



REPUBLIC OF KENYA

COUNTY GOVERNMENT OF NYAMIRA

DEPARTMENT OF LAND, HOUSING AND PHYSICAL PLANNING

FIRST SECTORAL STRATEGIC PLAN

2013-2017

VISION AND MISSION

VISION

To be a leading entity in the provision of efficient, sustainable, equitable use of county land resources and facilitation of adequate housing provision to the residents of Nyamira.

MISSION

To steer positive land reforms for improvement of livelihood of county citizen through efficient administration, equitable access, secure tenure, sustainable management of the land based resources and facilitation of housing provision in sustainable human settlement.

FOREWORD

The strategic plan put forward has been developed with the contribution of technical staff and key stakeholders in the sector of land, physical planning, survey, settlement and housing. Key in the agenda propagated in this plan is the role the lands and housing as both social and economic factors play in the national development taking cognizance of the Constitution of Kenya 2010 and Vision 2030 principles. As such, the Constitution now recognizes housing as an economic and social right with Article 43 (1) (b) of the Constitution stipulating that “every person has the right to accessible and adequate housing and to reasonable standards of sanitation.

Nyamira County has its unique challenges in economic, social and political fronts. The Ministry of Land, Housing and Physical Planning is however optimistic that the mandate, vision and aspirations of its citizens will be met for the betterment and improvement of their livelihoods.

The Ministry promises to adopt a consultative approach and will collaborate with all the stakeholders to address the land, housing and urban development challenges within the County. Key strategic partners the Ministry will be working along with include, National Land Commission, National Construction Authority, National Housing Corporation, Housing Finance, Professionals and Professional Institutions, Property Developers, Financiers, building Materials Manufacturers, Artisans, Settlers and local land owners.

We will therefore work towards full implementation of this strategic plan so as to enhance efficient delivery of services in accordance with the desires and aspirations of Nyamira residents on matters pertaining to efficient land system management, urban planning and provision of adequate housing.



Hon. Richard Mareri
Executive Committee Member
Land, Housing and Physical Planning

ACKNOWLEDGEMENT

The journey to the development of this strategic plan has been a winding one with each step being realized through consultation with Ministry staff, private sector stakeholders and community/local residents. Several hours were spent in diagnosing and capturing the people's expectations and turning them into tangible projects in line with both the National and County Programmes.

The Ministry is much grateful to the core strategic planning team and all those who assisted in the process for the commendable work. We wish to encourage the entire team to soldier on with the remarkable spirit to the implementation stages in order to realize the key facets of this strategic plan.

Our sincere thanks goes to the County Executive Member in charge of Land, Housing and Physical Planning docket, the Hon. Richard Mareri for his supportive leadership style and encouragements which greatly assisted in the preparation processes of this wonderful document. To all heads of department and all staff of the Ministry of Land, Housing and Physical Planning, we salute you for your dedication and fruitful contributions that aided the timely contribution of this document.

Some targets spelled out in this strategic plan may look remote and rather crazy, but with commitment and dedication by ALL ACTORS, we assure the residents of Nyamira County that we will deliver to their expectation.

Realization of efficient land management and adequate affordable housing in a sustainable human settlement is our collective responsibility.



Eric Onchana Aori

Chief Officer

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CHAPTER ONE

1.0 BACKGROUND INFORMATION

1.1 Introduction

Nyamira County is one of the forty seven counties in Kenya. The County borders Homabay County to the north, Kisii County to the west, Bomet County to the south east and Kericho County to the east. The County covers an area of 899.4km². It lies between latitude 00 30' and 00 45' south and between longitude 340 45' and 350 00' east. The county is divided into two major agro-ecological zones. The highland (LH1 and LH2) covers 82 per cent of the county while the upper midland zone (UM1, UM2 and UM3) covers the remaining 18 per cent. The county has a bimodal pattern of annual rainfall that is well distributed, reliable and adequate for a wide range of crops. Annual rainfall ranges between 1200 mm-2100 mm per annum. The long and short rain seasons start from December to June and July to November respectively, with no distinct dry spell separating them.

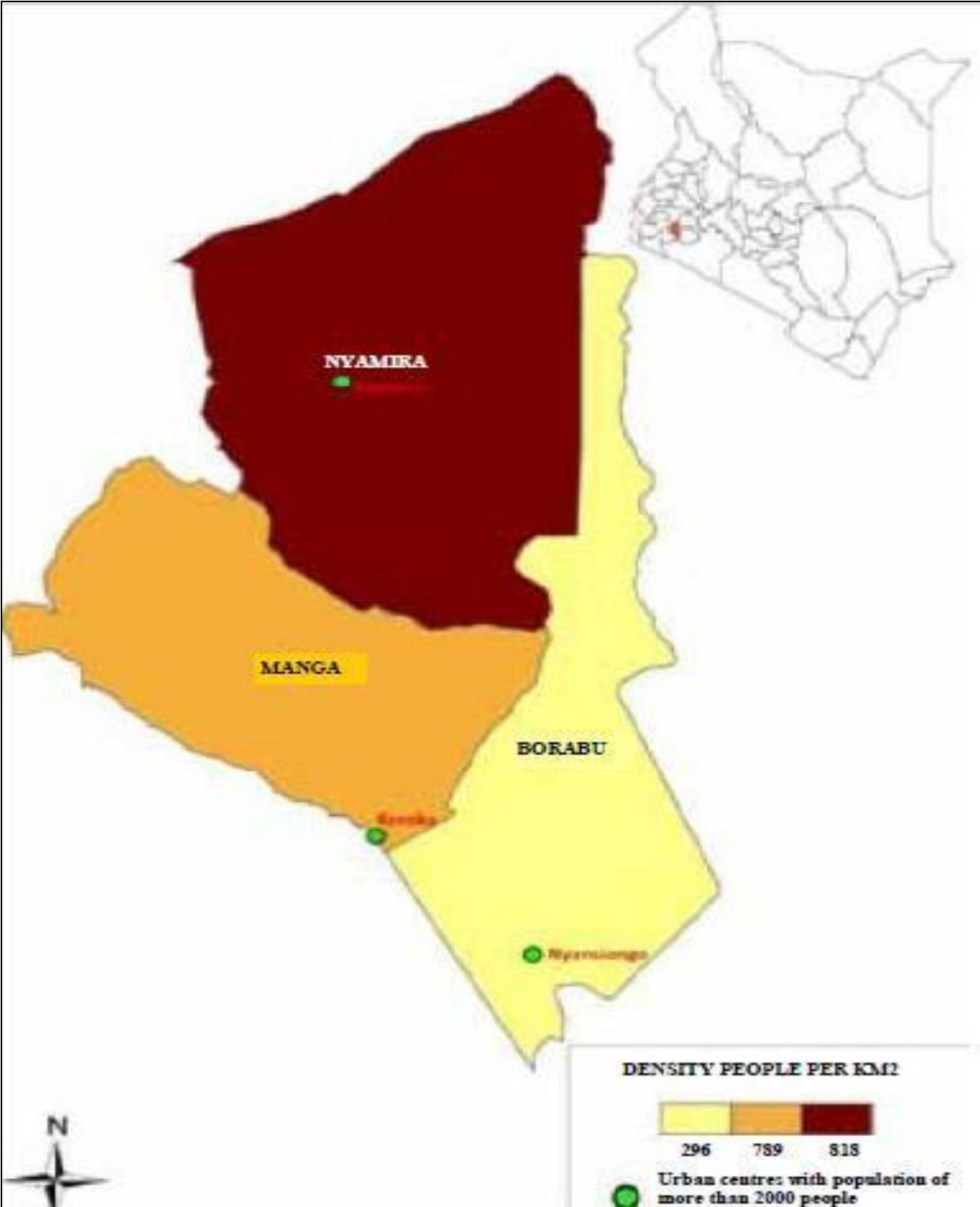
Political and Administrative units of the county are four constituencies and five subcounties namely, West Mugirango which covers administrative boundary of Nyamira sub-county; Kitutu Masaba which covers administrative boundaries of Manga and Masaba North Sub-counties; North Mugirango which covers the administrative boundary of Nyamira North sub-county except the Kiabonyoru division in Nyamira North sub-county which forms part of Borabu constituency and covers the entire administrative boundary of Borabu sub-county.

The total population for Nyamira County has been projected to be 632,046 in 2012 of which 303,252 are males while 328,783 are females with reference to the 2009 Population and Housing Census the population is expected to increase to 667,716 and 692, 641 in 2015 and 2017 respectively. The inter census population growth rate is estimated at 1.83 percent which is below the national growth rate of 3 percent.



fig 1: Map showing Location Nyamira County

OUTLAY OF NYAMIRA COUNTY



Map 1.2: Nyamira County Major Urban Areas

1.2 Sectoral development challenges

1.2.1 National challenges.

The Ministry operates in an environment influenced by external and internal socioeconomic, legal and political factors, which have impacted on its operations at the national government level thus the county government, will operate appreciating those circumstances while striving to overcome the challenges. These include;

- **Slow pace in implementation of land adjudication process:** Although land adjudication in the trust land started before independence, only one third of the country has been adjudicated. This has mainly been occasioned by numerous pending land disputes.
- **Slow pace of preparation and implementation of physical development plans:** This is manifested in conflicting land uses, informal settlement, encroachment on fragile ecosystem, urban sprawl.
- **Insecure land tenure:** more than half of the land in the country has not been registered thus affecting optimal utilization.
- **Demand for land:** The high population growth rate and insatiable demand for land led to frequent land related conflicts and encroachment on public utility land and protected areas
- **Unique land tenure system in Coast province:** The land problem affecting Coast Province is mainly as a result of absentee landlords and tenants at will arrangements

The net effect of this situation is denial of access and ownership of land to indigenous people.

- **Unsustainable Land Use:** land use practices are largely incongruent with the ecological zones. Land parcels continue to be subdivided into uneconomical units in rural areas while in urban areas informal settlement and urban sprawl are major challenges
- **Multiplicity and inconsistency of laws governing land:** Land is currently governed by many laws some of which are outdated and conflicting. The major Acts include:

Land adjudication/ Consolidation programmes – Land Adjudication Act; (Cap 284), Land Consolidation Act (Cap 283); Administration of Group Ranches – Land (Group Representatives) Act (Cap 287); Settlement programmes – Agriculture Act (Cap 318); Physical Planning Programmes – Physical Planning Act (Cap 286); Surveying and mapping programmes – Survey Act (Cap 299); Land Administration – Government Lands Act (Cap 280), Trust Land Act (Cap 288), Registration of Titles Act (Cap 281), Land Titles Act (Cap 282), Registered Land Act (Cap 300), Sectional Properties Act of 1987, Valuation for Rating Act (Cap 266), Rating Act (Cap 267), Land Acquisition Act (Cap 295) and Land Control Act (Cap 302), Stamp Duty Act (Cap 480).

- **Manual Land Information systems:** The ever increasing paper-based land records and the manual land management systems is not tenable for efficient and effective land administration.
- **Inadequate Geodetic Control Network:** The existing geodetic control monuments (points) are inadequate, of which 80% have been destroyed/damaged and were based on outdated and various coordinate reference systems.
- **Incomplete coverage of basic mapping:** Only 60% of the country is covered by basic topographic maps (1:50,000) most of which are outdated and in analogue (paper) forms hence cumbersome and expensive to update.
- **Scattered Geographical Information and Quality assurance:** currently geographical information is held by different agencies in different formats and standards which makes it difficult to access. In addition the agencies are not properly coordinated.

Manual systems of quality control and assurance of land and other geographical information is cumbersome.

- **Inadequate Housing Provision;** There exists housing deficit of 150, 000 units in urban areas annually while 300,000 units require improvement in the rural areas. This has further affected the state of employer facilitated housing provision including the various existing housing schemes
- **Mushrooming of slums / informal settlement:** The rapid urbanization processes coupled with alarming poverty levels resulting in establishment of temporary structures as alternative shelter
- **Poor housing maintenance culture;** inadequate resources for housing maintenance which has lead to emergence of dilapidated structures
- **Inadequate funding for Ministry's programmes/ projects:** over the years the Ministry has not been able to fully implement its programmes due to inadequate resources.
- **Pending land and boundary disputes:** this has been occasioned by backlog and inadequate resources.

1.2.2 National Strategic Interventions

The Kenya vision 2030 guides the country on political, economic and socio transformation between 2008 and 2030. The vision 2030 provides the overall policy framework that should lead the country to attain the status of a newly industrialized country by the year 2030. In the process of implementing the vision, various challenges have been highlighted which include; ensuring continued macroeconomic stability, increased international competition due to changing global economic trends, minimizing institutional risks especially corruption and security, scaling up the quantity and quality of infrastructure especially condition of roads, access and reliability of water, cost of energy, promoting efficiency through adoption of new technologies, improvement in governance and reducing transaction costs of doing business and raising the level of investment.

Land management faces various challenges including high inequality in land ownership, existence of many incompatible land laws, weak legal and administrative framework for resolution of land ownership disputes,

long and cumbersome process of registration of land and transfer of ownership. The challenges have resulted to squatting and landlessness, tenure insecurity, conflicts, under-utilization and subdivision of agricultural land, disinheritance of some groups and individuals.

Other interventions include;

- Promotion of appropriate Building Materials and Technologies
- Implementation of slum upgrading and prevention strategies
- Kenya Informal Settlement Improvement Project
- Review and alignment of various legislative frameworks to constitutional provisions and vision 2030
- Preparation of the National Spatial Plan
- Harmonization of the various land legislations
- Computerization of land records for efficient and faster service delivery

1.2.3 County challenges

Sector challenges at the county level cuts across housing, land, spatial planning, settlement and survey. Land is an important factor of production because it provides the foundation for all other activities such as agriculture, water, settlement, tourism, wildlife, forestry and infrastructure. Land issues are important to the social, economic and political development of the county. Secure land tenure, sustainable land-use planning and equitable distribution of land contribute to food security and social-economic development of a county.

The main challenges facing the sector operations include:-

Population pressure, insecure land ownership, Unsustainable land use, Land administration and manual land information systems. The housing sector is characterized by inadequate housing stock, poor housing condition, high cost of construction materials, ineffective legislation.

Population pressure: In most parts of the county there is a high population densities, cultural practices on inheritance and the fact that most land owners live on their own plots in the rural areas have resulted in highly fragmented and hence uneconomical plot sizes.

In some of these areas land scarcity and population pressure has led to conversion of marginal lands (such as catchment areas and hill slopes) into farm land leading to increased vulnerability and environmental damage. Consequently, the concerned groups are made economically worse off, barely able to meet their subsistence needs.

Insecure land ownership: large disparities exist with regard to ownership of land in the county particularly in high potential regions where a few individuals own large tracts of land (most of which is idle). In addition, glaring disparities exist with regard to gender, with few women owning land. The underlying causes of disputes include, historical land allocation disputes; uncontrolled sub-divisions; encroachments of public utility plots;

Unsustainable land use: in rural areas land use practices are largely incongruent with the specific ecological zones. Uneconomic land sub-divisions, coupled with poor land use practices are responsible for accelerated land degradation and declining land productivity while in most of the urban centres there is uncontrolled development.

Land administration: land is currently governed by many sectoral laws, most of which are in conflict. This presents great difficulties in land administration and management, harmonization of land laws into one statute will reduce the multiple allocations of the deeds.

Manual land information systems: over the years the land records have grown to unprecedented level. This together with the manual system carried in land transactions is not tenable for expeditious land transactions. It is important to computerize and records for easy retrieval and storage of land records.

Inadequate housing stock; The establishment of county government in Nyamira has led to increased migration into major urban areas thus creating pressure on the already limited housing stock.

Poor housing condition; Houses within the county exhibit poor maintenance thus calling for urgent redress

High cost of construction materials; Building materials like quarry stone and sand are non-existent within the county and are sourced from neighbouring counties at an exorbitant cost

Ineffective legislation; Currently the housing sector services are guided by the National Housing Policy of 2004 and no functional act of parliament

1.3 development agenda

1.3.1 County Strategic Interventions

To address these challenges, the county government will develop and implement policy, legal and institutional reforms on security of land tenure, land use and development, and on sustainable conservation of the environment in consultation with relevant institutions and stakeholders.

The national land policy has been approved to address land administration and management problems. It provides a framework and defines key measures required to address the critical issues of land administration, access, land-use planning, and restitution of historical injustices, environmental degradation, conflicts, and proliferation of informal settlements, outdated legal framework, institutional framework and information management.

The national land policy was adopted in 2009 and a national spatial plan and land-use policy are being developed. The land-use policy will address the challenges of rapid urbanization, inadequate land-use planning, unsustainable production, poor environmental management, and inappropriate ecosystem protection and management.

Transforming land for better and sustainable use, land management and housing development shall be addressed under the following interventions;

- Creating a consolidated county geographic information system (GIS)-based data system/Computerization of land registry
- developing and implementation of the County Spatial Plan and Local Physical Development Plans
- developing and implementing county sectoral master plan
- developing and implementing a county disaster management master plan
- investing in institutions and infrastructure
- Setting up a land bank through public-private partnership
- Developing and maintaining a public land inventory
- Establishment of county habitat committee
- Housing development strategy interventions

Creating a Consolidated county GIS-based Data System/Computerization of Land Registry

The county land records are based on general boundary and there is need to have a computerized management information system to speed up land-based transactions, a GIS-based land management information system will be necessary. This will contribute to good governance and improved security of tenure.

The system will also enhance efficiency and effectiveness in the delivery of services to all Kenyans, especially the poor. Further, it will enable the capture, management and analysis of geographically referenced land-related data to produce land information for decision making in land administration and management. Investments will be directed at revamping the recording system, revising land maps and computerizing the land registries to reduce the amount of time taken in service delivery.

Developing and implementing of the county spatial plan and Local Physical Development Plans

Land remains under-exploited for agricultural production. In rural areas, land-use practices are largely incongruent with the specific ecological zones. Uneconomic land subdivisions coupled with poor land-use practices are responsible for accelerated land degradation and declining land productivity. In urban areas, proliferation of informal settlements, urban sprawl and encroachment into protected land remain key challenges.

This intervention will facilitate the development and implementation of an sectoral land-use master plan for more efficient use of all forms of land.

Investing in Institutions and Infrastructure

The legislative framework to handle land-related cases is weak. This has contributed to a backlog of disputes in courts. In addition, land issues are governed by many laws, most are incompatible with each other. This has led to complexities in land administration and management.

Progress in addressing these challenges is being made through the National Land Policy, which principally provides an overarching framework for access to, planning and administration of land in the country.

Setting up a land bank through public-private partnership.

Land space in Nyamira county remains one of the outstanding challenges as there are no readily available land for any anticipated infrastructural developments ,any land that was available was either grabbed or not set apart sufficiently during land adjudication and settlement process. It will be a prerequisite for the county Government to provide incentives to private land owners to offer their land for a joint public-private partnership.

Developing and implementing a county disaster management master plan

The county is divided into two major agro-ecological zones. The highland (LH1 and LH2) covers 82 per cent of the county while the upper midland zone (UM1, UM2 and UM3) covers the remaining 18 per cent. There is lack of legal, policy and institutional framework for prevention and management of land related disasters. To avoid loss of human and animal life, negative impacts on agriculture, the natural environment and destruction of property, the county government will be committed to setup a disaster management master plan.

Developing and maintaining a public land inventory.

There is lack of a detailed record of all public land alongside their status in the county thus hindering prospecting planning. In order to spur investments and to safeguard against misuse of public land the county government is committed to developing and maintaining a public land inventory system.

Housing Development Strategies

The department of Housing aims to put up strategies that will ensure the County housing development and increased housing stock is achieved. The initiative is achievable in two ways notably; lobbying for government funds and creating an enabling environment for private sector engagements in housing affordable housing provision. Other strategies will involve stakeholder sensitization and public awareness creation on the anticipated benefits to be derived upon constructive participation on all County development agenda including allowing for infrastructure planning and releasing ancestral land to catalyze planned development especially housing infrastructure as well as housing stock increment for owner occupier, rental housing in the real estate realm.

Establishment of County Habitat Committee

The Ministry is the County Focal Point on Human Settlement matters and charged with the responsibility of coordination of stakeholders for participation in the local, national and international fora. This vital role will

be achieved through the County Habitat Committee whose formation will include key stakeholders within the County.

1.4 Sectoral resources and the contribution to the economy

1.4.1 National sectoral priorities anchored in vision 2030 and flagship projects

Kenya vision 2030 is the new long-term development blueprint for the country. It is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create “ a globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “ a newly- industrializing middle- income country providing a high quality of life to all citizens in a clean and secure environment”. Simultaneously, the Vision aspires to meet the MDGs for Kenyans by 2015. The vision is anchored on three key pillars: Economic, Social, and Political governance. The economic pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate more resources to meet the MGDs and vision goals. The Vision has identified a number of flagship projects in every sector to be implemented over the Vision period and to facilitate the required growth rate. The identified flagship projects directly address priorities in key sectors such as agriculture, education, health, water and environment. The social pillar seeks to create just, cohesive and equitable social development in a clean and secure environment. The political pillar aims to realize an issue – based, people-centered, and results- oriented and accountable democratic system.

1.4.2 Land reforms

The economic, social and political pillars for Kenya Vision 2030 will be anchored on foundations that relate to land reforms and public sector reforms.

Land is a critical resource for the social- economic and political developments spelt in Vision 2030. Respect for property rights to land, whether economic transformation land policy, which, therefore, must be completed as a matter of urgency. The policy will facilitate the process of land administration, the computerization of land registries, the establishment of spatial data infrastructure in order to track land use patterns, and the introduction of an enhanced legal framework for faster resolution of land disputes. Further, land reforms will create an enabling environment towards establishment of land bank for housing development.

1.4.3 Continuity in Governance Reforms

The county Government remains fully committed to continuing governance reforms. These will be deeper and accelerated in order to create a better environment for doing business, and for the full enjoyment of individual rights as entitled under the constitution.

1.4.4 Enhanced Equality and Wealth Creation Opportunities for the Poor

No society can gain the social cohesion, predicted by Vision 2030 if significant sections of it live in abject poverty. To that extent, the county government of Nyamira will endeavour to promote equity as a recurrent principle in all its economic, social and political programmes.

1.4.5 Housing and Urbanization: Given the current demographic trends, Kenya will be predominantly urban country by 2030. The county must, therefore, plan for provision of high quality urbanization programme in a sustainable environment. This will be attained through: better development of and access to affordable and pursuit of targeted key reforms to unlock the supply potential of the housing sector; and initiation of urban planning and development strategies across the county. The Constitution of Kenya 2010, Article 43 (1)(b) mandates the Government to facilitate provision of adequate affordable housing and reasonable standard of sanitation to all citizens in a progressive manner.

Attention is drawn to the fact that Nyamira County experiences an acute deficit of housing in terms of office space as well as residential accommodation. A major problem observed is inadequate planning that has led to haphazard development of houses as well as scarcity of land within the town sphere. As County structures are established, the housing problem cannot escape the attention of the authorities and the stakeholders, with no exception to local residents.

Given that Land is a key determinant in housing development and basic infrastructure provision, acquiring land for the same is key and forms an immediate undertaking. There exists few Government land though largely inadequate to perform the task at hand. Some of the conspicuous development sites are; The County Commissioner's Office Compound (complex), County Assembly site, and Sironga area among others. In earlier meetings held by the County team with the aim of identifying where to locate the County Government, proposals were made to have the County Government offices permanently established at Sironga. But, on an interim basis, it was suggested that the team temporarily occupy the former County and Town Council facilities as plans were being made to have the desired facilities constructed and operationalized at Sironga.

The County Directorate of Housing, in consultation with the Physical Planning and Land Registrar's Office finds it ideal for the County Government offices to be permanently planned at the County Assembly compound, thereby creating room for planning of residential units at appropriate sites within Sironga area and official resident for Governor, Deputy Governor and Speaker of the County Assembly within Nkora area. Further, there is need to evaluate all existing government housing units in consultation with the National Government (Ministry of Land, Housing and Urban Development, and National Treasury),

Transitional Authority, National Land Commission. This should be done with the aim of improvement and increasing the housing stock in such sites.

1.4.5 Democracy and Public Service Delivery

The 2030 Vision aims to create “a people centered and politically – engaged open society”. Specific targets will involve: pursuing reforms necessary to devolve power and to move budgetary resources and responsibility to local governance institutions; encouraging formal and informal civic education and action programmes; and promoting open engaging between government and civil society, as well as the free flow of information notably, through better and continuous engagement with the media.

1.4.6 Transparency and Accountability

Vision 2030 aims to create “transparent, accountable, ethical and result-oriented government institutions”. Specific strategies will involve strengthening the legal framework for reducing corruption and enhancing ethics and integrity; promoting results- based management within the public service, encouraging public access to information and data; introducing civilian oversight around the key legal justice and security institutions; and parliament’s legislative oversight capacity.

Security, peace- building and conflict management Vision 2030 aims to provide” security to all persons and property throughout the public”, Specific strategies will involve promoting public- private cooperation and civilian / community involvement for improved enforcement of law and order; promoting processes for national and inter- community dialogue in order to build harmony among ethnic, racial and other interest groups; promoting peace building reconciliation to improve conflict management and ensure sustained peace within the country; and inculcating a culture of respect for the sanctity of human life that does not result to the use of violence as instrument of resolving personal and community disputes. This should start with the family, schools, the church and all institutions.

1.5 Sectoral Roles

1.5.1 Land

In Kenya, land tenure is classified into three broad categories: communal land, Government trust land, and privately owned land. The communal land ownership system is based on traditional customary rights, and all individuals born in that community have a right to use but not sell it. Government trust land is land held by ministries, state corporations or other public institutions for public use such as buildings, forests, research and national parks. Privately owned lands are registered; the owner holds the title under a freehold or leasehold system. The owner of such land can use it as collateral to access credit. Private ownership of land has encouraged investment and long-term improvements or development on farms to create a secure market for land.

Land is critical resource that is central to economic, social and cultural development worldwide. In Kenya various policy documents emphasize the importance of land. some of these documents are; the strategy for revitalizing agriculture(SRA, 2004- 2014), the economic recovery strategy for employment and wealth creation(ERS, 2003-2007), national poverty reduction plan, the poverty reduction paper(2001), various successful development plans , vision 2030 and now the Nyamira county integrated development plan (2013-2017). Constitutionally, land is central category of property in Kenya treated as principal source of livelihood and material wealth and invariably carries cultural significance for many Kenyans; hence land should be held, used and managed in a manner that is equitable, efficient, productive and sustainable for prosperity and posterity. The origin of land question in Nyamira County has traces related to political, economic, social, cultural and legal aspects which are manifested in contemporary several strained development issues like rapid population growth, rapid urbanization, gross disparity, inaccessibility, productivity, environmental and conflict over land and land based resources.

The county government of Nyamira has tasked the Department of land, housing and physical planning to be the main county entity charged with responsibility of ensuring proper land administration and management ,providing housing policy framework as anchor for all infrastructural facilities related to land activities within the county. The department of land, housing and physical planning comprises of six departments namely: lands, survey, physical planning, land adjudication and settlements, housing and administration with following legal and administrative duties;

1.5.2 Physical Planning Department

The physical planning department is charged with the responsibility of preparation of the County Spatial Plan, Local Physical Development Plans, Provision of advisory services on appropriate use of land and control of developments within the county. The core mandate of the department is spatial planning and regulation of physical developments within the county through the following functions;

1) Formulation of plans

Formulation of Spatial Plans/Local Physical Development Plans, policies, guidelines and strategies to ensure provision of relevant infrastructure/necessary amenities within the towns/ urban centres using participatory and empowering approaches. These are plans for an area or part thereof of a town or urban area or trading centres or market centre. These plans are prepared to guide socio-economic and infrastructural development of projects within the county. A plan is usually required as a basis for development control, guiding public infrastructure, investment, land acquisition or allocation for development projects.

2). Preparation of Part Development Plans

Part Development Plans (PDPs) are plans that indicate precise sites for immediate implementation of specific projects or for alien purposes for Public Purpose. Part development plans are prepared from the main development plan to accommodate a specific development project and forms the basis for land allocation. A part development plan may also be prepared to introduce minor changes to a development plan. This process has to be carried out in consultation with the National Land Commission.

3). Development control

The Physical Planning Office recommends approval of physical development applications in the County. These include Building Plans, Subdivision Plans, Change of Users, Extension of user, Extension of Lease, Land Amalgamation and EIAs.

4). Advisory services

Advise the County Government and the National Land Commission on the most appropriate use of land including land management matters such as change of user, extension of user, extension of lease, subdivision of land and amalgamation of land. The department also attend to and advise members of the public on Physical Planning issues within the county. As such, members of the public are expected to walk into the Physical Planning Office to get any kind of assistance required on spatial planning issues.

5). Conflict resolution on matters arising from County Spatial Planning

This is done on all conflict related matters arising from County Spatial Planning and implementation. These involve holding meetings as one of the conflict resolution mechanisms within the county.

1.5.3 The Housing Department

The roles of the Department of Housing in the current dispensation include;

- Management of strategic national government houses
- Acquisition of titles for strategic national government houses
- Technical advisory services to county/national government agencies
- Implementation of social and physical infrastructure policies and strategies for slum upgrading
- Carrying out County housing surveys
- Office accommodation for both national and county government functions
- Facilitating access to housing through various strategies and programmes
- Audit for assets (housing) of the national government
- Planning and development of Housing Infrastructure Projects
- Promote research, identification and dissemination of information on appropriate low cost building materials and technologies and best practices

- Identification, implementation and management of projects in slums and informal settlements to improve living standards (roads, provision of water, sewerage system, electricity, sanitation, garbage collection points and income generating activities)
- Conducting research on housing and human settlement
- Preparation of county budgets and profiles as per the Transition to Devolved Government Act 2012
- Promote housing development by government and Public Private Partnership
- Mainstreaming Environmental Impact Assessment in housing programmes
- Maintenance and security of Government houses (both pool and institutional)
- Facilitating dispute resolution among landlord-tenants in controlled residential tenancy

1.5.4 The Survey Department

The main services offered are processing mutation surveys and assisting the county land registrar on technical matters pertaining to boundary disputes. Most of the area is covered under general boundaries thus there is a tendency to experience more disputes in future.

During the plan period, the department will focus on the following key strategic areas;

- Establishment and maintenance of geodetic control network
- Surveying, inspecting of maintaining national and international boundaries
- Calibration and maintenance of precise distance and angular measuring equipment used by departmental surveyors.
- Acquisition of small and large photographs for mapping
- Maintenance of all aerial photographic records and supplying the same to other organizations.
- Surveying of production of large and small scale topographic maps.
- Production of the national atlas of Kenya
- Execution of new grant surveys and compilation of deed plans and R.I.Ms
- Approving all title surveys.
- Production of plans for gazettelement of administrative boundaries, forest and national park boundaries.
- Maintenance of storage of all survey records
- Liaison with department of land adjudication and settlement in preparation of plans for land adjudication programmes.
- Provide and co-ordinate training and research in surveying and mapping.
- Production of R.I.Ms for settlement schemes, groups ranches, company and co-operative farms.
- Production, maintenance and provision of geographical data in digital form

1.5.5 Land Department

The following are range of services provided by lands department

- Policy formulation for management and administration of land.
- Processing and issuance of title deeds.
- Registration of land transactions and other legal documents.
- Determination of land and boundary disputes.
- Generation and collection of land revenue and other fees.
- Provision of reliable land information.
- Valuation of land and assets and various purposes

1.5.6 Land adjudication and settlement

The functions of land adjudication and settlement are:-

- To facilitate security of tenure by ascertaining and recording rights and interests on land
- To identify the arable agricultural land for settlement purposes.
- To facilitate land and development loans acquisition and recovery.
- To facilitate preparation of all settlements land records for documentation and land registration process

1.5.7 Administration

The department of administration and planning is composed of; the office of the executive committee member, the chief officer and relevant directorates whose primary duties are:-

- General administration and coordination of the department
- Development and implementation of policies and sector plans to attain vision 2030
- Promotion of national values and principles of governance as outlined in article 10 and 232 of the constitution of Kenya.
- Overseeing management of finances, preparation of budget estimates, annual work plans and programs.
- Development and implementation of the strategic plans and sector development plans.
- Execution of all delegated duties and assignments by the government.

In realization of the entity duties the following are the key operational undertakings:-

- Determination, organisation of the departmental performance management plan with specific objectives, measurable and time-bound performance indicators.

- Preparation of strategic plan for the entity in conformity with medium term fiscal framework and financial objectives of the county.
- Maintenance of inventories of all entity assets
- Preparation appropriate legal framework for land, housing, administration and management.
- Provision of land for infrastructure and investment in all land related projects.
- Improvement of data capture, storage and access through automation of land management processes
- Ensuring efficient and effective service delivery.
- Reduction of bureaucratic red tape by obviating non-value adding working processes.
- Minimisation of land related conflicts and improvement of land markets.
- Improvement of livelihoods and living environments of the county residents.
- Improvement of working environment and performance of officers/staff to enhance ever increasing demand for land services.
- Development of participative forums between the public (stakeholders) and the entity.
- Mainstreaming of HIV/AIDS, Gender equality, transparency and accountability in the entity operation.
- Compliance with all official policies, rules and regulations.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Sectoral Organogram

Analysis of the functions of the various department that form the Ministry both at the national and county level give an insight into the creation of the directorates to help in effective execution of the Ministry's functions at the county level. The proposed structure would fall into four directorates namely;

- Directorate of Housing
- Directorate of Physical Planning, Survey, Land Adjudication & Settlement
- Directorate of Administration
- Directorate of Lands

2.1.1 Housing Directorate

The directorate of Housing fall within the Ministry of land, Housing and Urban Development at the national level. At the County level, the Directorate of Housing is under the Ministry of Land, Housing and Physical Planning. The sectional units of the housing directorate include;

- Housing Department
- Estate Department
- Housing Infrastructure
- Slum Upgrading
- Civil Servant Housing Scheme
- Rent Restriction Tribunal
- Administration and Planning

The housing mandate and functions at the County and Sub-County levels will be distributed and implemented in three (3) departments, that is;

- Housing development and Policy Management
- Appropriate Building Technology
- Estate Management

Further, the execution of the housing functions will involve various sections namely:

- Housing policy
- Human Settlement
- Appropriate Building Materials and Technologies
- Research and development

- Technology trainings and demonstration
- Housing Infrastructure
- Slum upgrading and prevention
- Maintenance
- Inventory, registration and rent collection
- Leasing
- Rent Restriction Tribunal

The implementation of the Housing Directorate functions at the County Level will be aided by the establishment outlined below:

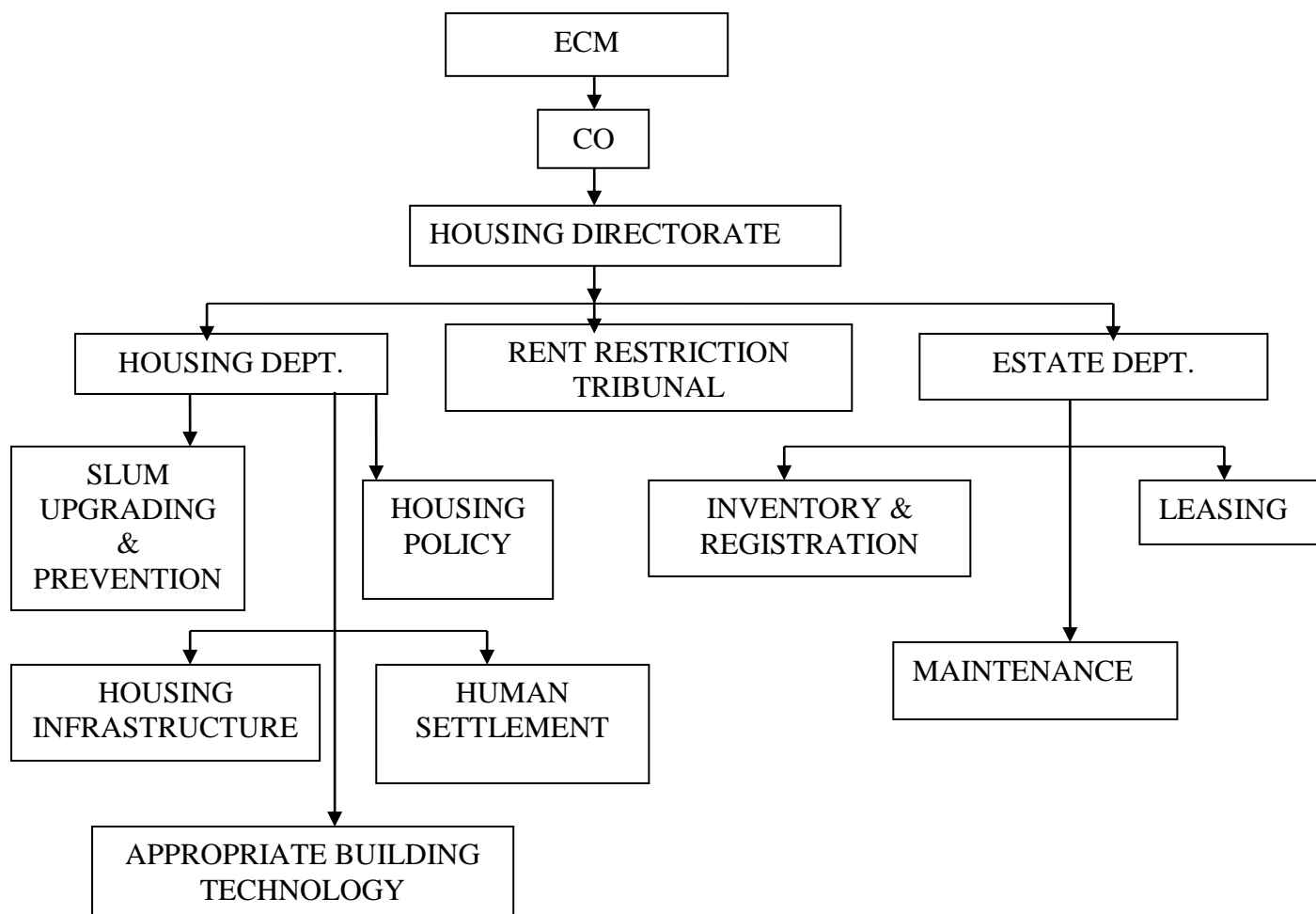
PROPOSED ESTABLISHMENT OF THE DIRECTORATE

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	<u>Directorate of Housing</u> County Director of Housing (Deputy Director)	R	1	
2.	Deputy County Director of Housing (Senior Assistant Director)	Q	2	1-Housing 1-Estate Management
3.	Assistant County Director of Housing (Assistant Director)	P	3	1-Housing 1-Estate Management 1-Slum upgrading
4.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
5.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	3	
6.	Estate Management Assistant III/II/I/Senior	H/J/K/L	3	
7.	Senior Charge hand	J	1	
8.	Artisan III/II/I/Charge hand	E/F/G/H	5	1-Plumber 1-Carpentry 1-Electrician 1-Mason 1-Painter
9.	Personal Secretary III/II/I/Senior	H/J/K/L	2	
10.	Clerical Officer II/I/Senior	F/G/H	1	
11.	Records Management Officer III/II/I/Senior	H/J/K/L	2	
12.	Driver III/II/I/Senior/Chief	D/E/F/G/H	2	
13.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		2	
	TOTAL		29	

PROPOSED SUB- COUNTY HOUSING STAFFING MODEL

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	Assistant Director Housing/Estate	P	1	
2.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
3.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	2	
4.	Estate Management Assistant III/II/I/Senior	H/J/K/L	1	
5.	Artisan III/II/I/Charge hand	E/F/G/H	2	1-Plumber 1-Electrician
6.	Personal Secretary III/II/I/Senior	H/J/K/L	2	
7.	Clerical Officer II/I/Senior	F/G/H	1	
8.	Driver III/II/I/Senior/Chief	D/E/F/G/H	1	
9.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		1	
	TOTAL		13	

HOUSING DIRECTORATE ORGANIZATIONAL STRUCTURE



2.1.2 DIRECTORATE OF PHYSICAL PLANNING, SURVEY AND LAND ADJUDICATION / SETTLEMENT.

The directorate will perform the roles as outlined below:

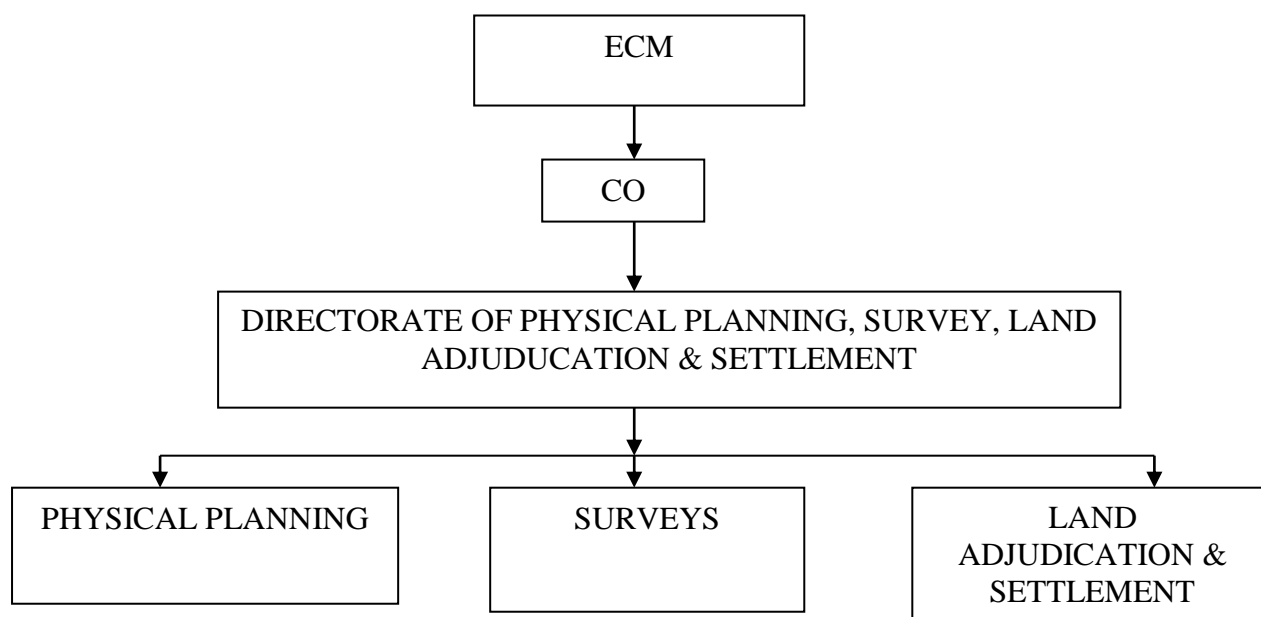
- Establishment and maintenance of geodetic control network
- Surveying, inspecting of maintaining national and international boundaries
- Calibration and maintenance of precise distance and angular measuring equipment used by departmental surveyors.
- Acquisition of small and large photographs for mapping
- Maintenance of all aerial photographic records and supplying the same to other organizations.
- Surveying of production of large and small scale topographic maps.
- Production of the national atlas of Kenya
- Execution of new grant surveys and compilation of deed plans and R.I.Ms
- Approving all title surveys.
- Production of plans for gazettelement of administrative boundaries, forest and national park boundaries.
- Maintenance of storage of all survey records
- Liaison with department of land adjudication and settlement in preparation of plans for land adjudication programmes.
- Provide and co-ordinate training and research in surveying and mapping.
- Production of R.I.Ms for settlement schemes, groups ranches, company and co-operative farms.
- Production, maintenance and provision of geographical data in digital form
- To facilitate security of tenure by ascertaining and recording rights and interests on land
- To identify the arable agricultural land for settlement purposes.
- To facilitate land and development loans acquisition and recovery.
- To facilitate preparation of all settlements land records for documentation and land registration process
- Formulation of County Spatial Plan, Local Physical Development Plans, policies, guidelines and strategies
- Preparation of Part Development Plans
- Development control
- Advisory role
- Conflict resolution on spatial planning matters

- Ascertainment of existing customary land rights and interests of individuals and groups over trust land
- Acquisition of agriculturally viable land for settlement
- Administration of agriculture settlement fund
- Facilitation of provision of basic physical infrastructure in settlements schemes
- Generation and collection of land revenue and other charges
- Documentation and preservation of public utility land in settlement and adjudication areas

PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	DEPARTMENT OF SURVEY/SETTLEMNT			
1.	COUNTY DIRECTOR OF SURVEY	R	1	
2.	DEPUTY COUNTY DIRECTOR OF SURVEY	P	1	
3.	SENIOR SETTLEMENT OFFICER	M	1	
4.	SENIOR LAND SURVEYOR	M	1	
5.	LAND SURVEYORS	L	2	2
6.	SETTLEMENT OFFICERS	J,K	2	
7.	LAND SURVEYORS ASSISTANT	H,J,K,L	7	
8.	CARTOGRAPHIC ASSISTANT	H,J,K,	3	
9.	SECRETARY	J	2	
10.	CLERICAL OFFICERS	G,H	3	
11.	SUPPORT STAFF	D,E	3	
12.	DRIVER	E	1	
	DEPARTMENT OF PHYSICAL PLANNING			
1	COUNTY DIRECTOR OF PLANNING	R	1	
2	DEPUTY COUNTY DIRECTOR OF PLANNING	Q	1	
3	SENIOR PLANNER	M	1	
4	PLANNERS	L,M	5	
5	DRAUGHTSMEN	K,L	2	
6	CLERICAL OFFICER	G	1	
7	SECRETARY	J	1	
8	DRIVER	E,G	1	
9	SUPPORT STAFF	E	2	

ORGANOGRAM



2.1.3 DIRECTORATE OF LANDS

The directorate of lands at the county level will deal with the following:

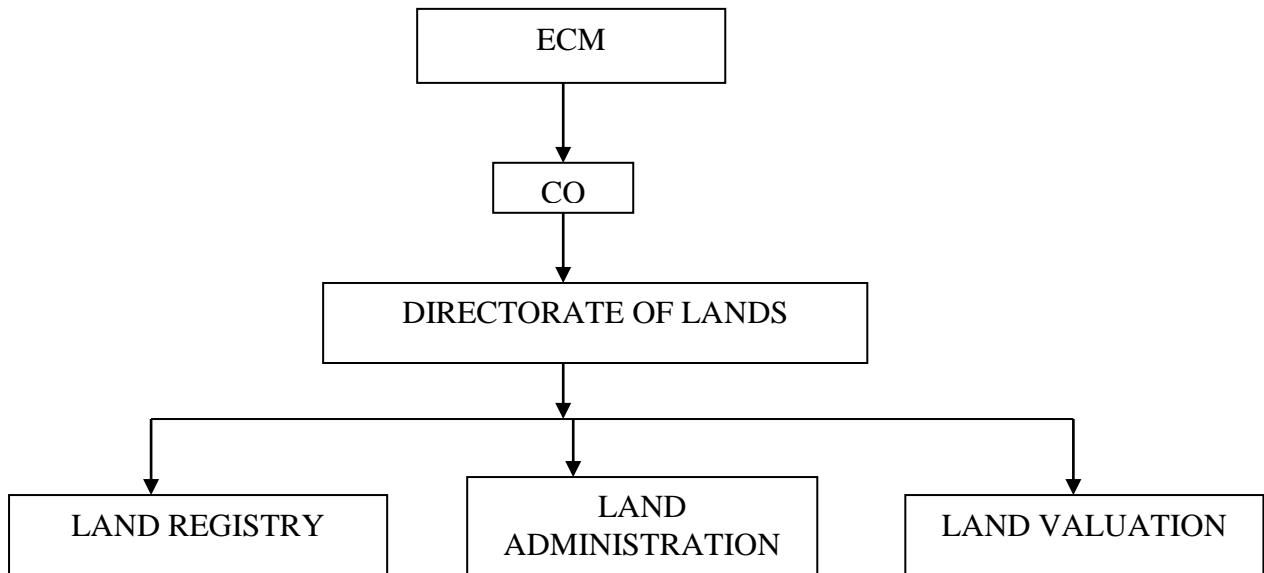
- Policy formulation for management and administration of land.
- Processing and issuance of title deeds.
- Registration of land transactions and other legal documents.
- Determination of land and boundary disputes.
- Generation and collection of land revenue and other fees.
- Provision of reliable land information.
- Valuation of land and assets and various purposes

PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	LANDS DEPARTMENT:			
1.	COUNTY DIRECTOR OF LANDS	R	1	

2.	DEPUTY COUNTY DIRECTOR OF LANDS	Q	1	
3.	ASSISTANT DIRECTORS OF LANDS	P	2	
4.	SENIOR LAND REGISTRAR	M	1	
5.	ASSISTANT LAND REGISTRARS	K	2	
6.	LAND VALUER	K	2	
7.	LAND OFFICER	K	2	
8.	CLERICAL OFFICERS	H, J, K	6	
9.	SECRETARIES	J	3	
10.	DRIVER	G	1	
11.	SUPPORT STAFF	D, G	2	
12.				
13.				
	TOTAL		23	

PROPOSED ORGANOGRAM



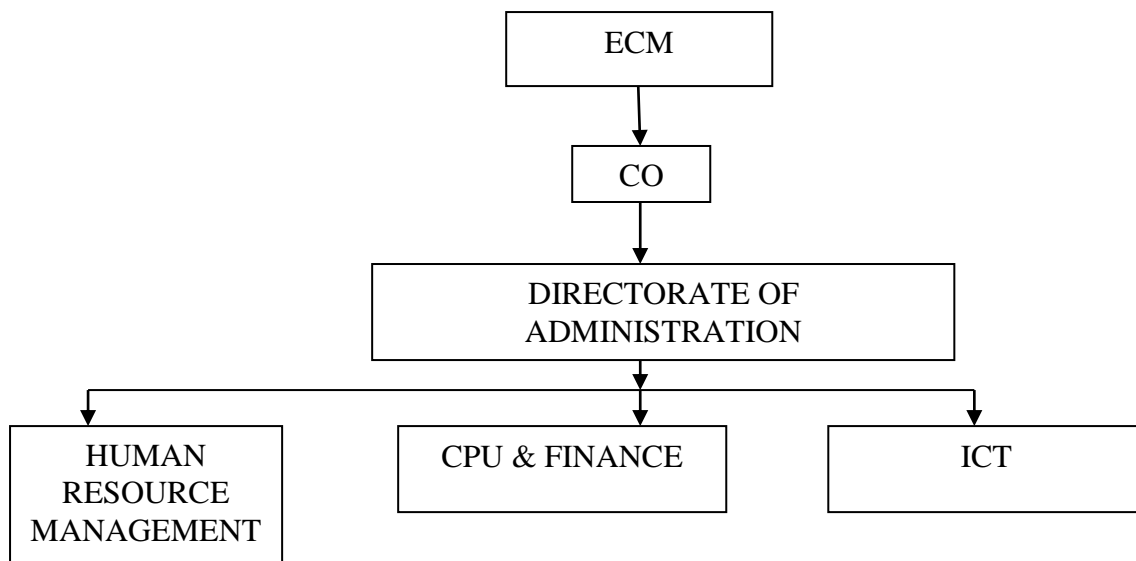
2.1.4 DIRECTORATE OF ADMINISTRATION

The directorate will perform co-ordinate policy implementation, financial management and personnel matters.

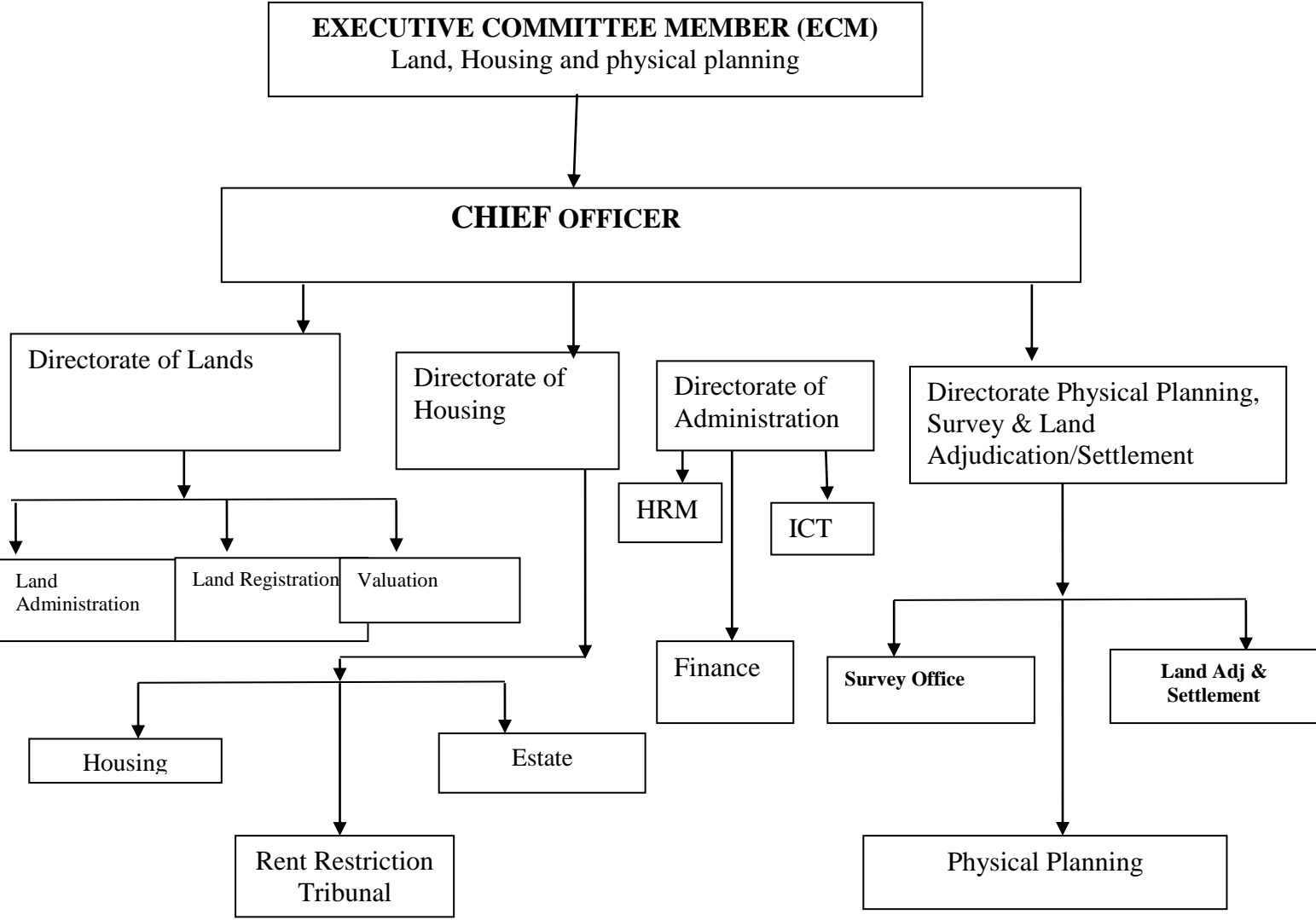
a) PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	ADMINISTRATION DEPARTMENT:			
1.	Director of Administration	R	1	
2.	Senior Deputy Director	Q	1	
3.	Accountant	K	1	
4.	ICT Personnel	K	1	
5.	Human resource officer	K	2	
6.	Clerical officers	J	4	
7.	Secretaries	G,J, M	3	
8.	Records Management Officer	J,K	2	
9.	Drivers	H, J	3	
10.	Support Staff	E,G	3	
	TOTAL		21	

ORGANOGRAM



2.1.5 PROPOSED ORGANIZATIONAL STRUCTURE OF THE MINISTRY:



2.2 strengths, weaknesses, opportunities, and threats (SWOT) analysis

2.2.1 Introduction

This chapter provides an analysis of the operating environment within which the 2013-2017 strategic plan will be implemented and it takes into account challenges that affect the attainment of the Ministry's objectives and the vision 2030. In order to assess the Ministry's capacity to efficiently and effectively deliver services in the public, an analysis was carried out to determine the strengths, weaknesses, opportunities and Threats (SWOT) and Political, Economic, Social, Technical, Environmental and Legal (PESTEL).

2.2.2 SWOT Analysis

The SWOT analysis provided insights into the Ministry's internal and external environment. The internal environment focuses on strengths and weaknesses while the external on opportunities and threats.

Strengths

The identified strengths of the Ministry include:

- Devolved services to the county level;
- Existing legal frameworks;
- Professional and skilled staff;
- Existence of institutional set – up to mainstream cross-cutting issues;
- Capacity to generate revenue and AIA;
- Reforms oriented leadership.

Weaknesses

The weaknesses identified include:

- Inadequate human resource;
- Uncoordinated and incoherent land laws and policies;
- Uncoordinated and incoherent land laws and policies;
- Poor linkages between departments;
- Weak linkage between spatial planning and development planning;
- Poor implantation of monitoring and evaluation reports;
- Manual records management system;
- Scattered geo-spatial data;
- Poor work ethics.
- Bureaucratic red tape and non-value adding work processes;
- Inadequate budgetary provisions; and

- Fairly large de- motivated staff.

Opportunities

The opportunities identified include:

- Political goodwill
- Increased demand for land services
- New partnership with Civil society organizations and other stakeholders;
- On going public sector reforms;
- Public awareness on land rights and issues;
- Availability of modern technology; and issues;
- E-government initiative and emerging technologies.

Threats

The threats identified include:

- Conflicts in land use patterns;
- Political interference;
- Vested interests on land;
- Insecurity of records and offices;
- Competing land resource management institutions;
- Unpredictable budgetary cuts.
- Inadequate capacity by local authorities to enforce land development conditions.
- Undue attachment to land leading to insatiable demand;
- Inadequate and costly communication infrastructure;
- Corruption;
- Natural attrition and HIV/ AIDS;
- Poor public perception of the Ministry;

Successful implementation of the plan will depend on how the Ministry enhances the internal strengths and exploits the existing opportunities. It will also anchor on how the weaknesses in operations are managed and how factors that pose a threat to the achievement of planned activities are minimized.

2.2.2 PESTEL Analysis

The political, economic, social, technological, environmental and legal (PESTEL), analysis explains the situation under which the plan was prepared.

Political

Kenya is a member of regional and international organizations including African Union(AU), New Partnership for African Development (NEPAD), common Market for Eastern and Southern African(COMESA), Inter Governmental Authority on Development (IGAD) and EAST African Community (EAC) and United Nations (UN). It is also a signatory to various international protocols, some of which have a bearing on access and use of land as provided for in the constitution of Kenya 2010 and vision 2030.

The implementation of the strategic plan requires an internal political situation that inculcates culture of compliance with laws that relate to management of land. In addition to governance structures should promote open engagement in matters of land management, peace building and reconciliation to improve land conflicts management.

Economic

The identified economic factors include:

- High incidences of poverty;
- Fluctuation in economic performance;
- Low repayment of SFT loans.
- Speculative demand for land; and
- Inadequate funds.

Social

The identified social factors include:

- Conflicts in land use;
- Multiple land resources management institutions;
- Sub-division of land into uneconomic units;
- Proliferation of informal settlements;
- Undue attachment to land leading to insatiable demand.
- Landlessness and unemployment.
- Negative perception from the public towards the Ministry.
- Adverse effects of HIV / AIDS pandemic.
- Lack of respect for boundary markings and pillars; and
- Slow pace of inter- ethnic integration.

Technical

The identified technological factors include:

- Rapid change of technology.
- Slow pace of ICT adoption

- Inadequate technological infrastructure in the county; and
- Uncoordinated Land Information Management System.

Environmental

The identified environmental factors include:

- Land degradation;
- Encroachment onto fragile ecosystems and water catchment areas;
- Urban sprawl;
- Subdivision of land into uneconomic units; and
- Urban decay.

Legal

The identified legal factors include:

- Backlog of land disputes;
- Inadequate capacity by local authorities to enforce land development conditions;
- Lack of legal conflicting land laws;
- Unauthorized encroachment on private land; and
- Inadequate training for land Tribunals and control boards.

2.3 Stakeholders analysis

	Stakeholder	Function
	National Government/County Government	<ul style="list-style-type: none"> ▪ Policy guidance ▪ Formulation of conducive laws and training on management skills Enforcement of laws Resource provision
	Community	<ul style="list-style-type: none"> ▪ Implementation ▪ Provision of both skilled and unskilled labor ▪ Identify facilities to be repaired/ rehabilitated. ▪ Participate in decision making on issues affecting the sector ▪ Provide land to construct facilities ▪ Actively support the community strategies through active participation;

		<ul style="list-style-type: none"> ▪ To actively participate in and contribute to the provision of facilities through cost sharing ▪ Active participation in prioritization of projects and provide information on planning issues ▪ Engage in conservation of environmentally fragile areas ▪ Mobilization <p>Promote investment in conservation of tourist attraction areas/sites</p>
	Other Government Departments	<ul style="list-style-type: none"> ▪ Identification of facilities to be provided for in the plans ▪ Participate in decision making on issues affecting the sector <p>Plan implementation</p>
	County Assembly	<ul style="list-style-type: none"> ▪ Legislation <p>Ensure quality and timely approval of policies</p>
	Development Partners and International Organizations (UN-Habitat, Shelter Afrique, Sida, World Bank)	<ul style="list-style-type: none"> ▪ Inject new resources in form of credit, grants and material support <p>Support training and capacity building</p>
	Civil Society Organizations	<ul style="list-style-type: none"> ▪ Creation of awareness on rights and privileges of the public ▪ Management and promotion of good governance through advocacy of the rights of the minority and farmers. ▪ Construction of facilities ▪ Capacity Building
	Kenya National Bureau of Statistics (KNBS)	Collection and dissemination of consumable data for planning purposes
	NGOs	<ul style="list-style-type: none"> ▪ Financial resources ▪ Capacity building ▪ Technical and logistical supports ▪ Creation of awareness on rights and privileges

		<p>of the public</p> <ul style="list-style-type: none"> ▪ Management and promotion of good governance through advocacy of the Rights of the minority ▪ Construction of facilities ▪ Civic education ▪ Advocacy <p>Mainstreaming gender, youth, physically challenged and other disadvantaged groups issues into planning programmes</p>
	Private Sector	<ul style="list-style-type: none"> ▪ Partners in service provision ▪ Promotion of private enterprises and competition and supplement government effort through PPP ▪ Formulation of priorities
	Service Providers	<ul style="list-style-type: none"> ▪ Timely provision of quality supplies and contracted services
	Banks and Non-Bank financial institutions	<ul style="list-style-type: none"> ▪ Provision of mortgages ▪ Provision of housing development and infrastructure loans
	Academic / research institutions	<ul style="list-style-type: none"> ▪ Participating in collaborative research on appropriate building materials and financing models
		<ul style="list-style-type: none"> ▪

2.5 Challenges

The Sector experiences challenges which impact on its operations. These challenges include the following;

- Population pressure
- Cultural practices on inheritance leading to high fragmentation and uneconomical plot sizes. These have lead to conversion of slopes into farm land leading to increase in environmental damage. The affected groups have also not able to meet their subsistence needs.
- Poor land use practices – accelerated land degradation and declining land productivity
- Lack of set land standards for land subdivision
- Encroachment onto protected land

- Urban sprawl
- Disconnect between plan preparatory and implementing agencies
- Poor coordination between the various sectors operational within the county leading to absence of broad based consultation
- Low adherence to set physical planning laws and regulations by the members of the public
- Land use conflicts
- Unavailability of some public utilities/facilities within the county
- Population growth and demand for land leading to uncontrolled land subdivisions
- Lack of appropriate technical and institutional capacity of implementing agencies
- Unavailability of Planning Information for some areas(Aerial Photographs, History of some of the Centres)
- Inadequate affordable and decent housing
- Lack of readily available serviced land for public housing development. At national scale, it is estimated that out of a total 150,000 housing units required annually in urban areas, only 35,000 units are produced
- The shortage of housing for low-income households is particularly acute in urban areas and the situation has been aggravated by establishment of the County Government
- Since 1966/67 Policy, investment in housing sector has been minimal and sporadic. This is as a result of lack of an enabling environment for private sector participation in housing delivery process particularly for lower middle and low-income groups
- Low government funding
- High cost of finance
- High cost of building and construction materials
- Inappropriate building and construction technologies
- Limited research on low cost building materials and construction technologies
- Stringent planning regulations and standards
- High cost of infrastructure
- High poverty levels have limited access to decent housing particularly for the urban poor The poverty situation has been aggravated by high rate of urbanization and other global socio-economic trends
- Acute shortage of habitable dwellings
- Inadequate infrastructural services
- Overcrowding and expansive slums and informal settlements
- Institutional housing situation for public servants have continued to be characterized by low levels of maintenance and development of new housing stock

- Low government funding
- Population pressure
- Unsustainable land use
- Land administration
- Lack of set land standards for land subdivision
- Manual land information systems
- Lack of first order survey and other reliable controls within the county

2.6 Performance and Achievements of the Sector

Key factors that have worked for effective implementation of projects in the department include:-

- Visionary leadership
- Effective mobilization and prudent utilization of resources
- Continuous and integrated capacity building of staff
- Effective partnerships
- Effective project planning, monitoring and evaluation
- Teamwork and commitment by staff

2.7 ongoing and proposed projects and programmes

County Flagship projects

In Kenya Vision 2030 and its First Medium Term plan the ministry of land, Housing and Urban Development will play a critical role in its implementation. The Ministry will be implementing the following flagship projects under vision 2030 namely:

- Developing and implementation of the county spatial plan and Local Physical Development Plans
- Creating a consolidated county geographic information system (GIS)-based data based System / computerized land registry
- Modernization of land Registry
- Setting of a cartographic studio
- Setting up a land bank through public-private partnership.
- Improve work environment
- Developing and maintaining a public land inventory.
- Process Re-engineering
- Establishment of Appropriate Building Materials and Technology Centres in each Constituency
- Facilitating development of 1,000 housing units annually
- Integration of National Housing legislations into County Legislative Frameworks (Draft Housing Bill, National Housing Policy, Draft Built Environment Bill, Draft National Maintenance Policy, Building Code, National Building regulations, Draft National Slum Upgrading and Prevention Policy)
- Housing Infrastructure Development in informal settlement

2.7.1 The County Spatial Plan/Local Physical Development Plans

The need for preparation of spatial plans is recommended under agriculture, manufacturing urbanization, and environmental management which are priority sectors under Vision 2030. The plans will provide a spatial illustration of national projects and will identify strategies for land development. The plans will address issues such settlement, environment, transport, and economic development. They will form the basis upon which development activities in support of Vision 2030 will take place.

2.7.2 County geographic information system (GIS)

This is a computer-based information system that enables the capture, management, and analysis of geographically referenced land-related data in order to produce land information for decision-making in land administration and management. This will be achieved through establishment of a transparent, decentralized, affordable, effective and efficient GIS based Land Information Management System, digital mapping and modernization of land registry. It will also involve revamping the recording system, revising the land maps

and computerization of land registries for effective service delivery. This system will contribute to poverty reduction, good governance and improved security of tenure. Land databank will also be developed in the consolidated land registries which will contain idle and under-used lands. This will enable investors willing to invest in the land resource having access to the information.

2.7.3 Modernization of Land registries

A record of all land transactions will be maintained in land registries. The development of land registries will focus in creating publicly accessible land registries, under an improved governance framework. This will involve rehabilitation and construction of modern registries and reconstruction of worn out/torn land records in readiness for the computerization programme. During this period the sector will reconstruct all worn-out/torn land records, rehabilitate and equip land registry .

2.7.4 Improve work environment

The Ministry will improve work environment by:

- Rehabilitating and establishing of office spaces
- Promoting positive organizational culture and work ethics
- Developing and retaining well motivated workforce
- Ensuring provision of appropriate tools and equipments
- Ensuring use and timely accounting of resources
- To improve service delivery
- To motivate staff

2.7.5 Process Re-engineering

The Ministry will review the tools, processes and procedures for effective and efficient land administration and management, to reduce bureaucratic red tape by obviating non-value adding work processes

2.7.6 Land Banking

The Government will acquire private land for public utility and investment for infrastructural needs

2.7.7 Establishment of Appropriate Building Materials and Technology Centres (ABMTCs) in each Constituency

Kenya Vision 2030 propagates for the establishment of Constituency ABMTCs Countrywide under its flagship projects. The Constituency technology centres aim to serve as local sites for Appropriate Building Materials and Technology training, demonstrations and disseminations for effective technology promotion and transfer.

2.7.8 Facilitating development of 1,000 housing units annually

The process of urbanization is on an upward trend both nationally and countywide. The growth being experienced is however not matched with the provision of essential ingredient notably, the housing stock. Vision 2030 advocates for the Government facilitation of 200,000 housing units nationally to cater for the high urban housing demand annually. At the County level, the towns of Nyamira County are equally growing at a rapid rate given the various opportunities created by introduction and actualization of devolution facets. This rapid population increase in our urban areas has exerted a lot of pressure on the few available accommodation facilities and urgent action need to be taken by all stakeholders to ensure attainment of expanded housing stock to meet the demand. Out of this realization, the County Government will work towards facilitating provision of 1,000 affordable housing units annually within the County.

2.7.9 Integration of National Housing legislations into County Legislative Frameworks

The housing sector lacks enabling essential legislative tools for proper guidance and coordination of housing development and maintenance activities. At the National level, Vision 2030 propagates for fast-tracking enactment and operationalization of Draft Housing Bill 2006. Other legislative and policy frameworks include: National Housing Policy, Draft Built Environment Bill, Draft National Maintenance Policy, Building Code, National Building regulations, Draft National Slum Upgrading and Prevention Policy. The above legislative initiatives should be dispensed with and integrated into the County Legislative frameworks to enable the sector move forward.

2.7.10 Setting of a cartographic studio

The survey department will strive towards the establishment of a fully functional cartographic studio to aide in the production of materials and other cartographic works.

2.7.11 Housing Infrastructure Development in informal settlement

Housing function at the county level include facilitating development of housing units through various strategies. One such undertaking is the role of the County Government as an enabler and as such, there is need to provide housing infrastructure including access roads, sewer system, water and sanitation services, street lighting/flood lights.

The infrastructure provision is aimed at opening the underdeveloped/potential areas for housing development by the private sector/real estate developers.

CHAPTER THREE

STRATEGIC MODEL

3.1 Mandate

The new constitutional dispensation resulted in the emergence of new Governance structure in the Country. Such changes include the reorganization of the Government Ministries with the County having the dockets of Land, Housing and Physical Planning whose equivalent is the Ministry of Lands, Housing and Urban Development at the National level. The Housing Sector Functions both at the National and County Government are guided by a number of policy documents reference to which include: the comprehensive Housing Policy developed in 1966/67 as Sessional Paper No. 5; the revised Housing Act of 1990; Sessional Paper No.3 of 2004 on National Housing Policy.

3.2 vision

To be a leading entity in the provision of efficient, sustainable, equitable use of county land resources and facilitation of adequate housing provision to the residents of Nyamira.

3.3 Mission

To steer positive land reforms for improvement of livelihood of county citizen through efficient administration, equitable access, secure tenure, sustainable management of the land based resources and facilitation of housing provision in sustainable human settlement.

3.4 core values of the sector

The ministry will uphold the following core values in undertaking its mandate;

- Team spirit, consultative and public participation
- Prompt, effective, impartial, customer responsiveness
- Integrity, honesty, accountability and transparency
- Patriotism
- Pro-activeness, cost-effectiveness and innovativeness
- High standards of professional ethics
- Gender equity, equality and protection of vulnerable groups

3.5 Strategic issues and objectives

i) Formulation of a county Land Use Policy

A county Land use Policy will be formulated to form the basis for future land use planning for various purposes and encourage a multi-sectoral approach to land use planning by creating an enabling environment for investment and exploitation of natural resources .

Objective – To provide appropriate guidelines for sustainable use of land

ii) Formulation of County Spatial Data Infrastructure Policy

The Ministry will prepare a county Spatial Plan to guide socio-economic development and natural resources management . The plan will provide an appropriate spatial framework for preparation and implementation of county , regional and local and use plans and ensure that the planning process is participatory and meets the stakeholders needs will be central for the preparation of other sectorial master plans namely agricultural , transport , tourism , urban development and environment .

Objective- To Provide a Spatial Framework for Socio-Economic Development of the Country

iii) Preparation of County/Regional and Local Physical Development Plans

The Ministry will prepare regional and local physical development plans to guide the use of land in urban and rural areas .

Objective- To provide a basis for investment and use of land in urban and rural areas

The Ministry will develop and implement a GIS based National Land Information Management system to support timely decision making.

Objective- To improve data capture, storage and access through automation of land management processes

iv) County Geodetic Mapping

The Ministry will modernize and upgrade its reference system to conform to the regional and international reference systems.

Objective – To improve survey and mapping services through modernization of geodetic networks

v) Legal framework

The Ministry will undertake legal framework by formulating at least two county land acts.

Objective – To ensure efficient and effective service delivery

vi) Security of tenure for sustainable development

Most land in the county is registered , but requires sustainable undertakings in the following :

- Registration of land transactions
- Resolution of land and boundary disputes

1) Registration of Land Transactions

The ministry will accelerate registration of unregistered land transactions.

Objective – To Ensure Security of Tenure and Facilitate Investment

2) Resolution of Land and Boundary Disputes

Measures to clear the huge backlog of land and boundary disputes will be put in place.

Objective – To minimize conflicts and improve land market

vii) Improve Work Environment

The Ministry will improve work environment by:

- Rehabilitating and refurbishment of existing land registry
- Promoting positive organizational culture and work ethics
- Developing and retaining well motivated workforce
- Ensuring provision of appropriate tools and equipments
- Ensuring use and timely accounting of resources
- To improve service delivery
- To motivate staff

viii) Process Re-engineering

The Ministry will review the tools, processes and procedures for effective and efficient land administration and management

Objective – To reduce bureaucratic red tape by obviating non-value adding work processes

ix) Land Banking

The county government will acquire private land for public utility and investment.

Objective – To provide land for infrastructure and investment

3.6. Strategic Performance Indicators

These are the proposed ministry flagship projects with a strategic roadmap in achieving them per the department

- Developing and implementation of the county spatial plan and Local Physical Development Plans
- Creating a consolidated county geographic information system (GIS)-based data system /computerized land registry
- Setting up a land bank through public-private partnership.
- Developing and maintaining a public land inventory
- Improve work environment
- Process Re-engineering
- Geodetic control network
- Facilitating development of 1,000 housing units annually

- Integration of National Housing legislations into County Legislative Frameworks (Draft Housing Bill, National Housing Policy, Draft Built Environment Bill, Draft National Maintenance Policy, Building Code, National Building regulations, Draft National Slum Upgrading and Prevention Policy)
- Establishment of Appropriate Building Materials and Technology Centres in each Constituency
- Housing Infrastructure Improvement in Informal Settlement

3.6.2 ADMINISTRATION DEPARTMENT

Strategy	Activity	Output/Target	Reporting Schedule	Target for the five years	Target					Budget	Responsibility
					Y1	Y2	Y3	Y4	Y5		
1.To Develop Framework for Strategic Plans Preparations	-Awareness forum -Identification of Strategic Areas -Identification of flagship projects -Departmental Work Plans/Strategic Plan -Stakeholder Consultative Forums -Documentation -Implementation -Monitoring, Evaluation and Reporting -Corrective Measures -Benchmarking of Best Practices	Strategic Plans Framework/Monitoring & Evaluation	Quarterly	5	1	1	1	1	1	10M	-County Government of Nyamira -Key Stakeholders -Public
2.To Provide an Appropriate Policy and Legal	-Identification of Appropriate Policy and Legislative Instruments	Legislative Instruments	Quarterly	5	0	2	2	1	0	5M	

<p>Framework for Land Management and Enhancing Housing Development</p>	<ul style="list-style-type: none"> -Establish Institution and Communication Strategy -Preparation of Draft Bills Governing the Sector -Subject Draft Bills to Stakeholder Forums -Preparation of the County Executive Committee (Cabinet) Memo -Develop a Framework of Review and Harmonization -Facilitation of Production of 5,000 Housing Units under Various Schemes 										
<p>3. To Improve Data Capture, Storage and Management of Land Processes and Land Use Planning</p>	<ul style="list-style-type: none"> -Digitization of Land Records -GIS Based County Land Information Management System -County Spatial Data Infrastructure Network -Update, Maintain Maps 	<p>GIS Data</p>	<p>Quarterly</p>	<p>3</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>0</p>	<p>10M</p>	

	<p>and Plans to Support Land Registration, Topographical and Survey Records</p> <ul style="list-style-type: none"> -Establish Geodetic Controlled Monument for Accurate Data - Continuous Observation of Reference Stations Established -County Boundary Monument 										
4.To Establish County Spatial Infrastructure Framework for Sharing Geographical Information	<ul style="list-style-type: none"> -Acquire Geographical Data -Establish Institutional Framework -Holding Stakeholders Working Group -Establish a Local Area Network Plan and Broadband Internet Network 		Quarterly	3	0	1	1	1	0	6M	

3.6.3 LANDS DEPARTMENT

Strategy	Activity	Output/Target	Reporting Schedule	Target for the five years	Target					Budget (Kshs)	Responsibility
					Y1	Y2	Y3	Y4	Y5		
Policy formulation for management and administration of land.	Land administration procedures and regulations	-Policy formulation plans. -land registration acts	quarterly	1	1	0	0	0	0	2 Million	CEM C.O Staff land registry Stake holders
Registration of transactions and other legal documents	. Production of following documents .Transfer .Charge .Discharge .Mutation	-Process title deeds - Register land documents e.g. charge leases	quarterly	7,500	1500	1500	1500	1500	1500	3 Million	CEM C.O Staff land registry Stake holders
Determination of land and boundary disputes	. Production of amended RIM .Site visit -Report	- Peaceful co-existence and good neighbourhood	quarterly	520	104	104	104	104	104	10 Million	CEM C.O Staff land registry Stake holders
Valuation of land and assets on various purposes	RIM production Valuation report	- Valuation of land and property for transfer.	Quarterly	350	70	70	70	70	70	2 Million	CEM C.O Staff land registry Stake holders
-Build adequate capacity to deliver effective and efficient service	Development of legislation for staff training	-Stamp duty Charge - Improve d service delivery	quarterly	10	2	2	2	2	2	5 Million	

3.6.4 PHYSICAL PLANNING DEPARTMENT

Strategy	Activity	Output/Target	Reporting Schedule	Target for the five years	Target					Budget	Responsibility
					Y1	Y2	Y3	Y4	Y5		
To provide a basis for investment and use of land in urban and rural areas	Preparation of Nyamira Local Physical Development Plan	Nyamira Local Physical Development Plan	Quarterly	1	1	0	0	0	0	10M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders
	Keroka Local Physical Development Plan	Keroka Local Physical Development Plan	Quarterly	1	0	0	1	0	0	10M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders

	Preparation Nyansiongo Local Physical Development Plan	Nyansiongo Local Physical Development Plan	Quarterly	1	0	1	0	0	0	5M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders
	Preparation of Local Physical Development Plans for Rural Centres -	Local Physical Development Plans for Rural Centres	Quarterly	8	0	2	2	2	2	28M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders
	Preparation of Local Physical Development Plan for Market & Local Centres -	Local Physical Development Plans for Local Centers	Quarterly	8	0	2	2	2	2	28M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders

											rs
	The County Spatial Plan	The County Spatial Plan	Quarterly	1	0	1	0	0	0	50M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders
	Completion of Ongoing Projects Manga & Miruka Local Physical Development Plans	Miruka & Nyamira Local Physical Development Plans	Quarterly	2	2	0	0	0	0	5M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders
	Preparation of Advisory Plans	Advisory Plans	Quarterly	8	0	2	2	2	2	4M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team

											<ul style="list-style-type: none"> ▪ Stakeholders
To ensure orderly developments in the county	<ul style="list-style-type: none"> ▪ Formation of the Development Control Technical Committee ▪ Development Control Procedures & Regulations ▪ Orderly Physical Developments 	Development Control Meetings	Quarterly	96	0	24	24	24	24	5.5M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ Technical Committee Member ▪ All staff of County Physical Planning Office
To generate County's Geo referencing data to form a basis for spatial planning	<ul style="list-style-type: none"> ▪ GIS Data 	GIS Lab	Quarterly	1	0	0	1	0	0	10M	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office

3.6.5 SURVEY DEPARTMENT

strategy	activity	Output/target	Key performance indicator	Reporting schedule	Target for five years	Target					Budget(k shs)	Responsibility
						Y 1	Y 2	Y 3	Y 4	Y 5		
Strategic objective 1:1 Minimizing conflicts and improve land market productivity												

Solving land and boundary disputes	Receive a complaint, summons from land registrar. production of RIMs for site visits	Determination of land and boundary disputes	Summonses- land registrar courts		300	60	60	60	60	60	1.5M	Surveyors Land registrar
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Strategic objective 1:2 Improve mapping services

Modernization of geodetic network	establishment of first order survey control - purchase of equipment Setting up of survey pillars	County geodetic mapping established	Approved survey plans	Once	60		60				25 M	Director of surveys and county government
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Strategic objective 1:3 Mapping and updating of title maps

Updating of title maps	Receive formal request -Site visit -Map amendment and map revision	Provision of accurate and reliable information	Updated maps		1800	360	360	360	360	360	1.8M	Cartographers Surveyors
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Strategic objective 1:4 Setting up of cartographic office

Charting and amendment of RIM	Purchase of printing machine -Office rehabilitation	Amendment of maps -Printing of maps	Updated maps	once		1	0	0	0	0	7M	Director of surveys County government Executive committee member Chief officer County surveyor
Strategic objective 1:5 Picking of existing developments for the purpose of planning												
Controlling of urban development	Reconnaissance - Pickings	Controlled planning	Well planned urban centers		20	4	4	4	4	4	540,000/ =	Surveyors County planner

3.6.6 HOUSING DEPARTMENT

The department will implement programmes and projects in a wide range of areas notably: real estate; access to housing by civil servants; development and management of strategic government houses; housing infrastructure development; slum upgrading; housing planning, Appropriate Building Materials and Technologies and Monitoring and Evaluation of Housing Sector. The processes of implementing these programmes are as described below:-

3.6.6.1 Real estate management

- Valuation and rental assessment for government houses
- Identification of office space and residential accommodation for county and national government functions, negotiation, preparation and administration of leases
- Preparation and implementation of maintenance work plans for pool, institutional and disciplined forces houses
- Monitoring and evaluation of maintenance projects and programmes
- Categorization and registration of government houses

- Board of survey for government houses
- House administration;
 - i. Placement of tenants(county/district house allocation committees)
 - ii. Housing inventory
 - iii. Rent management
 - iv. Neighborhoods
- Security of government houses;
 - i. Demarcation and surveying of land with government houses
 - ii. Fencing
 - iii. Inventory of land with government houses
- Taking stock of real estate assets for both national and county government interest
 - i. Locating houses
 - ii. Classification (strategic or county houses)
- Capacity building ahead of the onset of devolved government
 - i. sensitization of staff ahead of the devolution of functions
 - ii. Identification of required equipment and staffing levels
- Implementation of government policies on housing
- Preparation of rental indices and market trends in the real estate at county level
- Conducting surveys for housing demand in the context of the devolved government

3.6.6.2 Facilitation of access to housing by civil servants

- Planning, designing, implementation, monitoring and evaluation of housing projects for home ownership and rental by civil servants
- Preparation of guidelines for sale of houses to civil servants.
- Establishment of a framework for civil servants housing development;
- Identification and securing of land for civil servants housing development;

- Resource mobilization and liaison with stakeholders for the development of houses for Civil Servants.
- Investment and accounting of Scheme funds
- Facilitating approval of house loans and liaising with housing finance Institutions in the administration of housing loans;
- Facilitation of acquisition and safe keeping of leases and titles for civil servants houses.
- Legal and Insurance Matters concerning civil servants houses.
- Monthly mortgage repayment.

3.6.6.3 Housing infrastructure development

- Forward Planning
 - Identification and prioritization of projects
- Project Planning and Implementation
 - Planning
 - Design
 - procurement
 - Implementation.
 - Completion and Project Closure
- Monitoring and evaluation of ongoing projects

3.6.6.4 Slum upgrading

- Coordination of all slum upgrading projects
- Research, Policy planning and urban economic development in relation to slum upgrading.
- Installation of social and physical Infrastructure /construction Management
- Social Development and community mobilization
- Low cost Housing Development
- Facilitation of tenure regularization within slums and informal settlements
- Implementation of slum upgrading and prevention projects and programmes
- Identification, implementation and management of projects in the slums and informal settlements

- Creating of income generating activities in partnership with stakeholders
- Coordination of slum upgrading activities and stakeholders
- Environmental conservation
- Facilitation of formation and training of Housing cooperative societies

3.6.6.5 Housing planning, Appropriate Building technologies and Materials and Monitoring and Evaluation of Housing Sector

- Formulation, implementation and review of the National Housing Policy.
- Co-ordination of review and enactment of legislation relating to housing and human settlements
- Facilitation of Housing Development
- Promotion and dissemination of Appropriate Building Materials and Construction Technologies,
- Liaising with NEMA on mitigating against adverse environmental impacts and evaluation/review of EIAs on housing projects
- Liaising with stakeholders to establish and maintain Land Banks for housing development
- Planning, implementing, monitoring and evaluating housing initiatives
- Preparation of type plans and construction manuals on Appropriate Building Technologies
- Promotion of participatory approaches and capacity building in housing development processes
- Serving as National Secretariat for Housing and Human settlements (Permanent Secretariat on National/World Urban Forum -NUF/WUF, UN-Habitat Governing Council, AMCHUD, Shelter-Afrique etc)
- Establishment and operationalisation of National and Constituency ABT Centres
- Organisation, Preparation, Coordination and participation in Observance of World Habitat Day
- Identification, Documentation and dissemination of Best Practice initiatives
- Conducting Surveys on demand and supply of Housing
- Purchase, Maintenance and management of Appropriate Building Technology (ABT) Equipment
- Training communities on Appropriate Building Materials and construction Technologies
- Design, Documentation and dissemination of Incentives in housing sector
- Housing Surveys
- Developing relevant county housing strategies
- Implementation of Housing policy through housing planning
- Implementation of housing sector law(s)and feedback for review purposes

At the County level, the activities earmarked for implementation include:

- Establishment of Appropriate Building Materials and Technology Centres in each Constituency
- Training and Demonstrations on new building technologies to community members
- Facilitating development of 1,000 Public housing units annually
- Development of Strategic Government Houses (Governor, D/Governor, Speaker, D/Speaker, ECMs, Chief Officers etc official residences)
- Integration of National Housing legislations into County Legislative Frameworks (Draft Housing Bill, National Housing Policy, Draft Built Environment Bill, Draft National Maintenance Policy, Building Code, National Building regulations, Draft National Slum Upgrading and Prevention Policy)
- Maintenance / Refurbishment of Government Residential Houses
- Office Space and Residential Accommodation Leasing
- LandLord / Tenant dispute resolution in controlled tenancy
- Housing infrastructure improvement
- Participating in Human Settlement/UN Habitat activities
- Reviewing of EIA/Audit reports on Housing Development projects received from NEMA
- Slum/Informal Settlement Upgrading and Prevention

Strategy	Activity	Output/Target	Reporting Schedule	Target for the five years	Target					Budget	Responsibility
					Y1	Y2	Y3	Y4	Y5		
Facilitate production of 1,000 public and civil servants housing units per year by 2017 under various initiatives	-lobbying County Government for budgetary allocation -inviting private sector participation through PPP -inviting	-Improved housing stock -model civil servant housing (3bedroom) project at Ngara	Quarterly	1,000	200	200	200	200	200	3billion	-County Government -National Housing Corporation -Civil Servant housing

	national government participation through partnership arrangement -developing middle income housing (3bedroom) at estimated cost of 3 million each.	estimated at 4.2Million										Scheme -Housing Finance Company of Kenya -Banks and Micro-
	-Construction of Governor's and D/Governor's Official Residence	- Operational Governor's and Deputy /Governor's Official residence - Governor's model house cost as per public works estimates	Quarterly	2	2	0	0	0	0	95million		-County Governm ent - Transitio nal Authorit y -National Governm ent
	Construction. County Assembly Speakers and D/Speaker's official residences	Operational County Assembly Speakers and D/Speaker's official residences	Quarterly	2	2	0	0	0	0	50million		-County Governm ent - Transitio nal Authorit y -National Governm ent

	Construction of 10no. official residences for ECMs	Operational Executive Committee Members Official residences	Quarterly	10	2	2	2	2	2	100million	-County Governm ent - Transitio nal Authorit y -National Governm ent
	Construction of 10no. official residences for Chief Officers'	Operational Chief Officers' official residences	Quarterly	10	2	2	2	2	2	100million	-County Governm ent - Transitio nal Authorit y -National Governm ent
Formulate and implement housing sector policies	Stakeholder sensitization on Housing Policies and housing strategies	Integrated County Housing Policies	Quarterly	1	1	0	0	0	0	2million	County Governm ent Stakehol ders
Establishment of Appropriate Building Materials and Technology Centres in each Constituency	Establishment of 4No. Constituency ABT Centres Training and field demonstration on use of	Well equipped and operational ized ABMT Centres	Quarterly	4	1	1	1	1	0	52million	-County Governm ent -National Governm ent - Commun ity

	ABTs to stakeholders and community										
Training and Demonstrations on new building technologies to community members	-On-site training and demonstration -research on sustainable application of building materials from the localities	- Acceptance and adoption of innovative building technologies -improved capacity on use of new building technologies - sustainable utilization of building materials	Quarterly	40	8	8	8	8	8	80million	-County Government - Community -Private sector
Maintenance / Refurbishment of Government Residential Houses	-Maintenance of Government residential houses -Establish rent payment check-off system within the County for the devolved housing categories.	-Sufficient revenue for housing improvement	Quarterly	160	32	32	32	32	32	120million	County Government Transitional Authority
Office Space and Residential Accommodation Leasing	-Processing of lease request as received -Timely assessment of facilities	-Duly executed lease agreements	Quarterly	100	20	20	20	20	20	1million	-County Government -Private Sector -National

	-Proper valuation of assessed premises										Government
LandLord / Tenant dispute resolution in controlled tenancy	-receiving of complaints -providing details of Rent Restriction Tribunal (RRT) hearing dates	Harmonious working relationship between landlords and tenants	Quarterly	50	10	10	10	10	10	500,000	-RRT -National Government -County Government - Landlords -Tenants
Housing infrastructure improvement	Coordinate stakeholders and mobilize resources for planning and implementing projects	Infrastructure facilities such as access roads, trunk water systems, trunk sewer systems, storm water drainage systems etc. Increased housing development on serviced land participation	Quarterly	25	5	5	5	5	5	2billion	-National Government -County Government -Private sector - Development partners
Participating in Human Settlement/	-Prepare and participate in regular national,	-Improved County sector Policies	Quarterly	5	1	1	1	1	1	50million	-National Government -County

UN Habitat activities	regional and International Fora with stakeholder within the human settlement arena.	-Influence cross county and national decisions and resolutions that are relevant to Nyamira										Government -Private sector - Development partners
Reviewing of EIA/Audit reports on Housing Development projects received from NEMA	Receive, review and give comments for the EIA reports as forwarded from NEMA.	Environmentally friendly housing projects	Quarterly	10	2	2	2	2	2	500,000		-County Government -NEMA
Development of interventions and support systems	Develop interventions and programmes to address HIV/AIDS, corruption, drug and substance abuse and address disability and gender discrimination at the workplace	Mitigated impacts and reduced incidences of discrimination	Quarterly	5	1	1	1	1	1	500,000		-County Government - National Government
Mainstream M&E in projects and programmes	Coordinate preparation of inventory of programmes and projects;	Integrated M & E in the project cycle	Quarterly	5	1	1	1	1	1	500,000		County Government - National Government

	Develop M&E system and coordinate M&E field visits; Coordinate preparation M&E reports										
											5.656billion

3.6.7 LAND ADJUDICATION AND SETTLEMENT

Strategy	Activity	Output/Target	Reporting Schedule	Target for the five years	Target					Budget	Responsibility
					Y1	Y2	Y3	Y4	Y5		
Recovery of S.F.T loans	-Demand Notices -Sensitization Meetings -Processing of Refunds - Documentation -Transfer of Land (Discharges)	Discharges	Quarterly	50	10	10	10	10	10	2.5M	County Government -National Government (SFT/ASF) -Other Stakeholders -Beneficiaries
Planning, Surveying and Demarcation/Allocation of Ekerubo Settlement Scheme	-Consultative Forums -Seeking Consent of all Settlers -Seeking Permission from SFT -Scheme plan	Scheme Plans & Allocations	Quarterly	1	0	1	0	0	0	2 M	-County Government -National Government (SFT/ASF) -Other Stakeholders -Beneficiaries

	-Scheme Survey/Demarcation -Allocation										
Ground Status and Regularization of all Public Plots	-Re-Instatement/Re-establishment of P.I Boundaries -Public Participation -Rehabilitation -Ownership Documentation -Re-possession	Identify all PIs	Quarterly	18	0	5	5	5	3	10M	-County Government -National Government (NLC & SFT) -Other Stakeholders -Intended Users

3.7 Cross cutting issues

3.8 proposed organization structure

3.8.1 ORGANIZATIONAL AND IMPLEMENTATION STRUCTURES

Analysis of the functions of the various department that form the Ministry both at the national and county level give an insight into the creation of the directorates to help in effective execution of the Ministry's functions at the county level. The proposed structure would fall into four directorates namely;

- Directorate of Housing
- Directorate of Physical Planning, Survey, Land Adjudication & Settlement
- Directorate of Administration
- Directorate of Lands

3.8.2 Housing Directorate

The directorate of Housing fall within the Ministry of land, Housing and Urban Development at the national level. At the County level, the Directorate of Housing is under the Ministry of Land, Housing and Physical Planning. The sectional units of the housing directorate include;

- Housing Department
- Estate Department
- Housing Infrastructure
- Slum Upgrading

- Civil Servant Housing Scheme
- Rent Restriction Tribunal
- Administration and Planning

The housing mandate and functions at the County and Sub-County levels will be distributed and implemented in three (3) departments, that is;

- Housing development and Policy Management
- Appropriate Building Technology
- Estate Management

Further, the execution of the housing functions will involve various sections namely:

- Housing policy
- Human Settlement
- Appropriate Building Materials and Technologies
- Research and development
- Technology trainings and demonstration
- Housing Infrastructure
- Slum upgrading and prevention
- Maintenance
- Inventory, registration and rent collection
- Leasing
- Rent Restriction Tribunal

The implementation of the Housing Directorate functions at the County Level will be aided by the establishment outlined below:

3.8.3 PROPOSED ESTABLISHMENT OF THE DIRECTORATE

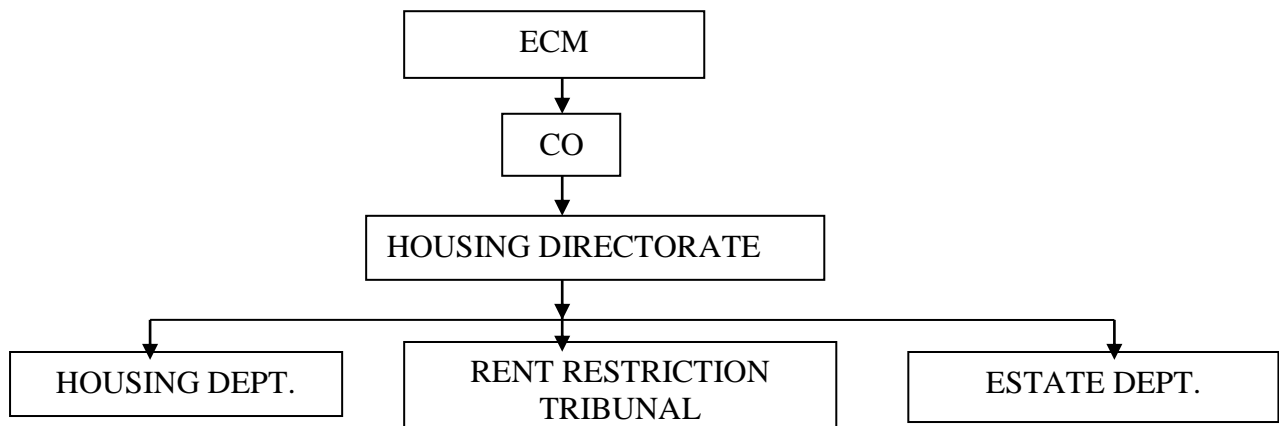
S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	<u>Directorate of Housing</u> County Director of Housing (Deputy Director)	R	1	
2.	Deputy County Director of Housing (Senior Assistant Director)	Q	2	1-Housing 1-Estate Management
3.	Assistant County Director of Housing (Assistant Director)	P	3	1-Housing 1-Estate Management 1-Slum upgrading
4.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
5.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	3	

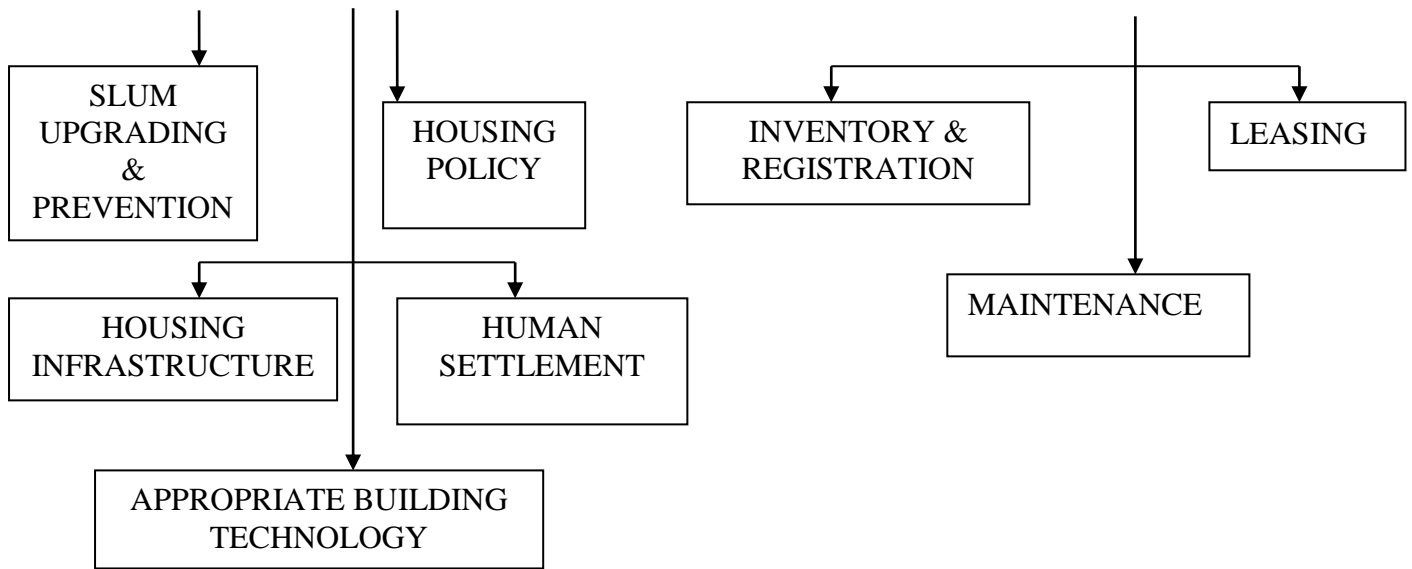
6.	Estate Management Assistant III/II/I/Senior	H/J/K/L	3	
7.	Senior Charge hand	J	1	
8.	Artisan III/II/I/Charge hand	E/F/G/H	5	1-Plumber 1-Carpentry 1-Electrician 1-Mason 1-Painter
9.	Personal Secretary III/II/I/Senior	H/J/K/L	2	
10.	Clerical Officer II/I/Senior	F/G/H	1	
11.	Records Management Officer III/II/I/Senior	H/J/K/L	2	
12.	Driver III/II/I/Senior/Chief	D/E/F/G/H	2	
13.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		2	
	TOTAL		29	

3.8.4 PROPOSED SUB- COUNTY HOUSING STAFFING MODEL

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
1.	Assistant Director Housing/Estate	P	1	
2.	Estate Officer I/Senior/Chief/Principal	K/L/M/N	2	
3.	Housing Officer I/Senior/Chief/Principal	K/L/M/N	2	
4.	Estate Management Assistant III/II/I/Senior	H/J/K/L	1	
5.	Artisan III/II/I/Charge hand	E/F/G/H	2	1-Plumber 1-Electrician
6.	Personal Secretary III/II/I/Senior	H/J/K/L	2	
7.	Clerical Officer II/I/Senior	F/G/H	1	
8.	Driver III/II/I/Senior/Chief	D/E/F/G/H	1	
9.	Support Staff III/II/I/Senior/Cleaning Supervisor 2b/2a/1		1	
	TOTAL		13	

3.8.5 HOUSING DIRECTORATE ORGANIZATIONAL STRUCTURE





3.8.6 DIRECTORATE OF PHYSICAL PLANNING, SURVEY AND LAND ADJUDICATION / SETTLEMENT.

The directorate will perform the roles as outlined below:

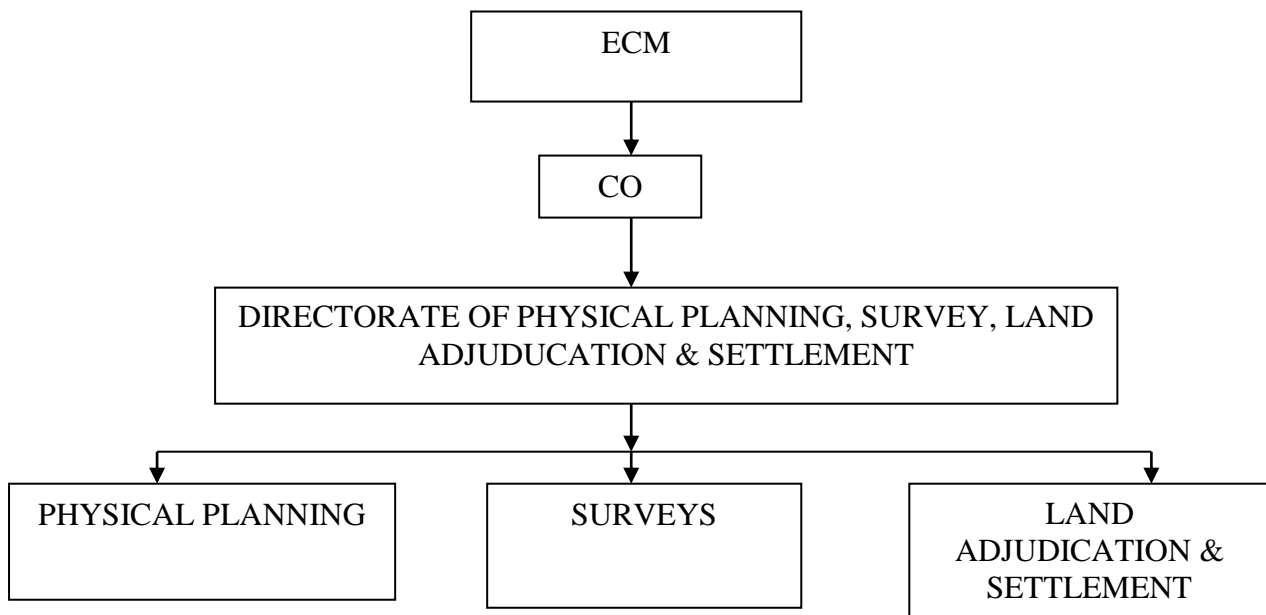
- Establishment and maintenance of geodetic control network
- Surveying, inspecting of maintaining national and international boundaries
- Calibration and maintenance of precise distance and angular measuring equipment used by departmental surveyors.
- Acquisition of small and large photographs for mapping
- Maintenance of all aerial photographic records and supplying the same to other organizations.
- Surveying of production of large and small scale topographic maps.
- Production of the national atlas of Kenya
- Execution of new grant surveys and compilation of deed plans and R.I.Ms
- Approving all title surveys.
- Production of plans for gazettelement of administrative boundaries, forest and national park boundaries.
- Maintenance of storage of all survey records
- Liaison with department of land adjudication and settlement in preparation of plans for land adjudication programmes.
- Provide and co-ordinate training and research in surveying and mapping.
- Production of R.I.Ms for settlement schemes, groups ranches, company and co-operative farms.
- Production, maintenance and provision of geographical data in digital form
- To facilitate security of tenure by ascertaining and recording rights and interests on land
- To identify the arable agricultural land for settlement purposes.
- To facilitate land and development loans acquisition and recovery.
- To facilitate preparation of all settlements land records for documentation and land registration process
- Formulation of Local Physical Development Plans, policies, guidelines and strategies
- Preparation of Part Development Plans
- Development control
- Advisory role
- Conflict resolution on spatial planning processes
- Attend County level meetings on relevant spatial planning concerns

- Ascertainment of existing customary land rights and interests of individuals and groups over trust land
- Acquisition of agriculturally viable land for settlement
- Administration of agriculture settlement fund
- Facilitation of provision of basic physical infrastructure in settlements schemes
- Generation and collection of land revenue and other charges
- Documentation and preservation of public utility land in settlement and adjudication areas

3.8.7 PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	DEPARTMENT OF SURVEY/SETTLEMENT			
13.	COUNTY DIRECTOR OF SURVEY	R	1	
14.	DEPUTY COUNTY DIRECTOR OF SURVEY	P	1	
15.	SENIOR SETTLEMENT OFFICER	M	1	
16.	SENIOR LAND SURVEYOR	M	1	
17.	LAND SURVEYORS	L	2	2
18.	SETTLEMENT OFFICERS	J,K	2	
19.	LAND SURVEYORS ASSISTANT	H,J,K,L	7	
20.	CARTOGRAPHIC ASSISTANT	H,J,K,	3	
21.	SECRETARY	J	2	
22.	CLERICAL OFFICERS	G,H	3	
23.	SUPPORT STAFF	D,E	3	
24.	DRIVER	E	1	
	DEPARTMENT OF PHYSICAL PLANNING			
1	COUNTY DIRECTOR OF PLANNING	R	1	
2	DEPUTY COUNTY DIRECTOR OF PLANNING	Q	1	
3	SENIOR PLANNER	M	1	
4	PLANNERS	L,M	5	
5	DRAUGHTSMEN	K,L	2	
6	CLERICAL OFFICER	G	1	
7	SECRETARY	J	1	
8	DRIVER	E,G	1	
9	SUPPORT STAFF	E	2	

3.8.8 ORGANOGRAM



3.8.9 DIRECTORATE OF LANDS

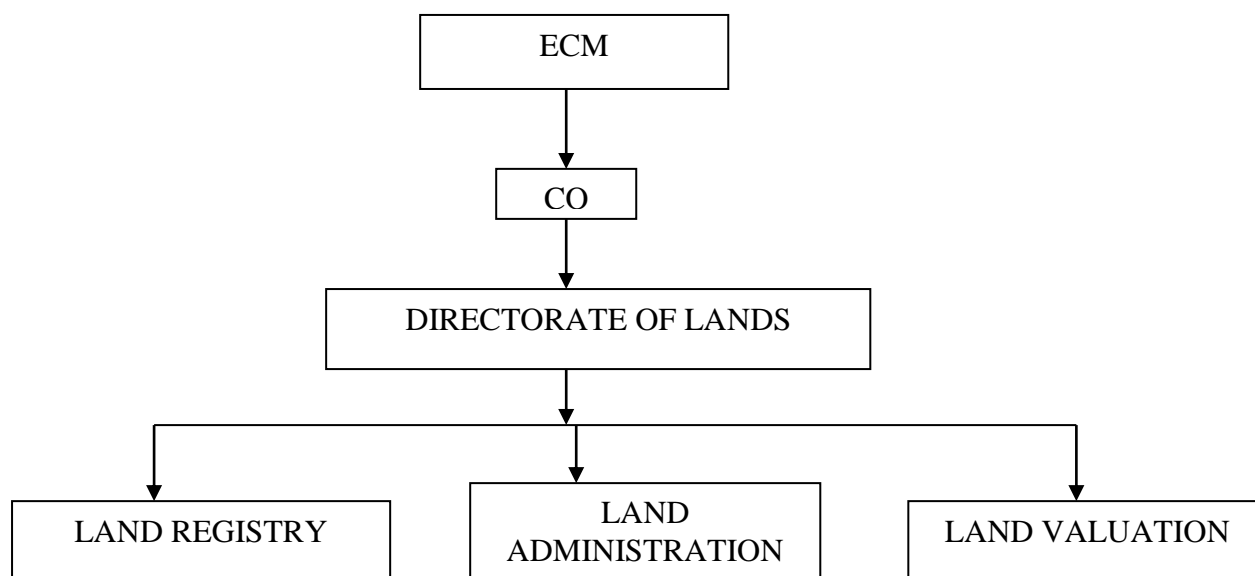
The directorate of lands at the county level will deal with the following:

- Policy formulation for management and administration of land.
- Processing and issuance of title deeds.
- Registration of land transactions and other legal documents.
- Determination of land and boundary disputes.
- Generation and collection of land revenue and other fees.
- Provision of reliable land information.
- Valuation of land and assets and various purposes

3.8.10 PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	LANDS DEPARTMENT:			
1.	COUNTY DIRECTOR OF LANDS	R	1	
2.	DEPUTY COUNTY DIRECTOR OF LANDS	Q	1	
3.	ASSISTANT DIRECTORS OF LANDS	P	2	
4.	SENIOR LAND REGISTRAR	M	1	
5.	ASSISTANT LAND REGISTRARS	K	2	
6.	LAND VALUER	K	2	
7.	LAND OFFICER	K	2	
8.	CLERICAL OFFICERS	H, J, K	6	
9.	SECRETARIES	J	3	
10.	DRIVER	G	1	
11.	SUPPORT STAFF	D, G	2	
12.				
13.				
	TOTAL		23	

3.8.11 PROPOSED ORGANOGRAM



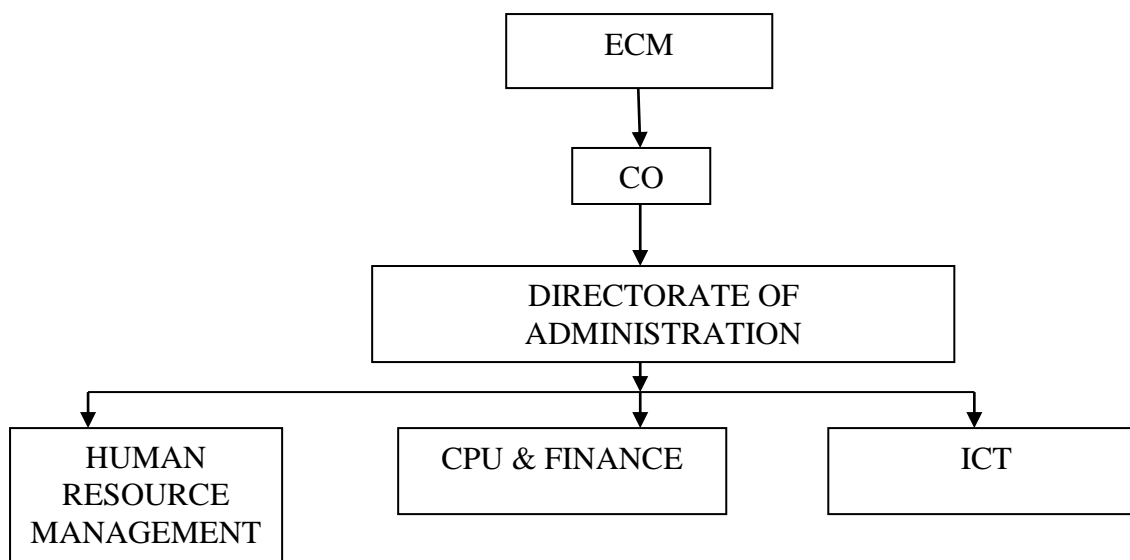
3.8.12 DIRECTORATE OF ADMINISTRATION

The directorate will perform co-ordinate policy implementation, financial management and personnel matters.

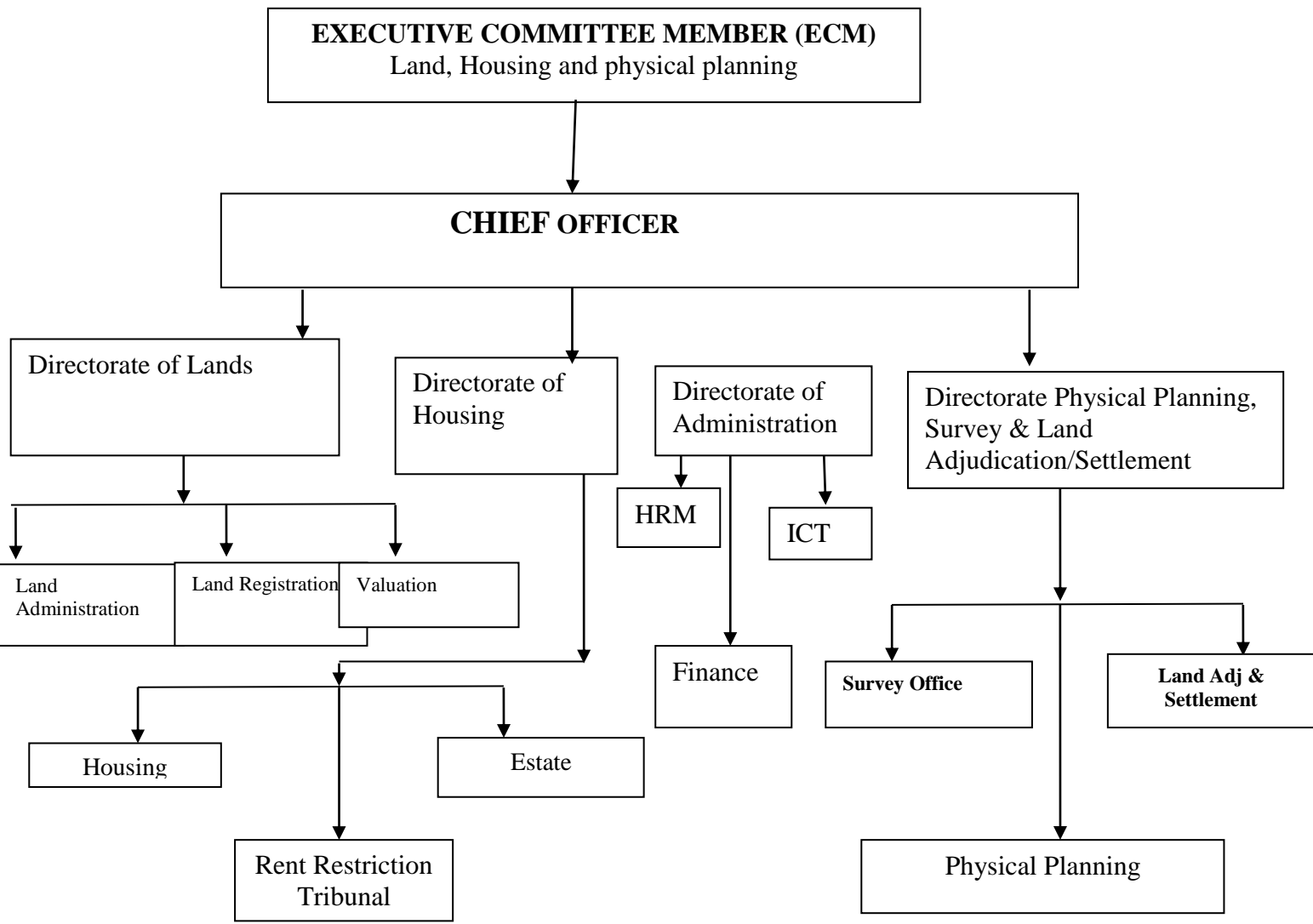
3.8.13 PROPOSED ESTABLISHMENT

S/NO	DESIGNATION	JOB GROUP	NUMBER	REMARKS
	ADMINISTRATION DEPARTMENT:			
11.	Director of Administration	R	1	
12.	Senior Deputy Director	Q	1	
13.	Accountant	K	1	
14.	ICT Personnel	K	1	
15.	Human resource officer	K	2	
16.	Clerical officers	J	4	
17.	Secretaries	G,J, M	3	
18.	Records Management Officer	J,K	2	
19.	Drivers	H, J	3	
20.	Support Staff	E,G	3	
	TOTAL		21	

3.8.14 ORGANOGRAM



3.8.15 ORGANIZATIONAL STRUCTURE OF THE MINISTRY:



CHAPTER FOUR

4.0 STRATEGIC IMPLEMENTATION MATRIX

4.1 IMPLEMENTATION FRAMEWORK:

Duration	Activity	Action by Who
Daily	<ul style="list-style-type: none"> • Timely implementation of service charter • Registration of at least five land transaction per one land registrar • Checking and numbering of at least 5 mutations • Cleaning and arranging offices • Attending to clients inquiries within 5 minutes • Checking and approving at least 3 plans per day • Assessing status of at least 5 Government houses per building inspector/estate management assistant • Timely coordination of programmes 	
Weekly	<ul style="list-style-type: none"> • Resolution of at least two dispute in a week • Execution of valuation and registration reports • Implementation of court orders • Undertaking at least 3 Site visits to development projects/public utility encroachment by survey and physical 	

	<p>planning department</p> <ul style="list-style-type: none"> • Weekly reports and briefs • Policy issues responses 	
Monthly	<ul style="list-style-type: none"> • Monthly reports and returns • Financial returns and reconciliation • Rent collection • Training and demonstration on Appropriate Building Materials and Technologies • Land Subdivision • Land consent processing by County land control board • Appraisal of daily and weekly targets 	
Quarterly	<ul style="list-style-type: none"> • Performance appraisal • Quarterly returns • Preparation of a complete PDP since inception • Human settlement stakeholder meeting • Inventory update of Government assets • Stakeholders forum for sector activities 	
Mid – Year	<ul style="list-style-type: none"> • Mid- Year appraisal of performance targets 	

Annually	<ul style="list-style-type: none"> • Performance contracting • Performance appraisals • Annual work planning • Staff training and sensitization programmes • Development of monitoring and evaluation tools at the beginning of strategic implementation • Process Re-engineering (Performance improvement), RRI, RBM, i.e on quarterly basis • Facilitating development of 1,000 housing units annually 	
Mid – Term	<ul style="list-style-type: none"> • Mid –Term strategic plan evaluation • Resource audit • Corrective measures • Scaling up of strategic implementation (best practice benchmarking) 	
5 year	<ul style="list-style-type: none"> • Comprehensive strategic plan appraisal • Preparation of proceeding strategic plan 	

4.2 SUMMARY OF FLAGSHIP IMPLEMENTATION TIME FRAME.

S/NO	FLAGSHIP PROGRAMMES/ PROJECTS	ESTIMATED COST (KSHS)	TIME FRAME
1.	Developing and implementation of the county spatial plan and Local Physical Development Plans for major urban centres	80M	2014-2016
2.	Creating a consolidated county geographic information system (GIS)-based data system /computerized land registry	2M	2013-2014
3.	Setting up a land bank through public-private partnership by purchase, lease, and PPP (30 acres)	200M	2013 -2017
4.	Developing and maintaining a public land inventory	2M	2013-2014
5.	Improve work environment by office space, reorganization, renovations, equipment and trainings	50M	2013-2017
6.	Process Re-engineering (Performance improvement), RRI, RBM, i.e on quarterly basis	15M	2014-2017
7.	Geodetic control network	5M	2014-2015
8.	Setting up cartographic office	2M	2014 – 2015
9.	Facilitating and construction of 5,000 housing units	15 billion	2013 - 2017
10.	Integration of National legislations into County Legislative Frameworks	6M	2014 - 201
11.	Establishment of Appropriate Building Materials and Technology Centres in each Constituency	52M	2013 - 2017
12.	Housing Infrastructure Improvement in Informal Settlement (access roads, sewer system, water and drainage system, street/flood lights)	2 billion	2014 - 2017
13.	Purchase of a Double Cabin Pick-UP	5M	2013 - 2014
14.	Purchasing of total station	3M	2013 - 2014

CHAPTER FIVE RESOURCE MOBILIZATION

Implementation of this strategic plan will be in tandem with the government planning cycle. The Ministry will therefore develop subsequent annual work plans from the strategic plan. The work plans take into consideration the financial, human and other resources available to the Ministry in each financial year. The Ministerial annual work plans will be underpinned by the department work plans which will focus specific responsibility to individual members of staff in line performance appraisal system. This approach will also enhance performance appraisal at individual, department and corporate level. In each annual work plan, the Ministry will identify activities that guarantee quick wins for rapid results.

In order to ensure timely and effective realization of the planned interventions, the Permanent Secretary will provide coordination and direction. The departments/divisions will be expected to implement their respective components of the plan. They will also provide back on the implementation status of the programmes and projects right from the field offices. The field services will be coordinated through District Land Management Committees.

The implementation of the plan will require huge financial outlay which will mainly be sourced from government and development partners. To supplement the Government efforts in financing the activities of this plan, the Ministry will endeavour to reach out to its key stakeholders.

5.1 Financial Resource Mobilization

The strategic objectives identified will be realized through a number of strategies and activities. The resources required for implementing the identified strategies have been aligned with the MTEF budget and are tabulated in the implementation matrix. Table 1 shows the global amounts of resources required for attaining each of the objectives. A total of Kshs **5,058,000,000** is required to achieve all the strategic objectives for the period 2013/14 to 2016/17.

Table 1: Summary of resources Requirements for the period 2013.2016/17

Strategic Areas

1) Land use planning	2,000,000
2) Spatial Information System	15,000,000
3) Institutional and Legal reforms	2,000,000
4) Improve work environment	30,000,000
5) Process Re-engineering	4,000,000
6) Land Banking	5,000,000,000
7) Monitoring and Evaluation	5,000,000
Grand Total	5,058,000,000

5.2 Human Resource

Currently, the Ministry is operating at a low staffing level of about thirty-nine percent (39%) of the expected establishment. To enable the Ministry realize the objectives of this strategic plan, it is imperative that a work force with requisite skills and core competencies is in place. This calls for review the schemes of service for all cadres within the Ministry and conduct studies to establish the optimal staffing levels and training needs in liaison with the Ministry of State for Public Service. This will ensure that the Ministry attracts, motivates, develops and retains qualified staff

5.3 cross cutting measures

Accountability and Risks

Implementation of this plan is prone to various risks among them, operating , financial , strategic and technology . The specific risks under each of these categories are outlined below.

Strategic Risks

- Constitutional or statutory changes are likely to affect the Ministry's mandate
- High turnover of highly trained technical staff

Organizational risks

- The realization of a new Constitution of Kenya may entail restructuring or re-organization of the Ministry's mandate
- Departments operating in silos . There is no or departmental complementarity in service delivery.

Operational Risks

- Poor remuneration, staff turnover , shortage of office space , redeployment of staff may interfere with implementation of the strategic plan.
- External and sometimes the internal customers do not understand the operational procedures of the Ministry
- Duplication /application of land laws by other Government Agencies is prevalent .

Financial Risks

The following risks may affect the implementation of the Ministry's programmes

- Delayed and /or inadequate funding from the exchequer
- Instituting austerity measures leading to diversion or reduction of funds for the Ministry to cater for national disasters /emergency
- Interrupted flow of donor funds

Technology Risks

- Keeping pace with rapid ICT changes
- Reluctance by officers to embrace new technological changes

- Incessant interruption of treasury system resulting to delays in internal Ministry's operations.

Political Risks

- Changes in political leadership of the Ministry
- Community animosity and suspicion

Mitigation, Monitoring and Reporting of the Risks

In order to mitigate the effects of the risks identifies , the Ministry will put in place the following measures :

- Enhance M&E for early detection of any formative risk
- Adopt Public Private Partnership approach in project /programme implementation
- Carry out appropriate consultations with stakeholders
- Undertake regular training of staff on ICT and upgrading of equipment in tandem with ICT changes and
- Enhance interdepartmental collaboration

CHAPTER SIX: MONITORING , EVALUATION AND REPORTING

6.0 Monitoring

The success of a Strategic Plan implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. It is therefore imperative to put in place a monitoring and evaluation system that is clearly linked to the plan objectives.

6.1 Monitoring and Evaluation Framework

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help track whether the implementation is on course and establish the need for any adjustment in

light of the ever-changing socio-economic environment.

Monitoring, follow-up and control systems will be emphasized at all levels. This will be done through progress reports, review meetings and committees/task forces among others. MoL will conduct surveys to determine the impact of various programmes. Data will be analyzed and results disseminated to improve plan implementation.

6.2 Strengthen Ministerial Monitoring and Evaluation Unit

The Central Planning and Monitoring Unit will ensure that Monitoring and evaluation culture is inculcated in the implementation of the ministerial activities. This will include establishing a Ministerial Monitoring and Evaluation Committee and creating the capacity among the members and in all staff.

6.3 Guiding principles in monitoring strategic plan

To ensure that everybody involved in the plan implementation understands their role in the process, there will be:

- Established standard formats for data collection and reporting.
- Documents to be prepared, periods to be covered and detail of information to be supplied clearly spelt out.

Implementation of a Performance Management System (PMS) making every officer from the Permanent Secretary to all other officers to be accountable for the use of resources and attainment of set targets. The Plan will also be monitored through monthly and quarterly reports from the various implementing departments. The overall success of the Plan will be assessed based on the planned activities. Quarterly review meetings will be held between the head of Central Planning and Project Monitoring Unit and the Heads of Departments during which progress on key strategic objectives will be reviewed.

The nature and scope of reporting will include:

- Progress made against Plan

- Causes of deviation from Plan
- Areas of difficulties and alternative solutions to problems that may adversely affect Implementation

Tracking of specific activities associated with the implementation of the Plan will be on regular basis, at least quarterly, so that adjustments can be made appropriately. The Ministry will adopt Results Based Management and Rapid Results Initiatives to achieve its objectives. The Central Planning and Monitoring Unit in the Ministry will carry out a Programme to strengthen the capacity of the ministry to better plan, supervise and monitor activities and ensure good Governance and a result oriented M & E system. The

proposed activities of the projects aim at capacity building in ministry and enable them create and use effective M & E system.

The project will equip CPU with modern computer based statistical programmes for data analysis and information management system. The system will be linked to the overall national integrated M & E systems under the M & E directorate based at the Ministry of Planning, National Development and Vision 2030. The system will enable online information sharing and feedback between the two units.

Monitoring will be done at the national as well as at the Ministry and Departmental level. M & E indicators will be used to track the achievement of the objectives, outputs and outcomes arising from the various interventions outlined in the Kenya Vision 2030's Medium Term Plan 2008-2012 and this Strategic Plan.

6.4 Guiding principles in Evaluating the Strategic plan

The following evaluation mechanisms will be applied:

- Measuring actual performance against set target levels and establishing size of gap or variance if any.
- Identifying the casual factors for the variance.
- Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategic

CHAPTER SEVEN: LOGICAL FRAMEWORK

These are the proposed ministry flagship projects with a strategic roadmap in achieving them per the department

7.1 ADMINISTRATION DEPARTMENT

Objective	Performance indicators		Actors	Timeframe			Expected Budget Resources
	Expected Outputs	Activities		Quarter	FY	5 Yrs	
1.To develop framework for strategic plans preparations		-awareness forum -identification of strategic areas -identification of flagship projects -departmental work plans/strategic plan -stakeholder consultative forums -documentation -implementation -monitoring, evaluation and reporting -corrective measures -benchmarking of best practices	County Government of Nyamira -Key stakeholders -public				2 million
2.To provide an appropriate policy and		-identification of appropriate policy and					

<p>legal framework for land management and enhancing housing development</p>		<p>legislative instruments</p> <ul style="list-style-type: none"> -establish institution and communication strategy -preparation of at least 2 draft bills governing the sector -subject draft bills to stakeholder forums -preparation of the County Executive Committee (Cabinet) Memo -develop a framework of review and harmonization -facilitation of production of 5,000 housing units under various schemes 				
<p>3. To improve data capture, storage and management of</p>		<ul style="list-style-type: none"> -digitization of land records -GIS based County land 				

land processes and land use planning		<p>information management system</p> <ul style="list-style-type: none"> -County spatial data infrastructure network -update, maintain maps and plans to support land registration, topographical and survey records -establish geodetic controlled monument for accurate data - continuous observation of reference stations established -County boundary monument 				
4.To establish county spatial infrastructure frame work for sharing geographical		<ul style="list-style-type: none"> -acquire geographical data -establish institutional framework 				

information		-holding stakeholders working group -establish a local area network plan and broadband internet network -Preparations of PDPs				
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7.2 LANDS DEPARTMENT

Objective	Performance indicators		Actors	Timeframe			Expected Budget Resources
	Expected Outputs	Activities		quarter	FY	5 Yrs	
Policy formulation for management and administration of land.	-Policy formulation plans. -land registration acts	Land administration procedures and regulations	CEM C.O Staff land registry Stake holders			2013 - 2017	2 Million
Registration of transactions and other legal documents	-Process title deeds - Register land documents e.g. charge leases	. Production of following documents .Transfer .Charge .Discharge .Mutation	CEM C.O Staff land registry Stake holders			2013 - 2017	3 Million
Determination of land and boundary disputes	-Peaceful co-existence and good neighbourhood	. Production of amended RIM .Site visit -Report	CEM C.O Staff land registry Stake holders			2013 - 2017	10 Million
Valuation of land and assets on various purposes	-Valuation of land and property for transfer.	RIM production Valuation report	CEM C.O Staff land registry			2013 - 2017	2 Million

-Build adequate capacity to deliver effective and efficient service	-Stamp duty Charge -Improved service delivery	Development of legislation for staff training	Stake holders			5 Million
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7.3 PHYSICAL PLANNING DEPARTMENT

Objective	Performance indicators		Actors	Timeframe			Expected budget resources
	Expected Output	Activities		Quarter	FY	5 yrs	
To provide a basis for investment and use of land in urban and rural areas	Nyamira Local Physical Development Plan	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders 			2013-2014	10M

		<ul style="list-style-type: none"> ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	rs			
	Keroka Local Physical Development Plan	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders 		2014 – 2015	5M
	Nyansiongo Local Physical Development	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance 	<ul style="list-style-type: none"> ▪ County Executive Member 		2015 - 2016	2.5M

	Plan	<ul style="list-style-type: none"> Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement <p>Approval by the Minister/County Assembly</p>	<ul style="list-style-type: none"> ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders 			
	Local Physical Development Plans for 20 Rural Centres - Four per Year	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team 		2013 - 2017	4M

		<ul style="list-style-type: none"> Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	<ul style="list-style-type: none"> ▪ Stakeholders ▪ Outsourcing 			
	<p>Local Physical Development Plan for 32 Market & Local Centres - 6 Per Year</p>	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders ▪ Outsourcing 		2013 - 2017	6M

	The County Spatial Plan	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of Draft Plan ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office ▪ Planning team ▪ Stakeholders 			2013 - 2014	50M
	Completion of Ongoing Projects Manga, Miruka, Lietego Local Physical Development Plans	<ul style="list-style-type: none"> ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of 	”			2013 - 2014	5M

		<p>Draft Plan</p> <ul style="list-style-type: none"> ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County 				
	Preparation of 5 Advisory Plans per Year X 5	Consultation with stakeholders, drawing of PDPs, Public Notices/Advertisements of Plan, Publication & Circulation Notices, Plan Approval	„			2013-2017 2M
	Preparation of 10 Part Development Plans per Year X 5	Consultation with stakeholders, drawing of PDPs, Public Notices/Advertisements of Plan, Publication & Circulation Notices, Plan Approval	„			2013-2017 5M
To ensure orderly developments in the county	<ul style="list-style-type: none"> ▪ Development Control Team ▪ Development Control Procedures & Regulations 	<ul style="list-style-type: none"> -Vetting of Development Applications -Development Control Meetings 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ Technical Committee 			2013-2017 5M

	<ul style="list-style-type: none"> Orderly Physical Developments 		<ul style="list-style-type: none"> Member All staff of County Physical Planning Office 			
To generate County's Geo referencing data to form a basis for spatial planning	<ul style="list-style-type: none"> GIS Data County Land Use Maps 	Outsourcing	<ul style="list-style-type: none"> County Executive Member Chief Officer All staff of County Physical Planning Office 		2013-2014	2M

7.4 SURVEY DEPARTMENT

Objective	Performance indicators		Actors	Timeframe	Expected Budget
	Expected Outputs	Activities			
To minimize conflicts and improve land market productivity	Resolution of land and boundary disputes accurately and timely.	Receiving a complain, call parties, set date, production of RIM for site visit. (5 cases per month)	Surveyors, district land registrar and stake holders	Continuous within 30 days	25,000/=
To improve mapping services through	County geodetic mapping	-Establishment of first order survey control -Purchase of	-Director of surveys. -county	2013/14 - 2014/15	5,000,000/=

modernization of geodetic networks		equipments(Total station, computers and accessories) --Setting up of survey pillars	government		
Mapping and updating of title maps	Provision of accurate maps and reliable information	-Receive formal request -Site visit -Map amendment and map revision (60 cases per month)	Cartographers -surveyors	2014-2015	360,000/=
Setting up of cartographic office	-Amendment of maps. -Printing of maps -Map revision	-Purchase of printing machine -Office rehabilitation -Technical pens -cabinets(4) -Personnel	-director of surveys -County government -Executive committee member -Chief officer -County surveyor	2013/14- 2015/16	7,000,000/=
picking of existing structure and regulating other up coming towns s for planning purposes (20)	- well planned urban/market/ centres towns relevant to emerging economies of the county - Nyamira,kebirigo-2013/2014 - Keroka,nyansiongo,eke renyo-2014/2015 - manga,ikonge;mokomo	<ul style="list-style-type: none"> ▪ Issuance of Intention to Plan ▪ Reconnaissance Survey ▪ Stakeholders Consultative Meetings ▪ Preparation of Base Maps ▪ Data Collection and Analysis ▪ Preparation of 	<ul style="list-style-type: none"> ▪ County Executive Member ▪ Chief Officer ▪ All staff of County Physical Planning Office 	2013/14- 2016/17	7,500,000 /=

	ni,miruka-2015/2016 - nyamaiya;magwagwa;ri goma;nyaramba;manga sc-2016/2017 -	Draft Plan <ul style="list-style-type: none"> ▪ Presentation of Draft Plan to Stakeholders ▪ Incorporation of Comments ▪ Publishing and Gazettement ▪ Approval by the Minister/County Assembly 	<ul style="list-style-type: none"> ▪ Planning team Stakeholders <ul style="list-style-type: none"> • County Survey staff 		
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7.5 HOUSING DEPARTMENT

Objective	Performance indicators		Actors	Timeframe			Expected Budget Resources
	Expected Outputs	Activities		Quarter	FY	5 Yrs	
Facilitate production of 1,000 public and civil servants housing units per year by 2017 under various initiatives	-Improved housing stock -model civil servant housing (3bedroom) project at Ngara estimated at 4.2Million	lobbying County Government for budgetary allocation -inviting private sector participation through PPP -inviting national government participation through partnership	-County Government -National Housing Corporation -Civil Servant housing Scheme -Housing Finance Company of Kenya -Banks and Micro-		2013 - 2017		3 billion

		arrangement -developing middle income housing (3bedroom) at estimated cost of 3 million each				
	-Operational Governor's and Deputy /Governor's Official residence -Governor's model house cost as per public works estimates	-construction of Governor's and D/Governor's Official Residence	-County Government -Transitional Authority -National Government		2014-2015	95 million
	Operational County Assembly Speakers and D/Speaker's official residences	Construction. County Assembly Speakers and D/Speaker's official residences	-County Government -Transitional Authority -National Government		2014 - 2015	50 million

	Operational Executive Committee Members Official residences	Construction of 10no. official residences for ECMs	County Government -Transitional Authority -National Government		2014 - 2017	100 million
	Operational Chief Officers' official residences	Construction of 10no. official residences for Chief Officers'	County Government -Transitional Authority -National Government		2014-2017	80 million
Formulate and implement housing sector policies	Integrated County Housing Policies	Stakeholder sensitization on Housing Policies and housing strategies	County Government Stakeholders		2014-2017	2 million
Establishment of Appropriate Building Materials and Technology Centres in each Constituency	Well equipped and operationalized ABMT Centres	Establishment of 4No. Constituency ABT Centres Training and field demonstration on use of ABTs to	County Government -National Government -Community		2014- 2017	52 million

		stakeholders and community				
Training and Demonstrations on new building technologies to community members	Acceptance and adoption of innovative building technologies -improved capacity on use of new building technologies -sustainable utilization of building materials	On-site training and demonstration -research on sustainable application of building materials from the localities	-County Government -Community -Private sector		2014-2017	4 million
Maintenance / Refurbishment of Government Residential Houses	Sufficient revenue for housing improvement	-Maintenance of Government residential houses -Establish rent payment check-off system within the County for the devolved housing categories.	County Government Transitional Authority		2014-2017	120 million
Office Space and Residential Accommodation	Duly executed lease agreements	-Processing of lease request as received	County Government -Private		2013-2017	1 million

Leasing		-Timely assessment of facilities -Proper valuation of assessed premises	Sector -National Government			
LandLord / Tenant dispute resolution in controlled tenancy Housing infrastructure improvement	Harmonious working relationship between landlords and tenants Infrastructure facilities such as access roads, trunk water systems, trunk sewer systems, storm water drainage systems etc. Increased housing development on serviced land participation	-receiving of complaints -providing details of Rent Restriction Tribunal (RRT) hearing dates Coordinate stakeholders and mobilize resources for planning and implementing projects	RRT -National Government -County Government -Landlords -Tenants National Government -County Government -Private sector - development partners		2014-2017	2 billion
Participating in Human Settlement/ UN Habitat activities	-Improved County sector Policies -Influence cross county and national decisions and	Prepare and participate in regular national, regional and International Fora with	-National Government -County Government -Private sector -		2014-2017	50 million

	resolutions that are relevant to Nyamira	stakeholder within the human settlement arena.	Development partners			
Reviewing of EIA/Audit reports on Housing Development projects received from NEMA	Environmentally friendly housing projects	Receive, review and give comments for the EIA reports as forwarded from NEMA.	County Government -NEMA		2013-2017	500,000
Development of interventions and support systems	Mitigated impacts and reduced incidences of discrimination	Develop interventions and programmes to address HIV/AIDS, corruption, drug and substance abuse and address disability and gender discrimination at the workplace	County Government -National Government		2014-2017	500,000
Mainstream M&E in projects and programmes	Integrated M & E in the project cycle	Coordinate preparation of inventory of programmes	-County Government -National Government		2014-2017	500,000

		and projects; Develop M&E system and coordinate M&E field visits; Coordinate preparation M&E reports				
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7.6 LAND ADJUDICATION AND SETTLEMENT

Objective	Performance indicators		Actors	Timeframe			Expected Budget Resources
	Expected Outputs	Activities		quarter	FY	5 Yrs	
Recovery of S.F.T loans		-demand notices -sensitization meetings -Processing of refunds -documentation -transfer of land (discharges)	-County leadership				500,000
Planning, surveying and demarcation/ allocation of Ekerubo Settlement Scheme		-Consultative forums -seeking consent of all settlers -seeking permission from SFT -Scheme plan -Scheme survey/demarcation -allocation	-County Government -National Government (SFT/ASF) -Other				2 million

			stakeholders - Beneficiaries			
Ground status and regularization of all public plots		<ul style="list-style-type: none"> -re-instatement/re-establishment of P.I boundaries -public participation -rehabilitation -ownership documentation -re-possession 	<ul style="list-style-type: none"> -county government -National government (NLC & SFT) -other stakeholders -intended users 			10 million

CHAPTER EIGHTY

8.0 SERVICE CHARTER

8.1 ADMINISTRATION AND PLANNING

	Service Rendered	Requirements (Actors)	Cost	Time	result
1.	Customer care	Inquiry	Free	5 minutes	
2.	Timely and accurate information	Requests	Free	10 minutes	
3.	Handling of public land complaints	Formal requests	Free	2days	
4.	Mails handling	Mail registers	Free	30 minutes	
5.	Attorney general legal facts requests	Heads of section Records	Free	5days	
6.	Processing of quotations	Tender documents			
7.	Notification of bidding outcomes	Minutes of tender Committees			
8.	Supply processing of goods and services, works	LPO/LSO/			
9.	Payments of procured goods, services and works	Certificates of completions/receipts			

8.2 LANDS REGISTRATION SERVICES

Service Name	Cost	Period	Requirements
Provision of technical advice on land matters	Free	On the spot	NIL
Assessment of stamp duty	Free	On the spot	<ul style="list-style-type: none"> ▪ Valuation Report

			<ul style="list-style-type: none"> ▪ Transfer Document ▪ Consent from Land Control Board
Stamping of Documents	Gazette fees	1 day	<ul style="list-style-type: none"> ▪ Valuation Report ▪ SD 1 Receipt ▪ Payment Receipt ▪ Presented document
Valuation for stamp duty	Free	5 days	<ul style="list-style-type: none"> ▪ Provision of location maps/ route map ▪ Official search
Issuance of official search certificate	Ksh 520	4 Hrs	<ul style="list-style-type: none"> ▪ Copy of ID ▪ Copy of Title Deed ▪ Copy of PIN ▪ Payment Receipts
Registration of documents	Registration Fee Ksh 500/= Stamp Duty 2% of Value	3 Days	<ul style="list-style-type: none"> ▪ Copy of ID ▪ Copy of Title Deed ▪ Copy of PIN ▪ Payment Receipts ▪ Land Control Board Consent ▪ Presented Document for Registration ▪ Necessary clearances
Issuance of title deeds after registration	Ksh 500	3 Days	<ul style="list-style-type: none"> ▪ Copy of ID ▪ Copy of PIN

			<ul style="list-style-type: none"> ▪ Payment Receipts
Resolution of boundary disputes	Ksh 3000	2 Months	<ul style="list-style-type: none"> ▪ Official Search ▪ RIM ▪ Payment Receipt ▪ Application for Boundary Dispute ▪ Location map
Attending court summons	Ksh 2000	As per court schedule.	<ul style="list-style-type: none"> ▪ Court Summons

8.3 PHYSICAL PLANNING

S/NO	Services Rendered	Charges	Time Frame	Requirements
1	Comments on application for Change of User/Extension of User/Extension of Lease	<ul style="list-style-type: none"> ▪ Townships – 1,000 ▪ Other Towns – 500 	3 Days	<ul style="list-style-type: none"> ▪ Planning Brief ▪ PPA 1 Form ▪ Consent from Land Control Board in case of Agricultural Land ▪ Notice of Publication
2	Comment on Application for Subdivision	<ul style="list-style-type: none"> ▪ 2 – 10 Plots – Kshs. 200 per Plot ▪ 11 – 20 Plots Kshs. 150 per Plot ▪ 21 – 80 Plots Kshs. 100 per Plot ▪ 51+ - Kshs 80 per Plot 	1 Day	<ul style="list-style-type: none"> ▪ Scheme prepared by Registered Planner ▪ PPA 1 Form
3	Comment on Building Plans	<ul style="list-style-type: none"> ▪ Minimum – Kshs. 1700 ▪ Comprehensive Schemes – Kshs. 3,000 	3 Days	<ul style="list-style-type: none"> ▪ PPA 1 Forms ▪ Building Plans drawn by Registered Architect ▪ Structural Plans by Registered Structural Engineer

				<ul style="list-style-type: none"> Physical Planning Report by Registered Physical Planner for comprehensive Schemes
4	Comments on EIA Reports	Kshs. 3,000 per Report	2 Days	EIA Report from Registered EIA Expert
5	Issuance of Compliance Certificate	Major Towns – Kshs. 1,000 Other Towns – 500	1 Hr	<ul style="list-style-type: none"> PPA 1 Form Completion Certificate Approve Subdivision/Building Plans
6	Provision of Technical Advice	Free	30 Mins	NIL
7	Sale of Conflict Resolution Committee Minutes	Kshs. 300 for 1 st Page and Kshs. 20 for additional Pages	1 Hr	Application by Client
8	Response to Correspondence	Free	2 Days	NIL

8.4 SURVEY DEPARTMENT

S/NO	SERVICES	REQUIREMENT	USER CHARGES	TIMELINE
1.	Attending court summons	Summons, official search	Ksh 3,000	As per court schedule
2.	Provision of technical advice e.g. on subdivision	None	Free	10 Minutes
3.	Boundary Disputes	Summons Official search R.I.M	Ksh 2000 \sqrt{Ha}	15 days
4.	Area confirmation	Official search -Production of official map	Amount to be computed as per the area of the parcel of land ksh(3000 \sqrt{Ha} – General Boundary)	2 Days



			ksh(10000 $\sqrt{\text{Ha}}$ – Fixed Boundary	30 days
5.	Sub division	-Official search -Approved subdivision scheme plan	Amount to be computed as per the area of the parcel of land Land ksh(3000 $\sqrt{\text{Ha}}$ – General Boundary) ksh(10000 $\sqrt{\text{Ha}}$ – Fixed Boundary)	2 Days 30 days
6.	Acquisition of maps (RIMs)	Official search	ksh300/=	30 Minutes
7.	Execution of new grant	Allotment letter Survey plan(F/R)	Amount to be computed as per the area of the parcel of land Ksh (10000 $\sqrt{\text{Ha}}$ – Fixed Boundary	30 days

8.5 HOUSING DIRECTORATE

Services	Requirements	User Charges	Time frame
Maintenance of GoK Houses	-Annual Work Maintenance Programme	-Free	2 weeks to 3 months
a) Minor Maintenance	- Immediate action to the work reported	- As per prepared estimates	1 to 2 working days upon receipt of maintenance materials
b)Major Maintenance	- Conduct project assessment - receiving reported cases of defects - preparation of Annual Work Plans	- As per Annual Work Plans and Bills of Quantities	- 2 weeks to 1 month - As per available funds
Inventory of GoK Houses	-Routine inspection and update to GoK houses	Free Services	-Quarterly basis -As need arises in case of those vacating and occupying GoK houses
Leasing for Office Space and Residential	-receive requests from public institutions and	-Client putting requests	- 1 to 2 months

Accommodation	institutions and GoK departments on intention and need for leasing services	the process	
Registration for GoK Houses	-Completion of GoK housing units	-Free services	-Immediately upon handing-over
Appropriate Building Materials and Technologies Promotion	-Receiving training requests from the community	-Cost sharing on machine maintenance and personnel facilitation -Cost of materials and local labour provided by the client	-14 to 21 days for training completion

8.6 LAND ADJUDICATION

Service Name	Cost	Period	Actors	result
Provision of technical advice	Free	On spot	CLASO, Clients	
Preparation of appendices	Free	30 min	CLASO, Clients, Land Registrar, SFT	
Documentation of settlers (discharge of charge)	Free	30 days	CLASO, Clients, Land Registrar, SFT	
transfer of plots through succession / sell/gift	250/=	30 days	CLASO, Clients, Land Registrar, SFT	