



**NATIONAL ENVIRONMENT MANAGEMENT
AUTHORITY**

STRATEGIC PLAN 2013 - 2018



ISO 9001 - 2008 CERTIFIED

Our Environment, Our Life, Our Responsibility

Our Environment, Our Life, Our Responsibility



nema

mazingira yetu | uhai wetu | wajibu wetu

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Acronyms

ABS	Access and Benefit Sharing
ASALs	Arid and Semi Arid lands
ASK	Agricultural Society of Kenya
CEAPs	County Environment Action Plans
CDM	Clean Development Mechanism
CEC	County Environment Committee
CITES	Convention on International Trade in Endangered species
COPs	Conference of Parties
COYA	Company of the Year Award
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Agency
EAC	East African Community
EAPs	Environment Action Plans
EIA	Environmental Impact Assessment
EA	Environmental Audit
EMCA	Environmental Management and Coordination Act
EPS	Environment Support Programme
ESAs	Environmentally Significant Areas
ESD	Education for Sustainable Development
GIS	Geographical Information System
GoK	Government of Kenya
GPS	Geographical Positioning System
HQ	Headquarters
ICZM	Integrated Coastal Zone Management
ICT	Information Communication Technology
IPCC	Inter-Governmental Panel on Climate Change
ISO	International Standards Organization
ITIL	Information Technology Infrastructure Library
KARA	Kenya Alliance of Resident Associations
KEIN	Kenya Environmental Information Network
KEPSA	Kenya Private Sector Alliance
KNLS	Kenya National Library Services
LAN	Local Area Network
LVEMP	Lake Victoria Environment Management Program
MDAs	Ministries, Departments and Agencies
M & E	Monitoring and Evaluation
MEAs	Multilateral Environment Agreements
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAP	National Action Plan





Acronyms

NBSAP	National Biodiversity Strategy and Action Plan
NEAP	National Environment Action Plan
NetFund	National Environment Trust Fund
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
NIE	National Implementing Entity
NRM	Natural Resource Management
ODS	Ozone Depleting Substances
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PIEA	Petroleum Institute of East Africa
RCE	Regional Centers of Expertise
SAGA	Semi Autonomous Government Agency
SEA	Strategic Environment Assessment
SOE	State of Environment
SOP	Standard Operating Procedure
SRC	Salaries and Remuneration Commission
SWG	Sector Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WAN	Wide Area Network



Ngong Hills





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Foreword



The Ministry of Environment, Water and Natural Resources (MEWNR) has a crucial mandate to conserve and protect the environment, water and natural resources in order to ensure sustainable development. In its capacity as a Government organ, the MEWNR plays a leading role in the Government's achievement of global environmental commitments, the Kenyan Constitution and Vision 2030.

Performance of the environment sub-sector impacts on all other sectors of the economy and has a major contribution to economic development. Agriculture, livestock, wildlife, tourism, health, housing, water resources, and energy among others, depend on sustainable management of the environment and the prudent exploitation of natural resources.

Kenya's economy is natural resource based with over 80 percent of its population living in rural areas where the main economic activities are agriculture and livestock farming. The health of the environment, as well as the utilization and management of natural resources is therefore core to the country's economic growth and development. In this regard, the MEWNR has played a leading role in the review of policy, legal, regulatory and institutional frameworks to ensure increased efficiency through, adoption of new technologies and best practices.

I am pleased to confirm that the MEWNR is well prepared to continue performing its role in the devolved system of government as provided in the Constitution of Kenya 2010. In particular, Article 42 entitles every citizen to a clean and healthy environment, while Article 69 obligates the state to protect the environment. Notwithstanding, Article 70 imposes a duty upon the citizen to protect and conserve the environment.

The MEWNR relies on the National Environment Management Authority (NEMA) whose mandate is to coordinate lead agencies and stakeholders in the implementation of all government policies relating to the environment. Therefore this strategic plan is an integral instrument in attainment of the government's broader development agenda.

I wish to emphasize that my Ministry is committed to supporting the Authority in undertaking its mandate and in implementation of the Strategic Plan for the period 2013-2018. Implementation of this Strategic Plan will go a long way to complement the MEWNR's planned activities aimed at achieving the country's aspirations as envisaged in the Kenyan Constitution and in the country's national development blueprint, Vision 2030.

Prof. Judi Wakhungu
Cabinet Secretary, Ministry of Environment, Water and Natural Resources



nema NEMA Strategic Plan 2013 - 2018



Preface



The National Environment Management Authority (NEMA) was established in 2002 under Environmental Management and Coordination Act, EMCA 1999. Since then, the Authority has made major milestones in the management of the environment through formulation of necessary legal and institutional frameworks in strengthening of its structures. This has been through development and review of regulations, standards and guidelines. Based on these efforts, the Authority achieved ISO 9001:2008 certification, as well as accreditation by the Adaptation Fund Board as the National Implementing Entity (NIE) for Kenya to oversee adaptation activities.

This strategic plan for the period 2013 - 2018 is the third corporate strategy aimed at propelling the Authority to greater heights in environmental management. As stated in the vision statement, the Authority is committed to attaining world class status in environmental management.

In response to the new, devolved system of government, the Authority has opened offices in each of the 47 counties, headed by county director of environment (CDEs). In addition, NEMA has been part of the review of EMCA 1999 to ensure its harmonization with the Constitution, and its continued relevance to emerging environmental management issues.

This strategic plan defines the Authority's vision, mission, core values and strategic direction for the next 5 years. Delivery of the strategic plan will be through 5 strategic objectives namely:

1. To coordinate stakeholders and lead agencies in order to create synergy in management of the environment;
2. To ensure compliance with environmental legislation and policies in order to maintain a clean, healthy and sustainable environment;
3. To strengthen institutional capacity for effective and efficient management of the environment;
4. To build and nurture strategic partnerships aimed at enhancing sustainable management of environment; and;
5. To enhance the use of communication as a tool to achieve the Authority's performance objectives.

Various challenges faced in implementation of the strategic plan for the concluding period shall be addressed in order to ensure successful implementation of this strategic plan. In particular, the Board will support the Authority's resource mobilization strategies in order to strengthen the resource base from which the Authority draws its financial and other resource potential necessary for effective service delivery.





My Board is committed to provide policy direction to ensure the Authority delivers its mandate, and will continue to promote professionalism, transparency, accountability and the responsiveness of attitudes towards citizen expectations with respect to management of the environment. I, therefore, appeal to all stakeholders and our other partners to support the programmes in this strategic plan in order to create synergy for sound environmental management.

I am confident that the proposed programmes in this strategic plan will enhance environmental management and improve the quality of the environment for the benefit of all Kenyans.

Maluki K. Mwendwa
Chairman, NEMA Board Of Management





Statement by the Director General



I am pleased to introduce the fourth corporate strategy for the National Environment Management Authority 2013-2018. The plan provides the roadmap for environmental management by the Authority for the next five years. The plan offers a great opportunity for the Authority to reaffirm its role in environmental management that guarantees a clean, healthy, and sustainable environment. The Authority will continue to undertake its mandate of supervision and coordination of all matters relating to the environment. This strategic plan offers unique approaches to environmental management by a vibrant vision and mission. In addition the Authority has developed tangible core values of professionalism, results oriented, teamwork, innovation, creativity among others.

The Strategic Plan will enable the Authority to implement programmes as guided by strategic objectives and produce results that are outcome focused rather than output based. It is worth noting that this plan has taken cognizance of emerging environmental issues, such as climate change, electronic waste and prevalence of invasive species in the environment which will be addressed along other major environmental challenges. In particular the Authority will continue to create awareness on the adverse effects of climate change, and guide on the implementation of appropriate responses through adaptation and mitigation as per the National Climate Change Policy.

The Authority will benefit from lessons learnt from the implementation of previous plans in order to ensure successful execution of the current strategy. The Authority will promote the principals of green economy that encourage initiatives that reduce carbon emission, enhance efficient use of raw materials, use of renewable energy and create job opportunities to alleviate poverty. In addition, this plan has prioritized to address the potential risks that the Authority is likely to face and has put in place appropriate mitigation measures. Further, the Authority will continue to provide advice to the Government on modalities of renewing commitment to the implementation of sustainable development across all sectors in line with the outcomes of Rio+20 Summit.

I am pleased to observe that the Authority has strengthened its institutional capacity, in the areas of human capital, infrastructure, regulatory frameworks, communication, public awareness programmes and financial resources to ensure effective delivery of environmental services. The Management team under my leadership will ensure strong internal collaboration and synergy among departments of the Authority in order to deliver the programmes stipulated in this Strategic Plan.





I appeal to all the lead agencies, private sector, civil society organizations and the general public to support efforts of the Authority to ensure a clean and healthy environment.

The Authority will continue to provide forums for engagement that are appropriate to all. It is worth noting that the preparation of this strategic plan has been through a consultative and participatory process with valuable inputs from the NEMA Board of Management, Management Team and the entire Staff of the Authority. I also extend my sincere gratitude to the Danish Embassy for financial and technical support during the preparations of this Strategic Plan.

In conclusion, I look forward to an improved quality of environment during the implementation period of this plan.

Prof. Geoffrey Wahungu
Director General



Thomsan Falls - Nyahururu





Executive Summary

Over the past four decades, environmental management and development has become a major concern across the world given the effect of environmental degradation, including global warming, deforestation, desertification, and pollution. This has continued to undermine the quality of life on the planet.

Kenya has undergone significant social, economic, political and technological changes since independence. Rapid urbanization and development, population growth and agricultural expansion have exerted pressure on already declining resource base and the fragile ecosystems. A major consequence of these challenges has been inadequate health and sanitation infrastructure within mushrooming informal settlement especially in urban areas, land-use related conflicts and wide-spread unsustainable exploitation of natural resources.

NEMA is established under the Environmental Management and Coordination Act (EMCA), 1999 to supervise and coordinate all matters that relate to the environment countrywide and to implement environmental policies on behalf of the government. The Authority plays a key role in Kenya's development agenda through the implementation of Kenya Vision 2030, flagship projects, Medium Term Plan (MTP) II and the Kenyan Constitution which recognizes environment as a cross cutting issue.

The development of the NEMA strategic plan was guided by the Kenya Vision 2030, Medium Term plan II, the Kenyan Constitution 2010, new organization and operations of the government, Environmental Management and Coordination Act (EMCA), 1999, National Environment Action Plan (NEAP), State of Environment Reports (SoEs) and performance contracting guidelines among other government policies.

This strategic plan provides the important link between the Authority's planned activities /programmes and national policies and strategies; and directs available budgetary provisions to national priorities. The development and implementation of this plan will assist NEMA to respond effectively to emerging challenges of environmental management.

In the development of this strategy, the following issues were considered to inform the Authority's future planning process; the key challenges faced by the Authority in execution of its mandate, strengths that it should build on during the planning period, proposal on how NEMA will effectively evaluate its performance over the planning period and specific contributions that various functions within NEMA can make over the plan period.

This strategy incorporates a risk management framework based on ISO 31000 standards. These standards stipulates that risks can be minimized through coordination and economical application of resources to maximize the realization of opportunities and to monitor and control the probability and impact of unforeseen events. This risk management framework addresses social, technological, economic, political, legal and environmental risks.





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This strategy also identifies some issues not addressed in the Strategic Plan 2010 – 2013 and areas for refocusing, key priority issues to be addressed in the next five years and strategies and action steps to resolve the critical issues. The challenges and lessons learnt during the concluding plan were identified through the strength, weaknesses, opportunities and threats (SWOT) and political, economic, social, technological, environmental and legal (PESTEL) analysis.

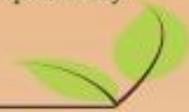
The development of a vision and mission for the Authority was considered based on the account of why the Authority exist, whom it serves, what makes it relevant or important, who its competitors are and what the competition is doing. This is important in understanding what threatens its survival to guide positioning of its strategies in line with its mandate.

The core objectives developed ensure measurability and that their level of implementation will be determined by the resources available in terms of capital and human capacity for the Authority to achieve its mandate. These objectives further identify key result areas where specific activities will be undertaken and envisaged outcomes that will contribute to the overall goal of the Authority.

The strategy to implement this plan is designed to adopt a functional, decentralized planning model through which overall environmental supervision and coordination functions of the Authority will be carried out.

The Authority will continuously monitor and evaluate its functions with a view to providing regular feedback and indications of progress in the implementation and achievements of intended results at activity, output, outcome and impact levels. This will assist the Authority to track actual performance against what was planned in the Strategic Plan in order to recommend corrective measures.





Introduction

The National Environment Management Authority (NEMA) is established under the Environmental Management and Co-ordination Act No. 8 of 1999 (EMCA). EMCA 1999 was enacted against a backdrop of 78 sectoral laws dealing with various components of the environment, the deteriorating state of Kenya's environment, as well as increasing social and economic inequalities, the combined effect of which negatively impacted on the environment. The supreme objective underlying the enactment of EMCA 1999 was to bring harmony in management of the country's environment

The law mandates the Authority to exercise general supervision and coordination over all matters relating to the environment and to be the principal instrument of the Government of Kenya in the implementation of all policies relating to the environment.

The Authority is a semi autonomous government Agency (SAGA) in the Ministry of Environment, Water and Natural Resources and has been in operation since July 2002. The Authority works closely with lead agencies and development partners, the latter who include United Nations Environment Programme (UNEP), United Nations Development Programme (UNDP) and Danish International Development Agency (DANIDA). Since its establishment NEMA has implemented three strategic plans and has been on performance contracting as required by the State Corporation (performance contracting) Regulations, 2004 legal notice No. 93.

This strategic plan aims to align the Authority's operations to the Constitution of

the Republic of Kenya and the Medium Term Plan II of the government's Vision 2030. More specifically, it is intended to provide strategic direction on the many emerging issues relating to the environment and sustainable development.

Kenya's Development Challenges

Kenya has undergone significant social, economic, political and technological changes since independence. These components of development provide the backdrop against which the state of the country's environment and its impact on natural resources management must be interlinked.

Approaches to management of the environment is even more critical in the light of commitments obtained at the RIO +20 Summit held in Rio de Janeiro in 2012, where world leaders agreed to renew their commitment to sustainable development and to ensure the promotion of an economically, socially and environmentally sustainable future for our planet as well as for present and future generations.

Kenya is also a signatory to various multilateral environmental agreements (MEAs), treaties and regional protocols. Some of the major agreements include the Kyoto protocol on climate change; Convention on Biological Diversity; Convention to Combat Desertification; (Montreal Protocol); Convention on International Trade in Endangered Species of Flora and Fauna(CITES); Nairobi Convention, and Ramsar Convention among others.





The Authority has advised the Government on various MEAs which should be ratified, domesticated and implemented for the benefits of local communities and the country as a whole.

Among the leading challenges that Kenya faces in the management of the environment are high population growth, industrial development and rapid economic growth which put pressure on natural resource utilization. In addition, these factors increase demand for consumption of goods and services, which spurs their mass production. Further, it puts pressure on waste management and waste disposal infrastructure due to increased waste generation.

A major consequence of these challenges has been inadequate health and sanitation infrastructure within mushrooming informal settlements especially in urban areas, land-use related conflicts and wide-spread unsustainable exploitation of natural resources.

Climate change poses one of the greatest challenges in the 21st century. The Intergovernmental Panel on Climate Change (IPCC) notes that climate change, if not tackled, will have severe negative impact on global water supply,

agricultural yields, marine ecosystems, the spread of vector-borne diseases, and could result in displacement of thousands of people from coastal cities and small islands.

According to the 2010 State of the Environment report, temperatures have generally risen throughout the country and projections indicate increases of 1 to 3.5 degrees centigrade by the year 2050.

Arid and semi arid lands (ASALs) have also witnessed reduction in extreme cold occurrences. This general warming has led to reduced glaciers on Mt Kenya and raised the sea level along the coast. Kenya, like other parts of the world has identified the following key issues emerging from the environmental crisis;

- a. Lack of valuation, or under-valuation of the natural capital.
- b. Perceived dichotomy between environment and development that does not acknowledge the inter-dependency of economic development and quality of environment;
- c. Inadequate mainstreaming of environmental concerns in the development agenda.
- d. Inadequate investment in natural resource management.





NEMA's role in Kenya's development agenda

As Kenya continues to implement Vision 2030, rapid urbanization, industrial development, population growth and agricultural expansion among others are expected to exert pressure on the country's fragile ecosystems.

In acknowledgement of the role of environment in the country's development agenda, the Government is keen to support proactive environmental conservation measures, as well as the necessary enforcement regime to see that pollution and industrial emissions are reduced, disposal of domestic and industrial waste improved, and the sustainability of natural habitats and water catchment areas guaranteed.

This is the background against which the Authority has developed its five-year strategic plan, aiming to ensure a clean and healthy environment for all, in furtherance of Chapter 5 Article 69 of the Kenyan Constitution.

NEMA aims to promote socio-economic development based on a green economy platform. Advancement of a green economy in Kenya will ensure that economic development is driven by public



and private investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and natural ecosystems.

Green economy initiatives in Kenya are implementable through agriculture, tourism, forestry, water resources, infrastructure, transport, waste management and climate change. All these need to be supported by related policies and governance mechanisms.

The Authority's strategic plan for the period 2013 - 2018 seeks to consolidate functional, technical and political bases upon which the country will advance green economic growth. Some of the targeted initiatives over the planning period in this regard include the following:

- Enhanced partnership with lead agencies and other stakeholders involved in eradication of poverty, improvement of farming methods and economic empowerment of rural communities.
- Promotion of clean technologies in manufacturing and industry
- Provision of regulatory framework for increased efficiency in utilization of domestic and industrial energy
- Enforcement of laws targeting reduction of carbon emissions.
- Public education and awareness on green economy; and the
- Enforcement of laws aimed at ensuring sustainable exploitation of natural resources,



In addition, NEMA will continue to promote environmental conservation and restoration as a means to strengthening other green economy initiatives.

Development of work plans through which this Strategic Plan will be implemented has been informed by insights into these issues as highlighted in various policy documents.

Perspective on environmental management

Over the past four decades the linkage between environmental management and development has become a major concern across the world given the effect of environmental degradation, including global warming, deforestation, desertification, and pollution. These have continued to undermine the quality of life on the planet.

The state of the environment in Kenya has since independence been a priority concern for the Government, in response to which various policies, laws and governance structures have been established. The Constitution, Vision 2030, national development plans, draft national environment policy, national environment action plan, National Climate Change Response Strategy, Integrated Coastal Zone Management Plan, sessional paper No. 8 of 2012 on sustainable development of Northern Kenya and other Arid lands and the State of Environment (SOE) reports are examples of policy documents that aim to streamline environmental management.

Specific growing concerns in environmental management in Kenya include solid waste management, water quality, biodiversity, ozone depleting substances (ODS), air quality, chemical management, land use practices among others.

Contextual considerations for NEMA's Strategic Plan

Link between NEMA's strategic plan and the Kenya Constitution

The Kenya Constitution defines the roles of National and county governments. NEMA will be guided by provisions in the constitution of Kenya in implementing Article 42, which stipulates that every person has the right to a clean and healthy environment as well as Article 70 which provides the right to have the environment protected for the benefit of present and future generations through legislative and other measures.

The Link between NEMA's strategic plan and Vision 2030

Kenya's Vision 2030 goal is to attain a "clean, secure and sustainably managed environment" by 2030. In this regard, the Authority has actively participated in national planning processes, the development of Vision 2030 and the 5 year Medium Term Plans that provide phased implementation of Vision 2030. Kenya Vision 2030 identifies flagship projects through which the vision will be achieved, as well as programmes, implementing and supporting agencies.





NEMA has specifically been assigned leading roles in the following flagship projects: Waste management; Education for Sustainable Development (ESD); securing wildlife corridors through the EIA process; clean development mechanisms; and enforcement of environmental regulations among other activities.



This strategic plan has incorporated proposals in Kenya Vision 2030 and specifically the Medium term plan II (2013 - 2018) to ensure the Authority remains relevant, focused, and effectively supports the country's national aspirations.

The Link between NEMA's strategic plan (2013 - 2018) and the National Environment Action Plan (NEAP)

NEMA is mandated to prepare National Environment Action Plan (NEAP) every five years. EMCA 1999 Part IV section 38, subsection (1) provides that periodic environmental action plans (EAPs) will 'be binding on all persons and all government departments, agencies, state corporations or other organs of government upon adoption by the National Assembly'. The EAPs take into account issues identified at all levels through state of environment (SoE) reports. The NEAP identifies strategies, mitigation measures and activities geared towards improvement of affected environment. It also identifies responsible agencies or individuals to take necessary and recommended actions.

NEMA's strategic plan 2013-2018 has taken into consideration provisions for development and implementation of the national environment action plan and lays modalities for the development of county environment action plans by the county governments in line with the government's devolved system of governance.





Review of Previous Performance



Key areas of focus for 2010 – 2013 strategic plan

Over the concluding period, the Authority's mission was "to safeguard and enhance the quality of the environment through coordination, research, facilitation and enforcement, while encouraging responsible individual, corporate and collective participation towards sustainable development."

Pursuant to this mission, the Authority was guided by five strategic goals each directly associated with various implementation programmes.

In order to achieve its objectives, the Authority required KES 5,962.6m, 5,178.6m and 5,182.3m for the financial years 2010/11, 2011/12 and 2012/13 respectively.

Key achievements

Key achievements over the concluding period were realized across all strategic objectives as follows:

Objective 1. Act to protect, conserve and improve quality of air, water, land and biodiversity

The Authority, in consultation with relevant stakeholders, developed a National Waste Management Strategy, 2012 to guide waste management in the country.

Under Waste Management Regulations, 2006, 634 facilities and transporters were licensed and monitored throughout the entire period to ensure compliance to environmental standards.

Dumpsites in 5 municipalities (Mombasa, Thika, Eldoret, Nakuru and Kisumu) were mapped to ascertain their location, severity and impact. This assessment assisted the Authority to facilitate their removal.





Similarly, four surveys along Nairobi River Basin on illegal dumpsites and effluent discharges were undertaken. This exercise identified 156 dumpsites and 64 illegal discharge points, 38 dumpsites were removed.

An inventory of illegal effluent discharges was also undertaken in rivers Ewaso Ng'iro North and Tana-Athi Galana as well as L. Victoria. The Authority also mapped and monitored water quality in Kisumu, Eldoret, Kitale, Garissa and Thika municipalities to ensure it meets the standards as stipulated in the Water Quality Regulations, 2006.

Draft Chemical Management Regulations, 2011 and draft Air Quality Regulations 2010 were developed to regulate chemicals and air quality in the environment. Subsequently, Strategic Environment Assessment (SEA), e-waste and asbestos disposal guidelines were developed. These guidelines assisted the Authority to guide and regulate some emerging issues in waste management.

The national, provincial and district environment action plans including a manual for guiding the implementation of 2013-2018 environment action plans both at national and the county level were developed.

To enforce environmental compliance, the Authority investigated and successfully prosecuted 145 cases related to environmental crimes under EMCA, 1999.

The Authority, embarked on review of EMCA to harmonize its provisions in line with provisions of the Kenyan Constitution.

Objective 2. Work with EMCA institutions to create a better environment for all.

The Authority facilitated training of eight (8) provincial and sixty nine (69) district environment committees countrywide on their roles and responsibilities in the management of the environment in their respective areas of jurisdictions. This capacity building empowered the committees to make appropriate decisions as far as environmental conservation is concerned.

Authority developed and administered an environmental awards scheme in collaboration with National Environment Trust Fund (NetFund) to demonstrate best practices across different categories in the environment.

The Authority also worked closely with Public Complaints Committee (PCC) on environmental investigations and feedback for better environmental management.

The Authority facilitated National Environment Council (NEC) operations during policy formulation, setting national goals and objectives and determining policies and priorities for protection of the environment.

The Authority also worked with Standards Enforcement Review Committee (SERC) in the establishment of criteria, procedures and standards for environmental management.





Objective 3. Coordinate and enhance harmony of approaches by diverse stakeholders to promote sustainable development.

As required under EMCA, 1999, the Authority prepared three state of environment reports for 2009, 2010 and 2011. These reports detailed state of environment for different sectors to inform policy makers on better decision making.

Nine regional centres of expertise (RCEs) were established across the country. These are networks of institutions and communities which bring together various stakeholders to address sustainable development challenges in a particular area while exploiting opportunities within their respective mandates.

Education for Sustainable Development (ESD) policy was finalized to guide stakeholders in implementation of ESD in the country. Similarly, a communication strategy for the ESD to provide a framework for dissemination of information for better understanding, development, and implementation of policies aimed at achieving the goals of ESD in the country was developed.

On management of wetlands and riparian areas, the Authority developed the ICZM action plan including Pollution Prevention Guidelines to regulate sustainable development activities along the coastal shoreline. Subsequently, the Authority also developed management plans for Ombeyi and Kingwal wetlands for their sustainable wise use.

Thirty six Environmental Impact Assessment (EIA) Reports for developments touching on wildlife corridors in the Amboseli and Masai Mara ecosystems were processed. The aim is to control interference with wildlife corridors and habitats from unsustainable human activities.

In providing direction for future scientific research to inform environmental management in the country, the Authority developed a National Environment Research Agenda. The document highlights environmental research priorities in line with Vision 2030.

Education and awareness on the seven gazetted regulations was created to different stakeholders to enhance compliance. Other education materials developed and disseminated include; Clean Development Mechanism (CDM), Integrated Coastal Zone Management (ICZM) and E-Waste guidelines among others.

Media campaigns on waste management and green economy were undertaken in order to promote proper waste management and adoption of green initiatives so as to promote sustainable development.

Objective 4. Domesticating and implement multilateral environment agreements for the benefit of the people.

Kenya is a signatory to various multilateral environment agreements, treaties and protocols. Through the Authority, several MEAs have been domesticated and implemented especially those under United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention to Combat Desertification (UNCCD), Ramsar, Nairobi Convention, Rotterdam etc.





In order to reduce impacts of climate change and its consequences to various targeted vulnerable groups and to promote green economy, the Authority reviewed nine clean development mechanisms (CDM) projects and recommended them to the CDM Board for approval and funding. These are projects whose activities reduce green house gases (GHG) emission and enhance carbon storage under the Kyoto Protocol of the UNFCCC to assist development countries to achieve sustainable development.

The Authority was recognized for its valuable contributions to adaptation and mitigation measures on climate change, hence designated as a National Implementing Entity (NIE) to the adaptation fund. This entails review of projects and recommending them to the fund.

Objective 5. To build and strengthen NEMA'S capacity to execute its mandate.

To ensure quality management systems within its operations, the Authority was ISO (9001-2008) certified. This certification enhanced efficiency in service delivery.

Through a Memorandum of Understanding (MOU) with the Kenya Police Service an environmental police unit was established to assist in investigation and prosecution of environmental crimes.

To enhance capital investment, the Authority procured thirty two vehicles with support from European Union, DANIDA and GoK grants to facilitate officers inspections and monitoring of compliance to environmental regulations.

Subsequently, cross cutting issues such as gender, disability, corruption eradication among others were mainstreamed within the Authority's operations.

To ensure environmental sustainability mainstreaming in lead agencies and stakeholder, the Authority successfully lobbied for environmental sustainability activities to be integrated in performance contract targets for ministries, departments and agencies. NEMA monitors the implementation of such activities and report to Performance Contracting Secretariat on the same.

The Authority reviewed its service charter and further translated it into swahili to ensure Swahili speaking clientele are able to access services efficiently.

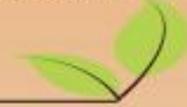
Key challenges in the concluding period

Key challenges that the Authority faced during the implementation of the strategic plan 2010-2013 period included the following:

Inadequate funding from the exchequer. The annual budgetary allocation was approximately KES. 1.0 billion against budget of over KES 5.0 billion proposed in the strategic plan. This hampered implementation of planned activities.

Low staffing levels as well as high staff turnover prevailed during the period. There was also inadequate infrastructure in terms of offices and equipments.





Non gazettment of reviewed regulations due to ongoing amendments in EMCA. Others are delays in approval processes of policy documents by parliament and other policy organs.

In execution of its mandate, the Authority encountered overlaps of mandates with other lead agencies.

Lessons learnt

The following are some of the lessons learnt from the concluding period:-

The strategic plan was over ambitious given the limited resources available. This inevitably led to inadequate attainment of the Authority's objectives.

Some of the programmes initiated were not sustainable due to unreliable funding levels, a fact that will be addressed in the new plan.

There was need to engage more directly with the public and other stakeholders in order for them to understand the Authority's mandate hence, enhance their satisfaction.

Some expected outcomes envisaged were not easily achievable in the short term and needed sustained effort and matching resources to obtain the desired results.

The late disbursement of contingency funds from the exchequer affected implementation of activities.

It was realized that public support and private sector involvement is crucial for the success of the projects and should be encouraged.

To minimize conflicts of mandates, collaborations of government agencies is critical where there are complimentary roles and actions.

Alignment of strategy to actual budgetary provisions would be absolutely essential in subsequent plans.

The Authority in implementing the programmes/activities will need to plan for eventualities.





Situation Analysis

A situation analysis in this strategic plan evaluates the strengths, weaknesses, opportunities and threats involved. It specifies objectives of the Authority and identifies the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that are favorable and unfavorable to achieve those objectives. A SWOT analysis will allow the Authority find the best match between environmental trends (opportunities and threats) and internal capabilities (strengths and weaknesses).

SWOT analysis



Strengths

1. Environmental law (EMCA 1999), regulations standards and guidelines.
2. Existence of operational offices at regional and county levels which makes it easier for implementation of devolved government.
3. Institutional policies and plans.
4. Environment in global agenda.
5. Designated National Authority on implementation of climate change.
6. Gazetted prosecutors and environmental inspectors.
7. NEMA M&E framework.
8. NEMA is a NIE (National Implementing Entity) to the Adaptation fund.
9. Revenue generation ability.

1. Inadequate financial and human resources.
2. Inadequate infrastructure (equipment, vehicles, offices).
3. Inadequate capacity to implement programmes.
4. Inadequate national accounting for natural resources.
5. Lack of framework in the supervision and coordination role.



Weaknesses



Opportunities

1. Kenya Constitution 2010.
2. Environment Court.
3. Collaboration and support from development partners and stakeholders.
4. Potential for networking.
5. Technological advancement in service delivery.
6. Regional environmental programmes.
7. Review of EMCA.
8. Public private partnerships on environmental issues.
9. Increased public awareness in environmental management.
10. E-Government initiatives and increased use of ICT by public institutions.
11. Introduction of environmental courses in higher learning institutions.
12. International convention treaties, protocols through which NEMA can access financial support.

1. Inadequate awareness of NEMA's mandate among stakeholders
2. Poor environmental governance
3. High staff turnover
4. Overlapping mandates
5. Inadequate political goodwill
6. Population pressure and influx of refugees
7. Emerging environmental issues
8. Legal suits from public and private sector



Threats





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Stakeholder analysis

NEMA works closely with various stakeholders cutting across government, private sector, civil society and the general public in environmental management. In addition, the Authority anticipates threats from different actors in environmental management, who have the potential to impact on the Authority's effectiveness, relevance and long-term survival. The current planning period has analysed the stakeholders and interests as follows;

STAKEHOLDER	INTEREST
Government	<ul style="list-style-type: none"> • Clean, secure and healthy environment • Good governance, compliance with financial and other statutory guidelines • Advisory • Provide oversight to environmental sustainability target setting, monitoring and evaluation • Sensitized policy makers on environmental matters • Briefing on environmental activities and events • Dissemination of EMCA 1999 and regulations • Implementation of environmental provisions in the Kenyan constitution
Lead agencies	<ul style="list-style-type: none"> • Clean, secure and healthy environment • Sensitization, setting and monitoring environmental sustainability targets • To be sensitized on EMCA 1999 and related environmental regulations and standards • Guidance on Environmental Impact Assessment (EIA) reviews • To be involved in environmental activities and events
Private sector	<ul style="list-style-type: none"> • Business opportunities, licensing, clean and healthy environment, fairness and objectivity of NEMA as it undertakes its regulatory role • To be informed on environmental matters and involvement in environmental activities and events • Guidance on environmental priority areas for implementation
Merchants and suppliers	<ul style="list-style-type: none"> • Business opportunities • Clean and healthy environment, • Fairness in business engagements





STAKEHOLDER	INTEREST
Civil society organizations	<ul style="list-style-type: none"> • Recognition of their efforts in environmental management and advocacy. • Guidance on areas of environmental priorities, funding expectation. • Transparency in proposal evaluation and other regulatory roles. • To be educated and informed on environmental matters. • Involvement in environmental activities and events.
General public	<ul style="list-style-type: none"> • Clean, secure and healthy environment. • Good governance of environment and natural resources. • Consistency in enforcement of the regulatory regime. • Efficient service delivery. • Regular communication on environmental issues and achievements. • Involvement in environmental activities and events. • Availability of jobs within the Authority.
International community	<ul style="list-style-type: none"> • Domestication of MEAs. • Cooperation in agreed environmental resolutions. • Regular and timely communication from focal points. • Consistent participation in conference of parties (COPs).
Board of Management and Management	<ul style="list-style-type: none"> • Efficient management of resources. • Enhanced performance of staff as per set targets. • Effective and efficient service delivery. • Good corporate image.
Staff	<ul style="list-style-type: none"> • Better remuneration. • Career and personal development. • Clean and healthy environment. • Conducive work environment. • Grievance resolution, regular and timely communication and feedback.





Competitor analysis

Competitor	Nature of competition	Cause of competition	Action by the competitor to increase competitiveness	Effects to NEMA
Min. of Environment, Water and Natural Resources	Resource allocation Functional competition Environmental governance	Lack of recognition of NEMA as a state corporation/SACGA Vested interests, Lack of protocol in engaging NEMA county staff	Competing for NEMA's qualified and experienced staff Increased their technical establishment and programmes	-Increases workload on remaining staff -Reduced productivity, and employee morale -Reduces visibility of NEMA -Loss of skilled staff -Duplication of roles and strained relationships, -Undermining of NEMA programmes
	Environmental governance	Vested interests, Engaging NEMA County staff	Political patronage on some projects and activities County staff implementing programmes outside their PC targets	Confusion in adherence to procedures Staff overwhelmed with additional activities and resources leading to low performance on NEMA target
Potential Employers	Demand for skilled staff	Professional challenge Better remuneration and work environment	Modern employment terms Negotiated improved remuneration packages Better privileges	-Staff turnover -Brain drain -Higher workload on remaining staff -Low morale among staff -Loss to Authority's investment in staff development.



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Competitor	Nature of competition	Cause of competition	Action by the competitor to increase competitiveness	Effects to NEMA
EMCA Institutions	Functional	Poor interpretation of EMCA by institutions Poor understanding of their mandates	Striving to establish independent operations Poor relations leading to conflict within EMCA institutions	Time wasted in conflict resolution Poor public image
Civil society organization	Competition for resources from development partners Implementation of environmental activities	Funding	Direct engagement with partners Effective in proposal development No bureaucratic procedures	Lost funding opp or turnities Makes Authority appear incompetent
Lead agencies	Conflicting laws Overlaps in environmental licensing mandates	Inadequate cross referencing of sectoral laws Lack of adherence to applicable statutes Poor interpretation of laws	Enactment of sectoral laws in conflict with environmental legislation Disregard of environmental laws	Conflict of laws and mandates Reduced revenue collection Poor compliance to environmental standards Conflict with lead agencies makes the Authority appear incompetent and intrusive to uninformed local communities



Risk management

The Authority's risk management framework is based on ISO 31000 standards. The Authority seeks to minimize risks through coordination and economical application of resources to maximize realization of opportunities and to monitor and control the probability and /or impact of unforeseen events.

In developing the Authority's strategic plan for the current period an integrated risk identification framework was developed, based on the following risk categories: Social, technological, economical, political, legal and environmental risks.

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RISK MANAGEMENT FRAMEWORK

Social Risks (Risks associated with human factors both internal and external)

RISK AREA	IMPACT	CAUSE	LIKELIHOOD OF OCCURRENCE	CONTROL MEASURES	MITIGATION MEASURES
High staff turnover	Low productivity	Low staff morale attributable to various work related issues	High	Improve work environment	Provide conducive environment and incentives
Negative attitudes towards work	Low productivity	Exhaustion from overwork and from the Authority's relative ineffectiveness	High	Setting realistic targets and work teams - undertake workload analysis	Enforcement of policies Provide Rewards and sanctions
Occupational health risks	Low productivity	Accommodated in rented premise	High	Provision basic facilities	Implement occupational safety and health policy
Access to classified and confidential information	Leakage of Confidential Information	Inadequate staff sensitization and vetting	High	Proper staffing and monitoring	- Classify information - Deploy vetted staff in appropriate places
Over-exploitation of resources	Environmental degradation	Poverty	High	Engagement in environmental sustainability activities	Promotion of public, private partnerships (PPPs)
Economic (Financial risks)					
Inflation.	Increased cost of operations	National fiscal policies and related market forces	Low	Monitor market dynamic	Maintenance of strategic reserves
Inadequate funding	Failure to achieve set targets	Competition of available funds	High	Prioritization of activities	Lobbying for more funds



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RISK MANAGEMENT FRAMEWORK

Technological risks

RISK AREA	IMPACT	CAUSE	LIKELIHOOD OF OCCURRENCE	CONTROL MEASURES	MITIGATION MEASURES
Integrity of the Authority's information systems	Data loss, .Communication breakdown, exposure of confidential information	Outdated technology Use of unlicensed software Failure to implement information systems administration policies	High	Full implementation of the ICT policy Monitoring of physical access to the Authority's offices. Monitoring of network usage.	Procurement of appropriate software and related technology. Installation of data backup system for easy recovery. Development of a disaster recovery plan
Unreliability of power supply and	Down time	-Inconsistent supply from utility provider -Vandalism -Inadequate power Back system	High	Procure and install generators and power backup systems	Install a reliable power backup system
Legal Risks					
Amendment of EMCA	Reduction of NEMA mandate	Perception that NEMA is underperforming in matters of environmental management	Low	Engagement of parliamentary committees	Country wide awareness programmes on NEMA's vis-à-vis other sectoral environmental institutions.
Corruption	Compromise in the	Wide-spread unethical		Enforcement of the	Monitoring of business





RISK MANAGEMENT FRAMEWORK

RISK AREA	IMPACT	CAUSE	LIKELIHOOD OF OCCURRENCE	CONTROL MEASURES	MITIGATION MEASURES
Litigation against NEMA for acts of Commission or omission with relevant legislations.	Authority's performance	culture	High	Authority's service charter	processes and performance standards Enforcement of anticorruption policies
High litigation costs.	Lack of information on the relevant laws that the Authority should comply with.	Moderate	Undertake legal audit.	Engage qualified staff/lawyers on environmental matters Implement recommendations of legal audit reports.	
Sectoral law conflict	Gaps in enforcement of environmental laws leading to environmental degradation	Sectoral conflicts in management of the environment	High	Harmonization of sectoral environmental statutes with EMCA, 1999.	Sensitize and lobby policy makers on the need to harmonize sectoral environmental statutes with EMCA, 1999.
Political (Governance risks)					
Political interference on NEMA's mandate	Compromise in the Authority's performance.	Conflict of interest within the political elite	High	Enforcement of the Environmental Management and Coordination Act, 1999	Sensitization of politicians and the public on adherence to the provisions of the Environmental Management and Coordination Act, 1999



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RISK MANAGEMENT FRAMEWORK

RISK AREA	IMPACT	CAUSE	LIKELIHOOD OF OCCURRENCE	CONTROL MEASURES	MITIGATION MEASURES
Lack of prioritization of the environmental agenda by policy makers	Loss of focus on environment at policy level, leading to environmental degradation	Inadequate understanding of the role of environment in sustainable development	Low	Lobby for the inclusion of environmental agenda in the manifestos of various political parties and action plans for the National and County Governments.	Sensitize policy makers on inclusion of environmental agenda in the manifestos of various political parties and action plans for the National and County Governments.
Environmental risks					
Poor environmental governance	Uncoordinated interventions conflicts	conflict of sectoral mandates	High	Establish consultative for a/opportunities Coordinated activities	Promotion of joint planning and execution
Emerging environmental issues (oil, e-waste, invasive species)	Environmental degradation	Advancement in technology and human activities	High	Develop appropriate regulations	Build capacity and enforcement of regulations





Strategic Direction 2013 – 2018

Vision

"To be a world class environment management Authority"

Mission

"Ensure a clean, healthy, and sustainable environment in Kenya through supervision and coordination of all matters relating to the environment"

Motto

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Professionalism

We aim at productivity; comply with set performance standards and response to changing work circumstances as we maintain confidentiality and respect of others.

Equity

We apply principles of fair play and equity with those we work with as well as the general public

Teamwork

We collaborate with others, maintain cooperation and openly demonstrate a sense of responsibility for the success of what we seek to achieve. We recognize and appreciate the strength and contributions of others and provide leadership in matters that we are mandated.

Integrity

We execute our mandate transparently and with utmost respect, honesty and moral integrity.

Core Values

Innovation

We continually upgrade to new innovations, create new ways of doing things in order that our contribution to sustainable management of the environment remain relevant.

Courage of conviction

We bravely, passionately and without fear, promote and defend sustainable interaction with the environment as we advance our relationship with like-minded parties in ensuring trans-generational environmental sustainability.





Strategic Objectives

1. To coordinate stakeholders and lead agencies in order to create synergy in management of the environment
2. To ensure compliance with environmental legislation and policies in order to maintain a clean, healthy and sustainable environment
3. To strengthen and develop institutional capacity for effective and efficient management of the environment
4. To build and nurture strategic partnerships aimed at enhancing sustainable management of environment
5. To enhance the use of communication as a tool to achieve the Authority's performance objectives

To guarantee achievement of results in these objectives, we will focus on the following key result areas under each performance objective

To Coordinate stakeholders and lead agencies in order to create synergy in management of the environment

Key Result Areas	Outcomes
1. Domestication of MEAs	Utilization of MEAs instruments and opportunities for sustainable management of the environment in Kenya
2. Establishment of a coordinated framework for the enhancement of Education for sustainable development (ESD)	A coordinated implementation of ESD in Kenya
3. Education and awareness creation	An informed citizenry on environmental conservation issues
4. Strengthening and development of lead agencies' capacity for sustainable management of the environment	Enhancement of the contribution of lead agencies in sustainable management of the environment





Key Result Areas	Outcomes
Environmental Assessment	Accurate and timely research, assessment, and reporting on progress made in the attainment of sustainable development in Kenya
Environmental Planning	Integration of environmental sustainability within national development policies, plans and programmes
Mainstreaming Environmental sustainability in MDAs and other stakeholders	Integration of environmental sustainability into sectoral policy, plans and programmes
Promotion of green economy	Adoption of green economy initiatives across sectors

To ensure compliance with environmental legislations and policies in order to maintain a clean, healthy and sustainable environment

Key Result Areas	Outcomes
Formulation of environmental regulations, standards and guidelines	Existence of regulations, standards and guidelines for the restoration, protection and conservation of the environment
Enforcement of environmental laws	Minimization of the breach of environmental laws
Licensing/permits	Compliance with environmental standards
Promotion of compliance	Increased levels of compliance by the regulated community
Strengthening of networks for environmental compliance and enforcement	Harmonized environmental standards and enforcement action within EAC
Environmental incident management	Effective and efficient response to environmental incidents





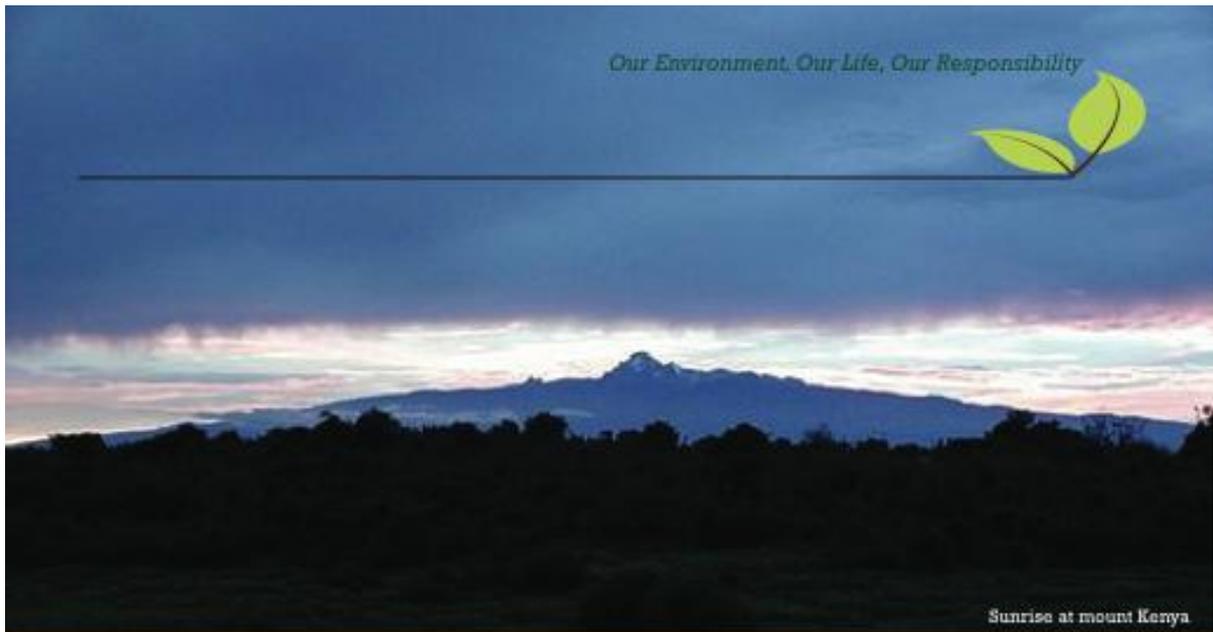
To strengthen and develop institutional capacity for effective and efficient management of the environment

Key Result Areas	Outcomes
Strengthening and development of lead agencies' capacity for sustainable management of the environment	Enhancement of the contribution that lead agencies contribute in sustainable management of the environment
Corporate governance	Enhanced corporate governance
Technological advancement	Efficiency of service delivery
Resource Mobilization	Sustained ability to undertake the Authority's planned activities
Human resources capacity	Increased effectiveness in execution of the Authority's mandate
Risk Management	Minimization of risks attendant to execution of the authority's mandate
Infrastructural development	Improvement in the standard of NEMA's capital investments and tools of work

To build and nurture strategic partnerships aimed at enhancing sustainable management of environment

Key Result Areas	Outcomes
Mobilization of key stakeholders in matters relating to environment	Creation of a cohort of environmental champions
Formulation of appropriate frameworks for engagement	Establishment of suitable models for the engagement and development of partnerships for management of the environment
Sustainability of partnerships	Consistency in the support and execution of environmental management initiatives
Promotion of environmental management best practice	Learning, sharing and celebration of good environmental management practices
Rehabilitation of abandoned degraded sites	Restored degraded environment





Sunrise at mount Kenya

To enhance the use of communication as a tool to achieve the Authority's performance objectives

Key result areas	Outcomes
Enhanced Participation of the public in environment management	Increased public awareness of environmental issues, the need to address them, and how to address them
Engagement with the media	Strong partnerships for the promotion of sustainable environmental management in print, electronic and social media
Development of NEMA's brand and corporate identity	Improved corporate image
Management of internal communication	Advancement of a shared culture of commitment to sustainable management of the environment
Knowledge management	Maintain a relevant, accurate, and accessible repository of knowledge on sustainable management of the environment
Enhanced external information dissemination	Enhanced information dissemination for decision making and behaviour change
Engagement with the public	A sensitized citizenry that participates in environmental management activities
Implementation of the NEMA service charter	Enhanced customer satisfaction



Resource Capacity Development



NEMA will require adequate human and capital resource capacity to implement this strategic plan in order to achieve its objectives.

Assessment of the Authority's capacity requirements

Human resource capacity

The Authority requires to be substantially resourced to effectively deliver its mandate. Since inception, NEMA has only been able to maintain a relatively lean establishment. The Authority's current staff of 360 is clearly less than adequate. Given the devolution of environmental management to the counties especially, it is envisaged that over the planning period, the Authority will increase its staff complement to 1,334 at a cost of KES. 1.58 billion.

Over the planning period, the Authority will endeavor to attract, develop and retain a dedicated team of high-performing staff, committed to realizing this strategic plan. In particular, the Authority will re-examine its structure in order to obtain the strategic fit of its human, infrastructure and financial resources the combination of which will determine the success with which this strategic plan will be implemented. This will be supported by a deliberate effort to enhance corporate governance, leadership capabilities within the Authority, and development of the desired organization culture.

To achieve this, the Authority will employ the following strategies.

- Competency-based staff recruitment, placement, training and development,
- Enhancement of motivational factors impacting on staff performance and ultimately labour turnover.

Physical infrastructure

The Authority currently operates in rented offices at HQ and only a few counties own office space. Over the planning period, it is projected that the Authority will build its headquarters and additional county offices at a cost of KES. 2 Billion. This will include equipping the new offices and rollout of the Authority's ICT infrastructure and in the long run substantially reduce operating expenses and significantly enhance operational efficiency.





For these plans to be realized, the Authority's funding of operational activities will need to be increased from the current KES. 1.0 billion annually to an estimated KES. 15.9 billion over the plan period. To achieve this, the Authority will be looking to the following:

1. Enhancement of revenue collection;
2. Engagement with Government to lobby and negotiate additional funding
3. Development and implementation of a resource mobilization strategy
4. Utilization of the good relations the Authority enjoys with various development partners to secure funds and other joint involvement in areas of common interest
5. Investment ICT to contain operating expenses and to enhance operational



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Summary of investment in capital and human resources over the planning period

OBJECTIVE 1: To coordinate stakeholders and lead agencies in order to create synergy in management of the environment

Key Result Areas	Capital Resource Requirements	Human Resource Requirements	Business Processes to Review	Others
<ul style="list-style-type: none"> -Domestication of MEAs -Establishment of a coordinated framework for the enhancement of Education for sustainable development (ESD) -Mastheadring Environmental sustainability in MDAs and other stakeholders -Environmental Assessment and Planning 	<ul style="list-style-type: none"> -MEA registry -MEA reporting software -Teleconferencing equipment -4 Vehicles -Laptops -1 Camera -Computer -Phones -ESD demonstration centres -farming equipments -Satellite imagery 	<ul style="list-style-type: none"> 12 (Chief, Principal, Senior and Assistant officers) 12 staff (Liaison officers at all cadres) 146 (Planning, Research and GIS Officers at all levels both at the headquarter and field for all cadres) (170 staff) 	<ul style="list-style-type: none"> - Resource mobilization -Process Automation -Training /Sensitization on MEAs -Monitoring and verification -Preparation country position papers -Record keeping -PC target setting -Information management -GIS mapping 	

OBJECTIVE 2: To ensure compliance with environmental legislation and policies in order to maintain a clean, healthy and sustainable environment

<ul style="list-style-type: none"> -Enforcement of environmental laws 	<ul style="list-style-type: none"> -60 Vehicles -Protective equipments -Laboratory equipment and consumables -Furnished and equipped field offices -Noise meters -47 Air quality monitoring stations -electronics for odour and pollutant gasses monitoring equipment 	<ul style="list-style-type: none"> Compliance officers, Enforcement officers, licencing officers, Inspectorate and Incident Management officers, Chiefs and Principal County Environment officers and accountants, secretaries, office assistants at all levels) (405 staff) 	<ul style="list-style-type: none"> -Office automation in county offices -Decentralization of licensing 	
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Summary of investment in capital and human resources over the planning period

Key Result Areas	Capital Resource Requirements	Human Resource Requirements	Business Processes to Review	Others
-Enforcement of environmental laws	<ul style="list-style-type: none"> -Multi-Parameter Water Quality Meters -Soil Samplers for HQ & Counties -Crime or Incident scene securing items -Branded vehicles with pollution control requirements with blooms and dispersal foam - Stack emission equipment -Exhaust Emissions Measurement Equipment -Ambient Air Quality Analyzer -Stack emission equipment -Exhaust Emissions Measurement Equipment -Ambient Air Quality Analyzer -53 Desktop Computers and accessories -57 laptops -53 scanners -43 printers duplex -40 GPS -50 cameras -20 Air conditioners 			



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Summary of investment in capital and human resources over the planning period

Key Result Areas	Capital Resource Requirements	Human Resource Requirements	Business Processes to Review	Others
	<ul style="list-style-type: none"> -49 LCD -20 Fire extinguisher -47 mobile telephones -12 Noise meters -59 Noise meter printers 			

OBJECTIVE 3: To strengthen and develop institutional capacity for effective and efficient management of the environment

<ul style="list-style-type: none"> -Technological advancement -Resource mobilization and infrastructural development -Human resource development -Risk Management -Infrastructural development 	<ul style="list-style-type: none"> -WAN/ LAN- for 47 counties -700 ICT- PCs (including those for resource centers) -GIS systems upgrade and expansion -Modern data center. -47 Photocopiers with printing capabilities. -Power Backup System -Office space for 15 employees at each county -1Vehicles -Office equipment &Furniture (for counties and regions) -Construction of NEMA Head office -Construct / acquire 4 regional and 47 county offices. 	<ul style="list-style-type: none"> -19 staff (Chief, Principal Senior ICT officers) -12 staff (Chief, Principal Senior Resource Mobilization officers) -19 staff (Director, deputy, Chief, Principal Senior Human resource officers) -8 staff (Principal, Senior and Auditors) 95 staff (Directors, deputies, Human resource officers, Administrators, technicians, accountants, procurement officers, office assistants, secretaries and drivers) (153 staff) 	<ul style="list-style-type: none"> -Office Automation -Enterprise Resource Planning (ERP) -Inventory management -Financial Control Systems -Financial Audit and risk management -Quality assurance -Procurement -Recruitment -Performance management -Fleet management -Asset Management -Maintenance -Repairs 	<ul style="list-style-type: none"> Increased Internet Bandwidth.
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Summary of investment in capital and human resources over the planning period

Key Result Areas	Capital Resource Requirements	Human Resource Requirements	Business Processes to Review	Others
	<ul style="list-style-type: none"> -procure 60 vehicles -15 motorbikes -7 Boats (Lamu, Kilifi, Mombasa, Kwale, Hama Bay, Siaya, and Kisumu) 			

OBJECTIVE 4: To build and nurture strategic partnerships aimed at enhancing sustainable management of environment

<ul style="list-style-type: none"> -Mobilization of stakeholders. -Formulation of appropriate frameworks for engagement -Sustainability of strategic partnerships. -Promotion of environmental best practices. 	<ul style="list-style-type: none"> -Vehicles -Computers and office equipment -Office space. -ICT infrastructure -Conference facilities. -Bill boards 	<ul style="list-style-type: none"> -12 staff (Chief, Principal, Senior and Assistant Resource mobilization officers) -20 staff (Director, Principal, Senior and Legal officers) (12 staff) 	<ul style="list-style-type: none"> -Continuous engagement -Dissemination of information to relevant stakeholder field visits. -Hold consultative fora -Communication -Field visits -Advertising 	
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Resource mobilization

The Environmental Management and Coordination Act (EMCA, 1999) provides the NEMA broad mandate. To achieve this mandate, the Authority requires a substantial pool of resources.

Funding of the Authority's activities is principally obtained from the exchequer, appropriations in aid (AIA) and from various development partners with whom the Authority pursues joint interests in environmental management. Budgetary allocation to the Authority has in the past been less than KES. 1.0 billion per year, which has seldom been adequate to fund the Authority's planned activities, and which falls far below the KES 5.0 billion annual budget estimate in this strategic plan.

Apart from low funding, the Authority's operating expenses have also been on the increase as a result of various expansion activities and the rising cost of living. Efforts by the Authority to increase its budgetary allocation through the National Treasury have so far been not successful, which has impacted on effectiveness and sustainability of the Authority's programmes.

Since the Authority's inception GOK's budgetary allocation to NEMA on recurrent expenditure has marginally increased, while allocation for development expenditure has consistently declined over the years. This has invariably affected the Authority's ability to perform effectively.

Moreover, some of these partners have specific scope for funding and their funds are not transferable. The total funding by development partners has been approximately KES.70 million per year.

It is imperative that the Authority looks at expanding its resources base to enable it successfully implement its programmes and activities in this strategic plan and beyond. In this regard, during this planning period, the Authority will strive to strengthen and diversify its resource base through establishment of a Resource Mobilization Unit, which will be responsible for development and implementation of the Authority's resource mobilization strategy. This strategy will among others incorporate the following initiatives:

- Engagement with the Government to increase funding level
- Engagement with development partners
- Promotion of public-private partnerships in environmental initiatives
- Strengthening of bilateral and multilateral development partnerships and donor support
- Promotion of efficient use of available resources
- Development and implementation of an investment policy for the Authority

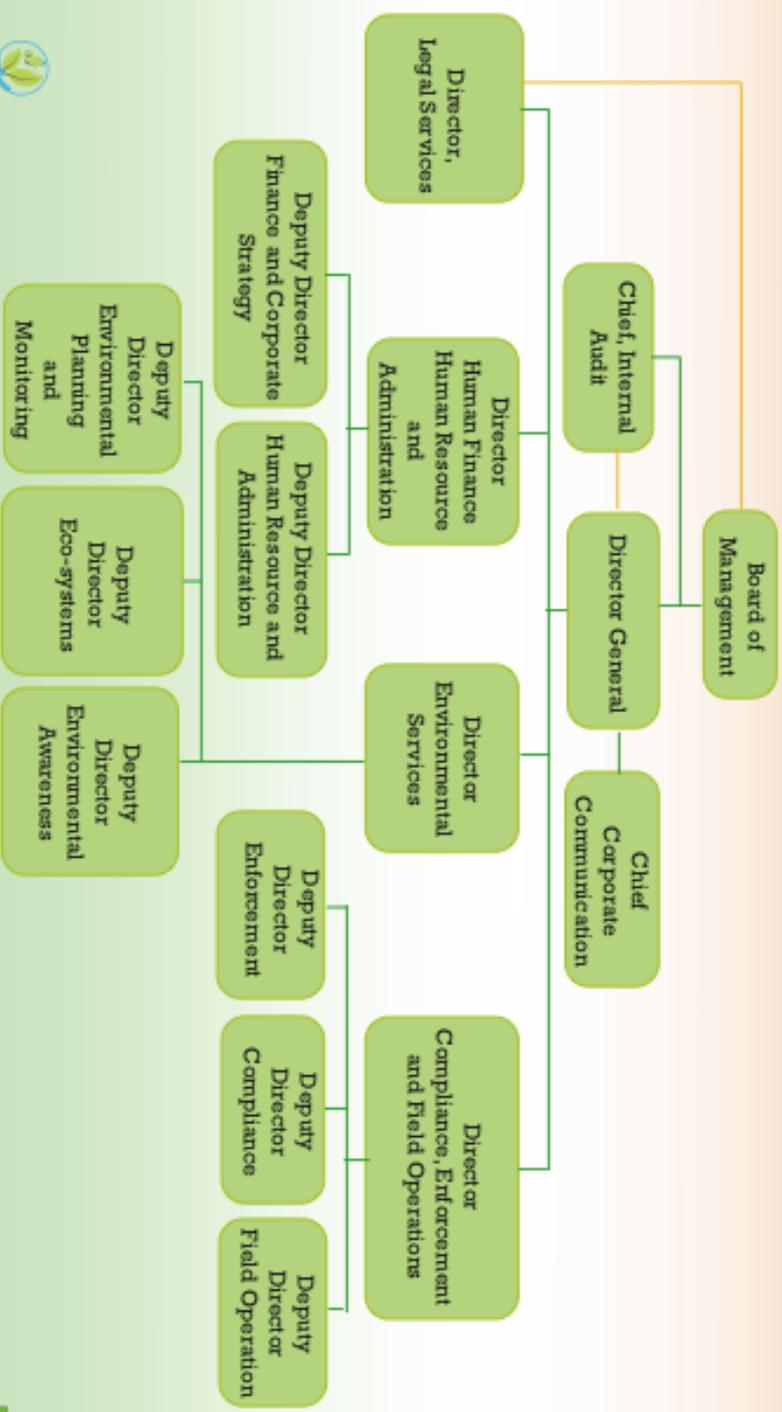




Corporate Planning Framework

Organization Structure

The Authority will deliver its functions during this planning period through the following administrative structure



Corporate Planning Framework

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
				Y 1	Y2	Y3	Y4	Y5			
STRATEGIC OBJECTIVE: 1 To Coordinate stakeholders and lead agencies in order to create synergy in management of the environment											
1.1 Domestication of Multilateral Environment Agreements (MEAs)	1.1.1 Provide legal support in the negotiation, domestication and implementation of MEAs	Provision of legal support in negotiations, domestication and implementation of MEAs	No of MEAs supported	6	6	6	6	6	Utilization of MEAs instruments and opportunities for sustainable management of the environment in Kenya	Availability of resources	70
	1.1.2 Capacity building for stakeholders on implementation of MEAs	Capacity built for 20 stakeholders annually	No. of stakeholders capacity built	20	20	20	20	20			10
		Staff/lead agencies sensitized on MEAs in 47 counties	No. of staff/lead agencies sensitized on MEAs in 47 counties	25	25	30	30	35			18
	1.1.3 Exhibit at Conference of Parties and other international meetings	Exhibitions at least 2 conferences annually	No. of exhibitions held	2	2	2	2	2			70
	1.1.4 Monitor compliance to MEAs upon domestication	Compliance to domesticated MEAS monitored	No. of MEAs complied with and monitored at county level	6	6	6	6	6		MEAS are being implemented in every county	70
	1.1.5 Monitoring and Reporting on implementation of MEAs	MEAs implementation reported to respective MEA's Secretariat	Timely submission of reports to the Secretariat	1	1	1	1	1		Availability of resources and data from stakeholders	83
		Monitor and report on the implementation of MEAS in 47 counties	No. of MEAs reported		5		5				83
	1.1.6 Coordinate	Datasets acquired	No of datasets	3	3	3	3	3		70	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	data acquisition and sharing of information relating to MEAs	shared and uploaded on the website									
	1.1.7 Update MEAs action plans	Review one Action plan annually	No of plans reviewed	1	1	1	1	1			5
	1.1.8 Build capacity on MEAs negotiation	Undertake training of negotiators	No. of negotiators trained	3	3	3	3	3			5
	1.1.9 Participate in MEAs conferences and meetings internationally regionally and nationally	Participation of the Authority in MEAS to report on the progress	no. of meetings /conferences attended annually	6	6	6	6	6		The Authority will be invited to attend MEAs conferences and meeting	7
	1.1.10 Coordinate the implementation of MEAs	MEAs desk officers involved in technical backstopping in the implementation of MEAs	No. of desk officers involved	6	6	6	6	6		There will be need for technical input	28
	1.1.11 Coordinate commemoration of environmental days on MEAs	<ul style="list-style-type: none"> Hold annual World wetlands day Hold annual World oceans day World Day to Combat Desertification 	No. of Commemorations held	3	3	3	3	3			80
	1.1.12 Operationalize National Implementing	Review and monitor implementation of adaptation programmes/projects	No. of programmes/ projects reviewed, monitored and	10	10	10	10	10		There will be projects to be reviewed and monitored	20

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	Entity (NIE)		funded								
1.2 Establishment of a coordinated framework for the enhancement of Education for Sustainable Development (ESD)	1.2.1 Organize, participate and support ESD/RCE activities	<ul style="list-style-type: none"> Participate in yearly ESD/RCE conferences both nationally and internationally Organize national RCE/ESD conferences Support RCE/ESD activities 	<ul style="list-style-type: none"> Reports No. of activities supported 	3	3	3	3	3	A coordinated implementation of ESD in Kenya		19.7
	1.2.2 Support environmental themes in Drama and music festivals through the Ministry of Education, Science and Technology	Annual environmental categories developed and competed for in national drama and music festivals	Awards	2	2	2	2	2			15
1.3 Education and awareness creation	1.3.1 Create awareness on environmental laws and regulations to targeted groups	Awareness created	No. of targeted groups sensitized	10	10	10	10	10	An informed citizenry on environmental conservation issues	Availability of resources	70
	1.3.2 Document and exhibit areas of best practices in sustainable land use management.	Documented best land use practices	No. of best land use practices documented	1	1	1	1	1			Areas of best practices are available

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	1.3.3 Develop, acquire and disseminate environmental information and awareness materials to all relevant information outlets	Information outlets equipped with environmental information and awareness materials.	<ul style="list-style-type: none"> No. of information outlets equipped. Types of information materials acquired and delivered 	47	47	47	47	47		Public will access the materials.	39.9
	1.3.4 Host academic visits/for a	Educate visitors on various aspects of environmental management	No. of visits/visitors attended to	4	4	4	4	4		Visitors will come to NEMA	2.2
1.4 Environmental assessment	1.4.1 Coordinate implementation of Kenya's ICZM action plan	<ul style="list-style-type: none"> Hold ICZM steering committee meetings Train officers from lead institutions on ICZM 	<ul style="list-style-type: none"> No of meetings held No. of officers trained 	4	4	4	4	4	Accurate and timely research, assessment, and reporting on progress made in the attainment of sustainable development in Kenya	Availability and participation of stakeholders	45
	1.4.2 Coordinate Inventory of aquatic and terrestrial resources in the country and their monitoring	Conduct site specific monitoring	No. of monitoring visits conducted	20	20	20	20	20		Cooperation of lead agencies	270
		Conduct capacity building meetings in counties	2.No. of capacity building meetings conducted	10	10	10	10	10			
	1.4.3 Pollution monitoring and reporting for wetland ecosystems	Pollution monitoring in different wetland ecosystems	No. of wetlands monitored Monitoring reports	10	10	10	10	10		Cooperation of lead agencies	30
	1.4.4 Coordinate	Timely preparation of	No. of country	48	48	48	48	48		There will be	70

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	the Preparation and implementation of county and national SoE reports	SoE reports	and national SoE reports <ul style="list-style-type: none"> No of institutions reporting on implementation of SoE indicators 							timely input from stakeholders and lead agencies	
	1.4.5 Undertake environmental research, monitoring and assessment in respect to compliance and environmental degradation	Compile 25 environmental research, monitoring, and assessment reports	No. environmental research, monitoring, and assessment reports	5	5	5	5	5		There will be timely input from stakeholders and lead agencies	7
	1.4.6 Carry out a geo-information trend analysis for past SoEs	Geo-information trend analyzed for past SoEs	No. of geo-trend analysis reports for past SOEs	1		1		1			7
	1.4.7 Geo-code housing development for compliance in five major counties	Geo-coded housing development in five major counties	No. of counties housing developments geo-coded	1	1	1	1	1			9
	1.4.8 Generate Environmental information database and strengthen knowledge management by use of satellite	15 datasets generated, populated and integrated into a database and information management systems	No. datasets and networks	3	3	3	3	3		Availability of infrastructure and personnel	5

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)		
	imagery.												
1.5 Environmental planning	1.5.1 Coordinate development and implementation of wetlands, coastal and marine management plans	<ul style="list-style-type: none"> Conduct stakeholder inception meetings Conduct stakeholder inputting meetings Carry out site surveys and ground truthing Hold validation workshop 	<ul style="list-style-type: none"> No. of meetings held No. of ground truthing exercises conducted No. of management plans developed 	20	20	20	20	20	Integration of environmental sustainability within national development policies, plans and programmes	Support from stakeholders and county governments	60		
	1.5.2 Coordinate development and implementation of terrestrial management plans	<ul style="list-style-type: none"> ecosystem management plans developed 5 ESA mapped and management plans developed 	<ul style="list-style-type: none"> No of ecosystem management plans No of maps and management plans developed 	1	1	1	1	1			Data will be available	70	
	1.5.3 Coordinate preparation and implementation of NEAP and CEAPs	One NEAP prepared every five years	NEAP Document	1									185
		Preparation and dissemination of EAPs in 47 counties and 1 national	No. of EAPs prepared and disseminated	48									10
	1.5.4 Monitor implementation of NEAP/CEAP	Monitoring and evaluation of implementation of NEAP and CEAPs undertaken	No. of monitoring reports		48	48	48	48					33.5

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	1.5.5 Build the capacity of NEMA Staff (HQ and Field) on GIS data collection and analysis methods.	Train NEMA staff on GIS data collection and analysis methods.	No. of staff trained	20	20	20	20	25			15.5
1.6 Mainstreaming environmental sustainability in MDAs, stakeholders and the Private sector	1.6.1 Monitor and evaluate environmental sustainability activities of MDAs	Quarterly monitoring and evaluation of activities.	No. of MDAs monitored and evaluated	100	100	10	10	10	Integration of environmental sustainability into sectoral policy, plans and programmes of MDAs		7.4
	1.6.2 Sensitize MDAs and other stakeholders on mainstreaming environmental sustainability	MDAs sensitized on mainstreaming environmental sustainability	No. of MDAs sensitized	100	100	10	10	10			21.5
	1.6.3 Implement Environmental sustainability Policy and develop models	Mainstreaming of environmental sustainability Policy in 2 NEMA SOP, processes & regulations	No of SOPs, processes and regulations with environmental sustainability mainstreamed	2	2	2	2	2			60
	1.6.4 Promotion of green economy	Green economy initiatives adopted	No of institutions adopting green economy	1	1	1	1	1			40
STRATEGIC OBJECTIVE: 2 To ensure compliance with environmental legislations and policies in order to maintain a clean, healthy and sustainable environment											
2.1 Formulation of environmental laws, regulations and guidelines	2.1.1 Development and review of guidelines	Developed and reviewed guidelines	No. of guidelines developed and reviewed	2	2	2	2	2	Existence of regulations, standards and guidelines for the restoration, protection and	Guidelines will be adhered to by regulated community	118
	2.1.2	Developed and	No. of	5	5	5	5	5		There will be	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	Development and review of laws, standards and regulations	reviewed environmental laws standards and regulation	environmental laws, standards and regulations developed and reviewed						conservation of the environment	need to review laws and regulations	
2.2 Enforcement of Environmental Laws	2.2.1 Undertake civil and criminal litigation.	Civil and criminal cases litigated	No. of civil and criminal cases litigated	5	5	5	5	5	Minimization of the breach of environmental laws	Existence of cases for and against NEMA	25
	2.2.2 Prosecute offenders of environmental crimes.	Investigation and information gathering to sustain prosecution	No. of investigation and case files prepared leading to successful prosecution	10	10	10	10	10		prosecution will deter would be offenders	
	2.2.3 Provide legal advice to the Authority, government and stakeholders.	Legal advice to the Authority, government and stakeholders provided	No. of legal advice and opinions provided	10	10	10	10	10		courts will met stringent penalties	Need for legal advises and opinion
2.3 Licensing/ permits	2.3.1 Inspect and monitor compliance to environmental laws	Inspection and monitoring environmental compliance	No. of inspection reports	10	10	10	10	10		The offenders will comply with orders issued	50
	2.3.2 Build capacity for environment police, prosecutors and inspectors to investigate and gather	Develop capacity for enforcement of environmental regulations	No. of enforcement officers whose capacity is build	10	10	10	10	10		Enhanced performance of enforcement officers	220

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	information to sustain prosecution										
	2.3.3 Processing of various licenses/permits applications under EMCA	Processing of licenses and permits	No. of licenses and permits processed within stipulated time	100	100	100	100	100	Enhanced Compliance with environmental standards	-Proponent will respond and consent on time - Availability of supplies and efficient infrastructure	500
	2.3.4 Monitor compliance to conditions of Licenses/permits issued	Compliance conditions monitored	No. and types of licensed facilities monitored	20	20	20	20	20		Proponents will voluntarily adhere to license conditions	15.2
2.4 Compliance promotion	2.4.1 Provide compliance assistance	Sector specific workshops/meetings on various regulatory regimes	No. of sector specific workshops and meetings held	4	4	4	4	4	Increased levels of compliance by the regulated community		29
	2.4.2 Monitoring of Air Quality, GHGs emissions and climate change in Kenya	Inventorize GHGs emissions in Kenya	An inventory of GHGs	4	4	4	4	4			8.0
	2.4.3 Implement negotiated compliance program	Negotiated compliance programmes with regulated communities established	No. of programmes undertaken	4	4	4	4	4			29
	2.4.4 initiate pilot projects to demonstrate	Projects demonstrating compliance to environmental	No. of projects piloted	2	2	2	2	2			25

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	compliance to environmental regulations	regulations piloted									
	2.4.5 Develop documentaries and publicity materials for rehabilitated & proposed sites	Documentaries and publicity materials developed for rehabilitated and proposed sites	No. of documentaries and publicity materials developed	6	6	6	6	6			13.5
	2.4.6 GIS mapping , monitoring and reporting on compliance levels on regulated facilities	Map, monitor and report compliance levels of regulated facilities	No. of regulated facilities	5	5	5	5	5			14
		GIS monitoring of compliance levels of regulations in five major counties	No. and reports of the regulations monitored	25	25	25	25	25			14
	2.4.7 GIS Monitoring and model evolution of dumpsites in 5 key urban centers per year	GIS monitoring of compliance levels in dumpsites in five major counties annually	No. of reports of dumpsites monitored in five counties	10	10	10	10	10			12
	2.4.8 Geo-tag facilities on wildlife corridors	Geo-tagged facilities on wildlife corridors annually	No. of corridors geo-tagged	2	2	2	2	2			30
	2.4.9 Vision 2030 Flagship projects: Implementation of the National Waste Management Strategy	The strategy is rolled out and implementation monitored in the 47 counties	No. of counties implementing the strategy	47	47	47	47	47			35
	2.4.10 Review	Environmental Audit	No. of	100	100	10	10	10			175

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)	
	environmental Audits	reviewed and classified	environmental audit reports reviewed and classified			0	0	0				
	2.4.11 Carry out control audits	Control audits on high risk facilities undertaken	No. of control audits undertaken	20	20	20	20	20				175
		Focused control audit for green list awarding	No. of facilities indentified for green list awarding	10	10	10	10	10				
	2.4.12 Coordinate management of riparian areas	Delineated and demarcated riparian areas	No. of delineated and demarcated riparians	4	4	4	4	4				100
2.5 Strengthening of networks for environmental compliance and enforcement	2.5.1 Harmonize environmental standards and enforcement action within EAC	Environment standards and enforcement action harmonized	No. of environment standards and enforcement action harmonized	1	1	1	1	1	Harmonized environmental standards and enforcement action within EAC		135	
	2.5.2 Deal with environmental crimes within the region	Improved systems of sharing environmental intelligence	No. of environmental. standards and enforcement action	1	1	1	1	1			55	
	2.5.3 Develop capacity on principles of compliance and enforcement in the region	capacity developed within EAC	No. participants whose capacity build on principles of compliance and enforcement	10	10	10	10	10			41	
	2.5.4 Bench mark on environmental best practices at regional and International levels	Regional visit to bench mark on best practices within the region	No. visits and attendance in regional networks undertaken	4	4	4	4	4			315	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
2.6 Environmental incident management	2.6.1 Establish a rapid response framework	Rapid response framework established	Rapid response Framework	1					Effective and efficient response to environmental incidents		15
	2.6.2 Respond to environmental incidents	Timely response of environmental incidents	No. of incidents responded to	5	5	5	5	5			300
STRATEGIC OBJECTIVE: 3 To strengthen and develop institutional capacity for effective and efficient management of the environment											
3.1 Capacity Building	3.1.1 Sensitize lead agencies on NEMA gazetted regulations	Lead agencies sensitized on NEMA regulations	No. of lead agencies sensitized	4	4	4	4	4	Enhancement of the contribution of lead agencies in sustainable management of the environment		104
3.2 Corporate governance	3.2.1 Identify and implement procedures that will enhance corporate governance in the Authority (ISO 9001-2008)	<ul style="list-style-type: none"> Procedures identified and implemented to enhance corporate governance in all All counties and regional offices ISO certified 14000 	No. procedures identified and implemented and counties certified	47	47	47	47	47	Enhanced Corporate governance		32
	3.2.2 Monitor the corporate governance in the organization.	Ensure Internal controls are effective and being implemented	No. of NEMA offices audited	52	52	52	52	52			20
	3.2.3 Train Board members and Staff on the principles of	Corporate governance principles embraced.	No. of Board members capacity build	10			10				26

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)	
	corporate governance											
	3.2.4 Facilitate board operations	Board activities facilitated	No. of board activities facilitated	4	4	4	4	4			150	
	3.2.5 Operationalize devolution and implementation of the Kenya Constitution	Compliance of the Authority with the applicable provisions of the Kenya constitution	No. of provisions of the constitution complied with	4	4	4	4	4			Compliance by the Authority	23
		4 regional and 47 county offices established and equipped	No. of regional and county offices established and equipped	51							Management support	
		47 County environment committees (CEC) operationalized	47 County Environment Committees (CEC) operationalized	47	47	47	47	47				11
		Quarterly CEC meeting held	No. meetings and minutes of the meetings	4	4	4	4	4			CEC will be constituted	115
		Facilitate office operations in 4 regions and 47 Counties	Office operations facilitated in 4 regions and 47 counties	51	51	51	51	51				540
3.3 Technological Advancement	3.3.1 Modernize and upgrade ICT & GIS infrastructure	ICT and GIS infrastructure upgraded	Percentage of system and infrastructure upgraded.	20%	20%	20%	20%	20%	Efficiency of service delivery and reduction of costs related to management of the environment			
	3.3.2 Automate key processes (contract management, performance monitoring, transport	10 processes automated.	Processes automated	3	3	1					74	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	management, M&E /knowledge management automation, asset tracking & management, incident geo-tagging)										
	3.3.3 Review, implement and monitor ICT strategic plan and policy.	ICT strategy/policy reviewed.	Percentage of implementation M&E report		20	20	20	40			14.5
	3.3.4 Enhance ICT service management by implementing Information Technology Infrastructure Library (ITIL)	Implementation of ITIL	ITIL in place.	1							3.5
3.4 Financial sustainability	3.4.1 Develop and implement an investment policy.	An investment policy developed and implemented	A policy in place and implemented	1					Sustained financial ability to undertake the Authority's planned activities aimed at management of the environment		2.5
	3.4.2 Implement cost savings measures	Cost cutting strategy	Amount of money saved	2.5	2.7	2.7	2.7	2.7			18.2
	3.4.3 Enhance collection of A in A	500 million every year	Amount of money collected	500	500	500	500	500			350
3.5 Mobilization of resources	3.5.1 Operationalize the Resources	5 officers designated and facilitated.	Resource Mobilization Unit established	1						14.6	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	Mobilization unit										
	3.5.2 Develop resource mobilization strategy	Resource Mobilization strategy developed	Resource Mobilization strategy in place	1		1					1.5
	3.5.3 Build capacity for resource mobilization	Enhanced skills and knowledge in resource mobilization	No. of staff trained	10	10	20					3.6
	3.5.4 Monitor implementation of the resource mobilization strategy.	Implementation of the strategy monitored	Monitoring reports	4	4	4	4	4			11.5
	3.5.5 Market NEMA's Programmes to Development Partners/donors in the Environment Sector	Biannual meetings with development partners/donors in the Environment Sector held	Minutes of meetings,	2	2	2	2	2			7.5
3.6 Human resource capacity development.	3.6.1 Develop staff competencies	500 staff trained	No. of staff trained	100	100	100	100	100	Improvement in service delivery and increased effectiveness in execution of the authority's mandate	Management staff	95
	3.6.2 Monitor and evaluate training programs	Training impact assessment conduct	Training Impact Assessment Report	1	1	1	1	1		Cooperation from staff	7
	3.6.3 Participate in international Geospatial conferences	Geospatial conferences attended annually	No. of conferences attended	1	1	1	1	1			15
	3.6.4 Implement new functional	New functional structure implemented	New functional structure in place	1	1						20

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	structure										
	3.6.5 Recruitment of staff	Recruit 974 employees	No. of staff recruited	194	194	194	196	196		Approval by government	17.3
	3.6.6 Mainstream cross-cutting policies into NEMA operations	Cross cutting policies mainstreamed	No. of policies mainstreamed	4	4	4	4	4			50
	3.6.7 Strengthen governance and management system (Institutionalize M & E and Corruption eradication)	M& E framework in place	M & E framework operationalized	0.5	1						72
		Corruption eliminated	Reduction of corruption cases	2	2	2	2	2			
	3.6.8 Enhance Human Resource management (rewards and sanctions, performance management)	Conduct annual staff appraisal	Appraisals conducted	1	1	1	1	1			59.5
		Rewards and sanctions issued	No. of staff rewarded/sanctioned								
	3.6.9 Improve work environment	Provide offices, equipment and furniture	No. of officers provided with offices and equipment	40	40	40	40	40			
	3.6.10 Monitor the implementation of the strategic plan	Quarterly monitoring, and midterm review of implementation of the Strategic plan	No. of quarterly monitoring reports, and reviewed Strategic plan	4	4	4	4	4			28.5
	3.6.11 Put in	Competitive	Enhanced salaries	1	1	1	1	1		Approval by	5721

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	place competitive remuneration package to enable the Authority attract and retain qualified staff	remuneration package in place.	and benefits.							the Board and salaries and remuneration commission (SRC) will be given	
	3.6.12 Appraise, monitor and evaluate implementation of the work plans at county levels	Monitor and evaluate implementation of the work plans at county levels	No. of counties monitored and evaluated on implementation of the workplan	47	47	47	47	47			147
3.7 Risk Management	3.7.1 Review, negotiate, draft contracts and other legal documents	Contract and leases prepared and drafted	No. of contracts and leases prepared	10	10	10	10	10	Minimization of risks attendant to execution of the Authority's mandate		-
		Legal research and analysis undertaken	No. of legal research and analysis undertaken	1	1	1	1	1		There will be need for legal research	10
	3.7.2 Audit risk management	Audit 47 counties and 4 regions and head office	No. of offices audited	52	52	52	52	52			14.5
3.8 Infrastructural development	3.8.1 Establish and equip 5 Green points	5 Green points established	No. of Green points constructed and equipped.	1	1	1	1	1	Improvement in the quality and management of NEMA's capital investments, tools of work and other requirements	Resources availability	120.3
	3.8.2 Educate and create awareness through green points	Education and awareness created thorough green points	No. of stakeholders educated	5	7	5	7	5			18
	3.8.3 Develop and implement procurement plan (infrastructure, capital and	Annual procurement plan	<ul style="list-style-type: none"> Approved procurement plans Goods services 	1	1	1	1	1		Management support	1574.1

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	recurrent items)		delivered						ts in execution of the authority's mandate		
STRATEGIC OBJECTIVE: 4 To Build and nurture strategic partnerships, aimed at enhancing sustainable management of environment											
4.1 Mobilization of key stakeholders in matters relating to the environment	4.1.1 Promote partnerships among private sector and development partners for environmental management	Establish stakeholder networks and forums for environmental management through greening corporate social responsibility (CSR) initiatives at national and county level	Networks and forums established for environmental management through greening CSR initiatives at national and county level	2	2	2	2	2	Creation of a cohort of environmental champions		16.4
4.2 Formulation of appropriate frameworks for engagements	4.2.1 Negotiate and develop frameworks for engagement.	Frameworks for engagement negotiated and developed	An engagement frameworks for negotiation in place	1	1	1	1	1	Establishment of suitable models for the engagement and development of partnerships for management of the environment		9.5
	4.2.2 Develop and implement a partners engagement and sustainability strategy	A strategy for sustaining partnerships developed and implemented	A partnership Strategy in place and implemented	1	1	1	1	1			
4.3 Sustainability of strategic partnerships	4.3.1 Arbitration of legal disputes	Legal dispute amicably resolved	No. of legal disputes resolved	4	4	4	4	4	Consistency in the support and execution	Disputes will be referred to for arbitration	25
	4.3.2 Participate	Participate in	No. of meetings	12	12	12	12	12			15

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	in regional and national programmes on shared aquatic resources	conference of parties (COPs) and other relevant regional programmes	regional meetings participated in						of environmental management initiatives		
		Participate in monthly stakeholder forums	No. of monthly forums	30	30	30	30	30			
	4.3.3 Enhance partnerships with stakeholders	-Rebrand KNLS shelves and disseminate information materials	-No of Branded shelves and materials disseminated	X	x	x	x	x			1.5
	4.3.4 Mainstream ESD in institutions of higher learning and county education boards	Build capacity of county and university education boards on ESD	No. of boards capacity built.	2	2	2	2	2		25.2	
4.4 Promotion of environmental best practices	4.4.1 Implement Kenya environmental information network policy (KEIN)	Policy implemented	Policy implemented	1	1	1	1	1		14	
	4.4.2 Profile and replicate best environmental practices at all levels	Organize 4 Regional & 1 National environmental expo on best practices	-No of environmental EXPOs on best practices undertaken	5	5	5	5	5	Learning, sharing and celebration of good environmental management practices	63	
	4.4.3 Promote environmental conservation through social activities	Administer annual environmental award scheme	One annual environmental award scheme held	1	1	1	1	1		13.5	
		Organize and hold regional and national environment	Regional and national environment	5	5	5	5	5		37.5	

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
		competitions	competitions held								
		Support and participate in other award schemes	No. of other award schemes participated.	2	2	2	2	2		41	
	4.4.4 Prepare & participate in relevant sector-based Exhibitions	NEMA exhibits in relevant sector exhibitions	No. of sector exhibitions participated.	4	4	4	4	4		24.5	
4.5 Rehabilitation of abandoned degraded sites	4.5.1 Develop and implement environmental management rehabilitation plans for degraded sites	Rehabilitation of 6 abandoned degraded sites annually	No. of sites rehabilitated	6	6	6	6	6	Restored degraded environment		380
	4.5.2 Develop one management plan annually	Management plan	No. of management plans	1	1	1	1	1		10	
STRATEGIC OBJECTIVE: 5 To enhance the use of communication as a tool to achieve the Authority's performance objectives											
5.1 Enhanced participation of the public in environment management	5.1.1 Compilation and dissemination of legal texts, law reports, legal journals and periodicals.	Legal texts, law reports, legal journals and periodicals compiled	No. of legal texts, law reports, legal journals and periodicals compiled	4	4	4	4	4	Institutional and stakeholder capacity and competency strengthened	Reference will be made to legal texts, law reports, legal journals and periodicals	25
5.2 Engagement with media	5.2.1 Lobby and engage various local and international	Media breakfast meeting with media houses per quarter	No of Media houses engaged (Media coverage -Video clips	3	3	3	3	3	Sound partnerships for the promotion of	Media will heed the call to mainstream environmental	15

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	media to promote environmental awareness		-Media rating)						sustainable environmental management in print, electronic and social media	news	
5.3 Development of NEMA's brand and corporate identity	5.3.1 Brand to improve the image of the Authority	Brand to improve the image of the Authority	Corporate brand materials	6	6	6	6	6	Improved corporate image		30
5.4 Management of internal communication	5.4.1 Manage internal communication	Update staff on internal matters, daily, Weekly and as need arises	-Weekly eco flash -Daily media summaries	1	1	1	1	1	Advancement of a shared culture of commitment to sustainable management of the environment		5
5.5 Knowledge management	5.5.1 Identify, document and share information on NEMA activities and achievements	4 information produced, packages disseminated	No of information packages produced and shared	4	4	4	4	4	Maintain a relevant, accurate, and accessible repository of knowledge on sustainable management of the environment.	Good uptake of knowledge shared	20
5.6 Enhanced external information dissemination	5.6.1 Information dissemination		Information contents repackaged and disseminated	6	6	6	6	6	Informed citizenry		30
5.7	5.7.1 Prepare &	Participate in ASK	Show reports	6	6	6	6	6	Sensitized	Shows will	30

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
Engagement with the Public	participate in 2 International Trade Fair (Nairobi, Mombasa) 1 Regional (Kisumu) & 3 National ASK Shows (Nyeri, Nakuru & Eldoret)	shows at all levels.	Attendance lists Documentaries photographs						citizenry to who participate in environmental management activities.	take place	
	5.7.2 Prepare and participate in global environmental events at county and national level	Commemorate 4 global environmental events per year.	Event reports, stakeholder list, documentaries media reports.	4	4	4	4	4		-Citizens will take up knowledge shared -Availability of resources	20
	5.7.3 Produce documentaries on best environmental practices and web based education materials	Produce and disseminate 2 documentaries on best environmental practices per year	No of documentaries produced and disseminated(DVD copies)	2	2	2	2	2		Citizens will take up knowledge shared	10
	5.7.4 Update and enhance NEMA photo gallery	Develop and archive photos in thematic areas	Thematically arranged photo files	5	5	5	5	5		Secure archive	13.5
	5.7.5 Develop & disseminate publications, awareness and publicity materials on key environmental regulations and	-Produce quarterly NEMA magazine -Produce 3booklets, 3 brochures and 3 posters per year	No of Publications produced and disseminated on form of booklets, brochures and posters	15	15	15	15	15		Citizens will take up knowledge shared	75

Key Result Areas	Activities	Key Performance Targets	Key Performance Indicators	Timeframe and Targets					Outcomes	Assumptions / Risks	Budget (KES. M)
	issue										
	5.7.6 Development and implementation of a social media policy	Develop and implement 1 social media policy	Social media policy	3	2	1	1	1		There will be high number of hits to the social network sites	8
	5.7.7 Media campaigns on environmental issues	Undertake media campaigns	No of media campaigns (Infomercials, adverts, talk shows and supplements)	10	10	10	10	10		Citizens will take up knowledge shared	50
5.8 Implementation of the NEMA service charter	5.8.1 Monitor implementation of NEMA service charter	Maintain customer satisfaction index at 80% through the implementation period	-Customer satisfaction index	7.5	7.5	7.5	7.5	7.5		high customer satisfaction	50
										TOTAL AMOUNT	14,717.1



Monitoring and Evaluation

NEMA has developed an M&E framework which is anchored in this Strategic Plan, 2013-2018. Its implementation will form part of NEMA's institutional strengthening objectives and will require commitment of all staff with NEMA management giving direction. The overall aim of the framework is to ensure that NEMA is fully equipped to systematically generate, capture and disseminate knowledge through increased investment in monitoring and evaluation as a way of strengthening the impact and effectiveness of its programmes.

Systematic monitoring and evaluation in NEMA will serve to achieve the following:

- Ensure that planned results, outcomes and impacts are achieved.
- Improve overall management of NEMA.
- Generate shared understanding amongst all staff and collaborating institutions.
- Generate new knowledge and support learning.
- Build capacity of those involved.
- Motivate stakeholders.
- Ensure transparency and accountability.
- Foster public, political and development partners' support.

Activities that will facilitate the implementation of the framework will include the following:

- Establishment of an adequately resourced M&E unit.
- Building the capacity of the M&E unit on the framework, M&E approaches and processes.
- Identification of M&E focal points applicable in each department.
- Rolling out the framework to all departments.
- Development of the knowledge management system for the storage of M&E outputs.
- Designing a lesson learning and dissemination plan, amongst others.

The framework provides details of roles and responsibilities which the different NEMA departments will undertake in order for it become operational. It also provides standardized templates for M&E reporting across the Authority. The M&E framework will expire in 2018 with the strategic plan and a new one will need to be developed with the next strategic plan.

In light of this, a robust institutional M&E system will assist the Authority in ensuring timely and successful delivery of services, projects, and programmes in line with the strategic objectives mentioned in Chapter 4.

Monitoring in NEMA will be a continuous management function that will aim at providing department directors and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results at activity, output, outcome and impact levels





Monitoring will track actual performance against what was planned in the strategic plan and will involve continuous collection and analysis of data from departmental processes, as well as results and recommend corrective measures.

The monitoring function will be:

- Results oriented, meaning its main goal is to report on progress output, outcomes and strategic objective levels.
- Substantive in nature with regards to measuring changes in NEMA or in any other stakeholder e.g. collaborating institutions.
- Lesson learning oriented; i.e. focused on documentation and dissemination of lessons learned, with a view to establishing what works and what doesn't and at improving organizational systems and programmes accordingly.

In order to track and collect data systematically, a logical framework has been developed for the strategic plan. It includes indicators that will track strategic objectives, sources of evidence and assumptions. In addition, an M&E plan detailing the type of information and data to be collected, frequency and responsibilities based on the logical framework has also been developed. Each department will also develop its own M&E plan that will be drawn from the Strategic Plan, M&E plan and M&E Framework (2013-2018) where roles and responsibilities for various NEMA departments and units have been specified.

Evaluation will have different purposes in NEMA, including aiding the understanding of why and to what extent intended and unintended results are achieved, and their impact on stakeholders. Evaluation will be an important source of evidence for the achievement of strategic plan objectives as well as for the evaluation of institutional performance. It will contribute to organizational learning, from successes and failures, on what works and what does not, and in this sense contribute to knowledge building.

Evaluation will serve as an important agent of change and play a critical role to ensure accountability to different stakeholders by tracking and assessing results, relevance, and the Authority's capacity to deliver on its strategic plan. It will also contribute to NEMA's strategic positioning amongst the various environmental management actors in the country.

It is also intended that evaluation feeds into management and decision making processes, and make an essential contribution to planning, programming, budgeting, implementation and reporting cycle of the Strategic Plan.

Finally it aims at improving the Authority's institutional relevance achievement of desired results, optimization of available resources, and at maximizing the impact of NEMA. A mid-term and end-term evaluation of the Strategic Plan will be conducted in 2015 and 2018 respectively by external consultants for objectivity.





The mid-term evaluation will assess whether the strategic plan is on track in meeting its' strategic objectives and progress made towards achievement of the indicators. It will also make appropriate recommendations for adjustments in the Strategic Plan and the logframe so that the strategic objectives can be realized by 2018.

The end-term evaluation will assess and document whether the indicators measuring realization of the strategic objectives have been realized, their impacts on the environment, lessons learnt, and recommendations amongst others. The terms of references for the mid and end term evaluations are annexed in the M&E Framework 2013-2018.



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LOGICAL FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	SOURCE OF EVIDENCE	ASSUMPTIONS
To coordinate stakeholders and lead agencies in order to create synergy in management of the environment	National and sectoral plans reflect integration of environmental sustainability Complementarity amongst stakeholders as opposed to duplicity, observed in the implementation of a majority environmental programmes across stakeholders	<ul style="list-style-type: none"> • National policy plan documents • National development plans and programme documents • National sectoral plan documents • Collaboration meeting minutes • M&E reports highlighting synergies amongst stakeholders 	Stakeholders are willing to integrate and budget for environmental issues in their national and sectoral plans. Stakeholders willing to harmonize their activities as opposed to duplicating each other's activities.
To ensure compliance with environmental legislation and policies in order to maintain a clean, healthy and sustainable environment	Decrease in incidences of environmental laws being violated as compared to the baseline Percentage increase in response rate to environmental incidences by NEMA as compared to the baseline	<ul style="list-style-type: none"> • Incidence database • Baseline report • Monitoring reports on response rate 	Enforcement of environmental laws is effective There is adequate capacity in NEMA to improve the response rate
To strengthen and develop institutional capacity for effective and efficient management of the environment	Increased number of agencies consistently implementing NEMA gazetted regulations	Baseline report on number of agencies implementing NEMA regulations	There is adequate human, financial, technical capacity within NEMA



NEMA NEMA Strategic Plan 2013 - 2018

Table 6- Logical Framework (2013-2018)



LOGICAL FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	SOURCE OF EVIDENCE	ASSUMPTIONS
To build and nurture strategic partnerships aimed at enhancing sustainable management of environment	Reduced costs of service delivery for environmental management due to enhanced efficiency	Cost-benefit analysis report	There is a adequate human, financial, technical capacity within NEMA
	Lessons learnt integrated into planning and decision making	Management minutes detailing lessons learnt and decisions taken as a result	Goodwill from the NEMA board of management and Ministry of Environment, Water and Natural Resources
To enhance the use of communication as a tool to achieve the Authority's performance objectives	Environmental champions identified and supporting the execution of environmental management initiatives	<ul style="list-style-type: none"> List of identified environmental champions List of events environmental champions are involved in 	There is a critical mass of environmental champions willing to champion environmental management initiatives
	Percentage acreage of degraded sites restored as compared to the baseline	<ul style="list-style-type: none"> Baseline report on degraded acreage Monitoring reports 	Sustainable restoration is possible at the identified sites
	% increase in stakeholders implementing environmental management best practice approaches	<ul style="list-style-type: none"> Stakeholder monitoring reports Lesson learning forum reports 	Stakeholders are willing to share and adopt best practices
	Percentage increase in customer and employee satisfaction rating	Customer satisfaction surveys	Improved communication is effective and elicits positive response from the stakeholders





LOGICAL FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	SOURCE OF EVIDENCE	ASSUMPTIONS
	Environmental knowledge management system in place and operational Percentage increase of NEMA media clips per year	<ul style="list-style-type: none"> • Knowledge management system developed • Operational manual <ul style="list-style-type: none"> • Baseline report on number of NEMA media clips • Monitoring reports of media clips. 	There is adequate capacity within NEMA to establish and operationalise the knowledge management system





MONITORING AND EVALUATION FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	TYPE OF INFORMATION OR DATA TO BE COLLECTED	FREQUENCY OF DATA COLLECTION	RESPONSIBILITY
To coordinate stakeholders and lead agencies in order to create synergy in management of the environment	National and sectoral plans reflect integration of environmental sustainability	<ul style="list-style-type: none"> • National policy plan documents • National development plans and programme documents • National sectoral plan documents 	Annually	M&E Unit in liaison with departmental M&E Focal Points
	Complementarity amongst stakeholders as opposed to duplicity, observed in implementation of majority environmental programmes across stakeholders	<ul style="list-style-type: none"> • Collaboration meeting minutes • M&E reports highlighting synergies amongst stakeholders 	Annually	Field officers in liaison with departmental M&E focal points
To ensure compliance with environmental legislation and policies in order to maintain a clean, healthy and sustainable environment	Decrease in incidences of environmental laws being violated as compared to the baseline	Baseline and monitoring data on number of incidences related to violation of environmental laws	Baseline to be determined in 2013 Monitoring data quarterly	Compliance and Enforcement M&E focal point in liaison with Corporate Communications unit





MONITORING AND EVALUATION FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	TYPE OF INFORMATION OR DATA TO BE COLLECTED	FREQUENCY OF DATA COLLECTION	RESPONSIBILITY
To strengthen and develop institutional capacity for effective and efficient management of the environment	Increased number of agencies consistently implementing NEMA gazetted regulations Reduced costs of service delivery for environmental management due to enhanced efficiency	Baseline data on number of agencies implementing NEMA regulations Costs of delivery of NEMA mandate vs benefits	Baseline to be determined in 2013 Monitoring data annually At the end of 2017	Compliance and Enforcement M&E focal point M&E Unit in liaison with Finance department and an external consultant for cost benefit analysis
To build and nurture strategic partnerships aimed at enhancing sustainable	Lessons learnt integrated into planning and decision making Environmental champions supporting the execution of environmental	Data on number of planning and or management decisions that have taken into account lessons learnt • List of identified environmental champions • List of events the	Quarterly Annually	M&E Unit in liaison with Corporate Communications and Education, Information



NEMA Strategic Plan 2013 - 2018





MONITORING AND EVALUATION FRAMEWORK

STRATEGIC OBJECTIVE	INDICATORS	TYPE OF INFORMATION OR DATA TO BE COLLECTED	FREQUENCY OF DATA COLLECTION	RESPONSIBILITY
management of environment	management initiatives	environmental champions are involved in		and Public Participation M&E focal points
	% increase in stakeholders implementing environmental management best practice approaches	<ul style="list-style-type: none"> Data on number of stakeholders implementing environmental management best practices Documentation on what NEMA terms best practice Reports from lesson learning forums to share best practices amongst stakeholders 	Baseline to be determined in 2013 Monitoring data annually	M&E Unit in liaison with departmental M&E focal points
To enhance the use of communication as a tool to achieve the Authority's performance objectives	% increase in customer and employee satisfaction	Baseline and monitoring data on customer satisfaction	Baseline to be determined in 2013	M&E Unit, in liaison with Corporate Communications and external consultants to conduct client surveys
	Environmental knowledge management system in place and operational	<ul style="list-style-type: none"> Knowledge management system developed Operational manual 	Monitoring information on progress to be collected quarterly	M&E Unit in liaison with ICT unit, Education, Information and Public Participation department M&E focal point and Corporate Communications unit
	% increase of NEMA media clips per year	<ul style="list-style-type: none"> Baseline report on number of NEMA media clips Monitoring reports of media clips. 		M&E Unit, Corporate Communications, field officers and M&E focal points





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