funds and timely reporting</li> <li>Active participation in mining policy reviews, medium-term Term Planning, Budgeting, Performance Management and Monitoring &amp; Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Priority in the provision of primary geological data by the Directorate of Geological Surveys</li> <li>Timely provision of mineral rights</li> <li>Development and continuous review of mining policies and regulatory frameworks</li> </ul>
6.	National Land Commission	<ul style="list-style-type: none"> <li>Facilitate access to government land and land conflict resolution.</li> <li>Assist in land evaluation for compensation and resettlement.</li> <li>Provide information on land ownership and guide land use change</li> </ul>	<ul style="list-style-type: none"> <li>Just and fair compensation to any affected landowners paving the way for mining projects.</li> <li>Timely request and facilitation for valuation and compulsory land acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Timely processing of Compulsory land Acquisition requests to facilitate mining projects.</li> <li>Timely survey and valuation of community and public land for mining project implementation</li> <li>Guidance on land compensation and resettlement, including land and property valuation and determination of fair compensation rates</li> </ul>
7.	Kenya Chamber Mines	<ul style="list-style-type: none"> <li>Link mining investors and support good business practices.</li> <li>Provide technical consultancy, policy advocacy, and lobbying.</li> <li>Facilitate deliberation on mining issues and educate members on NAMICO's role.</li> </ul>	<ul style="list-style-type: none"> <li>Mine health and safety, Economic Growth, Job creation, Mining charter, responsible mining.</li> </ul>	<ul style="list-style-type: none"> <li>Mining resource governance, Policy advocacy, Investment creation</li> </ul>
8.	Mineral Rights Board	<ul style="list-style-type: none"> <li>Direct policy and advice on granting mineral rights.</li> <li>Monitor and control the mining trade.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and judicious application for mineral rights</li> <li>Complete disclosures on mining rights transactions</li> </ul>	<ul style="list-style-type: none"> <li>Expeditious processing of mineral rights, surrender, transfer, and termination requests</li> </ul>

S/ N o.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
		<ul style="list-style-type: none"> <li>Guide licensing processes and arbitrate disputes.</li> </ul>	(transfer, retention, and surrender)	
9.	NAMICO Staff	<ul style="list-style-type: none"> <li>Implement NAMICO's mandate and support mineral exploration.</li> <li>Guide knowledge and technology adoption and adhere to ethical standards.</li> <li>Steer NAMICO towards its mission and vision.</li> </ul>	<ul style="list-style-type: none"> <li>Attractive remuneration and favorable working conditions, on and off-the-job training, career progression and favorable employment relationship</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to the job and the corporation, meeting performance targets, and an innovative and creative mindset. Good work ethics and industrial relations.</li> </ul>
10.	NGOs, CBOs, and other grass-root social groups	<ul style="list-style-type: none"> <li>Shape policy direction and advocate for affected communities.</li> <li>Provide employment and control checks in the sector.</li> <li>Link communities with NAMICO and provide opinion leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Mining projects provide economic benefits and employment opportunities. They also observe human rights and social justice for staff and mining communities. They conserve and protect the Environment and existing ecosystems.</li> <li>Social amenities through corporate social responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Non-interference in the smooth running of NAMICO projects.</li> <li>Active participation during public participation engagements.</li> <li>Public education and sensitization on potential partnerships between NAMICO and mining communities.</li> <li>Community support in mining projects.</li> </ul>
11.	Media	<ul style="list-style-type: none"> <li>Create public awareness and educate the public on mining rights.</li> <li>Forge NAMICO's public image and provide a platform for information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>Availability of public information to be disseminated to the members of the public.</li> </ul>	<ul style="list-style-type: none"> <li>Non-disclosure of sensitive information , including trade secrets.</li> <li>Accurate reporting supported by evidence.</li> </ul>
12.	Artisanal and Small- scale Miners	<ul style="list-style-type: none"> <li>Assist in mineral discovery and provide labour.</li> <li>Form partnerships with NAMICO for mineral sourcing.</li> <li>Provide market information and contribute to the mining workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and Support in mining activities are needed to make the ventures viable.</li> <li>Access to appropriate technology, markets, and capacity building.</li> <li>Support in training, valorizing mineral</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration in modernizing the ASM sector through JVs and other investment models.</li> </ul>

S/ N o.	Stakeholder	Role	The expectation of the Stakeholder	Expectation of NAMICO
			waste, adherence to regulations, health and safety, and post-mining economic sustainability.	
13.	Research and Training Institutions	<ul style="list-style-type: none"> <li>• Develop skills and assist in mineral discovery.</li> <li>• Conduct research and innovation in mineral development.</li> <li>• Build capacity and disseminate research findings</li> </ul>	<ul style="list-style-type: none"> <li>• Training and research opportunities for researchers and students.</li> <li>• Partnerships and collaboration in joint research funding and dissemination of research findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership in sharing research facilities, human resources, and equipment for improvement of the mining sector.</li> <li>• Availability of interns to work at the NAMICO.</li> </ul>
14.	Development Partners	<ul style="list-style-type: none"> <li>• Provide funding, technology, and market links</li> <li>• Offer advisory services and training</li> <li>• Disseminate information about mineral resources</li> </ul>	<ul style="list-style-type: none"> <li>• Prudent and efficient use of resources provided to develop the mining sector.</li> <li>• Preservation of the Environment and use of green technology.</li> <li>• Observance of human rights</li> <li>• Viability of mining engagements by the NAMICO</li> </ul>	<ul style="list-style-type: none"> <li>• Timely Support to NAMICOs for minerals and mining resources investments.</li> </ul>

## CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter delves into the strategic issues NAMICO faces, which are critical to its mission, services, stakeholder engagement, and overall management. It lays the groundwork for formulating strategic goals and directly addressing these pivotal issues to achieve NAMICO's vision. Key Result Areas (KRAs) are identified, which serve as focal points for the Corporation's efforts, ensuring that its activities are not only aligned with the BETA, MTPIV, and guidelines from the National Treasury and Economic Planning but also contribute to Kenya's socio-economic advancement. The chapter emphasizes the importance of a structured, inclusive, and dynamic strategic planning process in navigating the complexities of the mining sector, fostering sustainable development, and enhancing Kenya's economic growth.

**Table 4. 1: Strategic Issues, Goals and Key Result Areas**

<b>Strategic Issue</b>	<b>Goal</b>	<b>KRAs</b>
Strategic Compliance and Governance Enhancement	Ensure adherence to mining laws and regulations, international conventions, standards and guidelines	<b>KRA 1:</b> Policy integration, Leadership & Governance
Economic Sustainability	Drive Sector Growth	<b>KRA 2:</b> Mineral product Diversification
Eco-Social Development	Advance Eco-Social Prosperity	<b>KRA 3:</b> Advance eco-social prosperity
Technological Advancement	Leverage Cutting-Edge Technology to Enhance Operational Efficiency, Innovation and safety	<b>KRA 4:</b> Leverage cutting-edge technology to enhance operational efficiency, innovation, Safety
Financial Performance	Profit Generation	<b>KRA 5:</b> Generation of revenue

## CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

### 5.1 Introduction

This chapter delineates the specific Strategic Objectives and Strategies constructed upon the defined strategic goals and Key Result Areas (KRAs). A five-year projection for each strategic objective encapsulates the anticipated milestones, informed by an annual assessment of realistic achievements, thus ensuring a dynamic and responsive strategic framework attuning to NAMICO's operational context.

### 5.2 Strategic Objectives

This strategic plan sets out NAMICO's strategic objectives, which are guided by the strategic goals and the KRAs. Additionally, it presents five-year projections for the formulated strategic objectives, as presented in Table 5.1, for each of the five KRAs.

**Table 5. 1: Outcomes Annual Projections**

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA1: Policy Integration, Leadership and Governance</b>							
SO1.1 To develop, streamline, and review relevant mining policies	A comprehensive and adaptive policy framework guiding NAMICO operations.	Number of policies developed/reviewed	4	8	12	16	20
		Number of stakeholder engagements	Establish baseline stakeholder meeting	8	12	16	20
		Implementation rate of new policies	50%	60%	70%	80%	90%
SO1.2 Institutional strengthening and resourcing	A robust and well-resourced institutional structure	Number of staff hired	12	16	44	78	112
		Training programs completed.	2	4	16	18	21
		Resources allocated (Ksh)	5,000,000	10,000,000	12,000,000	17,000,000	30,000,000
SO1.3 To ensure adherence to mining laws and regulations	Full compliance with legal and regulatory requirements.	Reduction in compliance violations	10%	20%	30%	40%	50%
		Successful legal reviews.	90%	92%	94%	96%	98%

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA2: Mineral Products Diversification</b>							
S02.1 To maximize profits from mining and mineral investments	Enhanced profitability	Growth in profit margins	-	-	5%	10%	15%
		Shareholder equity.	-	-	5% increase	10%	25%
S02.2 To realize mineral value addition in the mining value chain	Increased value-added products and services in the mining sector.	Percentage of value-added products in revenue	-	-	5%	10%	15%
		The number of value-added initiatives implemented.	-	-	1 initiative	2	3
S02.3 To harness the economic potential of strategic minerals	Strategic positioning in the market for key minerals.	Market share of strategic minerals.	-	-	1%	2%	3%
		Strategic mineral exploration projects initiated.	-	-	1	2	3
S02.4 To establish a market entry framework	Successful penetration into new markets and segments	New markets entered.	-	-	1	2	3
		Partnerships formed.	-	-	2	4	6
S02.5 To strengthen business development	Diversified and sustainable business portfolio.	Revenue growth from new ventures.	-	-	5%	10%	15%
<b>KRA3: Advance eco-social prosperity</b>							
S03.1 To foster strategic engagements with mining communities	Engagement forums with mining communities	Number of community engagement reports	4	5	6	7	8
S03.2 To protect the environment and the people.	Enhanced environmental protection and community	Number of trees grown	30,000	80,000	160,000	180,000	200,000
		Number of groups sensitized on environment	1	2	3	4	5

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
	Well-being	Environmental conservation					
<b>KRA4: Leverage cutting-edge technology to enhance operational efficiency, innovation, Safety</b>							
SO4.1 To promote mining technology, research, and innovation	A leading edge in technology and innovation.	Patents filed.	-	-	1	2	3
		R&D investment.	-	-	1	2	3
		Percentage of processes automated and digitalized	20%	40%	60%	80%	100%
		Number of conferences held	-	-	1	2	3
<b>KRA5: Generation of revenue</b>							
SO5.1 To strengthen financial resource mobilization	Increased financial capital and resources.	Capital raised.	-	-	15% increase from baseline	20%	25%
		Funding diversity	-	-	Identify two new Sources	3	4
		Income from conferences held	-	-	-	900,000	1,500,000
SO5.2 To optimize financial performance	Increased profitability	ROE	-	-	5%	7%	9%
		Profit margins	-	-	5%	7%	10%
		ROI on capital projects.	-	-	5%	7%	9%
		Growth in asset base	1%	3%	5%	7%	9%

### 5.3 Strategic Choices

The following strategic choices, presented in Table 5.2, will be pursued by the NAMICO to achieve its strategic objectives.

**Table 5. 2: Strategic Objectives and Choices**

<b>KRA</b>	<b>Strategic Objective(s)</b>	<b>Strategies</b>
<b>KRA1: Policy Integration, Leadership and Governance</b>	Objective 1. To develop, streamline, and review relevant policies	S1: Recommend continuous policy and regulatory development and reviews. S2: Enhance policy, regulation, and compliance
	Objective 2. Institutional strengthening and resourcing	S1: Promote leadership and governance S2: Streamline internal systems and processes. S3: Strengthen human resource capacity
	Objective 3. To ensure adherence to mining laws and regulations	S1: Develop and implement a risk management framework S2: Develop and implement a continuous monitoring and review system
<b>KRA2: Mineral Product Diversification</b>	Objective 1: To maximize profits from mining and mineral investments	S1: Acquisition, exploration, mineral trading licenses, mine support service and concessions rights S2: Secure trade and investment agreements in mining and mineral development projects S3: Establish new mineral property development, mining, and mineral processing projects. S4: Invest in geological and mining consultancy. S5: Develop and implement responsible mining practices. S6: Integrate and optimize all stages of production
	Objective 2: To realize mineral value addition in the mining value chain	S1: Develop and implement an internal mineral beneficiation framework S2: Develop and implement mineral resource planning and management framework along the value chain S3: Identify and invest in viable mineral value-addition projects in the value chain S4: Acquire and operationalize value-addition Centres

KRA	Strategic Objective(s)	Strategies
		S5: Develop and implement community engagement framework
	Objective 3: To harness the economic potential of strategic minerals.	S1: Obtain mining concession rights S2: Develop business plans for strategic minerals S3: Enter joint ventures with reputable industry players S4: Engage in mineral trading S5: Catalogue an inventory of strategic mineral for business use
	Objective 4: To establish a market entry framework	S1: Conduct Comprehensive Market Research and Feasibility Studies S2: Develop Strategic Partnerships and Alliances S3: Implement Tailored Market Entry Strategies
	Objective 5: To strengthen business development	S1: Forge strategic partnerships S2: Leverage digital transformation to open new business platforms
<b>KRA3:</b> Advance eco-social prosperity	Objective 1: To foster strategic partnerships	S1: Technical cooperation with ASMs S2: To collaborate with leading and reputable mineral investors S3: Implement a shared-use plan on mining-related infrastructure programs
	Objective 2: To protect the Environment and the people.	S1: Develop and implement an internal environmental sustainability plan S2: Develop and implement a corporate social responsibility plan S3: Establish a plan for local development, social inclusion, engagement, and protection. S4: Strengthen compliance with international treaties, conventions, and laws S5: Mine waste valorization
<b>KRA4:</b> Leverage cutting-edge	Objective 1: To promote mining technology, research, and innovation	S1: Create and build collaboration and partnerships in research and

KRA	Strategic Objective(s)	Strategies
technology to enhance operational efficiency, innovation, Safety		development with leading global mining institutions S2: Create a mining technology innovation framework S3: Create Long-term, consistent research and development funding S4: Develop and implement a research strategy
<b>KRA5:</b> Generation of revenue	Objective 1: To strengthen financial resource mobilization	S1: Establish bankable PPP structures S2: Access growth capital from financial markets S3: Lobby treasury for retention of dividends from 10% FCI S4: Lobby SDM for diverse mining levies S5: Transform exploration of Greenfields into Brownfields S6: Develop and implement resource mobilization strategy
	Objective 2: To generate revenue	S1: Implement Zero-Based Budgeting (ZBB) S2: Enhance Capital Allocation S3: Adopt Advanced Analytics for Budget Monitoring and Performance Evaluation

## **CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**

This chapter presents the implementation plan, coordination framework, and risk management framework.

### **6.1 Implementation Plan**

This Strategic Plan has developed implementation matrices for the six key result areas as presented in Tables 6.1(a)-6.1(f).

#### **6.1.1 Action Plan**

An elaborate Action Plan constituting strategic issues, Outcomes, Strategic Objectives, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets, and Responsibility for the execution of the activities is presented in Implementation Matrices in Tables 6.1 - 6.5.

**Table 6. 1: Policy Integration, Leadership and Governance**

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<i>Strategic Issue: Strategic Compliance and Governance Enhancement</i>																
<i>Strategic Goal: Ensure adherence to mining laws and regulations</i>																
<i>KRA: Policy Integration, leadership, and governance</i>																
<i>Outcome: A comprehensive and adaptive policy framework guiding NAMICO operations</i>																
<i>Strategic Objective 1: To develop, streamline, and review relevant policies</i>																
Continuous policy development and regulatory reviews	Conduct legal and regulatory scans including guidelines	Up-to-date knowledge of legal changes	Number of scans conducted annually	20	-	1	1	5	6	0	5	5	0	0	Corporation Secretary	Legal Services Division
	Develop relevant policy frameworks	Comprehensive and adaptive policy/frameworks	Number of policy/frameworks developed	20 major policy/frameworks developed	-	5	7	9	20	0	25	30	36	42	Research, Strategy and Planning Manager	Research, Strategy and Planning Division
	Organize policy review workshops	Revised policies reflecting current regulations	Number of policy revisions adopted	7 major policy revisions.	-	2	5	6	7	0	3	7	9	11	Research, Strategy and Planning Manager	Research, Strategy and Planning Division

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen Compliance Mechanisms	Develop and deploy compliance training programs.	Increased staff awareness and understanding of compliance issues.	Training sessions conducted	10 training sessions	-	2	5	7	10	0	5	7	9	13	HR Manager	Human Resources and Administration Department
	Set up a whistleblower program.	Encouragement of internal reporting of non-compliance.	Number of reports received and actions taken.	50 reports with 100% follow-up.	-	4	2	2	2	0	2	2	2	2	Research, Strategy and Planning Manager	Research, Strategy and Planning Division
<b>Strategic Objective 2: Institutional strengthening and resourcing</b>																
Promote leadership and governance	Develop and implement a leadership development program.	Enhanced leadership skills and governance practices.	Number of leadership programs conducted; participant feedback scores.	10 programs	-	2	5	7	9	0	3	5	7	9	HR Manager	Human Resources and Administration Division

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct governance workshops for board members and senior management.	Improved governance knowledge and application.	Workshops held; improvement in governance audit scores.	12 workshops; 20% improvement in scores.	-	1	2	3	4	0	2	2	2	2	Internal Audit Manager	Internal Audit Division
Streamline Internal Systems and Processes	Implement an integrated management system (ERP)	Seamless integration of business processes.	Number of modules implemented	Implementation of 8 modules.	-	4	6	8	9	0	15	15	15	17	ICT Manager	ICT Division
Strengthening Human Resource Capacity	Undertake targeted recruitment	Filling of critical skill gaps.	Number of positions filled; reduction in skill gaps.	Fill 70% of critical positions;	42	53	66	72	123	62	93	102	167	179	HR Manager	Human Resources and Administration Department
	Develop and execute a continuous employee training program.	Upgraded staff skills and performance.	Training sessions were held, and there was an average improvement in performance appraisals.	20 sessions	3	10	20 sessions	20 sessions	20 sessions	11	15	23	32	43	HR Manager	Human Resources and Administration Department

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement a talent management framework	High retention of key talent and succession planning.	Employee retention rate; the number of internal promotions.	95% retention rate; 30% increase in internal promotions.	5	5	5	5	5	3.3	42	73	89	130	HR Manager	Human Resources and Administration Division
<b>Strategic Objective 3: To ensure adherence to mining laws and regulations</b>																
Train staff on Mining laws and undertake legal audit	Improving mining laws and regulations awareness	Improved compliance	Number of staff trained in mining laws and regulations	100% of staff trained by Year 5	12	42	66	72	123	0	3	17	19	23	HR Manager	Human Resources and Administration Department
<b>Total</b>										<b>76.3</b>	<b>213</b>	<b>288</b>	<b>387</b>	<b>471</b>		

Table 6. 2: Mineral Product Diversification

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Economic Sustainability																
Strategic Goal: Drive Sustainable Economic Growth and Diversification																
KRA2: Mineral Product Diversification																

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Outcome: Enhanced profitability and shareholder value																
Strategic Objective 1: To maximize profits from mining and mineral investments																
Acquisition, exploration, mineral trading licenses, mine support service and concessions rights	Conduct geological surveys	Identified mineral deposits for development.	Number of deposits identified.	Identify 5 significant deposits by Year 5.	-	4	4	4	4	0	15	15	15	15	Technical Services Manager	Technical Services Department
	Conduct mineral exploration	Mineral product	Quality of mineral product	Number of exploration reports	0	0	1	1	1	0	0	600	1245	802	Technical Services Manager	Technical Services Department
	Acquire and secure new licenses and concessions.	Expansion of operational sites.	Number of new licenses and concessions obtained.	10 new licenses by Year 5.	0	2	4	8	10	0	3	10	10	10	Technical Services Manager	Technical Services Department
Secure trade and investment agreements in mining and mineral development projects	Formalize partnerships and investment agreements.	Enhanced investment in mining projects.	Number of binding partnership arrangements signed	10	0	2	3	5	7	0	0	0	0	0	Investment & Business Development Manager	Investment & Business Development Department

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Establish new mineral property development, mining, and processing projects.	Develop project plans and Initiate construction of mining sites.	Launch of new mining projects.	Number of mining projects launched.	1 project	-	-	1	0	1	-	0	600	800	-	Technical Services Manager	Technical Services Manager
Develop and implement responsible mining practices	Establish ESG standards	Adoption of ESG standards	ESG rating improvement	Adoption of 4 ESG standards	-	-	1	2	4	0	0	30	50	70	Corporation Secretary	Corporate Affairs and Legal Services Department
	Train staff on responsible mining practices	Adoption of sustainable mining operations.	Number of staff trained.	100% staff trained	-	-	20%	80%	100%	0	0	32	47	87	HR Manager	Human Resources and Administration Department
<i>Outcome: Increased value-added products and services in the mining sector.</i>																
<i>Strategic Objective 2: To realize mineral value addition in the mining value chain</i>																
Develop and implement an internal mineral	Develop mineral beneficiation	Established beneficiation practices	Beneficiation framework	Framework deployed	-	Framework developed	Framework deployed	-	-	0	10	15	-	-	Technical Services Manager	Technical Services Department

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
beneficiation framework	framework	within NAMICO	implemented.			loped										
	Train staff/mining stakeholders on the new beneficiation processes	Established beneficiation practices within NAMICO	Number of staff/mining stakeholders trained.	100% of relevant staff/stakeholders trained by Year 2.	-	100% staff trained	-	-	-	3	10	-	-	-	Investment & Business Development Manager	Risk and Quality Assurance Department
Acquire and operationalize value-addition centers	Identify potential locations for value-addition centres.	Functional value addition centers contributing to NAMICO's operations	Several centres acquired and operational.	2 centers operational by Year 4.	-	-	Locations identified	2 centers operational	-	-	720	530	315	213	Investment & Business Development Manager	Risk and Quality Assurance Department
	Acquire and equip the Centres.	Functional value addition centers contributing to NAMICO's operations	Production output from centers.	20% increase in production output by year 5	-	Centers acquired	-	-	20% increase in production output	-	100	-	-	200	Business Development Manager	Risk and Quality Assurance Department

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<i>Outcome: Strategic positioning in the market for critical minerals.</i>																
<i>Strategic Objective 3: To harness the economic potential of strategic minerals.</i>																
Obtain mining concession rights	Identify potential areas for strategic minerals	Secured mining concessions for strategic minerals.	Number of concessions obtained.	5 concessions by Year 5.	1	1	1	1	1	-	11	20	35	50	Technical Services Manager	Social Economic Department
Develop business plans for strategic minerals.	Conduct market and feasibility studies.	Comprehensive business plans for strategic minerals.	Number of business plans developed.	5 business plans by Year 2.	-	-	1	2	2	-	-	5	5	5	Investment & Business Development Manager	Research, Strategy and Planning Department
Engage in mineral trading.	Establish a mineral trading unit.	Active participation in the mineral trading market.	Volume and value of minerals traded.	20% annual increase in trading value and volume	-	Identify baseline	30%	60%	80%	-	430	320	230	120	Investment & Business Development Manager	Risk and Quality Assurance Department
Catalogue an inventory of strategic minerals for	Catalogue existing and new strategic mineral reserves.	Comprehensive inventory of strategic minerals	Completeness of mineral inventory	100% inventory completion by Year 3	System created	-	-	-	100% completion	30	-	-	-	30	Business Investment Department	Risk and Quality Assurance Department

Strategy	Key activities	Expected output	Output indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
business use																
<i>Outcome: Successful penetration into new markets and segments</i>																
<i>Strategic Objective 4: To establish a market entry framework</i>																
Conduct Comprehensive Market Research and Feasibility Studies.	Identify potential markets for entry.	Informed decision-making on market entry.	Number of markets researched.	15 markets researched	-	-	2 markets researched	8 markets researched;	15 markets researched	-	-	5	15	20	Investment & Business Development Manager	Research, Strategy and Planning Department
<b>Total</b>										<b>33</b>	<b>1299</b>	<b>2182</b>	<b>2767</b>	<b>1622</b>		

**Table 6. 3: Advance eco-social prosperity**

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<i>Strategic Issue: Economic Sustainability</i>																
<i>Strategic Goal: Advance Eco-Social Prosperity</i>																
<i>KRA: Advance eco-social prosperity</i>																
<i>Outcome: A network of mutually beneficial strategic partnerships.</i>																
<i>Strategic Objective 1: To foster strategic partnerships</i>																
Technical cooperation with artisanal miners	Identify and assess artisanal mining communities.	Enhanced mining practices among artisanal miners.	Number of artisanal miners trained.	<b>300 artisanal miners trained by Year 5.</b>	0	120	180	240	300	0	7	15	21	28	Social development Manager	Social Economic Department

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop and implement technical training programs.		Improvement in mining practices.	30% improvement in practices by Year 5.	0	Baseline set	7% improvement	15% improvement	22% improvement	0	10	10	10	10	Technical Services Manager	Technical Services Manager
<i>Outcome: Enhanced environmental protection and community well-being.</i>																
<i>Strategic Objective 2: To protect the Environment and the people</i>																
Develop and Implement an Internal Environmental Sustainability Plan	Conduct environmental impact assessments.	Implemented environmental sustainability initiatives.	Number of initiatives implemented.	10 initiatives implemented by Year 5.	0	2	4	6	10	0	4	7	8	9	Environment manager	Health and Safety Department
Establish a plan for local development, social inclusion, engagement, and protection.	Assess local development needs.	Enhanced local development and social inclusion.	Number of development and inclusion programs	4 development programs by Year 5.	0	1	2	3	4	0	4	6	8	10	Social Liaison Officers	Social Economic Department
<b>Total</b>										<b>0</b>	<b>25</b>	<b>38</b>	<b>47</b>	<b>57</b>		

**Table 6. 4: Leverage Cutting-Edge Technology to Enhance Operational Efficiency and Innovation**

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<i>Strategic Issue: Technological Advancement</i>																
<i>Strategic Goal: Leverage Cutting-Edge Technology to Enhance Operational Efficiency and Innovation</i>																
<i>KRA: Leverage cutting-edge technology to enhance operational efficiency, innovation, Safety</i>																
<i>Outcome: A leading edge in mining technology and innovation</i>																
<i>Strategic Objective 1: To promote mining technology, research, and innovation</i>																
Create and build collaboration and partnerships in R&D with leading	Identify potential R&D institutions for partnership.	Established R&D partnerships with global institutions.	Number of R&D partnerships formed	5 partnerships by Year 5.		1	2	3	4	0	1	3	4	6	Research, Strategy and Planning Manager	Research, Strategy and Planning Department

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
global mining institutions																
Create Long-term consistent research and development funding	Allocate annual budget for R&D activities.	Sustained funding for R&D leading to continuous innovation .	Annual R&D funding amount	20M allocated over 5 years	7M	7M	7M	7M	7M	-	14	7	7	7	Manager Finance and Accounts	Finance and Accounts Department
Technological adoption	Implement semi-automated machinery for hazardous tasks	Increased worker safety	Safety incident rate for hazardous tasks	20% reduction in safety incidents	0	3%	7%	15%	20%	0	3	5	7	9	Business Investment Department	Business Investment Department
	Pilot digital twin modeling for core mining operations	Better operational planning and efficiency	Number of processes modeled	Digital twin models for 2 key mining operations	0	0	1	0	1	0	0	100	20	120	Technical services manager	Technical services manager
	Utilize drone surveys for exploration and site mapping	Faster survey completion and data accuracy	Survey cycle time	Reduce survey time by 30%	0	5%	11%	17%	30%	0	2.5	4.5	7.5	9	Technical services manager	Technical services manager
	Implement ERP modules for finance, procurement, inventory and HR	Automated and integrated core business processes	% of core processes integrated into ERP	95% of core business processes integrated by year 5	0	20%	45%	65%	95%	0	8	3	0	0	ICT Manager	ICT Division

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Train staff on ERP usage and data handling	Increased user competency and ERP adoption	% of staff trained and actively using ERP	90% of relevant staff trained and proficient in ERP	0	20%	50%	70%	90%	0	2	3	5	7	ICT Manager	ICT Division
<b>Total</b>										<b>0</b>	<b>30.5</b>	<b>125.5</b>	<b>50.5</b>	<b>158</b>		

**Table 6. 5: Generation of revenue**

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<i>Strategic Issue: Fiscal Management</i>																
<i>Strategic Goal: Optimize Financial Performance and Sustainability</i>																
<i>KRA: Generation of revenue</i>																
<i>Outcome: A leading edge in mining technology and innovation</i>																
<i>Strategic Objective 1: To strengthen financial resource mobilization</i>																
Establish bankable PPP structures	Identify potential PPP opportunities.	Bankable PPP projects operational.	Number of PPP agreements signed	3 PPP projects by Year 5.	-	-	1	1	1	-	-	5	5	5	Manager Finance and Accounts	Business Investment Department
	Develop and negotiate PPP agreements.		PPP project implementation rate.		-	-	-	-	3 projects operational	-	-	-	100	100	Business Investment Department	Business Investment Department
Access growth capital from financial markets	Develop investment prospectuses.	Increased capital from financial markets.	Amount of capital raised.	1bn raised by Year 5.	100M	200M	200M	100M	200M	20	20	20	20	20	Manager Finance and Accounts	Business Investment Department

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Lobby treasury for retention of dividends from 10% Free carried interest	Prepare advocacy materials.	Retention of dividends from free carried interest.	Agreement with treasury secured	Retention agreement by Year 2.	-	Agreement secured	-	-	-	1	2	-	-	-	Corporation Secretary	Corporate Affairs and Legal Services Department	
	Engage with treasury officials.		Increased retained dividends.	5% increase in retained dividends by Year 5.	-	-	-	-	5% increase	-	-	1	1	1	Research, Strategy and Planning Manager	Finance and Accounts Department	
Lobby the ministry for diverse mining levies	Analyze current levy structure.	Diversified mining levy structure.	Proposal acceptance rate	Proposal accepted by Year 3	-	-	Proposal accepted	-	-	1	1	2	-	-	Communications Manager	Corporate Affairs and Legal Services Department	
	Develop proposal for diversified levies.		Number of levies diversified.	3 new levies by Year 5.	-	-	-	1 levy	2 levies	-	-	-	2	3	Research, Strategy and Planning Department	Communications Manager	
Transform exploration Greenfields into brownfields	Conduct detailed exploration activities.	Conversion of Greenfield sites to operational mines.	Number of Greenfields transformed	2 sites by Year 5	-	1 site	1 site	-	-	250	100	150	-	-	Technical Services Department	Technical Services Department	
	Evaluate and confirm mineral deposits.		Operational efficiency of new mines.	20% operational efficiency increase.	-	-	-	-	20% increase	-	-	-	-	20	Technical Services Manager	Technical Services Department	
<i>Strategic Issue: Fiscal Management</i>																	
<i>Strategic Goal: Optimize Financial Performance and Sustainability</i>																	
<i>KRA 2: Generation of revenue</i>																	
<i>Outcome: Efficient and effective use of financial resources.</i>																	
<i>Strategic Objective 2: To optimize financial resource utilization.</i>																	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Revenue generation	Attract and facilitate mining investments through investor engagement programs	Increased capital inflow and new mining projects	Amount of mining investment secured (Ksh.); number of new projects	Secure Ksh. 8 billion in mining investments; establish 10 new projects	0	0	3	6	8	0	0	0.5	0	0.5	Business Investment Department	Business Investment Department
	Optimize operational efficiency to maximize profits from mining activities	Improved profit margins	Net profit margin (%) per mining operation	Achieve net profit margin of 18% across operations	0	0	2%	9%	18%	0	0	0	0	0	Business Investment Department	Business Investment Department
	Expand market share through strategic partnerships and export development	Larger share in local and international mineral markets	Market share (%) in key minerals; export volume growth	Increase market share by 12%	0	0	3	7	12	0	0	5	11	12	Business Investment Department	Business Investment Department
	Implement market intelligence and growth strategies	Sustainable market growth and competitiveness	<b>Market/revenue growth rate (%)</b>	Achieve 15% market/revenue growth annually	0	0	15%	30%	45%	0	2	5	7	8	Business Investment Department	Business Investment Department
	Enhance financial management and cost control systems for mining investments	Increased profitability and sustainable revenue growth	Return on investment (ROI)	Achieve ROI of 22%	0	0	6	7	9	0	5	9	19	32	Manager Finance	Finance and Accounts Department
Enhance Capital Allocation through Rigorous Project Evaluation	Evaluate ongoing and proposed projects.	Adoption of ZBB for all budgeting processes.	ROI on funded projects.	15% average ROI by Year 5.	-	-	-	-	15%	-	-	10	10	20	Research, Strategy and Planning Manager	Finance and Accounts Department

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Total</b>										0	7	29.5	47	72.5		

### **6.1.2 Annual Work plan and Budget**

NAMICO's development of a costed Annual Work Plan, in adherence to the Action Plan Implementation Matrices from the Strategic Plan, necessitates a series of structured steps. It begins with extracting critical activities for the first year from the Strategic Plan, ensuring they resonate with specified outputs and outcomes. Timeframes for each activity are then established, corresponding with strategic milestones. Resources needed, encompassing human capital, materials, and technology, are identified, followed by activity-based costing to precisely estimate the costs. These costs are allocated to respective activities within the Annual Work Plan to guarantee congruence with resource requirements.

Subsequently, individual activity budgets are consolidated to form an overarching Annual Work Plan budget, encapsulating the costs tied to the Strategic Plan's initial year. This draft undergoes a thorough review and necessary adjustments to fit within financial limits, align with projections, and secure funding availability. The comprehensive Work Plan must integrate seamlessly with the organization's broader financial frameworks and obtain approval from NAMICO's governance bodies. Finally, this document lays the foundation for continuous financial monitoring and reporting, guiding procurement, tracking expenditures, and evaluating fiscal performance throughout the year.

### **6.1.3 Performance Contracting**

NAMICO will integrate its detailed and costed Annual Work Plans, as outlined in Section 6.1.2, into its Annual Performance Contracts. This approach ensures that the strategic initiatives and financial allocations detailed in the work plans are formally adopted as the benchmarks against which the organization's annual performance will be evaluated. By doing so, NAMICO commits to a structured and accountable implementation of its strategic objectives, with apparent financial oversight and performance metrics that align with its strategic goals.

## **6.2 Coordination Framework**

For NAMICO, coordinating activities and programs crucial for implementing its Strategic Plan involves a multi-faceted approach. It will outline a robust institutional framework that defines roles and structures essential for execution. Staffing levels will be meticulously planned to match the operational demands, ensuring that the team possesses the right skills set and competences for effective delivery. Leadership will be pivotal, with Strategic Theme Teams driving the execution of specific Key Result Areas. Finally, NAMICO will refine its internal systems and procedures, embracing digitalization and quality standards such as IMS and EMS ISO certifications, to foster efficiency and compliance. This holistic strategy ensures that NAMICO's

strategic objectives are pursued precisely and accountable.

### 6.2.1 Institutional Framework

For NAMICO to effectively support the implementation of its strategic initiatives, it will thoroughly evaluate its current organizational structure, policies, rules, and regulations. This assessment aims to identify any gaps or areas for improvement to ensure they align with and adequately support the strategic objectives outlined in the plan. NAMICO will then revise or establish necessary structures, policies, and regulations conducive to achieving these initiatives, focusing on flexibility, efficiency, and compliance. This process is crucial for creating a solid foundation upon which all strategic actions can be executed successfully, fostering an environment where strategic goals are supported and actively promoted across the organization.

### 6.2.2 Staff Establishment, Skills Set and Competence Development

For NAMICO to effectively implement its strategic plan, it must comprehensively evaluate its staffing levels, skill sets, and competencies prior to mid-term review of this Strategic Plan. This assessment will identify the current capacity and pinpoint gaps in skills and competencies crucial for the strategic plan's success. NAMICO will analyze existing staff expertise against the strategic objectives to determine if the current structure, workforce's skills, and competence align with NAMICO's future direction. This can be done in consultation with relevant stakeholders to maintain an optimal staff establishment that can deliver on NAMICO functions.

**Table 6. 6: Staff Establishment**

S/No.	Designation	Grade NMC	Optimal staffing levels
	<b>OFFICE OF THE CEO</b>		
1.	Chief Executive Officer	1	1
2.	Technical Assistant	Not below 5	2
3.	Office Administrator/ Senior	6/5	1
4.	Assistant office Administrator / Senior	8/7	1
5.	Principal Driver	7	1
6.	Driver/ Senior	9/8	1
	<b>Sub-Total</b>		<b>7</b>
	<b>CORPORATION SECRETARY AND LEGAL SERVICES DIVISION</b>		
1.	Corporation Secretary /Deputy Director Legal Services	3	1
2.	Senior Legal Services Manager	4	1
3.	Legal Services Manager	5	
4.	Senior Legal Officer	6	1
5.	Senior Legal Assistant	7	1

S/No.	Designation	Grade NMC	Optimal staffing levels
6.	Legal Assistant	8	1
	<b>Sub-Total</b>		<b>5</b>
<b>OFFICE OF THE GENERAL MANAGER MINERAL PROSPECTING</b>			
1.	General Manager, Mineral Prospecting	2	1
2.	Office Administrator/ Senior	6/5	1
3.	Driver/ Senior	9/8	1
4.	Office Assistant / Senior	10/9	1
	<b>Sub-Total</b>		<b>4</b>
<b>GEOLOGICAL MAPPING DIVISION</b>			
1.	Manager, Geological Mapping	3	1
2.	Principal Geologist	4	1
3.	Geologist/ Senior	6/5	2
	<b>Sub-Total</b>		<b>4</b>
<b>MINERAL EXPLORATION DIVISION</b>			
1.	Manager, Mineral Exploration	3	1
2.	Principal Geologist	4	1
3.	Principal Chemist	4	1
4.	Geologist/Senior	6/5	2
5.	Chemist/Senior	6/5	
6.	Laboratory Technologist/Senior	8/7	2
7.	Drilling Technologist/Senior	8/7	
	<b>Sub Total</b>		<b>7</b>
<b>MINE DEVELOPMENT DEPARTMENT OFFICE OF GENERAL MANAGER MINE DEVELOPMENT</b>			
1.	General Manager, Mine Development	2	1
2.	Office Administrator/ Senior	6/5	1
3.	Driver/ Senior	9/8	1
4.	Office Assistant / Senior	10/9	1
	<b>Sub Total</b>		<b>4</b>
<b>MINE DEVELOPMENT AND MINERAL RIGHTS DIVISION</b>			
1.	Manager, Mine Development and Mineral Rights	3	1
2.	Principal Mining Engineer	4	1
3.	Principal Surveyor	4	1
4.	Mining Engineer/ Senior	6/5	2
5.	Surveyor / Senior	6/5	2
6.	Mining Assistant / Senior	8/7	2
7.	Survey Assistant / Senior	8/7	2
	<b>Sub-Total</b>		<b>11</b>
<b>MINERAL PROCESSING DIVISION</b>			
1.	Manager, Mineral Processing	3	1
2.	Principal Mining Engineer	4	2
3.	Mining Engineer / Senior	6/5	2
4.	Mining Assistant / Senior	8/7	2
	<b>Sub-Total</b>		<b>7</b>

S/No.	Designation	Grade NMC	Optimal staffing levels
<b>ENGINEERING SERVICES AND MAINTENANCE DIVISION</b>			
1.	Manager, Engineering Services	3	1
2.	Principal Services Engineer	4	1
3.	Services Engineer/Senior	6/5	2
4.	Services Assistant Senior	8/7	2
5.	Artisan/Senior	9/8	2
	<b>Sub-Total</b>		<b>8</b>
<b>INVESTMENT AND BUSINESS DEVELOPMENT DEPARTMENT</b>			
1.	General Manager, Investment and Business Development	2	1
2.	Office Administrator/Senior	6/5	1
3.	Driver/Senior	9/8	1
4.	Office Assistant/Senior	10/9	1
	<b>Sub-Total</b>		<b>4</b>
<b>STOCKS AND SECURITIES DIVISION</b>			
1	Manager, Stocks and Securities	3	1
2.	Principal Investment Analyst officer-	4	1
3.	Investment Analyst / Senior	6/5	2
	<b>Sub-Total</b>		<b>4</b>
<b>MINERAL MARKETS AND VALUE ADDITION DIVISION</b>			
1.	Manager, Mineral Markets and Value Addition	3	1
2.	Principal Sales and Marketing Officer	4	1
3.	Principal Officer, Mineral Value Addition	4	1
4.	Sales and Marketing Officer / Senior	6/5	2
5.	Value Addition Officer/Senior	6/5	2
	<b>Sub-Total</b>		<b>7</b>
<b>PARTNERSHIPS, MERGERS AND ACQUISITION DIVISION</b>			
1.	Manager, Partnerships, Mergers and Acquisition	3	1
2.	Principal Business Analyst	4	1
3.	Business Analyst / Senior	6/5	2
	<b>Sub-Total</b>		<b>4</b>
<b>HEALTH, SAFETY AND ENVIRONMENT DIVISION</b>			
1.	Manager, Health , Safety and Environment Officer	3	1
2.	Principal, Health ,Safety and Environment Officer	4	1
3.	Health ,Safety Officer and Environment Officer/Senior	6/5	2
4.	Assistant Office Administrator/Senior	8/7	1
5.	Driver/ Senior	9/8	1
6.	Office Assistant/Senior	10/9	1
	<b>Sub-Total</b>		<b>7</b>
<b>RESEARCH STRATEGY AND PLANNING DIVISION</b>			
1.	Manager, Research, Strategy and planning.	3	1

S/No.	Designation	Grade NMC	Optimal staffing levels
2.	Principal Planning Officer	4	1
3.	Planning Officer/Senior	6/5	2
4.	Assistant Office Administrator/Senior	8/7	1
5.	Driver/ Senior	9/8	1
6.	Office Assistant/Senior	10/9	1
	<b>Sub-Total</b>		<b>7</b>
<b>OFFICE OF THE GENERAL MANAGER CORPORATE SERVICES DEPARTMENT</b>			
1.	General Manager Corporate Services	2	1
2.	Office Administrator/Senior	6/5	1
3.	Driver/Senior	9/8	1
4.	Office Assistant/Senior	10/9	1
	<b>Sub-Total</b>		<b>4</b>
<b>FINANCE AND ACCOUNTS DIVISION</b>			
1.	Manager, Finance and Accounts	3	1
2.	Principal Accountant/ Finance Officer	4	1
3.	Finance/ Accountant/Senior	6/5	1
4.	Senior Finance/Accounts Assistant	8/7	1
	<b>Sub-Total</b>		<b>4</b>
<b>HUMAN RESOURCE AND ADMINISTRATION DIVISION</b>			
1.	Manager Human Resource Management	3	1
2.	Principal Administration Officer	4	1
3.	Principal Human Resource Management Officer	4	1
4.	Human Resource Management Officer/Senior	6/5	
5.	Administration Officer/Senior	6/5	1
6.	Records Management Officer/Senior	6/5	1
7.	Records Management Assistant/Senior	8/7	1
8.	Assistant Office Administrator/Senior	8/7	1
9.	Library Assistant /Senior	8/7	1
10.	Driver/Senior	9/8	1
11.	Office Assistant/Senior	10/9	1
	<b>Sub Total</b>		<b>10</b>
<b>CORPORATE COMMUNICATION DIVISION</b>			
1.	Manager, Corporate Communication	3	1
2.	Principal Corporate Communications Officer	4	1
3.	Communication Officer/Senior	6/5	
4.	Assistant Office Administrator/Senior	8/7	1
5.	Office Assistant/Senior	10/9	1
	<b>Sub Total</b>		<b>4</b>
<b>INFORMATION COMMUNICATION TECHNOLOGY DIVISION</b>			
1.	Manager, ICT	3	1
2.	Principal ICT Officer	4	1
3.	ICT Officer/Senior	6/5	
4.	Assistant Office Administrator/Senior	8/7	1

S/No.	Designation	Grade NMC	Optimal staffing levels
5	Office Assistant/Senior	10/9	1
	<b>Sub-Total</b>		<b>4</b>
<b>SUPPLY CHAIN MANAGEMENT DIVISION</b>			
1.	Manager, Supply Chain Management	3	1
2.	Principal Supply Chain Management Officer	4	1
3.	Supply Chain Management Officer/Senior	6/5	1
4	Supply Chain Management Assistant/Senior	8/7	1
	<b>Sub-Total</b>		<b>4</b>
<b>INTERNAL AUDIT DIVISION</b>			
1.	Manager , Internal Audit	3	1
2.	Principal Internal Auditor	4	1
3.	Internal Auditor/Senior	6/5	1
	<b>Sub Total</b>		<b>3</b>
	<b>TOTAL</b>		<b>123</b>
	<b>Technical Services</b>		<b>85</b>
	<b>Corporate Services</b>		<b>38</b>

Table 6. 7: Skills Set and Competence Development

Cadre	Skills Set	Skills that Require Enhancement	Competence Development
Technical Assistant	Technical Support, administration	Project management	Project management training, on-the-job mentoring
Legal Counsel	Legal advisory, compliance	Data privacy and cyber law	Workshops on emerging legal trends
Geologist/Senior	Geological mapping, analysis	Advanced geospatial analysis	GIS software advanced training
Geological Mapping Specialist	Field mapping, data collection	Remote sensing	Remote sensing and satellite imagery analysis course
GIS Analyst	GIS, data management	Programming (Python, R)	Coding boot camps for GIS applications
Mineral Exploration Expert	Exploration techniques, sampling	Drill operation management	Drilling techniques and safety standards workshop
Mining Engineer/Senior	Mine planning, operation	Sustainable mining practices	Sustainability in mining operations course
Mineral Rights Specialist	Legal documentation, negotiation	International mining law	International mining law and contracts seminar
Processing Engineer	Mineral processing, optimization	Advanced metallurgical processing	Advanced mineral processing techniques course
Maintenance Engineer	Equipment maintenance, repair	Predictive maintenance	Predictive maintenance technology training

<b>Cadre</b>	<b>Skills Set</b>	<b>Skills that Require Enhancement</b>	<b>Competence Development</b>
Investment Analyst	Financial analysis, investment	Cryptocurrency investment	Cryptocurrency and blockchain technology workshop
Market Analyst	Market research, analysis	Digital Marketing	Digital marketing strategy and analytics course
Business Development Manager	Business planning, development	Cross-cultural negotiation	International business and negotiation skills course
Environmental Officer	Environmental impact assessment	Biodiversity conservation	Biodiversity conservation and management training
Research Analyst	Data analysis, reporting	Advanced statistical analysis	Statistical software and advanced analytics training
Quality Assurance Manager	Quality control, assurance	ISO standards compliance	ISO standards and quality management systems training
HR Officers	Recruitment, employee relations	Talent management	Talent management and strategic HR planning workshop
Accountants	Accounting, financial reporting	Financial forecasting	Financial modelling and forecasting workshop
Communications Manager	Corporate communication	Crisis communication	Crisis communication and management training
Systems Administrators	System Administration	Cloud computing	Cloud computing and security certifications
Supply Chain Manager	Supply chain management	Lean management	Lean supply chain management certification

### 6.2.3 Leadership

NAMICO is set to create Strategic Theme Teams to lead the execution of its Strategic Plan. These teams, aligned with specific strategic goals, aim to ensure focused and precise efforts toward achieving key outcomes. Their operation will be guided by detailed Terms of Reference, emphasizing role clarity, accountability, and performance tracking. This strategic move promises better coordination and a culture of responsibility and highlights NAMICO's dedication to transparent and effective strategy implementation.

### 6.2.4 Systems and Procedures

NAMICO is strategically enhancing its internal systems, processes, and Standard Operating Procedures (SOPs) to ensure the strategic plan's effective and efficient execution. Central to this

initiative is integrating International Management Standards (IMS) and Environmental Management Systems (EMS), specifically ISO 9001 for quality management and ISO 14001 for environmental management. These standards will be instrumental in elevating NAMICO's operational excellence, emphasizing quality, sustainability, and stakeholder satisfaction. By focusing on digital transformation and value chain optimization, NAMICO aims to streamline operations, enhance productivity, and ensure environmental stewardship. This comprehensive approach underlines NAMICO's commitment to setting industry benchmarks and fostering a culture of continuous improvement and innovation.

### 6.3 Risk Management Framework

NAMICO's Risk Management Framework is essential for navigating the risks in the mining sector, such as environmental, regulatory, market, and operational challenges. It identifies, assesses, and mitigates risks to protect assets and shareholder value and ensure the company's long-term success. The framework emphasizes transparency, accountability, and continuous improvement, integrating risk management into strategic planning and decision-making. This approach helps NAMICO anticipate challenges, seize opportunities, and uphold its commitment to operational excellence, environmental stewardship, and social responsibility.

**Table 6. 8: Risk Management Framework**

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Political interference and conflicts	High	High	High	Engage with stakeholders, adhere to governance structures
2	Bureaucratic hurdles in government	High	Medium	Medium	Streamline internal approval processes, maintain dialogue with government agencies
3	Intergovernmental conflict and interest	Medium	High	High	Develop intergovernmental agreements, clarify roles and jurisdictions
4	Increased geopolitics in mineral development	High	Medium	Medium	Strengthening regional partnerships, monitor geopolitical trends
5	Macroeconomic instability	High	High	High	Diversify funding sources, conduct regular market analysis
6	Skills and labor inadequacies	Medium	High	High	Invest in training programs, talent

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
					retention strategies
7	Mineral market volatility	Medium	High	High	Implement risk-averse financial strategies, monitor market trends
8	Environmental concerns and compliance costs	High	High	High	Adopt clean technologies, engage in environmental sustainability planning
9	Legal and regulatory compliance risks	Medium	High	High	Continuous legal education, set up compliance audit frameworks
10	Technological changes and cost implications	Medium	Medium	Medium	Embrace R&D, upgrade skills, allocate budget for technology adoption

**KEY:**

**Likelihood:** 1-5 (L/M/H): High (H) 4-5; Medium (M) 3; Low (L) 1-2

**Impact:** 1-5 (L/M/H): High (H)4-5; Medium(M) 3; Low(L) 1-2

**Risk Score:** High (H) 15-25; Medium(M) 9-14; Low (L) 1-8

### 6.3.1 Actions for Mitigation, Monitoring, and Reporting

- **Mitigation:** Implement comprehensive risk management policies, ensure employee training, and establish clear protocols for each risk area. Conduct environmental sustainability initiatives and regular policy reviews.
- **Monitoring:** Set up a whistleblower program to encourage internal reporting, develop and execute a continuous employee training program, and conduct regular compliance audits.
- **Reporting:** Maintain risk management activities, audits, and mitigation efforts documentation. Develop a feedback mechanism for continuous improvement based on regular risk assessments and audit findings. These risks are identified and prioritized to guide NAMICO's strategic planning to anticipate, mitigate, and manage potential obstacles effectively. Each risk's mitigation strategy involves specific actions, and these risks must be regularly monitored and reported to adjust the strategic plan as necessary. The suggested mitigation measures should be integrated into the company's standard operating procedures and reviewed periodically to ensure they remain effective and

aligned with the overall strategic objectives of NAMICO.

## CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This section outlines the financial needs, strategies for securing resources, and their management essential for executing this Strategic Plan.

### 7.1 Financial Requirements

This Strategic Plan provides a detailed forecast of the necessary resources and has established an annual budget for the action plan. The key result areas and their related administrative expenses inform the budget, as detailed in Table 7.1. Assumptions \*CAGR5%

**Table 7. 1: Financial Requirements for Implementing the Strategic Plan**

Cost Item	Estimated Allocations (Kshs. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1: Policy integration, Leadership and Governance	76.3	213.0	288.0	387.0	471.0	1,435.3
KRA2: Mineral Product Diversification	33.0	1,299.0	2,182.0	2,767.0	1,622.0	7,903.0
KRA3: Advance eco-social prosperity	-	25.0	38.0	47.0	57.0	167.0
KRA4: Leverage cutting-edge technology to enhance operational efficiency, innovation, Safety	-	30.5	125.5	50.5	158.0	364.5
KRA5: Generation of Revenue	-	7.0	29.5	47.0	72.5	156.0
<b>Total</b>	<b>109.3</b>	<b>1,574.5</b>	<b>2,663.0</b>	<b>3,298.5</b>	<b>2,380.5</b>	<b>10,025.8</b>

The National Mining Corporation has identified gaps in resources, showcasing the differences between the needed resources and those available, as outlined in Table 7.2

**Table 7. 2: Resource Gaps**

Financial Year	Estimated Financial Requirements	Estimated Allocations	Variance
	(Ksh. Mn)	(Ksh. Mn)	(Ksh. Mn)
Year 1	1,435.30	29	-1,406.30
Year 2	7,903.00	336	-7,567.00
Year 3	167	89	-78.00
Year 4	364.5	89	-275.50
Year 5	156	98	-58.00
<b>Total</b>	<b>10,025.80</b>	<b>641</b>	<b>-9,384.80</b>

## 7.2 Resource Mobilization Strategies

The National Mining Corporation will develop a resource mobilization strategy and adopt the following viable strategies for mobilizing resources to address the financial gaps highlighted in Section 7.

**Equity Financing:** Raising capital through issuing shares can provide significant funding, but it should be carefully balanced to avoid undue equity dilution. This could involve setting a cap on the percentage of equity offered to external investors and seeking strategic investors who can add value beyond capital.

**Debt Financing:** As debt financing provides immediate capital, it is crucial to ensure that the terms of loans or bonds are favorable and that the repayment plan is sustainable, potentially by securing low-interest rates or more extended grace periods.

**Public-Private Partnerships (PPPs):** PPPs should focus on projects with clear, measurable outcomes that directly contribute to NAMICO's strategic objectives. Robust governance frameworks should be established to manage these partnerships effectively.

**Strategic Alliances and Joint Ventures:** Any alliances or joint ventures should be entered into with entities with complementary strengths and clearly defined roles and expectations to ensure mutual benefit and value creation.

**Government Grants and Subsidies:** NAMICO should prioritize grant and subsidy opportunities that align with its strategic goals, such as promoting sustainable and innovative mining practices.

**Venture Capital and Private Equity:** This approach should target firms interested in long-term value creation rather than short-term gains and aligned with NAMICO's vision and values.

**Internal Revenue Reinvestment:** Internal revenues should be allocated to projects with the highest strategic value and potential for return on investment.

**Crowdfunding and Social Financing:** These methods should be used selectively for projects that generate public interest and are likely to receive widespread Support.

**Asset Sales and Leasebacks:** These should be carefully evaluated to ensure that NAMICO retains control over strategic assets and that leaseback agreements are financially favorable.

**Royalty Financing:** The selection of projects for royalty financing should involve rigorous due diligence to ensure the projects have a clear path to revenue generation.

Each strategy should be scrutinized regarding the current financial health, risk appetite, and the specific financial requirements outlined in the strategic plan. This will help make the resource mobilization strategies more pragmatic and impactful, ultimately contributing to closing the identified resource gaps. Moreover, as part of the resource management process, NAMICO should adopt cost control and reduction measures, engage in performance monitoring, enhance risk management frameworks, leverage technology and innovation, commit to sustainable resource use, and actively engage stakeholders. These efforts will contribute to more efficient and effective resource utilization, ensuring that mobilized resources are maximized and directed toward strategic investments and operational activities that support NAMICO's overarching goals.

Additionally, it's essential to consider the broader strategic choices outlined in the document, as they directly impact resource mobilization and financial sustainability. The comprehensive approach outlined in the plan should guide NAMICO in refining its strategies to address the resource gaps effectively.

### **7.3 Resource Management**

The National Mining Corporation will implement the following strategies to ensure the efficient, effective, and economical use of its resources.

**i. Strategic Investment Planning:**

Develop a comprehensive investment plan that aligns with NAMICO's strategic objectives and market opportunities. This involves prioritizing investments based on expected returns, strategic importance, and risk assessment to ensure capital is allocated to projects that offer the best value.

**ii. Cost Control and Reduction:**

Implement rigorous cost control measures across all operations. This includes regular reviews of operational expenses, identification of cost-saving opportunities through process optimization, and adoption of lean management practices to eliminate waste and inefficiencies.

**iii. Performance Monitoring:**

Establish a robust performance monitoring system to track the progress and effectiveness of resource utilization. Key performance indicators (KPIs) should be set for all strategic projects and operations, with regular reporting to management to ensure accountability and timely.

decision-making.

**iv. Risk Management:**

Enhance risk management frameworks to identify, assess, and mitigate financial, operational, and strategic risks associated with resource mobilization and utilization. This includes diversifying funding sources, conducting thorough due diligence for partnerships and investments, and developing contingency plans.

**v. Technology and Innovation:**

Leverage technology and innovation to improve resource management. Invest in digital tools and platforms for better data analysis, project management, and operational efficiency. Embrace innovative solutions that can reduce costs, improve productivity, and new business opportunities.

**vi. Sustainable Resource Use:**

Commit to sustainable practices in resource utilization. This means prioritizing projects and operations that minimize environmental impact, investing in renewable energy sources where possible, and promoting the responsible use of natural resources.

**vii. Stakeholder Engagement:**

Engage with stakeholders, including investors, employees, government entities, and local communities, to ensure their support and collaboration. Transparent communication and stakeholder involvement can lead to more sustainable and community-supported resource mobilization efforts.

By implementing these strategies, NAMICO can enhance its resource management capabilities, ensuring that resources are mobilized efficiently and utilized to maximize value for the Corporation and its stakeholders.

## **CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**

This chapter delineates the framework for monitoring, evaluating, and reporting that will assist the National Mining Corporation (NAMICO) in overseeing this Strategic Plan.

### **8.1 Monitoring Framework**

The oversight and reporting on this Strategic Plan will utilize the following criteria:

- Objectives
- Expected results.
- Key activities
- Key performance indicators
- Baseline data
- Targets
- Timeline
- Frequency of data collection
- Responsibility/actors
- Budget

Data will be gathered quarterly, focusing on the critical performance indicators to gauge progress towards the predefined objectives. The monitoring schedule will establish guidelines for overseeing the plan's initiatives, covering goals, strategies, performance metrics, and budgetary considerations. Implementation matrices for the action plan will clarify roles and specify timing for the monitoring tasks.

### **8.2 Performance Standards**

NAMICO will systematically undertake evaluations to objectively review ongoing or completed projects or policies and their outcomes. The aim is to appraise the alignment with objectives, operational efficiency, effectiveness, impact, and long-term viability. Evaluations will conform to the 2020 Evaluation Guidelines of Kenya and the national norms and standards for Monitoring & Evaluation. NAMICO will set specific benchmarks for performance evaluation, incorporating critical performance indicators at various outcomes, outputs, and operational efficiency levels. The Strategic initiative team, orchestrated by the Strategic Planning and Performance Evaluation Department, will gather data for the designated KRAs.

### **8.3 Evaluation Framework**

The evaluation will concentrate on progress concerning the critical performance indicators highlighted in the Outcome Performance Matrix, including outcome indicators, baseline figures, and goals as detailed in Tables 8.1 - 8.5 for every key result area. These indicators aim to capture

the target state at predetermined intervals. Annual data collection on these metrics will enable progress evaluation by contrasting the baseline with the status.

**Table 8. 1: KRA1: Policy, Leadership and Governance**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Policy integration, leadership, and governance	A comprehensive and adaptive policy framework guiding NAMICO operations	Compliance rate with statutory and governance policies	100%	2022/23	100%	100%
		Number of policies developed/revised	20%	2022/23	40%	80%
		Degree of stakeholder engagement	Initiate Quarterly Review	2022/23	Establish baseline; increase engagement by 20%	40% increase
	A robust and well-resourced institutional structure.	Increase in institutional capacity metrics.	10%	2022/23	20%	40%
		Training programs completed.	2	2022/23	6	12
		Resources allocated to institutional resourcing	10%	2022/23	30%	60%
	Full compliance with legal and regulatory requirements	Reduction in compliance violations.	Reduction in compliance violations	10% reduction	2022/23	30% reduction
		Audit findings	-	2022/23	Improvement by 20%	70% improvement
		Successful legal reviews.	90%	2022/23	95%	100%

**Table 8. 2: KRA2: Economic Diversification and Value Creation**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Mineral Product Diversification	Enhanced profitability and shareholder value	Growth in profit margins	0	2023/24	9% increase	20% increase
		Growth in shareholder equity	5% increase	2023/24	15% increase	30% increase
	Increased value-added products and services in the mining sector	Percentage of value-added products in revenue	5% of revenue	2023/24	15% of revenue	30% of revenue
		Number of value-added initiatives implemented.	1 initiative	2023/24	4 initiatives	8 initiatives
	Strategic positioning in the market for critical minerals	Market share of strategic minerals	% market share	2023/24	4% market share	8% market share
		Number of strategic mineral exploration projects initiated.	1 project	2023/24	4 projects	7 projects
	Successful penetration into new markets and segments	New markets entered.	new market	2023/24	4 new markets	7 new markets
		Partnerships formed.	2 partnerships	2023/24	8 partnerships	12 partnerships
		Market entry strategies executed.	1 strategy	2023/24	4 strategies	7 strategies
	Diversified and sustainable business portfolio.	Business development projects undertaken.	1 project	2023/24	4 projects	6 projects
		New lines of business opened.	1 new line	2023/24	3 new lines	Five new lines
		Revenue growth from new ventures.	5% revenue growth	2023/24	20% revenue growth	35% revenue growth

**Table 8. 3: KRA3: Advance eco-social prosperity**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid - Term Period	End-Term Period
Advance eco-social prosperity	A network of mutually beneficial strategic partnerships	Several strategic partnerships formed.	4	2022/23	6	8
		Satisfaction rate of partners.	To be established	2022/23	Establish baseline ; improve by 10%	Improvement by 20%
		Joint initiatives launched.	One initiative	2022/23	4	6
	Enhanced environmental protection and community well-being	Environmental impact metrics improved	10% improvement	2022/23	25%	40%
		Community health and safety statistics.	To be established	2022/23	Establish baseline ; improve by 15%	Improvement by 25%
		Sustainability certifications obtained	1 certification	2022/23	4	6

**Table 8. 4: Technology Integration and Innovation**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Technology Integration and Innovation	A leading edge in mining technology and innovation.	Patents filed	One patent	2022/23	4	7
		R&D investment	2% of profit	2022/23	8%	12%
		Technology adoption rate	20%	2022/23	70%	90%
		New products / processes developed.	1 product/ process	2022/23	4	6

**Table 8. 5: KRA5: Generation of revenue**

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Generation of revenue	Increased financial capital and resources	Capital raised.	To be Established	2022/23	30% increase	50% increase
		Funding diversity	Identify 2 new sources	2022/23	Identify 5 new sources	Identify 6 new sources
		Financial leverage Ratios	Maintain industry standard	2022/23	3% improvement	5% improvement
	Efficient and effective use of financial resources	Cost savings achieved	5% of operational costs	2022/23	10% cost savings	15% cost savings
		Budget variance	+/-5%	2022/23	+/-2%	+/-1%
		ROI on capital projects.	5%	2022/23	18% ROI	20% ROI

### 8.3.1 Mid-Term Evaluation

The mid-term assessment of NAMICO's Strategic Plan 2023-2027 will adhere to the 2020 Kenya Evaluation Guidelines and the Kenya Norms and Standards for Monitoring & Evaluation. A comprehensive review will be conducted in 2025/2026, three years into the plan's execution, by evaluating the performance levels of outcome indicators relative to established three-year targets. The objective is to evaluate the ongoing pertinence of strategic actions, gauge progress toward strategic goals, pinpoint any challenges and new issues, distill critical insights, and propose enhancement measures.

### 8.3.2 End-Term Evaluation

The final evaluation of NAMICO's Strategic Plan 2023-2027 will also follow the 2020 Kenya Evaluation Guidelines and the Kenya Norms and Standards for Monitoring & Evaluation, with an end-term review scheduled for 2027, marking five years of implementation. This evaluation will scrutinize the performance of outcome indicators against five-year targets to determine the overall impact of strategic interventions, measure progress toward achieving strategic objectives, and identify challenges and emergent issues. Insights garnered will inform the crafting of future strategic frameworks and standards for Management, Development, Accountability, and Innovation Compliance

## 8.4 Reporting Framework and Feedback Mechanism

NAMICO will report on the execution of strategic initiatives outlined in this Strategic Plan using designated templates provided in Appendix. Table 8.6 details the report types, reporting frequency, monitoring responsibilities, and the intended audience for the monitoring and evaluation reports.

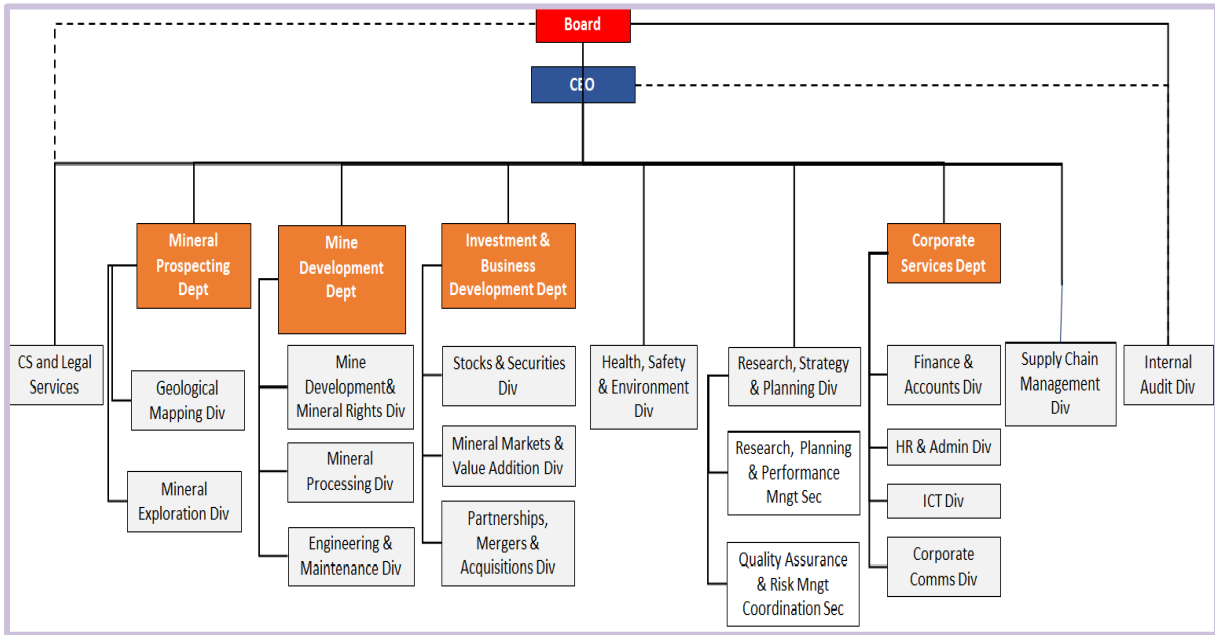
**Table 8. 6: Reporting Framework**

Type of Reports (Monitoring, Evaluation)	Frequency of Reporting	Responsibility	Consumers
Monitoring report	Quarterly & Bi-Annual	NAMICO Board and CEO	<ol style="list-style-type: none"> <li>1. NAMICO Board</li> <li>2. State Department of Mining</li> </ol>
Mid-Term evaluation report	In 2026	NAMICO Board and CEO	<ol style="list-style-type: none"> <li>1. NAMICO Board</li> <li>2. State Department of Mining</li> <li>3. Ministry of Mining and Blue economy</li> <li>4. The National Treasury and Economic Planning</li> </ol>
End-term evaluation report	In 2027	NAMICO Board and CEO	<ol style="list-style-type: none"> <li>1. The NAMICO Board</li> <li>2. State Department of Mining</li> <li>3. Ministry of Mining and Blue economy</li> <li>4. The National Treasury and Economic Planning</li> </ol>

Drawing on the insights gained, ongoing refinements and enhancements will be made, and, if necessary, remedial actions will be applied to address outcomes that deviate from the acceptable range of variance.

## ANNEXES

### ANNEX 1: NAMICO Organizational Structure



### ANNEX 2: Quarterly Progress Report Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for the FY ....			Cumulative to date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

### ANNEX 3: Annual Progress Report Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for the FY ....			Cumulative to date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

**ANNEX 4: Evaluation Report Template**

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		

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