



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

STRATEGIC PLAN 2023-2027



VISION

A clean, healthy and sustainably managed environment for a prosperous nation.

MISSION

To innovatively and responsibly coordinate, supervise, manage and report all environmental matters for sustainable development in Kenya.

CORE VALUES

Environmental Stewardship
Professionalism
Integrity
Innovativeness
Customer Focus
Team Work
Inclusivity

FOREWARD

The National Environment Management Authority is established by section 7 of the Environmental Management and Coordination Act (EMCA), no 8 of 1999 to ensure sustainable management of the environment through exercising general supervision and coordination of all matters relating to the environment and to be the principal instrument of Government in the implementation of all policies relating to the environment. Towards this end, the Authority envisions “A clean, healthy and sustainably managed environment for a prosperous nation” which will be achieved through clearly spelled out strategic goals namely; Support climate change mitigation and adaptation actions; Sustained healthy ecosystems; Minimized levels of environmental pollution; Accelerate adoption of low-carbon, resource-efficient pathways to development; and Strengthen the institutional capacity.

This Strategic Plan (2023-2027) has been developed through a consultative and participatory process involving both the internal and external Stakeholders and provides the roadmap that will guide the Authority in the execution of its Mandate for the next five years. The plan is aligned with the guidelines from the National Treasury for preparing Fifth-Generation Strategic Plans. It takes cognizance of international, regional and national development priorities and frameworks including the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East Africa Community Vision 2050, Kenya's Constitution of 2010, Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, and other National Government Priorities Agendas.

The Board of Directors pledges to support the implementation of this Strategic Plan by providing policy direction, ensure there are adequate resources and establish and implement institutional frameworks, policies, operational procedures, and foster partnerships with stakeholders to achieve exemplary performance in meeting the plan's objectives.

EMILIO MUGO
CHAIRMAN, BOARD OF DIRECTORS

PREFACE AND ACKNOWLEDGEMENT

To facilitate the process of developing this strategic plan, the Authority constituted a steering committee composed of the Heads of Directorates/Departments within the Authority. To ensure wide public participation, all members of staff and key stakeholders were engaged through questionnaires where they shared their input and feedback which was considered during preparation of this strategic plan. This plan is organised into the following chapters: Introduction; Strategic Direction; Situational and Stakeholder Analysis; Strategic issues, Goals and Key Result Areas; Strategic Objectives and Strategies; Implementation and Coordination Framework; Resource Requirements and Mobilization Strategies; Monitoring, Evaluation and Reporting Framework.

This strategic plan was developed and formulated under the guidance of the Board of Directors and the Management Team led by the Director General. The Steering Committee was coordinated by the Manager Corporate Strategy and Planning Department. Members of staff drawn from all sections and regions also contributed immensely by giving their invaluable insights and inputs that shaped this plan.

The contributions and inputs of external key stakeholders including sister agencies, the parent ministry, strategic partners and donors, professional bodies and associations were valuable in the development of the Authority's strategic interventions and setting of targets for delivery of our mandate. Through this strategic plan, the Authority is expected to further improve its achievements by strengthening all the county headquarters for transformation of environmental management, conservation and Protection.

MAMO B. MAMO, EBS
DIRECTOR GENERAL

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Strategic issues - These are problems and opportunities emanating from situational analysis that the Authority has to manage in order to fulfil its mandate and mission.

Strategic goals - These are general qualitative statements on what the Authority is hoping to achieve in the long-term and linked to strategic issues.

Extended Producer Responsibility (EPR) - It is a strategy to add all of the estimated Environmental cost associated with a product throughout the product life cycle to the market price of that product, mainly applied in the field of waste management

Biodiversity - The variability of life on earth

Antimicrobial Resistance (AMR) - Occurs when bacteria viruses, fungi and parasites no longer respond to antimicrobial medicine.

Green House Gases (GHGs) - Are gases in the earth's atmosphere that traps heat

Key Performance Indicators (KPI) - KPIs are quantifiable metrics used to assess the achievement of specific objectives, providing measurable insights into an organization's performance, progress, and success

Key Result Areas - These are the broad areas in which NEMA will deliver key outcomes and results to achieve its vision and fulfil its mandate and mission.

Strategic objectives – Strategic objectives are high-level, long-term goals designed to guide an organization's direction, decisions, and actions for achieving its mission and vision.

Strategy: Means or actions for achieving the strategic objectives of the Authority

Target: Result to be achieved within a given time frame.

Output: Immediate results arising directly from implementation of an activity or programme.

Outcome: The intermediate results emanating from implementation of a programme. It describes the actual change in situation because of an intervention on a programme.

ACRONYMS AND ABBREVIATIONS

AA	Accreditation Agreements
AI	Artificial Intelligence
API	Application Programming Interface
AU	African Union
BETA	Bottom-up Economic Transformation Agenda
CCA	Climate Change Act
CDE	County Director of Environment
CECs	County Environment Committees
COP	Conference of Parties
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
EAC	East African Community
EIA	Environmental Impact Assessment
EIK	Environmental Institute of Kenya
EMCA	Environmental Management and Coordination Act
EMPs	Environmental Management Plans
EPRs	Extended Producer Responsibilities
FOC	Frameworks of Corporations
GCF	Green Climate Fund
GHGs	Green House Gases
GIS	Geographical Information System
GOK	Government of Kenya
IOT	Internet of Things
KPI	Kenya Performance Index
KRAs	Key Result Areas
M & E	Monitoring & Evaluation
MDACs	Ministries, Departments, Agencies and Counties
MEAs	Multilateral Environmental Agreements
MECC&F	Ministry of Environment, Climate Change and Forestry
MRFs	Material Recovery Facilities
MTP	Medium Term Plan
NEAPs	National Environment Action Plans
NEMA	National Environment Management Authority
PC	Performance Contract
PESTEL	Political Economic Social Technological Environmental Legal
RDEs	Regional Director of Environments
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change

EXECUTIVE SUMMARY

This Strategic Plan covers the period for FY 2023/2024 to FY 2027/2028 and will provide the roadmap for NEMA's achievement of its strategic goals over the plan's period. The plan conforms with the Constitution of Kenya 2010 and other legal and policy documents such as EMCA, 1999 and takes into consideration the mandate of the Authority, National Development Agenda, Fourth Medium Term Plan (MTP IV), UN 2030 Agenda, Kenya Vision 2030, Bottom-up Economic Transformation Agenda, East African Community Vision 2050, African Union Agenda 2063 and Sustainable Development Goals (SDGs).

Chapter One describes the centrality of the Strategic Plan in achieving the organizational success, further it details the context of strategic planning. Additionally, it presents the historical development of the Authority as well as outlining the methodology used to develop this Strategic Plan.

Chapter Two presents the strategic direction of the Authority that includes the Authority's Mandate, Vision statement, Mission statement, Strategic goals, Core Values and Quality Policy statement.

Chapter Three provides a review of the Authority's situational and stakeholder analysis. The situational analysis includes information on the external and internal environment. Additionally, the chapter presents an analysis of the past performance, detailing key achievements, challenges faced and lessons learnt from implementation of the previous Plan.

Chapter Four outlines the Authority's strategic issues that have been identified following a situational and stakeholders' analyses. The Chapter further highlights the strategic goals formulated to address the strategic issues and the Key Result Areas that the Authority shall focus on in realizing the strategic goals.

Chapter Five highlights the Authority's strategic objectives to be pursued in addressing the strategic goals during the Plan's period. In addition, the chapter evaluates the strategic choices from a number of possible alternatives to identify specific strategies. The Plan has 18 strategic objectives and 62 strategies which align to the Authority's Vision, Mission and Core Values.

Chapter Six presents the implementation plan, which entails action plans, annual work plans and budgets and performance contracting. It also provides information on the coordination framework, specifically on the institutional framework, staff establishment, skill set and competence development, leadership, systems and procedures. The chapter also presents the risk management framework.

Chapter Seven provides the financial requirements needed for the implementation of this strategic plan with clear mobilization strategies and resource management mechanisms.

Chapter Eight describes the Authority's monitoring, evaluation and reporting framework during the implementation process of this Plan. It indicates the standards for tracking performance and provides how the mid and end term evaluations shall be undertaken. Further, it outlines the reporting, feedback and corrective action mechanisms

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CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter highlights the importance of strategic planning in achieving the corporate goals, the background of National Environment Management Authority as well as the context within which the plan was developed, the history of the Authority, and methodology adopted in developing the plan.

1.1 Strategy as an Imperative for NEMA's Success

The Strategic plan provides a five year roadmap for the Authority, fosters proactive approach that address environmental challenges effectively to make informed decisions, prioritize allocation of resources and engage stakeholders. This leads to enhanced organizational performance, improved environmental outcome and the creation of public value through sustainable environmental stewardship.

The Authority's Mandate is twofold: to ensure sustainable management of the environment through exercising general supervision and coordination over matters relating to the environment and: to be the principal instrument of Government in the implementation of all policies relating to the environment. To realize this mandate, the Authority is committed to development of clear, proactive and well thought out strategies to steer the Authority towards achieving its objectives, attaining high levels of performance and realizing its vision. This underscores the importance of strategic planning in achieving NEMA's success.

This strategic plan is expected to provide NEMA with a renewed and revitalized pathway aimed at consolidating its gains since establishment and setting a new path that expands its horizons as per its mandate and functions as outlined in the establishing act. This plan guides in the implementation of NEMA activities through;

- ❖ Providing a strategic direction and focus for the Authority in implementation of its mandate and core functions;
- ❖ positioning the Authority strategically in relation to the dynamics of its internal and external environment;
- ❖ providing a rational framework for effective governance and management of the Authority; and
- ❖ Charting a rational course for growth, sustainability and development.

To realize this growth, the Authority is committed to achieving corporate objectives and strategies that are anchored on the Key Result Areas identified in this plan

1.2. The Context of Strategic Planning

This strategic plan has been developed with consideration of international, regional and national development priorities and frameworks as detailed in the sections below.

1.2.1. United Nations 2030 Agenda for Sustainable Development

The UN Vision 2030 requires member States to pursue and implement Sustainable Development Goals (SDGs) which encompasses three core dimensions of sustainable development; economic, social, and environmental.

NEMA is committed to the achievement of all SDGs Agenda as shown in Table 1.

Table 1 NEMA's Role in SDGs

S/No	Goal	NEMA's Contribution
1	Goal 3: Good health and wellbeing	- Enforcement of environmental laws. -Control and management of hazardous chemicals against air, water and soil pollution and contamination.
2	Goal 6: Clean water and sanitation	-Issuance of effluent discharge licenses to relevant sectors to ensure proper sanitation and hygiene for safe drinking water; -Solid waste management; -Hazardous chemicals and material management -Management of aquatic ecosystems
3.	Goal 7: Affordable and Clean Energy	-Promote measures for conservation of non-renewable sources of energy -Promote research in appropriate source of energy -Create incentives for the promotion of renewable sources of energy
4	Goal 11: Sustainable cities and Communities	-Regulate development through enforcement of Environmental Audit and EIA regulations -Enforce EMCA Water Quality Regulations -Enforce EMCA Air Quality Regulations and undertake air quality monitoring. -Coordinate implementation of Sustainable Waste Management Act of 2022
5	Goal 12: Responsible Consumption and production	-Promote efficient use of natural resources -Reduce Waste generation through Extended Producer Responsibility (EPR) -Provide information for sustainable development -Strengthen scientific and technological capacity -Environmental sound management of chemicals and waste throughout their life cycle
6	Goal 13: Climate Action	-Mobilize Climate Finance to support resilience building in the Country -Undertake exhibitions on best practice interventions/ programmes on Climate Change

		<ul style="list-style-type: none"> -Undertake monitoring and processing of ODS licenses and permits -Regulate, enforce and monitor compliance on levels of Green House Gas emissions -Perform the international Carbon Credit Market under UNFCCC and PARIS agreement and amended Climate Change Act 2016
7	Goal 14: Life below water	<ul style="list-style-type: none"> -Prevent and significantly reduce fresh water and marine pollution of all kinds -Enforce EMCA Water Quality Regulations -Enforce EMCA Wetlands Regulations -Enforce EMCA Waste Management Regulations -Enforce EMCA Biodiversity Regulations -Coordinate implementation of Kenya's National Wetlands Policy and Integrated Coastal Zone management policy
8	Goal 15: Life on land	<ul style="list-style-type: none"> -Regulate access to biodiversity by issuance of Access Benefit Sharing (ABS) permits -Build capacity of all County Government staff and all gazetted County Environment Committees (CECs) on their devolved functions
9	Goal 17: Partnerships for the Goals	<ul style="list-style-type: none"> -Coordination of lead agencies and actors -Resource Mobilization -Information dissemination for decision making

1.2.2. African Union Agenda 2063

The plan is aligned to the Africa's Agenda 2063 which is the blue print and master plan for transforming Africa into the global powerhouse by 2063. Aspiration 1 of the AU Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development. The Authority is committed to the achievement of the AU Agenda 2063 by aspiring a prosperous environment and ecosystem for Africa that is healthy, valued and protected, with climate resilient economies and communities. Agenda 2063 also identifies development of blue economy, including exploiting of marine resources, as critical in accelerating economic growth in the region.

1.2.3. East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is a regional vision for socio-economic transformation and development. It articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. Additionally, it envisions the provision of a conducive business environment that will attract investment and sustainable development in the region.

The pillar on Environment and Natural Resource Management aims at sustainable utilization of natural resources, environment management and conservation with enhanced value addition.

This plan is contributing to the vision by supporting mitigation and adaptation actions on impacts of climate change, ensuring sustained healthy ecosystems and minimizing levels of environmental pollution.

1.2.4. Constitution of Kenya 2010

In exercise of its mandate, the Authority shall respect, uphold and defend the Constitution. In particular, it shall provide leadership in the realization of Article 42 with regard to ensuring Kenyans have the right to a clean and healthy environment; Article 69 to ensure sustainable exploitation, utilization, management and conservation of the environment; and Article 70 with regard to the enforcement of Environmental rights as well as the devolved environmental functions stated in the Fourth Schedule of the Constitution of Kenya 2010.

1.2.5. Kenya Vision 2030, Fourth Medium Term Plan and Bottom-up Economic Transformation Agenda

1.2.5.1 The Kenya Vision 2030

The Kenya Vision 2030 is the Country's long-term development blueprint that aims to transform the Country into a newly industrializing, middle-income country providing a high-quality life to all Citizens in a clean and secure environment. The Vision identifies environment sector as a social pillar whose vision is "a nation living in a clean, secure and sustainable environment".

To realise this vision, the focus will be on four strategic thrusts: Conservation; Pollution and Waste Management; ASALs and high-risk disaster zones; and Environmental planning and Governance.

1.2.5.2 Fourth Medium Term Plan (MTP IV) 2023-2027- Bottom-Up Economic Transformation Agenda for inclusive growth

The Fourth Medium Term Plan (MTP IV) 2023-2027 implements the Bottom-Up Economic Transformation Agenda (BETA), which is geared towards economic turnaround and inclusive growth through a value chain approach.

In line with the Environment and Natural Resources Sector under the social pillar, the strategic plan focuses on natural resource conservation, restoration and management; sustainable waste management and pollution control; and sustainable exploitation of natural resources and blue economy. It targets interventions on adaptation and

mitigation of climate change to create green jobs and reduce greenhouse gas emissions and build community resilience in Arid and Semi-Arid Lands (ASALs).

1.2.6. Sector Policies and Laws

The environment cuts across several sectors. There are various policies and laws which directly or indirectly impact conservation and management of the environment, including:

Policies;

- a) The National Environment Policy, 2014
- b) The Integrated Coastal Zone Management Policy, 2014
- c) The National Wetlands Management Policy, 2014
- d) The Education for Sustainable Development Policy, 2014
- e) The National Land Policy, 2009
- f) The National Land Use Policy, 2017
- g) The Kenya Vision 2030
- h) Fourth Medium Term Plan (MTP IV) 2023-2027
- i) The Sustainable Development Goals (SDGs)
- j) Africa's Agenda, 2063
- k) Presidential directives issued from time to time
- l) Public Service Commission (Performance Management) Regulations, 2021
- m) National Spatial Plan, 2015-2045

Laws;

- a) The Constitution of Kenya, 2010
- b) The Environmental Management and Co-ordination Act, 1999 and subsequent regulations and guidelines
- c) The Climate Change Act, 2016
- d) The Water Act, 2016
- e) The Energy Act, 2019
- f) The Wildlife Conservation and Management Act, 2013
- g) The Mining Act, 2016
- h) The Forest Management and Conservation Act, 2016
- i) The Petroleum Act, 2019
- j) The Agriculture and Food Authority Act, 2013
- k) The Physical Planning Act, 1996
- l) The Fisheries Management and Development Act, 2016
- m) National Construction Act, 2011
- n) National Nuclear Act, 2018
- o) Sustainable Waste Management Act, 2022

These policies and Acts, among others, have direct impacts on environment management and the Authority interacts regularly with responsible agencies.

1.3 History of the Organization

NEMA is established by section 7 of the Environmental Management and Coordination Act (EMCA), no 8 of 1999, and has been in operation since 1st July 2002. Prior to enactment of EMCA, 1999, environmental legislation was largely sectorial and environmental conservation and management issues were hardly mainstreamed in the sectorial policies, programmes and plans. There was lack of a coordinated approach to environmental management. Remedial measures were inadequate and there were no provisions to prevent or mitigate adverse environmental impacts. Consequently, the state of environment of Kenya continued to deteriorate and social-economic inequalities increased.

EMCA, 1999, was enacted to provide for the establishment of an appropriate legal and institutional framework for the management of the environment. EMCA did not repeal existing sectorial legislation and instead sought to coordinate the activities of the various government agencies tasked with regulating different sectors of the environment.

The functions of NEMA as established in EMCA are as follows:

(1) The Authority shall—

(a) Exercise general supervision and co- ordination over all matters relating to the environment; and

(b) Be the principal institution of Government for the implementation of policies relating to the environment.

(2) In addition to the functions under sub section (1), the Authority shall perform the following functions—

(a) Co-ordinate environmental management activities undertaken in Kenya and in this regard may issue guidelines in respect of the preparation and submission of environmental strategic plans;

(b) In consultation with lead agencies or County governments, develop a co-ordination framework in respect of the development of environmental strategic plans;

(c) Formulate and enforce standards, procedures and regulations for sustainable management of the environment;

(d) Regulate the management, monitoring and audit natural resource use in Kenya;

(e) Provide information and advice to the Cabinet Secretary, Counties and lead agencies for formulation of policy and legislation on environmental management;

- (f) Coordinate with other international, regional and national bodies for the better management of the environment;
- (g) Develop safeguards and guidelines on environmental management
- (h) Undertake environmental research and investigations and collect, collate, analyse and disseminate data on environmental resources management
- (i) Undertake, in cooperation with relevant lead agencies, programmes intended to enhance environmental education, training, capacity building, public awareness and public participation in environmental management;
- (j) Promote the integration of environmental considerations into development policies, plans, programmes and projects for the sustainable management and rational utilization of environmental resources;
- (k) Advise the Government on the implementation of relevant international environmental conventions, treaties and agreements;
- (l) Provide advice and technical support, where possible, to entities engaged in natural resources management and environmental protection; and
- (m) Encourage voluntary environmental conservation practices and natural resource conservancies, easements, leases, payments for ecosystem services and such other instruments.

1.4 Methodology of Developing the Strategic Plan

This Strategic Plan was developed through a coordinated process as per the Revised Guidelines for Preparation of the Fifth-Generation Strategic Plans, 2023-2027. It was based on a Four Step process; initiation of the strategic planning process, strategy development, strategy validation and finalization and dissemination of the strategic plan.

1.4.1 Initiation of the process

The Authority constituted a steering committee composed of heads of Directorates/Departments to develop the strategic plan.

1.4.2 Strategic Plan development

The development of this plan was guided by the 2019-2024 Strategic Plan end term review report, State of Environment reports, Government policy documents and laws among others. In addition, questionnaires were administered and feedback considered in preparation of this plan. The committee held several consultative workshops to aid in the development of this new strategic plan.

1.4.3 Validation

This plan was shared to both internal and external stakeholders for validation and feedback and thereof submitted to the State Department for Economic Planning for review and feedback to inform finalization of the plan.

1.4.4 Finalization

The strategic plan shall be finalized, publicized and disseminated.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the mandate of NEMA, the vision statement gives direction of the Authority's desired goals. It also provides the mission statement and the strategic goals upon which this strategic plan is based on and yields to a direct outcome of each strategic issue as identified in the plan.

2.1. Mandate

The object and purpose for which the Authority is established under the Environmental Management and Coordination Act (EMCA), no 8 of 1999 is to exercise general supervision and co-ordination over all matters relating to the environment and to be the principal instrument of Government in the implementation of all policies relating to the environment.

2.2. Vision Statement

A clean, healthy and sustainably managed environment for a prosperous nation.

2.3. Mission Statement

To innovatively and responsibly coordinate, supervise, manage and report all environmental matters for sustainable development in Kenya.

2.4. Strategic Goals

1. Support climate change mitigation and adaptation actions;
2. Sustained healthy ecosystems;
3. Minimized levels of environmental pollution;
4. Accelerate adoption of low-carbon, resource-efficient pathways to development;
5. Strengthen the institutional capacity.

2.5. Core Values

The Authority's operations during the plan period will be guided by the following core values;

- ❖ Environmental Stewardship
- ❖ Professionalism
- ❖ Integrity
- ❖ Innovativeness
- ❖ Customer Focus
- ❖ Team Work

- ❖ Inclusivity

2.6. Quality Policy Statement

We at NEMA Kenya, the principal agency of the Government charged with the coordination and supervision of all environmental matters and implementation of environmental policies are committed to implementing Quality Management System in accordance with ISO 9001:2015 Standard to ensure a clean, healthy and sustainably managed environment for a prosperous nation.

In pursuit of this commitment, the Authority shall: -

- ❖ Comply with the requirements of ISO 9001:2015 Quality Management System, customer requirements, statutory and regulatory requirements;
- ❖ Ensure that the Quality Objectives are established, implemented and monitored at all levels of the Authority;
- ❖ Ensure that the quality policy is communicated effectively and understood within our organization;
- ❖ Periodically review this policy for continued suitability;
- ❖ Continually improve the Quality Management System processes for efficiency and effectiveness.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter details NEMA's operating environment analysis, end term review of NEMA 2019-2024 Strategic Plan, key achievements, implementation challenges, emerging strategic issues and stakeholder analysis.

3.1. Situational Analysis

NEMA undertook an extensive review of its institutional requirements aimed at assessing its capacity to deliver effectively on its mandate and core functions as impacted by its operating environment. To facilitate the process, NEMA internal and external operating environment detailed analysis was undertaken and results obtained summarised in the sections below.

3.1.1. External Environment

The analysis of NEMA's Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors was undertaken to determine and review the major parameters that will impact on NEMA's performance and draw emergent strategies for optimising the realisation of NEMA's objectives over the envisaged plan period. Resulting from the analysis the following PESTLE issues and strategic response from NEMA were identified.

- a. **Political factor-** change in Government policies and priorities affect implementation of programs and political instability also gives rise to long term planning of environmental management. The Authority will align its policies to those of the Government of the day and lobby for political goodwill to leverage on political stability for environmental management.
- b. **Economic Factor** - Inadequate budgetary allocations and taxation on green technology imports adversely affect the Authority's performance. The authority will lobby for more funding and tax subsidies on green technologies as well as diversifying revenue streams and enhance compliance promotion and inspections.
- c. **Social Factor** – Proliferation of informal settlements in urban centers and pollution impact environmental conservation negatively. The Authority will increase public awareness and promote stakeholder engagement on environmental matters.

- d. **Technological Factor** - Integrating advanced technology is crucial for effective environmental management, conservation and protection. The Authority will continuously improve the ICT infrastructure to offer better services and stay adept to emerging technological advancements.
- e. **Legal factor** - Environmental legal frameworks provides the Authority with necessary powers and guidelines to manage and coordinate Environmental activities. Gaps in the enforcement of environmental laws, overlap and duplication in the management of the environment can result in high litigation costs/legal penalties, project delays and environmental damage liabilities. The Authority will continually seek harmonization of the sectoral laws with EMCA 1999, enhance enforcement and compliance with environmental laws and leverage on the existence of the land and environment courts in prosecuting environmental cases.
- f. **Environmental factor** - Climate change, pollution, degradation and biodiversity loss have a negative impact on the environment. This is due to inability to implement sustainable environment management practices and there is a higher chance of disaster occurrences, higher risk to human health and environment and emergences of unsustainable fragile ecosystems. The Authority will implement climate change action plan and response strategies, improve incidence response and management on disaster, develop biodiversity action plans and implement biodiversity management strategies.

3.1.2. Summary of the Opportunities and Threats

The analysis of the external environments has brought out various opportunities and threats for NEMA during the planned period. This is summarized in Table 2.

Table 2: Summary of the Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Supportive Government priorities help NEMA align with new Government Agenda e.g., BETA • Enabling environment that boosts the Authority in achieving its objectives due to political goodwill • Slow uptake implementation of the devolved environmental functions due to lack of technical capacity • Presidential directive of accelerating to 30% National Tree cover by 2032 	<ul style="list-style-type: none"> • Changing government priorities/policies may lead to reduced funding and support for NEMA initiatives • Lack of a harmonized compliance and enforcement approach between National and County Governments • Environmental degradation because of slow implementation of devolved functions by counties due to lack of political goodwill

	<ul style="list-style-type: none"> • Regional and International push i.e., EAC, ACS and COPs for a sustainable Environment (Climate Finance) • There is a political goodwill to support Circular economy 	<ul style="list-style-type: none"> • Political advocacy and utterances i.e., environmental damages and pollution caused by demonstrations • The criteria for environmental fees paid to NEMA is prone to misuse
Economic	<ul style="list-style-type: none"> • Expansion of NEMA revenue base • Promotion and adoption of green technologies and renewable energies to attract green investments • Existence of Green Fiscal Policy 2023 • Existence of Green Economy Strategy and implementation plan 2015-2030 • Existence of Green and Sovereign bonds • Existing global and domestic financing mechanisms and partnerships in the field of environmental management 	<ul style="list-style-type: none"> • Inadequate budgetary allocations • Overlapping of environmental mandates affecting revenue collection • Enforcement of environmental laws is compromised with an opportunity to generate revenues by counties
Social	<ul style="list-style-type: none"> • High literacy levels • Growing environmentally conscious citizenry • Availability of social media platforms • Mainstreaming of environmental education programmes in formal curricula at all levels • Existence of strong environmental advocacy institutions(NGOs, CBOs, FBOs) • Existence of Environmental and Social Governance framework for private sector and financial institutions • Public participation policy. • Increasing neighbourhood associations with clear environmental governance structure 	<ul style="list-style-type: none"> • Proliferation of informal settlements and urban sprawl. • Emergence of environmental pests and diseases • Disruptions caused by pandemics e.g, COVID 19 • Poverty • Resource use conflict • Political instability in neighbouring countries • Rural urban migration • Drug and substance abuse • Weak compliance to environmental laws
Technological	<ul style="list-style-type: none"> • Fast and reliable internet opportunities available • Migration to digital service delivery • Utilization of tele-computing options which minimizes pollution to the environment 	<ul style="list-style-type: none"> • Cyber security threats like hacking of the online systems • Inadequate legal framework to regulate technology e.g. ICT professionals • High subscription cost for ICT software, GIS and Air quality lab

	<ul style="list-style-type: none"> • Availability of modern emerging technologies which assist in environmental compliance e.g., mobile monitoring equipment 	<ul style="list-style-type: none"> • High servicing cost of Air quality lab
Legal	<ul style="list-style-type: none"> • The right to a clean environment is enshrined in the Constitution of Kenya 2010 • Existence of Environmental legal frameworks EMCA and its subsidiary legislations. • Existing sectoral laws relevant to environment. • Existence of the land and environmental court and the National Environmental Tribunal • Provisions of Agenda 21, formation of environmental agencies • United Nations Sustainable Development Goals • Multilateral Environmental agreements. 	<ul style="list-style-type: none"> • Increased litigation against NEMA • Silo legislation of sectoral laws not harmonized with EMCA • Misapplication of legal safeguards for NEMA inspectors.
Environmental	<ul style="list-style-type: none"> • Rich Biodiversity • Abundance of renewable energy sources • Diverse ecosystems-Coastal and Marine, savannah, mountaineers, aquatic and arid and semi-arid • Climate change adaptation mitigation actions • Multilateral Environmental agreements. • Adoption of circular economy approach on waste management-EPR,MRFs,EPROs 	<ul style="list-style-type: none"> • Climate change and global warming. • Increasing Environmental pollution. • Biodiversity loss. • Environmental degradation. • Emerging environmental issues both locally and globally. • Invasive species

3.1.3. Internal Environment

3.1.3.1 Governance and Administrative Structures

The Authority will achieve its strategic objectives and goals guided by the functions and responsibilities of the governance and administrative structures as follows:

Ministry of Environment, Climate Change and Forestry:

The ministry is responsible for policy guidance and direction. It comprises of two departments: State Department for Environment and Climate Change, and State Department for Forestry.

Board of Management: The Board of Management is responsible for policy and strategic guidance. It comprises of four sub-committees namely: technical; finance and human resource; strategy, legal and resource mobilization; and audit.

Director-General: The Director General (DG) is responsible for the day-to-day management of the Authority and provides leadership to senior management and staff.

Directorates and Departments: To fulfil its strategic objectives and mandate, the Authority is structured into six Directorates and two Departments reporting to the Director General. The six Directorates are: Environmental Compliance, Environmental Services, Environmental Enforcement, Corporate Services, Internal Audit, and Legal Services. There are two departments that report directly to the Director General: Corporate Strategy and Planning, and Supply Chain Management.

Regional and County Offices: NEMA has 8 regional and 47 County offices, headed by Regional Directors of Environment (RDEs) and County Directors of Environment (CDEs) respectively who perform the Authority's functions.

3.1.3.2 Internal Business Processes

The analysis of the Authority's internal business processes was undertaken to determine and review the impact on the Authority's performance and service delivery. It draws emergent strategies for optimising the realisation of its objectives over the envisaged Strategic plan period. The review of the internal environment was undertaken using SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis as follows;

NEMA is committed to implementing a Quality Management System in accordance with ISO 9001:2015 Standard to ensure a clean, healthy, and sustainably managed environment for a prosperous nation.

The Service charter enhances transparency and accountability, providing clear guidelines on service delivery expectations and standards for citizens. It builds public trust and encourages engagement, improving compliance with environmental regulations.

The Authority has Human Resource Policy and Procedures Manual (2020), cross cutting issues: HIV/AIDS Policy, Gender Mainstreaming, and Disability mainstreaming, Alcohol and substance Abuse, ICT Policy, Risk management policy. Monitoring and Evaluation Policy helps in assessing the effectiveness of

environmental policies and programs, leading to more informed and strategic actions. These policies and manuals ensures that all employees are aligned with NEMA's objectives and procedures, reducing ambiguity and increasing efficiency.

Enterprise Resource Planning (ERP) and licensing systems streamline operations, enhance data management, revenue collection and resource allocation. These systems enable efficient tracking, monitoring, and enforcement of environmental regulations, aiding in the achievement of NEMA's goals.

Establishment of Green Points as learning and demonstration centres serve as practical examples and educational hubs for the public, promoting environmental awareness and sustainable practices. They enhance public understanding and engagement in environmental conservation, which supports compliance and advocacy.

Collaboration with stakeholders and partners provides an opportunity for mobilizing additional resources and technical expertise. These networks strengthens NEMA's capacity to implement programmes and support environmental management.

3.1.3.3 Resource and Capabilities

For effective realization of this plan, the Authority assessed its assets, skills, capabilities and intangibles. Goodwill from development partners, having alternative sources of funds and good leadership and management were identified as some of their major strengths in the implementation of this plan. Inadequate funding and over-reliance on the exchequer for funding of the Authority's projects were noted as the major weaknesses. A review of the staffing level showed that the Authority is understaffed which hinders timely and effective service delivery. The rate at which the Authority adopts new and emerging technology in all its activities and processes was also identified.

3.1.4. Summary of Strengths and Weaknesses

The strengths and weaknesses are summarised in Table 3.

Table 3: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative structures	<ul style="list-style-type: none">• MECC & F give policy direction on environmental	<ul style="list-style-type: none">• Pending regulatory frameworks (EMCA bill 2022 and regulations)

	<p>conservation, protection and management</p> <ul style="list-style-type: none"> • NEMA is Established under an Act of Parliament through EMCA ,1999 that is aligned to the Constitution of Kenya 2010 • Existence of Environmental Regulations under EMCA for operationalization of the Act • Competent professional staff in the core technical areas • Entrenchment of Board of Management as a legal entity as provided by State Corporations Act • Good working relationships with MDACs • Existence of administrative structures in all 47 counties 	<ul style="list-style-type: none"> • The lengthy process of preparing the regulatory frameworks
Internal Business Processes	<ul style="list-style-type: none"> • Standard operating procedures in our operations ISO:9001 ,2015 • Availability of the updated Citizen Service Delivery Charter • Internal policies and procedure manuals in place • ERP and licensing systems in place 	<ul style="list-style-type: none"> • Inadequate infrastructure such as, ICT, Research laboratories and equipment • Unstable internet platform • Inadequate policies to guide the operations and the existence of some that are not implemented
Resources and capabilities	<ul style="list-style-type: none"> • Competent human capital • Designated NIE for AF and GCF, and DNA for Carbon credits • NEMA is a Designated National Authority for carbon market. • Customized licensing platform • Established and strengthened Green points in 15 Counties and others yet 	<ul style="list-style-type: none"> • Inadequate human, financial and physical resources (office space and vehicles) • Resource Mobilization policy not in place • Inadequate coordination frameworks with MDACs

	<p>to be developed after the allocation of land.</p> <ul style="list-style-type: none"> • Existing legal framework- EMCA and its regulations, Climate change act, Sustainable waste management Act (intangible resources) • Support from Development Partners- World Bank, IUCN, DANIDA 	
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3.1.5. Analysis of Past Performance

An end term evaluation of the NEMA Strategic plan for the period 2019 – 2024 was conducted to establish performance achievements, key challenges and lessons learnt that the new strategic plan took into consideration. The Authority achieved an overall implementation score of **81.9%** of the outputs as set in the Strategic Plan from the assessment done.

The Authority had identified the following Key Results Areas;

KRA1: Environmental Quality, Protection and Conservation;

KRA2: Ecological Integrity of Ecosystems;

KRA3: Climate Change;

KRA4: Environmental Governance and Coordination;

KRA5: Green Economy for Sustainable Development;

KRA6: Institutional Capacity.

The implementation status for the Key Result Areas and inherent strategic goals are as shown in Figure 1 and Table 4 respectively.

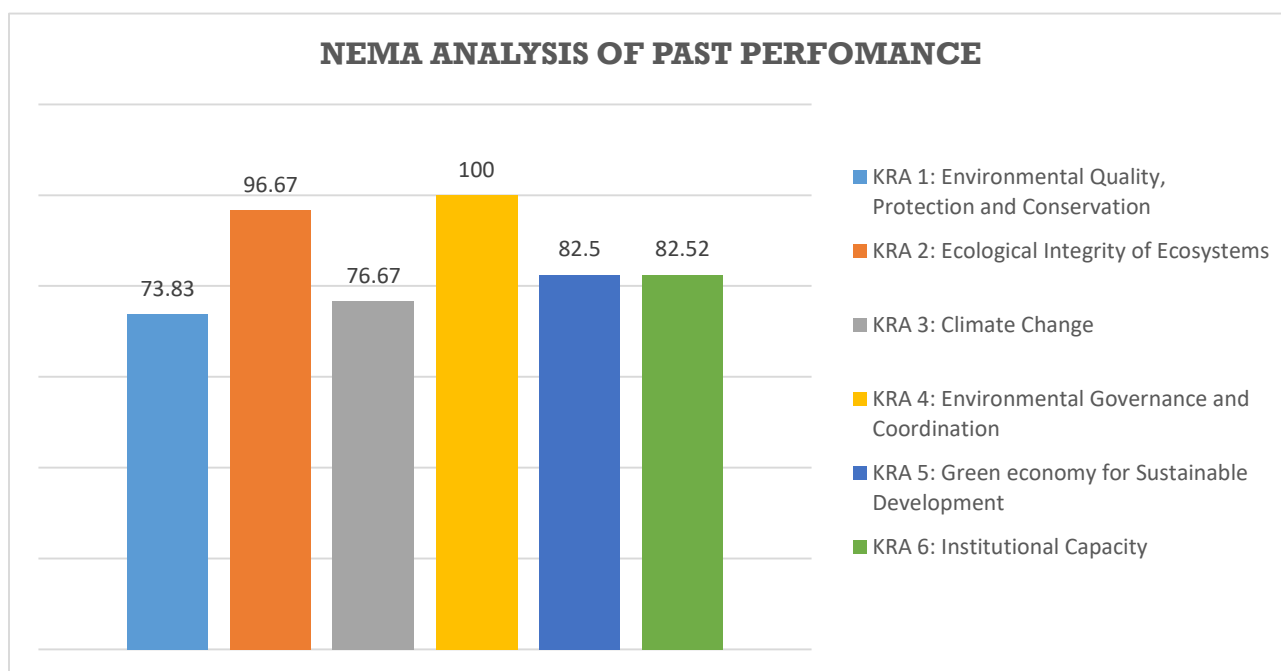


Figure 1: Overall Implementation Status

Table 4: Detailed assessment on the implementation of the KRAs

S/No	Key Result Area	Strategic Objective	Achievement
1	Environmental Quality, Protection and Conservation	1.To improve the quality of the environment	92.9%
		2.To promote sustainable natural resource utilization	44.%
		3.To promote public behavioral change in environmental management	84.6%
2	Ecological Integrity of Ecosystems	4.To promote conservation and management of aquatic and terrestrial ecosystems	90%
		5. To promote conservation and management of environmentally significant areas	100%
		6.To restore selected degraded aquatic and terrestrial ecosystems	100%
3	Climate Change	7. To support reduction and monitoring of Green House Gases (GHG) emissions	100%
		8.To advance implementation of climate change duties into public and private entities	0%.
		9.To integrate climate risk and vulnerability assessment into all forms of assessment	100%
		10.To mobilize and deploy climate Finance	100%

		11. To support implementation of CCA, NAP, NDC, NCCAP	60%
		12. To promote programs on Carbon Neutrality	100%
4	Environmental Governance and Coordination	13. To Strengthen the regulatory framework for Environmental Management	100%
		14. To promote synergy in Management of Environmental Functions	100%
5	Green economy for Sustainable Development	15. To promote sustainable blue economy	73%
		16. To promote green economy	92 %
6	Institutional Capacity	17.To strengthen corporate governance	100%
		18. To enhance NEMA's corporate image	100%
		19. To strengthen human capital	82.4%
		20. To enhance financial sustainability of the Authority	91.7%
		21. To enhance service delivery	65.4%
		22. Risk Management	55.6%

3.1.5.1 Key Achievements

Based on the assessment done for the previous plan, notable advancements were achieved by the Authority as highlighted in Table 5.

Table 5: Key Achievements

S/No.	Key Result Areas	Key Achievements
1	Environmental Quality, Protection and Conservation	<ul style="list-style-type: none"> Prepared the 2019-2021 State of Environment report Undertook ambient air quality in Five (5) major towns (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret) Undertook 2600 inspections in all counties on enforcement of single-use plastic ban leading to 87 percent reduction of the banned single-use plastic in the environment Issued 50,228 various Licenses (SPR: 4310,PSR: 14668,SR: 500,EDL: 2500, WMT/D/Ex:5000 Others: ABS, ODS, AEL: 750,EAE: 22500) and undertook 19,814 inspection reports to regulate facilities Undertake 12,403 No. of Environmental Audits Coordinated preparation, review, and monitoring of National Environmental Action Plans (NEAP) Successfully developed and submitted 8 environmental management plans for Gazettement,

		<p>encompassing areas like Taita Hills Forests and Embu ESAs</p> <ul style="list-style-type: none"> • Facilitation of environmental activities in formal institutions and ESD model schools. • Hosted the 12th African RCE conference meeting and conducted awareness programs for ESD and RCE • Developed and strengthened 15 green points in 15 counties
2	Ecological Integrity of Ecosystems	<ul style="list-style-type: none"> • Undertook 940 enforcement activities to monitor compliance with the provisions of EMCA Regulations on riparian reserves • Developed and submitted for gazette 12 integrated wetlands management plans • Coordinated stakeholders to implement Integrated Wetlands Management Plans • 432 enforcement actions undertaken of relevant environmental legislation on rehabilitated sites • 10 ESAs were inventoried • 47 degraded water bodies inventoried • 10 aquatic ecosystems restored and rehabilitated
3	Climate Change	<ul style="list-style-type: none"> • 3 regulatory frameworks developed and enforced for greenhouse gases • Supported review of assessments to integrate climate risk and vulnerability assessment • Developed strategic relations and partnerships with ten existing and new climate funding entities • Established strong and responsive project pipeline for funding by developing 9 project proposals • Enhanced carbon neutrality programmes in institutions
4	Environmental Governance and Coordination	<ul style="list-style-type: none"> • 4 regulations reviewed and 3 new regulations developed in the period • Participated in the development of Country positions, negotiations and implementations of MEAs • Established an environmental supervisory and coordination mechanism for various stakeholders
5	Green Economy for Sustainable Development	<ul style="list-style-type: none"> • Promoted programs that reduce environmental health risks • Promoted cleaner production approaches to industry for reduction of waste segregation at source • Developed and implemented Extended Producers Responsibility (EPR) regulations for sustainable management of emerging waste streams including plastic and E-waste • Reduced environmental degradation in support to sustainable development

		<ul style="list-style-type: none"> • Promoted public awareness and education on Green economy
6	Institutional Capacity	<ul style="list-style-type: none"> • Mobilized resources for environmental conservation and management :(GCF, IUCN and AEHPMP in place) and enhanced A in A from 176.1M in 2019 to 641.8M in 2023 • Improved Visibility and corporate image by developing and implementing corporate communications and corporate branding strategies • Reviewed and implemented the new organizational structure • Aligned skills & competencies of employees with the job description • Continuously undertook Training Needs Assessment • Offered 375 Internship and 435 attachments opportunities to youth • Monitored and evaluated the implementation of 44 NEMA programs and activities • 14 Bankable project proposals were developed • Customer satisfaction survey undertaken and recommendations implemented • Retained ISO certification

3.1.5.2 Challenges

There are several factors that hindered the achievement of the set targets during implementation of 2019-2024 Strategic Plan. These challenges and proposed mitigation measures are outlined in Table 6.

Table 6: Key Challenges and Mitigation Measures

Challenges	Issue(s)	Mitigation Strategy
Administrative	NEMA headquarters is currently housed in a rented premises with inadequate office space	Establishment of NEMA headquarters and county offices
Staffing	Inadequate staffing levels	<ul style="list-style-type: none"> -Recruitment of staff -Strengthening and Optimizing internal capacity
Funding	Inadequate funding	<ul style="list-style-type: none"> -Enhance revenue streams through enforcement and compliance -Diversifying revenue streams -Partnerships with private sector -Lobby for more funding from GoK -Developing bankable proposals for funding

Technology	-Unreliable/inadequate Internet -Data Security and Privacy Concerns	-Upgrade ICT infrastructure and internet service -Invest in robust data security measures, including encryption, regular system audits, and disaster recovery plans
COVID-19 Pandemic	Delayed projects/programs implementation	Embracing innovative practices

3.1.5.3 Lessons Learnt

The key lessons learnt from the Strategic plan 2019-2024 include:

1. **Funding Gaps & Budget constraints** – The Authority's over-reliance on the exchequer funding has affected the implementation of the strategic plan. Thus, mobilization of resources from alternative sources is essential for successful implementation of programmes, projects and activities.
2. **Innovation and Technology** – an efficient and reliable ICT infrastructure is a key ingredient in ensuring effective service delivery and improved revenue collection.
3. **Stakeholder Engagement and Collaborations** - Strong partnerships, collaborations and stakeholder engagement is critical for achievement of the Authority's mandate.

3.2 Stakeholder Analysis

The analysis identified and assessed individuals, groups and organizations that have an interest or influence in the activities and outcomes of the Authority as presented in Table 7.

Table 7: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
1	Staff	Provide timely services Receive feedback	<ul style="list-style-type: none"> • Commitment to the welfare • Excellent performance to be rewarded • Favourable terms and conditions of service and good working environment • Skills development and job progression 	<ul style="list-style-type: none"> • Improve productivity • Provide necessary skills and manpower • Exhibit good image of NEMA • Efficient and timely services to the citizenry and stakeholders • Adherence to policies, rules and regulations of NEMA • Efficient utilization of allocated resources

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
			<ul style="list-style-type: none"> Efficient and effective human resource services Participatory and fair appraisal Capacity development through required training 	
2	Board	Policy guidance and direction	<ul style="list-style-type: none"> Efficient management of resources Enhanced performance management as per set targets Effective and efficient service delivery Good corporate image 	<ul style="list-style-type: none"> Resource mobilization Strategic guidance Leadership Policy Guidance and direction Oversight on implementation
3	MECC&F	Policy guidance and direction	<ul style="list-style-type: none"> Performance in service delivery Effective and efficient coordination, supervision and regulation of environment lead agencies Implementation of policies on environment. 	<ul style="list-style-type: none"> Funding Policy direction Oversight
4	Police	Enhance enforcement of environmental laws	<ul style="list-style-type: none"> Capacity building on crimes that do not require involvement of environmental inspectors Inspection reports where necessary 	<ul style="list-style-type: none"> Present better cases to DPP Enforce selected environmental laws that do not require environmental inspector
5	ODPP	Prosecute environmental offences on behalf of the State through the Authority as the complainant	<ul style="list-style-type: none"> Increased and Efficient prosecution of environmental offences Strategic cooperation and liaison with the Authority 	<ul style="list-style-type: none"> Timely case file preparation Drafting and presentation of charge sheets Timely preparation and presentation of witnesses
5	Kenya Revenue Authority	Validation of data provided by producer on Extended Producer responsibility	<ul style="list-style-type: none"> Collaboration in information sharing with producers' 	<ul style="list-style-type: none"> Triangulation of data provided by producers

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
			compliance in EPR regulations	
6	Kenya Bureau of Standards	Development of environmental standards for diverse chemicals	<ul style="list-style-type: none"> Advisories on environmental priorities that require standards development and enforcement 	<ul style="list-style-type: none"> Partnership in enforcement of environmental standards e.g., Lead in paints
7	Ministry Departments and Agencies	Collaborative partnerships in service delivery	<ul style="list-style-type: none"> Effective coordination and formulation of Government policies, plans and budgets 	<ul style="list-style-type: none"> Implementation of policies, plans and budgets that have been formulated Timely reporting
8	County Governments	Partnerships with the Authority to implement devolved environment functions	<ul style="list-style-type: none"> Policy guidance on environment Partnership in implementation of devolved environmental functions Capacity building on environmental management. Technical assistance and support 	<ul style="list-style-type: none"> Prudent implementation of environmental policies, legislation and regulations for both levels of Government Partnership in implementation of national programmes and projects Timely and quality provision of environmental services to the public
9	Academic Institutions	Conduct environmental research, provide knowledge, training and educate future experts	<ul style="list-style-type: none"> Collaboration on Environmental Research and Education 	<ul style="list-style-type: none"> Recognition of academic expertise and research contributions Set the expectation of the Collaborative research
10	Research Institutions	Conduct environmental research and provide with expertise	<ul style="list-style-type: none"> Share the generated data and information Collaboration on Environmental Research and Projects and policy formulation 	<ul style="list-style-type: none"> Training of Staff who are competent to deliver on the Authority's mandate
11	Public	<p>To corporate with state organs, conserve the environment to ensure sustainable environment</p> <p>Seeking services and feedback</p>	<ul style="list-style-type: none"> Provide and clean environment Respond to incidences and complaints promptly Create regular awareness on environmental requirement Public participation on 	<ul style="list-style-type: none"> Stewardship with environmental laws Partnership in environmental management Report on environmental violations

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
			environmental activities	
12	Judiciary	Adjudicate on environmental dispute	<ul style="list-style-type: none"> • Comply with the orders of the court • Create awareness on environmental laws • Provide expert opinion on environmental matters • Investigate environmental crimes 	<ul style="list-style-type: none"> • Judiciously hear and determine environmental case • Create jurisprudence in environmental matter
13	Private Sector	Participate and comply with the environmental laws	<ul style="list-style-type: none"> • Timely processing of their applications • Provide technical guidance • Fair and objective enforcement /when undertaking regulatory action 	<ul style="list-style-type: none"> • Comply with environmental standards • Participate in environmental conservation • Expect them to explore and use best available environmental technologies/practices in pollution control
14	Kenya Alliance of Residents Associations	Advocacy, lobbying on environmental matters	<ul style="list-style-type: none"> • Create awareness on environmental requirements by the residents • Participate in environmental matters • Take into consideration the bylaws when making decision residents within their jurisdiction 	<ul style="list-style-type: none"> • Safeguard the environment in their area
15	Business Membership Organizations (KAM, KEPSA, KCCI, KNCC)	Advocacy and lobbying for their members interests	<ul style="list-style-type: none"> • Create awareness on environmental requirements by the residents • Participate in environmental matters • Take into consideration the bylaws when making decision residents within their jurisdiction 	<ul style="list-style-type: none"> • Safeguard the environment in their area

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
16	Non-State Actors	<p>Mobilize resource for environmental conservation</p> <p>Provide environmental advocacy</p> <p>Capacity building on environmental issues</p> <p>Implementation of programmes and activities</p>	<ul style="list-style-type: none"> Collaborate in environmental conservation Endorsements on their proposals to facilitate registration and resource mobilization To be involved in policy, Act, Regulations Standards and Guidelines Provide relevant information when required 	<ul style="list-style-type: none"> Active participation and collaboration. Adherence to environmental standards and regulations Provide feedback on their areas of jurisdiction
17	Contractors, Suppliers and Merchants	Provide goods, works and services	<ul style="list-style-type: none"> Timely payment for goods and service Transparency in procurement process 	<ul style="list-style-type: none"> Provide quality goods, works and services Timely delivery of goods and services Adherence to contract specifications and terms of reference
18	Professional Bodies	Provide professional guidance	<ul style="list-style-type: none"> Abide to professional ethics and code of conduct Build capacity for their members 	<ul style="list-style-type: none"> Regulate their members Provide continuous professional capacity building for their members
19	Development Partners and International Organizations	<p>Financial and Technical Support</p> <p>Information sharing and reporting</p> <p>Technology infrastructure</p> <p>Support Knowledge exchange and best environmental practices</p>	<ul style="list-style-type: none"> Prudent use of resources Regular reporting Cleaner and healthy environment Good governance of environmental resources Best environmental practices 	<ul style="list-style-type: none"> Financial support Technical support Cooperation on environmental matters Timely disbursement of committed funds Technical assistance to strengthen Institutional capacity Support specific programmes as per project programme

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
20	Parliament	Enact laws and regulations	<ul style="list-style-type: none"> • Timely submission of draft policies • Timely response to parliamentary questions • Efficient utilization of allocated resources • Oversight 	<ul style="list-style-type: none"> • Timely legislation of laws on environment • Adequate funding • Oversight
21	Media	Provide publicity	<ul style="list-style-type: none"> • Provision of timely, accurate and reliable information • Collaboration and partnership 	<ul style="list-style-type: none"> • Enhanced awareness on environmental matters • Fair and responsible coverage and reporting
22	NET	Compliance with tribunals Directive	<ul style="list-style-type: none"> • Comply with Environmental Laws • Comply with Tribunal and regulations directive 	<ul style="list-style-type: none"> • Fair hearing and • Timely determination of matters at the tribunal
23	NETFUND	<p>Mobilization of resources to facilitate research intended to further the requirements of environmental management</p> <p>Capacity building and Environmental awards</p>	<ul style="list-style-type: none"> • Prudent use of resources 	<ul style="list-style-type: none"> • Mobilization of resources and support • Environmental research, capacity building and awards
24	NECC	Investigate allegations or complaints relating to the environment	<ul style="list-style-type: none"> • Allegations or complaints against the Authority 	<ul style="list-style-type: none"> • Involvement in matters which the Committee is investigating
25	Independent Commissions	Oversight on mandate of the Authority	<ul style="list-style-type: none"> • Ensure compliance with Commissions policy guidelines 	<ul style="list-style-type: none"> • Guidance and collaboration in implementation of NEMA mandate • Timely dissemination of information
26	Environment Institute of Kenya (EIK)	<p>Provide necessary professional guidance</p> <p>Enforce regulations and standards</p>	<ul style="list-style-type: none"> • Compliance by staff through registration, renewal and continuous professional development 	<ul style="list-style-type: none"> • Improved standards of technical expertise and professional management in the environment sector

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter details the strategic issues that the Authority shall focus on in the implementation of this Strategic Plan, the strategic goals and Key Result Areas.

4.1 Strategic Issues

The Authority shall focus on the following strategic issues based on the detailed situational and stakeholder analyses to fulfil its mandate and address gaps identified.

1. Climate change
2. Ecological integrity of ecosystems
3. Environmental Pollution
4. Green and Circular Economy
5. Institutional capacity

4.2 Strategic Goals

The Authority formulated the following strategic goals guided by the strategic issues identified in order to realize the vision.

Goal 1: Support climate change mitigation and adaptation actions

Goal 2: Sustained healthy ecosystems

Goal 3: Minimized levels of environmental pollution

Goal 4: Accelerate adoption of low-carbon, resource-efficient pathways to development

Goal 5: Strengthen the institutional capacity

4.3 Key Result Areas

The Key Result Areas represent the critical focus areas necessary to achieve the identified goals in a strategic and measurable manner. The plan identifies the following KRAs as presented in Table 8.

KRA 1: Climate change mitigation and adaptation

KRA 2: Protect, conserve and restore ecosystems

KRA 3: Pollution prevention, management and control

KRA 4: Sustainable utilization of Natural resources

KRA 5: Institutional Capacity Strengthened

Table 8: Strategic issues, goals and key result areas

S/ No	Strategic Issue	Goal	KRAs
1	Climate change	Support climate change mitigation and adaptation actions	Climate change adaptation and mitigation
2	Ecological integrity of ecosystems	Sustained healthy ecosystems	Protect, conserve and restore ecosystems
3	Environmental Pollution	Minimized levels of environmental pollution	Pollution prevention, management and control
4	Green and Circular Economy	Accelerate adoption of low-carbon, resource-efficient pathways to development and enhance environmental consideration into economic decision making	Sustainable utilization of Natural resources
5	Institutional capacity	Strengthen the institutional capacity	Institutional Capacity Strengthened

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter outlines the strategic objectives and choices that will guide the Authority for the plan period.

5.1 Strategic Objectives

The Authority has identified eighteen (18) strategic objectives to guide the implementation of the plan. Table 9 shows the outcomes and annual projections.

Table 9: Outcomes and annual projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
KRA 1: Climate Change Adaptation and Mitigation							
SO1.1 To Support Climate Change Adaptation Actions/Programs	Improved resilience and adaptive capacity of vulnerable communities and ecosystems	% of resilience of vulnerable communities to climate change impacts					
SO1.2: To support Climate change Mitigation Actions/Programs	Reduced Green House Gas emissions	% reduction in GHG emissions					
		% reduction in climate related damages and losses in targeted areas					
KRA2: Protect, Conserve and Restore Ecosystems							
SO2.1: To Enhance the Quality and Integrity of Ecosystems	Enhanced integrity of Ecosystems	Environment Performance Index	36.9	39.4	43.6	45.7	49.3
		Increase in No. of riparian sites reserve boundaries secured	40	50	60	70	80
		Increase in No. of wetlands sustainably restored	20	23	26	29	32
		Reduction in threats to key species					

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
		Increase in No. of Environmental Management Plans					
		Increase in selected degraded ecosystems restored	10	12	14	16	18
SO2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects	Environmental considerations integrated into Development policies, plans and projects	No. of NEAPs prepared and reviewed	1	1	1	1	1
		No. of CEAPs reviewed	47	47	47	47	47
		Land Degradation Neutrality Index					
		No. of NAPs reviewed					
		No. of data base digitized					
SO2.3: To Promote Research, Investigation and Surveys in the field of environment	Environmental research publications	No. of research projects initiated	5	10	15	20	25
		No. of peer review publications	5	10	15	20	25
		% level of implementation of the Environmental research agenda	50	65	75	85	100
SO2.4: To Support implementation of Multilateral Environmental Agreements and obligations	Compliance with Multilateral Environmental Agreements and obligations	% of obligations fulfilled	100	100	100	100	100
KRA3: Pollution Prevention, Management and Control							
SO3.1: To reduce environmental pollution (land, water, noise and air)	Reduction in pollution levels in land, water, noise and air	Ambient air quality index	44	40	36	32	28
		% reduction in pollution levels	25%	30%	40%	50%	60%
		% level of compliance and enforcement	25%	30%	40%	50%	60%
		% reduction of plastic pollution	56.6	70%	80%	85%	90%

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
		No. of MRFs established	6	20	30	40	50
		Volume of Solid waste generated and collected in tonnes(t in Mn)	2	10	20	40	50
SO3.2: To promote public behavioural change on environmental management	Enhanced public engagement in behavioural change on environmental management	% increase in public engagement					
		Increase in No. of institutions mainstreaming environmental sustainability in their programmes					
		No. of environmental awareness campaigns conducted					
		No. of environmental greening programmes developed and implemented					
KRA 4: Sustainable utilization of Natural Resources							
SO4.1: To enhance blue economy initiatives to harness the potential of marine and inland water bodies	Increased economic value generated from the blue economy	No. of pollution sources of water bodies mapped					
		% reduction in pollution sources on aquatic ecosystem					
SO4.2: To promote green and circular economy for enhanced resource use and efficiency;	Enhanced resource use and efficiency	No. of waste collectors formalized					
		Level of awareness raised					
		No. of circular economy initiatives identified and implemented					
SO4.3: To enhance integration of environmental considerations in	Increased proposition of environmentally certified	% of products with recognized environmental certifications					

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
environment and trade	products in trade	No. of trade agreements incorporating environmental clauses					
		Level of consumer awareness and demand for eco-friendly products					
KRA5: Institutional Capacity							
SO5.1: To strengthen corporate and environmental governance and coordination	Improved corporate environmental governance and coordination	No. of Environmental legislations, standards and guidelines reviewed/developed					
SO5.2: To Strengthen Human Capital	Enhanced human capital development	Employee satisfaction index	62	65	70	75	80
	Improved productivity measurement	Productivity index					
SO5.3: To enhance financial sustainability of the Authority	Financial stability and sustainability	Increase in internally generated revenue (AIA) in millions	812	900	900	1200	1200
		Increase in externally generated revenue in millions					
SO5.4: To enhance Corporate Planning and Performance Management	Improved performance rating	Composite score	3.2	3.0	2.8	2.6	2.4
SO5.5: To leverage on ICT to automate service delivery	Improved customer satisfaction and operational efficiency.	Improved automation index	77.2	82.5	87.3	92	95
SO5.6: To enhance corporate image	Improved customer satisfaction	Customer satisfaction index	47	52	57	62	67

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
SO5.7: Risk management and assurance	Reduced risk levels	Low level of risk					

5.2 Strategic Choices

The Key Results Areas (KRAs), strategic objectives and strategies that will deliver this plan are outlined in Table 10.

Table 10: Strategic Objectives and Strategies

Key Result Area	Strategic Objectives	Strategies
1. Climate Change Adaptation and Mitigation	SO1.1: To Support Climate Change Adaptation Actions/Programs	<p>1.1.1 Mainstream climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA)</p> <p>1.1.2 Mobilize and deploy climate finance</p> <p>1.1.3 Research and mapping on climate change adaptation projects</p>
	SO1.2: To support Climate Mitigation Actions/Programs	<p>1.2.1 Monitor, investigate and report on whether public and private entities are in compliance with their assigned climate change duties</p> <p>1.2.2 Support implementation of National Adaptation Plan (NAP) and National Determined Contribution (NDC) to the Paris Agreement</p>
2. Protect, conserve and restore ecosystems	SO2.1 To Enhance the Quality and Integrity of Ecosystems	<p>2.1.1 Coordinate protection, conservation and restoration of ecosystems</p> <p>2.1.2 Promote biodiversity conservation in key ecosystems</p> <p>2.1.3 Coordinate lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plan</p>

Key Result Area	Strategic Objectives	Strategies
	SO2.2:To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects	<p>2.2.1 Coordinate environmental planning in sectorial programs and plans</p> <p>2.2.2 Mainstreaming GIS and other technologies in Environmental planning, awareness creation, monitoring and enforcement</p>
	SO2.3:To Promote Research, Investigation and Surveys in the field of environment	<p>2.3.1 Coordinate, monitor and disseminate environmental research findings</p> <p>2.3.2 Coordinate the implementation of the environmental research agenda</p>
	SO2.4:To Support implementation of Multilateral Environmental Agreements and obligations	<p>2.4.1 Advise the government on ratification and domestication of multi-lateral Environmental Agreements (MEAs)</p>
3. Pollution prevention, management and control	SO.3,1: To reduce environmental pollution (land, water, noise and air)	<p>3.1.1 Establish the baseline for environmental quality for land, water and air</p> <p>3.1.2 Coordinate the formulation and adoption of pollution control standards and guidelines</p> <p>3.1.3 Greening the Authority operations</p> <p>3.1.4 Enhance Integration of pollution control measures and standards in the licensing regime</p> <p>3.1.5 Strengthen the license condition in the regimes</p> <p>3.1.6 Enhance enforcement actions for pollution control</p> <p>3.1.7 Enhance compliance with environmental laws and regulations</p> <p>3.1.8 Strengthen incident/ environmental crime detection</p>

Key Result Area	Strategic Objectives	Strategies
	SO 3.2 To promote public behavioural change on environmental management	<p>3.2.1 Integrate environmental education in formal institutions</p> <p>3.2.2 Promote environmental activities in various sectors</p> <p>3.2.3 Promote compliance to environmental laws and regulations</p> <p>3.2.4 Promote education for sustainable development</p>
4. Sustainable utilization of Natural Resources	SO4.1: To enhance blue economy initiatives to harness the potential of marine and inland water bodies	<p>4.1.1 Promote appropriate technologies, innovations and best environmental practices</p> <p>4.1.2 Promote collaboration, partnership, information sharing and knowledge management in best practice of utilization of natural resources</p> <p>4.1.3 Enhance mechanisms that prevent land-based pollution sources to marine and aquatic ecosystems</p> <p>4.1.4 Enhance the quality and quantity of water for sustainable development</p> <p>4.1.5 Build capacity in marine litter management and aquatic resource utilization for the communities living around marine and inland water bodies</p>

Key Result Area	Strategic Objectives	Strategies
	SO4.2: To promote green and circular economy for enhanced resource use and efficiency	<p>4.2.1 Enhance policy and regulatory frameworks aimed at promoting transition to green and circular economy</p> <p>4.2.2 Promote economic instruments in environmental management</p> <p>4.2.3 Implement Green and Circular economy initiatives</p> <p>4.2.4 Promote awareness creation and capacity building on green and circular economy</p> <p>4.2.5 Mainstream waste management</p> <p>4.2.6 Promote adoption of cleaner technologies</p>
	SO4.3: To enhance integration of environmental considerations in environment and trade	<p>4.3.1 Promote Natural resources accounting at the National and county levels</p> <p>4.3.2 Promote integration of environmental considerations in Kenya's trade negotiations</p>
5. Institutional Capacity	SO5.1 To strengthen corporate and environmental governance and coordination	<p>5.1.1 Enhance Board oversight role</p> <p>5.1.2 Strengthen the Regulatory framework for Environmental Management</p>
	SO5.2: To Strengthen Human Capital	<p>5.2.1 Attain and maintain optimal staffing levels</p> <p>5.2.2 Enhance staff welfare\Talent Management</p> <p>5.2.3 Enhance performance and productivity</p> <p>5.2.4 Provide conducive work environment</p>

Key Result Area	Strategic Objectives	Strategies
		5.2.5 Succession planning and management
		5.2.6 Mainstream cross cutting policies
	SO5.3: To enhance financial sustainability of the Authority	5.3.1 Strengthening institutional capacity on financial sustainability 5.3.2 Engage government to prioritize funding the Authority's programmes 5.3.3 Promote innovative financing 5.3.4 Mobilize funding from development partners 5.3.5 Ensure effective and efficient utilization of financial resources 5.3.6 Strengthen strategic engagement with bilateral and multilateral development partners 5.3.7 Integrate Supply Chain Management in the Authority's operations
	SO5.4: To enhance Corporate Planning and Performance Management	5.4.1 Coordinate Development/Review and Monitoring of the Strategic Plan implementation 5.4.2 Coordinate performance Contracting 5.4.3 Coordinate the implementation of QMS 9001:2015 and establishment of EMS 14001:2015
	SO5.5: To leverage on ICT to automate service delivery	5.5.1 Enhance digitization and data analytics 5.5.2 Upgrade ICT infrastructure and service development 5.5.3 Enhance Data protection and Information Security

Key Result Area	Strategic Objectives	Strategies
	SO5.6: To enhance corporate image	<p>5.6.1 Improve visibility and corporate image at National and County levels</p> <p>5.6.2 Enhance customer experience</p>
	SO5.7: Risk management and assurance	<p>5.7.1 Improve effectiveness of internal controls, risk management and governance processes</p> <p>5.7.2 Reduce risk exposure in the operations of the Authority</p>

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter outlines the implementation and coordination strategies for the strategic plan, focusing on the implementation plan, coordination framework, and risk management framework. It also captures the action plan; annual work plan and budget; performance Contracting; institutional framework; staff establishment, skills set and competence development; leadership; and systems and procedures.

6.1 Implementation Plan

The implementation of this strategic plan shall be realized through annual work plans aligned to allocated budgets and performance contracts.

6.1.1 Action Plan

The Authority has developed a detailed action plan which constitutes the strategic issues, goals, KRA's outcomes, strategic objectives, strategies, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of this strategic plan. The action plan is captured in the implementation matrix attached (Annex I).

6.1.2 Annual Work Plan and Budget

The Authority shall prepare and cost the annual work plan from the action plan implementation matrix of the Strategic Plan and adopt programme based costing in the development of the annual budgets.

6.1.3 Performance Contracting

The Authority's annual performance contracting targets will be derived from the strategic plan implementation matrix and annual work plans. The Authority will continue to sign and implement performance contracts with the National Government through the parent ministry.

6.2 Coordination Framework

The Authority shall coordinate implementation of this plan by strengthening the institutional framework; staff establishment, skills set and competence development; leadership; and Systems and procedures as detailed below.

6.2.1 Institutional Framework

The Authority shall leverage on the existing organizational structure policies, laws, regulations and guidelines to achieve its goals and objectives.

Environmental Services Directorate

The Environmental Services Directorate is established pursuant to Sections 9, 42, 44 & 55 of the Environmental Management and Coordination Act 1999 and is responsible for conducting environmental education and awareness, management of aquatic, terrestrial & aerial ecosystems. It has four departments namely; Environmental Planning and Research Coordination, Environmental Education Awareness and Training, Ecosystems Management and Environmental Programmes and Partnerships.

Environmental Compliance Directorate

The Compliance Department is established pursuant to Section 9 (2) Part VI, VII, V11, IX, X, and X111 of EMCA 1999 and is responsible for Processing of environmental licensing, developing regulations, standards and guidelines and enforcement of those standards. It has three departments namely: Environmental Assessment; Waste Management and Licencing; and Field Operations and Devolved Functions Coordination

Environmental Enforcement Directorate

The Enforcement Directorate is established pursuant to Section 9 (2) Part VI, VII, IX, X, and X111 of EMCA 1999. Enforcing environmental laws is a central part of NEMA strategic plan aimed at ensuring clean and health environment. The enforcement team works to ensure compliance with environmental requirements and standards set in EMCA 1999 and its subsidiary. Enforcement at NEMA is undertaken by environmental inspectors gazetted under section 117 of EMCA 1999. Through inspections and investigations, environmental inspectors will initiate criminal enforcement action against violators of environmental laws. The Directorate will ensure a coordinated and a consistency in approach towards enforcement across the country. Compliance to the Authority's environmental requirements is a key delivery point for NEMA to register its presence in the whole country as well as securing a healthy and clean environment. The Enforcement includes both criminal enforcement responses and preventative/remedial responses. For every offence enforcement action is normally taken enhanced by the NEMA Police Unit, a police force seconded to NEMA by the Inspector of Police. It consists of two departments namely: Inspectorate and Incident Management; and Environmental Audit and Monitoring

Corporate Services Directorate

The mandate of the Corporate Services Directorate is to provide leadership and coordination of Finance and Accounts, Human Resource Management and

Development, Administration, Information and Communications Technology and Corporate Communications Departments.

Corporation Secretary & Legal Services Directorate

The Corporation Secretary & Legal services Directorate is established under section (9) (f) and (g) of the Environmental Management and coordination Act (EMCA), 1999 and is responsible for provision of legal advice and all matters relating to litigations, regulatory compliance, security documentation, contract management, legislative drafting and participating in the preparation of legal audits mechanisms. The Directorate will also ensure effective and efficient compliance with legal and regulatory legislation including provision of legal advice to management. The directorate shall also be responsible for provision of secretarial services to the Board. It consists of two departments namely: Environmental Litigation and Legal Services.

Internal Audit Directorate

Internal Audit Department is created pursuant to Section 73 (1) (a) of the Public Finance Management Act of 2012. This department is responsible for providing assurance on the internal control systems, and the governance processes.

Corporate Strategy and Planning Department

The Department will ensure that the Authority adopts and implements effective strategies for policy formulation, Performance Management quality assurance, Monitoring & Evaluation and coordination of risk management as per Legal Notice No. 93 of the State Corporations Act (Cap. 446).

Supply Chain Management Department

The Department is created pursuant to section 227 of Constitution of Kenya, 2010 and the provisions of the Public Procurement and Asset Disposal Act 2015 and is responsible for procurement of goods, works and services, inventory management and Disposal of Assets.

For effective and efficient service delivery of this plan, the Authority shall use the approved organization structure in figure 2.

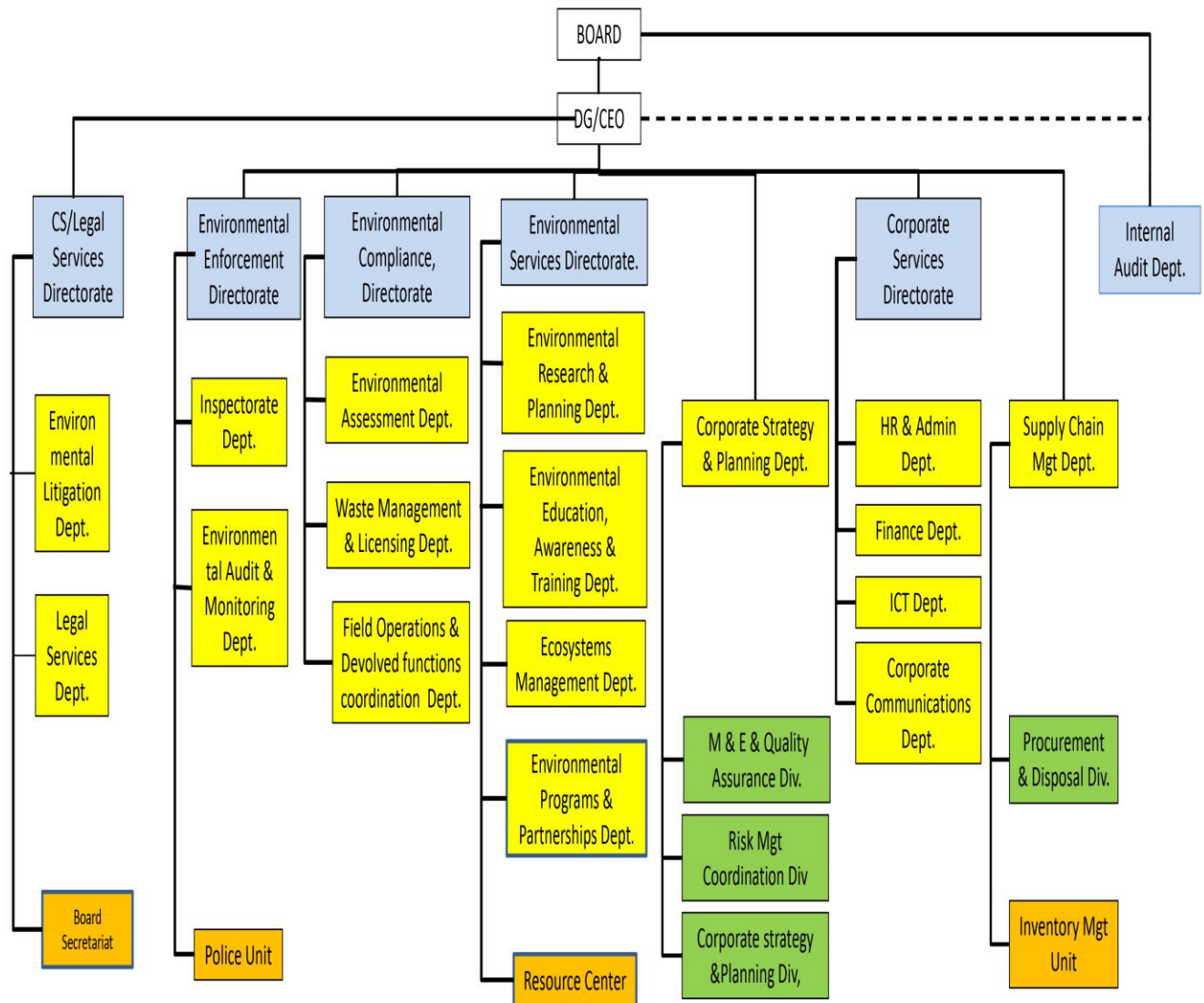


Figure 2: Organizational Structure

6.2.2 Staff Establishment, Skills Set and Competence Development

Human Resource Management is critical for the implementation of the plan. The Authority shall strengthen human capital to deliver the plan.

Staff Establishment

The Authority's approved staff establishment is four hundred and ninety five (495) against an in-post of three hundred and ninety seven (397). The optimal staffing levels for the Authority to achieve its broad mandate as stated in EMCA 1999 is three thousand three hundred and forty six (3346). Table 11 summarises staff establishment.

Table 11: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance (B-C)
Director General	1	1	1	0
Environment/ Compliance Assistant/ Officers	170	1999	138	1857
Process Engineer	1	4	1	3
Civil Engineer	1	4	1	3
Quantity Surveyor	1	4	1	3
Environmental Enforcement Officers	37	426	34	392
Environmental Planning & Research Officers	22	72	19	55
Environmental Education Information & Awareness Officers	12	70	8	61
Ecosystems Officers (Marine, Terrestrial & Wetlands)	11	34	6	28
Environmental Programmes & Partnerships	5	10	3	7
Human Resource & Administration Assistants/Officers	15	28	12	16
Finance Officers	21	25	19	6
Internal Auditors	6	10	3	7
Strategy & Planning, M&E & Risk Management officers	13	13	3	10
ICT Officers	10	19	4	6

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance (B-C)
Supply Chain Management Assistant/Officers	10	26	6	20
Legal Assistant/Officers	15	28	9	19
Corporate Communications Officers	5	10	4	6
Office Administrators	28	40	18	
Record Management Assistant/Officers	3	12	2	10
Librarians	2	2	2	0
Graphic Designers	4	4	3	1
Receptionists	1	2	1	1
Drivers/Rider	75	92	70	22
Rider	1	314	1	313
Telephone Operators	2	2	2	
Clerical Officers	7	15	7	8
Office Assistants	16	60	15	45
Total	495	3346	393	2953

Skills set and Competence Development

The Authority has a Human Resource Manual that guides staff recruitment, training and development. During recruitment, staff are placed according to their skills and competencies as required by the respective job descriptions and entry requirements. Through annual staff appraisals and training needs assessment, the Authority develops training calendar for all staff to address skills and competence gaps identified. Table 12 shows skills set and competence development.

Table 12: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Director General	Bachelors & Master's degree in any of the following fields Environmental Law, Environmental Science, Natural Resource Management or a relevant social science or related discipline Other required skills at this level are; Leadership and	-Strategic leadership -Policy Development -Corporate governance -Negotiation	-Strategic Leadership programs -Corporate Governance Course -Finance for non-financial Managers -Exposure to high level COP meetings.

Cadre	Skills Set	Skills Gap	Competence Development
	management skills Analytical, good communications skills, ability to mobilise resources and negotiation skills		-Policy Development training
Directors /Heads of Directorates	Bachelors & Master's degree in their area of expertise such as: Law, Environmental Science, Natural Resource Management, Finance/Accounting, Economics, relevant social science, ICT or related discipline Other required skills at this level are; Leadership and management skills Analytical and problem solving skills, good communications skills, ability to mobilise resources, Change Management skills, mentoring and coaching skills and negotiation skills	-Leadership -Policy development -Corporate governance -Negotiation - Mentoring & Coaching	Leadership programs -Corporate Governance Course -Finance for non-financial Managers -Change management programmes -Bench marking - Mentoring & Coaching training
Deputy Directors & Heads of departments	Bachelors & Master's degree in their area of expertise such as: Law, Environmental Field, Finance/Accounting, Economics, Education, Human Resource Management, Mass Communication, ICT, relevant social science or related discipline Other required skills are management skills, Team building skills, Planning, organising and budgeting skills, interpersonal/people management skills, Data protection skills, report writing skills and problem solving skills	-Asset Management -Project Planning -Work Planning & Budgeting -Team building -Report & Minute writing -Proposal writing -Resource Mobilization - Mentoring & Coaching	-Management programs -Team building/bonding programs - Report & Minute writing course -Proposal writing training - Mentoring & Coaching course
Environmental Compliance, Enforcement and	Diploma or Bachelors and Master's degree in any of the following field; Chemistry, Biology, Environmental	-Proposal writing -Environmental investigation -GIS/GPS use	-Proposal writing course -Environmental investigation training

Cadre	Skills Set	Skills Gap	Competence Development
Environment officers/Assistants	<p>Management, Chemical Engineering, Environmental Engineering, Natural Science, Environmental Studies, Environmental Science; Biochemistry, Natural Science, Community Development or any other relevant field</p> <p>Other required skills are; Analytical, Communication, Strategic and innovative thinking, interpersonal skills, resource mobilization and negotiation skills</p>	<p>-Project Planning -EIA/EA -Basic Enforcement Course -Principles of Compliance Report writing</p>	<p>-In-house program on the use of GIS/GPS use -EIA/EA course/in house coaching by more experienced officers -Project planning course -Principles of compliance course.</p>
Environmental Education and Awareness officer	<p>Bachelor's and Master's Degree in any of the following fields: Environmental Education, Environmental Sciences; Education; Environmental Law: Environmental Studies: Natural Resource Management; Sociology, community development, Environmental Policy, or any other relevant qualifications</p> <p>Other required skills are; Communications skills, Project planning skills, Ability to mobilize resources, Negotiation skills, ICT skills</p>	<p>-Content creation -Proposal writing -Environmental investigation -EIA/EA -Basic Enforcement Course -Principles of Compliance -Resource mobilization</p>	<p>-Content creation training -Proposal writing course -EIA/EA course/in house coaching by more experienced officers -ICT course</p>
Environmental Research & Planning Officers/Assistants	<p>Diploma or Bachelor's and Master's degree in any of the following disciplines; Economics, Cartography, Statistics, Environmental Sciences, Geology, Hydrology, Quantity Survey, Photogrammetry, Remote Sensing, Geography,</p>	<p>-Proposal writing -GIS & Remote sensing -Project Planning -M&E -Report writing -Sample/data analysis</p>	<p>-Proposal writing course -GIS & Remote sensing course -Project Planning course -M&E program -Report writing</p>

Cadre	Skills Set	Skills Gap	Competence Development
	<p>Forestry, Meteorology, Aerial Photography, Computer Science, Geo-informatics, Statistics, Geo-Information science, Environmental Planning and Management, Environmental Science, Natural Resources, Community Development or any other relevant field</p> <p>Other required skills are; Analytical, Communication, Strategic and innovative thinking, GIS skills, resource mobilization and negotiation skills</p>	<p>- Research based computer techniques</p> <p>-Presentation</p> <p>-Natural resource accounting</p>	<p>-Sample/data analysis software like SPSS</p> <p>- Research based computer techniques</p> <p>-In house presentation training</p> <p>- Natural resource accounting course</p>
Ecosystems Management officers	<p>Bachelor's and Master's degree in any of the following disciplines; Aquatic Ecology (fresh water), Wetlands Management, Environmental science, Aquatic Engineering, Environmental Studies, Natural Resource Management, Range Management, Spatial Planning, Oceanography, Coastal and Marine Resources Management, Marine Ecology, Marine Management, Marine Spatial Planning or any other relevant field.</p> <p>Other required skills are; Analytical, Communication, interpersonal skills, resource mobilization and negotiation skills.</p>	<p>- Integrated coastal zone management</p> <p>-GIS & Remote Sensing</p> <p>-EIA</p> <p>-Report and proposal writing</p> <p>-Resource Mobilization</p>	<p>- Integrated coastal zone management course</p> <p>-GIS & Remote Sensing in-house training</p> <p>-EIA/EA course</p> <p>-Report and proposal writing program</p>
HR & Administration officers/Assistants	Diploma or Bachelor's and Master's Degree in any of the following disciplines, Social science, Sociology, Human	<p>-Counselling</p> <p>-Data analysis & presentation</p>	-Counselling program

Cadre	Skills Set	Skills Gap	Competence Development
	Resource, Public/Business Administration, Social Science or any other relevant field. Other required skills are; Communication, Counselling, Coaching & Mentoring, Conflict resolution skills Strategic and innovative thinking, interpersonal skills, resource mobilization and negotiation skills	<ul style="list-style-type: none"> -Security Management -Electronic records management -Problem solving & conflict resolution -Human resource management information system (HRMIS) -Mentoring & Coaching -Supervisory -Data Protection 	<ul style="list-style-type: none"> -Data analysis & presentation in-house course -Security Management course -Electronic records management course -Problem solving & conflict resolution course -Human resource management program information system (HRMIS) course - Mentoring & Coaching course -Supervisory course - Continuous professional Development courses -Data Protection program
Finance Officers	<p>Bachelor's and Master's degree in Accounting or Finance or its equivalent qualification from a recognized institution; Part III of the Certified Public Accountants (CPA) Examination or its equivalent qualification</p> <p>Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills</p>	<ul style="list-style-type: none"> -Taxation -Financial reporting -Risk Management -Advanced excel -Donor funds/grants management -Report writing. 	<ul style="list-style-type: none"> Capacity building on; Taxation -Financial reporting -Risk Management -Advanced excel -Donor funds/grants management -Report writing. -Continuous professional Development courses
Internal Auditors	Part I, II and III of the Certified Public Accountants of Kenya (CPA) or its equivalent qualification; Bachelor and Master's degree in	<ul style="list-style-type: none"> -CISA -Forensic Audit -Risk Management -Taxation 	<ul style="list-style-type: none"> Capacity building on; -CISA -Forensic Audit -Risk Management

Cadre	Skills Set	Skills Gap	Competence Development
	Accounting or Finance or its equivalent qualification Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills		-Taxation - Continuous professional Development courses
Legal Officers/Assistants	Diploma or Bachelor's and Master's Degree in law or equivalent qualification, an Advocate of the High Court of Kenya with practicing certificate Other skills required are; Analytical skills, Communication skills, Negotiation skills, Legislative drafting skills, Interpersonal skills	-EIA/EA - Alternative dispute Resolution -legislative drafting -Arbitration -Data Protection	Capacity building on; - EIA/EA - Alternative dispute Resolution -legislative drafting -Arbitration -Continuous professional Development courses
ICT Officers	Diploma or Bachelor's and Master's degree in any of the following disciplines: - Information Technology (IT), Computer Science, Mathematics, Statistics, Physics, or any other ICT related discipline with a bias in Information Communication Technology Other skills required are; Analytical skills, Communication skills, Information security skills, Risk Management, Strategic and innovative thinking, Interpersonal skills	-Information Security Management - Risk and Information Systems Control (CRISC), -Ethical Hacking - Information Systems Auditing), -Computer Networking(Cisco), -Cloud computing	Capacity building on; -Information Security Management - Risk and Information Systems Control (CRISC), -Ethical Hacking -Information Systems Auditing, -Computer Networking(Cisco), -Cloud computing - Continuous professional Development courses
Corporate Planning & strategy and M&E officers	Bachelor's and Master's degree in any of the following fields; Economics, Statistics, Project Management, Development studies,	-Data Analysis techniques -M&E -Data analysis software	Capacity building on; -Data Analysis software e.g. SPSS -M&E

Cadre	Skills Set	Skills Gap	Competence Development
	<p>Business Administration, Monitoring and Evaluation or any other relevant qualifications</p> <p>Other skills required are; Analytical skills, Communication skills, Quality Assurance Skills, Risk Management skills and interpersonal skills</p>	<p>-Risk Management</p> <p>-Quality Management Systems</p>	<p>-Data analysis software</p> <p>-Risk Management</p> <p>-Quality Management Systems</p>
Supply Chain Management Officers	<p>Diploma or Bachelor's and Master's degree in any of the following disciplines: Commerce, Business Administration, (Supplies Management Option) or equivalent qualifications</p> <p>Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills</p>	<p>-E-procurement</p> <p>-Green Procurement</p> <p>-Data Analysis</p> <p>-Public Procurement law & regulations</p>	<p>Capacity building on;</p> <p>-E-procurement</p> <p>-Green procurement</p> <p>-Data Analysis</p> <p>-Public Procurement law & regulations</p> <p>-Continuous professional Development courses</p>
Corporate Communication Officers	<p>Bachelors and Master's degree in any of the following disciplines, Public Communications, Public Relations, Mass Communication or its equivalent qualification</p> <p>Other skills required are; Analytical skills, Strategic and innovative thinking, Content creation skills, Social media analysis skills and Interpersonal skills</p>	<p>-Social Media handling</p> <p>-Content creation</p> <p>-Protocol & events Management</p> <p>-Crisis communication</p> <p>-Report writing</p> <p>-Corporate Website Management</p>	<p>-Continuous professional Development courses</p> <p>Build capacity on;</p> <p>-Social Media handling</p> <p>-Protocol & events Management</p> <p>-crisis communication</p> <p>-Report & Minute writing</p> <p>-Content creation</p> <p>-Website Management course</p> <p>-Continuous professional Development courses</p>

Cadre	Skills Set	Skills Gap	Competence Development
Librarians	<p>Bachelors and Master's degree in any of the following fields; Library and Information Science, information studies or its equivalent qualification</p> <p>Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Record Management skills and Interpersonal skills</p>	<p>-Electronic records management</p> <p>-Supervisory</p>	<p>-Capacity building on Electronic records management</p> <p>-Supervisory course</p> <p>-Continuous professional Development courses</p>
Office Administrators	<p>Kenya Certificate of Secondary Education, mean grade C- (minus) with at least C (plain) in English Language or its equivalent qualification, Craft Certificate, or Diploma in Secretarial studies from the Kenya National Examinations Council</p> <p>Other skills required are; Organisational skills, Communication & PR skills, Record Management skills and Interpersonal skills</p>	<p>-Social Media handling</p> <p>-Protocol management</p> <p>-Report writing</p> <p>-Electronic records management</p> <p>-Supervisory</p>	<p>-Capacity building on;</p> <p>-Protocol management</p> <p>-Report writing</p> <p>-Electronic records management</p> <p>-PR & Customer care</p> <p>-Supervisory</p>

NB: The skills set are as per the career guidelines

6.2.3 Leadership

The overall leadership of this Strategic Plan is vested in the Board of Management. To ensure accountability and responsibility in leading the coordination and execution of strategic activities relevant to the KRAs, the Plan provides for the formation of five (5) Strategic Theme Teams (STTs) that are aligned to the strategic issues. The membership of STTs and corresponding TORs is provided in (Annex III).

6.2.4 Systems and Procedures

The Authority is ISO 9001:2015 certified to ensure implementation of key systems and processes.

Periodic audits of key procedures and functions are undertaken to ensure compliance with the standard certification requirements. NEMA shall continue to invest in establishment of robust internal systems, streamlined processes, and comprehensive

Standard Operating Procedures (SOPs) which are key for efficient and effective implementation of the Strategic Plan.

6.3 Risk Management Framework

The Authority has identified risks that are likely to impact the plan during the implementation period. Table 13 highlights the key risks, their likelihood, impact, severity, overall risk level and the associated mitigation strategies.

Table 13: Risk Management Framework

S/No.	Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measure(s)
1.	Exposure to loss of critical organizational data and cyber threats	High	High	High	<ul style="list-style-type: none"> • Set up and operationalize an off-site Disaster Recovery Site and Business Continuity Plan • Invest adequately in new and updated technologies and ICT infrastructure, including training • Procure high storage servers and devices • Install adequate firewalls and robust antiviruses • Strengthen and monitor access controls • Regular servicing and maintenance of the data centre equipment and amenities
2.	Failure to attain optimal staff capacity to execute NEMA's mandate	High	High	High	<ul style="list-style-type: none"> • Resource mobilization to facilitate filling of the vacant positions in the new organizational structure. • Avail opportunities for career growth for staff • Secondment of officers to the Ministry /Projects to be specifying timeframe and ensuring movement of remuneration to the respective Ministry/ Project for the purpose of facilitating substantive replacement of the seconded officers in their primary responsibilities • Strict adherence to HR policies and regulations during recruitments,

S/No.	Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measure(s)
					<p>promotions and day-to-day operations</p> <ul style="list-style-type: none"> • Review the organizational structure i.e. the staff establishment, terms and conditions of service
3.	Incomplete Implementation of NEMA's Strategic Plan	High	High	High	<ul style="list-style-type: none"> • Lobby for adequate and timely allocation of funds from the National Treasury, Parent Ministry and Development Partners • Upscale/ diversify revenue collection through licensing • Leverage on technology to increase revenue collection e.g. by fast tracking procurement of ENVIS
4.	Failure to meet equipment and working tools needs for NEMA staff	High	High	High	<ul style="list-style-type: none"> • Resource mobilization to acquire adequate equipment and tools, namely, motor vehicles, computers and accessories, photocopiers, green points & laboratory equipment • Adopt Framework contracts for repair and maintenance of motor vehicles and photocopying facilities • Institutionalize Electronic Data Management System (EDMS) • Review regulations on Environmental licensing regimes in alignment with the Government policy on digitization of records to address the storage space issue
5.	Occurrence of Unexpected Litigations	High	High	High	<ul style="list-style-type: none"> • Strategic handling of court cases at hand • Regular analysis of cases that NEMA has previously lost to learn lessons and improve the process • Education and awareness. The Authority to impress upon the staff, general public, county and national governments to prioritize environmental issues and

S/No.	Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measure(s)
					<p>application of the attendant laws</p> <ul style="list-style-type: none"> • Appropriate administrative action against staff involved in unethical behaviour leading to litigation/ damages • Insurance Cover for staff unfortunately caught up in the litigation cases in line of duty
6.	Negative public image or perception of the Authority	High	High	High	<ul style="list-style-type: none"> • Vetting and Code of Practice and Professional Ethics for gazetted inspectors from the county Government and EIA experts • Implement a USSD code where general public can authenticate NEMA officials and a hotline to report fraudsters to NEMA • Educate and build working partnerships and synergy with the general public, county & national governments and lead agencies
7.	Health and Safety risk amongst staff while carrying out their Compliance and Enforcement mandate	High	High	High	<ul style="list-style-type: none"> • Utilize police security when undertaking enforcement in risky areas • Set up designated safe zones in conflict counties • Use protective clothing during inspections • Training on handling hazardous chemicals
8.	Failure to comply with conflicting framework for Environmental Governance in Kenya	High	High	High	<ul style="list-style-type: none"> • The relevant Inter-Ministerial Taskforce to disseminate its report on streamlining of overlapping mandates amongst stakeholders including NEMA • The Authority to seek political goodwill and liaise with the Ministry of Environment and the Attorney General's office to have the various pending regulations finalized e.g. the deposit bonds regulations
9.	Exposure to loss of NEMA	High	High	High	<ul style="list-style-type: none"> • Enhance physical security of the NEMA premises

S/No.	Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measure(s)
	resources and human life				<ul style="list-style-type: none"> • Enhance suppression and prevention measures against fire breakouts • Procure and install fleet management software. • Institute effective business continuity plan • Engage qualified drivers, allocate work equitably and facilitate refresher courses • Insurance for properties and staff
10.	Delays in project implementation	High	Medium	Medium	<ul style="list-style-type: none"> • Develop robust ToRs and designs, ensure clear evaluation criteria and properly constituted evaluation committee. • Enhance capacity for contract management, including engagement of capable project leadership and teams. • Transparency and open accountability in project operations, including adherence to Financing Agreement terms and conditions • Align NEMA's strategic objectives to like-minded partners

CHAPTER SEVEN: RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

7.0 Overview

This Chapter identifies financial requirements for implementing the Plan and resource gaps. It also sets out the strategies for resource mobilization and management.

7.1 Financial Requirements

The Authority has developed estimates of the financial resource requirements and prepared a budget for the implementation of the action plan on Financial Year Basis as outlined in Table 14.

Table 14: Financial requirements for implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Y1	Y2	Y3	Y4	Y5	Total
KRA 1: Climate Change Adaptation and Mitigation	205	192	249	292	365	1302
KRA 2: Protect, conserve and restore ecosystems	278	321	335	470	483	1886
KRA 3: Pollution prevention, management and control	276	365	464	524	622	2251
KRA 4: Sustainable utilization of Natural Resources	198	317	429	439	539	1921
KRA 5: Institutional Capacity	893	1291	1398	1908	1938	7428
Administrative cost	220	264	317	380	456	1637
Total	2070	2749	3191	4013	4403	16426

The resource gaps are summarized in Table 15.

Table 15: Resource Gaps

Financial Year	Estimated Requirements (KES. Millions)	Financial Estimated Allocations (KES. Millions)	Variance (KES. Millions)
Year 1	2,070	1,807	263
Year 2	2,749	1,263	1,487
Year 3	3,191	2,537	655
Year 4	4,013	2,721	1,292
Year 5	4,403	2,993	1,410
Total	16,426	11,319	5,106

7.2 Resource Mobilization Strategy

To effectively bridge the resource gaps identified in the strategic plan, the Authority will employ a multifaceted approach. It includes practical, feasible, and realistic strategies to ensure the plan is adequately resourced to manage any potential financial constraints. The resource mobilization strategies include:

i. Internal revenue streams (AIA)

The Authority shall enhance internal revenue streams from EMCA regulations of the licensing regimes including Environment Impact Assessment licenses (EIA), Effluent Discharge Licenses (EDL), Air quality, waste management, Biodiversity, noise pollution, Access Benefit Sharing (ABS), control substance among others.

ii. Government Financing

The Authority shall lobby for increased exchequer funding from the National Treasury and Economic Planning and align resources to priority programs highlighted in key National Agendas.

iii. Development partners.

The Authority will continually explore and engage development partners as a resource mobilization strategy to supplement the determined resource gaps. The Authority has been supported by World Bank, GEF, GCF, UNEP, UNDP, DANIDA, GIZ and JICA among others. To achieve this, the authority shall develop bankable proposals for funding.

7.3 Resource Management

The Authority will put in place the necessary measures to ensure prudent and sustainable financial management in accordance with the legal and regulatory framework of Public Financial Management.

This encompasses a comprehensive approach that includes planning, organizing, and closely monitoring the allocation and mobilization of financial resources. Our dedication to transparency, accountability, and cost-effectiveness will serve as the cornerstone of our efforts, enhancing both credibility and the delivery of high-quality services.

NEMA will implement measures aimed at optimizing the utilization of available resources by enhancing operational efficiency and minimizing wastage. This strategic approach will be achieved through a series of initiatives, such as improved fund utilization and the implementation of mechanisms to rigorously scrutinize expenditures.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter outlines the Monitoring, Evaluation and Reporting Framework.

8.1 Monitoring Framework

A monitoring framework is essential in tracking progress towards the objectives outlined in the strategic plan. It helps to ensure that activities are being implemented as planned and that milestones are being achieved within the designated timeframes. Monitoring the implementation of the Strategic Plan shall be based on the corporate annual and quarterly work plans, functional areas and individual work plans. Progress for each program and activity shall be measured against specific targets in the plan and reporting done on quarterly and annual basis. Results from the analysis shall then be used to inform decision making, identify challenges and take immediate corrective action. Heads of the functional areas will be responsible for data collection, aggregation, analysis and reporting on the plan.

8.2 Performance Standards

The monitoring and evaluation framework that will be used by the Authority is anchored on the Kenya National Monitoring and Evaluation Policy, 2022 issued by the National Treasury and Economic Planning and Public Service Commission (Performance Management Regulations of 2021). These are consistent with internationally accepted norms and standards that include; relevance, efficiency, effectiveness, success, productivity and sustainability. Standard tracking formats incorporating KPIs at the outcome, output and efficiency levels.

8.3 Evaluation Framework

This evaluation framework provides a basis for assessing the level and extent of achievement of the objectives towards attainment of strategic goals along respective KRAs. For effective realization of this strategic plan, the Authority identified various outcome indicators, baselines, annual work plans and targets specified in the implementation matrix that link to each key result area.

The outcome indicators, baselines and targets are presented in Table 16.

Table 16: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Climate Change Adaptation and Mitigation						
KRA 2: Protect, conserve and restore ecosystems						
KRA 3: Pollution prevention, management and control						
KRA 4: Sustainable utilization of Natural Resources						
KRA 5: Institutional Capacity						

8.3.1 Mid-Term Evaluation

The Authority will conduct a mid-term review on the strategic plan to assess the level of implementation of the planned goals, objectives, targets, and activities. The Mid-term evaluation will identify challenges, suggest corrective actions and inform decision making by the Board of Management.

8.3.2 End-Term Evaluation

This will be undertaken at the end of the plan period to review the success rate in the implementation of the strategic plan as well as impact of the initiatives. End term evaluation report will highlight key milestones, challenges, lessons learnt and recommendations. The findings will inform the formulation of the next strategic plan

8.4 Reporting Framework and Feedback Mechanism

Reporting on the implementation of this strategic plan will be based on the various outcome indicators, baselines, annual work plans and targets specified in the implementation matrix and will be undertaken at the management and Board Levels.

The reporting will be done through;

- a) Quarterly progress reports:** The management will hold quarterly meetings to review the implementation status of the plan. The quarterly reports will also be presented to the Board of Management for deliberations and decision making.
- b) Annual reports:** At the end of every financial year, an annual strategic plan implementation review will be carried out to establish the achievement levels, challenges faced during implementation, lessons learnt, recommendations and suggestions on appropriate remedial measures.

The Director General shall ensure coordination of performance meetings to review progress and address the gaps identified in the implementation of the plan.

The following tools will be used during reporting of the strategic plan implementation progress. Table 17 shows quarterly progress reporting template, Table 18 shows yearly progress reporting template and Table 19 shows evaluation reporting template.

Table 17: Quarterly Progress Reporting Template

EXPECTED OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET (A)	QUARTER FOR YEAR ...			CUMULATIVE TO DATE			REMARKS	CORRECTIVE INTERVENTION
			Target (b)	Actual (c)	Variance (c-b)	Target (e)	Actual (f)	Variance (f-e)		

Table 18: Yearly Progress Reporting Template

EXPECTED OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET (A)	ACHIEVEMENT FOR YEAR			CUMULATIVE TO DATE			REMARKS	CORRECTIVE INTERVENTION
			Target (b)	Actual (c)	Variance (c-b)	Target (e)	Actual (f)	Variance (f-e)		

Table 19: Evaluation Reporting Template

KEY RESULT AREA	OUTCOME	OUTCOME INDICATOR	BASELINE		MID-TERM EVALUATION		END OF PLAN PERIOD EVALUATION		REMARKS	CORRECTIVE INTERVENTION
			VALUE	YEAR	TARGET	ACHIEVEMENT	TARGET	ACHIEVEMENT		
KRA1										
KRA2										
KRA3										
KRA4										
KRA5										

APPENDICES

ANNEX I: IMPLEMENTATION MATRIX

Implementation Matrix

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Climate Change Action																	
Strategic Goal: Support climate change mitigation and adaptation actions																	
KRA 1: Climate Change Mitigation and Adaptation																	
Outcome: Enhanced resilience and reduced Greenhouse Gas Emissions for Sustainable development																	
Strategic Objective 1.1: To Support Climate Change Adaptation Actions/Programs																	
1.1.1	Mainstream climate risk and vulnerability in all forms of environmental assessments	Develop a framework for mainstreaming climate risk and vulnerability	Climate risk and vulnerability framework developed	Climate risk and vulnerability framework	1	1					15.0					DES	DEEDLS
		Implement and monitor the climate risk and vulnerability framework	Monitoring reports	No. of reports	4		1	1	1	1	10.0	12.0	14.4	17.3	20.7	DES	DEEDLS
		Strengthen Capacity in GHG monitoring and reporting	Build capacity in GHG monitoring	No. of staff	50	10	10	10	10	10	5.0	6.0	7.2	8.6	10.4	DEC	DES

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Equipment procured to undertake GHG monitoring	No. of equipment	57	17	10	10	10	10	2.0	2.4	2.9	3.5	4.1	DEC	DES
		Undertake and disseminate research findings and knowledge on Adaptation actions/programmes to stakeholders	Research findings undertaken and disseminated	No. of research	25	5	5	5	5	5	5.0	6.0	7.2	8.6	10.4	DES	EPRC
		Establish Designated National Authority Office	DNA office established	DNA office	1	1					30.0					DES	DCS
		Facilitate participation of stakeholders on carbon markets	Stakeholders sensitized on Key information on carbon markets	No. of stakeholders	40000	30000	50000	70000	100000	150000	10.0	20.0	30.0	40.0	50.0	P&P	EEA&T
			Guidelines to facilitate Carbon Markets developed	No. of Guidelines	3	1		1		1	8.0		10.0		12.0	DES	EPRC P & P
		Consideration and approval of carbon projects	Letters of no objection	No. of letters	20	2	3	4	5	6	2.0	3.0	4.0	5.0	6.0	P&P	
			Letters of approval	No. of letters	10	1	2	2	3	4	1.0	2.0	2.0	3.0	4.0	P&P	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Monitor registered carbon projects for compliance	Monitoring reports	No. of reports				1	2	3			3.0	3.6	4.3	P&P	
		Maintain and update the National carbon registry	National carbon registry maintained and updated	National carbon registry	5	1	1	1	1	1	20.0	24.0	28.8	34.6	41.5	P&P	
		Undertake national climate risks and vulnerability mapping	National Climate risks and vulnerability profiles established	No. of profiles	15	3	3	3	3	3	5.0	6.0	7.2	8.6	10.4	EPRC	DEC EMD DEE
1.1.2	Mobilize and deploy climate finance	Develop strategic relations and partnerships with existing and new climate funding entities	MoUs, FoCs and Accreditation agreements	No. of MoUs/ FoCs/AA	10	2	2	2	2	2	10.0	12.0	14.4	17.3	20.7	P&P	DES, DEC, LEGAL, DEE.
		Build appropriate internal capacities	staff trained	No. of staff trained	100	20	20	20	20	20	5.0	6.0	7.2	8.6	10.4	P&P	DES, DEC, DLS, DEE.
1.1.3	Research and mapping on climate change adaptation projects	Undertake research on indigenous and local community led adaptation strategies	Indigenous and Community led adaptation strategies research undertaken	No. of adaptation strategies documented	5	1	1	1	1	1	5.0	6.0	7.2	8.6	10.4	EPRC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Map adaptation projects across the country	Adaptation projects Mapped across the country	No. of adaptation projects mapped	5	1	1	1	1	1	5.0	6.0	7.2	8.6	10.4	EPRC	GIS
Strategic Objective 1.2: To support Climate Mitigation Actions/Programs																	
1.2.1	Monitor, investigate and report on whether public and private entities are in compliance with their assigned climate change duties	Establish compliance levels with climate change duties and obligation in public and private entities	Comprehensive climate compliance report for public and private entities	No. of climate compliance reports	40	8	8	8	8	8	5.0	6.0	7.2	8.6	10.4	DEC	
		Capacity build MDACs on climate change obligations	MDACs capacity built on climate change	No. of MDACs	200	40	40	40	40	40	10.0	12.0	14.4	17.3	20.7	EEAT	
1.2.2	Support implementation of National Adaptation Plan (NAP) and Nationally Determined	Undertake Monitoring, Reporting and Verification (MRV) of climate change using an established system	Comprehensive MRV report on Climate change	No. of Comprehensive MRV reports produced annually	40	8	8	8	8	8	10.0	12.0	14.4	17.3	20.7	DEC	DDFO

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Contribution (NDC) to the Paris Agreement	Provide technical backstopping in the implementation of mitigation and adaptive interventions	Improved implementation of Mitigation and Adaptive interventions	Percentage increase in the adoption and implementation	20	4	4	4	4	4	5.0	6.0	7.2	8.6	10.4	DEC	DDFO
		Disseminate monitoring findings on mitigation actions/programmes to stakeholders for compliance	Stakeholders capacity built	No. of stakeholders capacity built	250	50	50	50	50	50	3.0	3.6	4.3	5.2	6.2	DEC	DDFO
		Undertake research on indigenous and community led mitigation strategies	Reports on community led mitigation strategies	No. of mitigation strategies documented	5	1	1	1	1	1	3.0	3.6	4.3	5.2	6.2	EPRC	
		Capacity build various stakeholders on Climate Change	Various stakeholders capacity built on carbon neutrality	No. of stakeholders capacity built	40	8	8	8	8	8	5.0	6.0	7.2	8.6	10.4	P&P	EEA&T

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			NEMA staff capacity built on climate change negotiations	No. of NEMA staff capacity built	150	30	30	30	30	30	10.0	12.0	14.4	17.3	20.7	P&P	EEA&T
			NEMA staff trained on carbon markets	No. of NEMA staff trained	300	60	60	60	60	60	8.0	9.6	11.5	13.8	16.6	P&P	EEA&T
			Environmental experts, Reviewers and sector leads capacity built	No. of reviewers capacity built	75	15	15	15	15	15	1.0	1.2	1.4	1.7	2.1	EEA&T	DEC
			Update lead experts on emerging environmental assessments of audit issues	No. of lead experts updated.	1,0000	200	200	200	200	200	2.0	2.4	2.9	3.5	4.1	DEC	EEA&T

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			County Governments Environment Staff Capacity build on Climate Change and Carbon market financing	No. of County governments environment staff capacity built	500	100	100	100	100	100	5.0	6.0	7.2	8.6	10.4	EEA&T	P&P
Strategic Issue: Ecological Integrity of Ecosystems																	
Strategic Goal: Sustained healthy ecosystems																	
KRA 2: Protect, conserve and restore ecosystems																	
Outcome: Well-protected, conserved and efficiently managed ecosystems																	
Strategic Objective 2.1: To Enhance the Quality and Integrity of Ecosystems																	
2.1.1	Coordinate protection, conservation and restoration of ecosystems	Undertake baseline and follow up research/assessment on land degradation in Kenya	Baseline research on land degradation undertaken	No. of baseline reports/ maps	5	1	1	1	1	1	8.0	9.6	11.5	13.8	16.6	EPRC	EMD
			Assessment of pollution load on water bodies	No. of reports	50	10	10	10	10	10	4.0	4.8	5.8	6.9	10.0	EPRC	DEE DEC EMD
			Ecosystem degradation assessed	No of assessment reports	50	10	10	10	10	10	4.0	4.8	5.8	6.9	8.3	EPRC	EMD

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Land degradation status in major watersheds assessed	No of watersheds reports	5	1	1	1	1	1	5.0	6.0	7.2	8.6	12.0	EMD	EPRC
		Assess the state of aquatic and terrestrial resources in the country	State of aquatic and terrestrial ecosystems assessed	No. of reports	5	1	1	1	1	1	10.0	12.0	14.4	17.3	20.7	EMD	GIS
		Restore degraded aquatic and terrestrial ecosystems in the country	Restored ecosystems	No. of ecosystems	5	1	1	1	1	1	6.0	7.2	8.6	10.4	12.4	EMD	EPRC
		Restore and rehabilitate wetlands as nature based solutions to climate change	Wetlands restored and rehabilitated	No. of wetland restored	15	3	3	3	3	3	10.0	12.0	14.4	17.3	20.7	EMD	EPRC
2.1.2	Promote biodiversity conservation in key ecosystems	Identify and inventorize biological diversity of Kenya	Inventory of biological diversity of Kenya	No. of biodiversity inventories	235	47	47	47	47	47	5.0	6.0	7.2	8.6	10.4	DEC	DFO EMD EPRC
		Upgrade the National biodiversity clearing house with data sources features	National biodiversity clearing house	No. of data sources and features available	50	10	10	10	10	10	2.0	2.4	2.9	3.5	6.0	EEAT	EPRC DEC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Carry out pollution tracking for Lotic and Lentic ecosystems	Pollution report	No. of pollution reports	100	20	20	20	20	20	6.0	7.2	8.6	10.4	12.4	EMD	DEE EPRC
		Undertake soil conservation activities in collaboration with lead agencies and stakeholders	Report on soil conservation	No. of reports	5	1	1	1	1	1	6.0	7.2	8.6	10.4	12.4	EMD	
		Carry out a comprehensive survey to access the current state of biodiversity	Surveys carry out	No. of surveys	2		1		1			3.0		3.6		DEC	
		Identify key species and the ecosystems	Key species and the ecosystems identified	No. of species	500	100	100	100	100	100	5.0	6.0	7.2	8.6	10.4	DEC	
		Develop guidelines for monitoring biodiversity (access, utilization and benefit sharing)	Guidelines developed	No. of guidelines	3		1	1	1			3.0	3.6	4.3		DEC	
2.1.3	Coordinate lead agencies and stakeholders in preparation, implementation and monitoring of	Assess the level of encroachment of selected riparian zones	Assessment reports of selected riparian zones	No. of reports/ maps	5	1	1	1	1	1	5.0	6.0	7.2	8.6	13.0	EPRC	
		Rehabilitation of 500 Kms riparian areas	Riparian areas rehabilitated	No. of Kms	500	100	100	100	100	100							

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	ecosystems management plans SOE and SOC	Identify selected ESAs	Selected ESAs identified	No. of selected ESA	5	1	1	1	1	1	10.0	12.0	14.4	17.3	20.7	EPRC	
		Prepare and implement ecosystems management plans	Ecosystem management plans prepared and implemented	No. of plans prepared and implemented	5	1	1	1	1	1	5.0	6.0	7.2	8.6	10.4	EMD	
		Monitoring on the implementation of ecosystem management plans	Monitoring reports on implementation of EMPs	No. of monitoring reports	5	1	1	1	1	1	5.0	6.0	7.2	8.6	10.4	EPRC	EMD
		Inventorize wetland and marine ecosystems in the country	National wetlands and marine ecosystem map and register produced	No. of maps and registers produced	47	10	10	10	10	7	10.0	12.0	14.4	17.3	20.7	EMD	EPRC
		Develop ICZM action plan	ICZM Action plan developed	ICZM Action plan	1		1					5.0				EMD	EPRC
		Monitor the status of aquatic and terrestrial ecosystems	Status of aquatic and terrestrial ecosystems monitored	No. of Reports	5	1	1	1	1	1	5.0	6.0	7.2	8.6	14.0	EMD	DEC EPRC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Coordinate preparation of State of Environment (SOE) and State of the Coast (SOC) reports	The state of the environment and the state of coast reports	No. of reports	3	1	1		1			10.0		15.0		EPRC EMD	DEC DEE LEGAL
			County State of Environment reports/performance index developed	No. of performance Index reports	94	47			47		50.0			65.0		EPRC	DEC DEE DLS
Strategic Objectives 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects																	
2.2.1	Coordinate environmental planning in sectorial programs and plans	Develop NEAP	NEAP report	No. of reports	1		1					10.0				EPRC	
		Undertake mid-term review of NEAP	Reviewed NEAP report	Report	1				1					5.0		EPRC	
		Develop and disseminate simplified and abridged versions of NEAP	Abridged NEAP developed and disseminated	No. of reports	1		1					5.0				EPRC	
		Review and update EAP guidelines	Updated EAP guidelines	No. of guidelines updated	1	1					5.0					EPRC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Sensitize the county Governments on the EAP guidelines	Reports	No. of CECS sensitized	47	47	47	47			5.0	6.0	7.2	8.6	10.4	EPRC	EEA&T
		Provide technical support to Counties on development of CEAPs	CEAPs developed	No. of CEAPs developed	47	10	10	10	10	7	5.0	6.0	7.2	8.6	10.4	EPRC	
		Monitor the implementation of NEAP & CEAPs in selected counties	Implementation of NEAP and CEAPs monitored	No. of monitoring reports	48	10	10	10	10	8	5.0	6.0	7.2	8.6	10.4	EPRC	
		Build capacities of counties on devolved environmental functions	Counties capacity built on environmental functions manual and curriculum	No. of counties	47		1					10.0				EEAT	
		Assess the status of implementation of Land Degradation Neutrality (LDN) voluntary targets	LDN implementation status report	No. of reports	5	1	1	1	1	1	5.0	6.0	7.2	8.6	10.4	EPRC	
		Review and align National Action Program (NAP) to UNCCD Strategic Framework and voluntary LDN targets	Reviewed NAP	No. of NAPs reviewed	1		1					2.0				EPRC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Capacity build County Governments staff on SEAs	Each County Government to develop SEA for PPP's	No. of SEAs Developed	235	47	47	47	47	47	5.0	6.0	7.2	8.6	13.0	DEC	DDFO
2.2.2	Mainstreaming GIS and other technologies in Environmental planning, awareness creation, monitoring and enforcement	Digitize research data spatially	Digital database	Data base digitized	1			1					4.0			EPRC	DEC DEE EMD
		Mapping and inventory of regulated facilities	Updated database & maps	No. of databases and maps	47	10	10	10	10	7	5.0	6.0	7.2	8.6	10.4	EPRC	DEC DEE EMD
Strategic Objectives 2.3: To Promote Research, Investigation and Surveys in the field of environment																	
2.3.1	Coordinate, monitor and disseminate environmental research findings	Participate in environmental research & dissemination of findings	Research reports	No. of Research Reports	20	4	4	4	4	4	12.0	14.4	17.3	20.7	26.0	EPRC	DEC EEA&T
2.3.2	Coordinate the implementation of the environmental research agenda	Collaborate in environmental research with diverse agencies	Joint research projects	No. of Joint research projects	5	1	1	1	1	1	8.0	9.6	11.5	13.8	16.6	EPRC	
		Disseminate research data trends with relevant stakeholders	Research data trends disseminated	No. of dissemination reports	20	4	4	4	4	4	10.0	12.0	14.4	17.3	20.7	EPRC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		national and internationally															
		Capacity build agencies on Environmental e sustainability	Agencies capacity built	No. of agencies capacity built	20	4	4	4	4	4	12.0	14.4	17.3	20.7	26.0	EPRC	EEAT
		Organize national environmental research conferences	Conference	No. of conferences	5	1	1	1	1	1	5.0	6.0	7.2	8.6	12.0	EPRC	
Strategic Objective 2.4: Support implementation of Multilateral Environmental Agreements and obligations																	
2.4.1	Advise the government on ratification and domestication	Review provisions of new MEAs in order to advise government on ratification.	MEAs ratified	No. of MEAs ratified	3	1	1	1			5.0	6.0	7.2			DEC, DEE, DES	DLS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	of multi-lateral Environmental Agreements (MEAs)	Develop relevant environmental legislations, policies and plans to domesticate MEAs	Policies and legislations to domesticate MEAs developed	No. of policies and legislations developed	3		1	1		1		5.0	6.0		10.0	DEC, DEE, DES	DLS
		Contribute to the development of country position papers and participate in negotiations of MEAs and National reporting on MEAs	COPs participated	No. of COPs participated	20	5	5	5	5	5	6.0	7.2	8.6	10.4	12.4	DEC, DEE, DES	DLS
			Country papers developed	No. of papers developed	20	5	5	5	5	5	6.0	7.2	8.6	10.4	13.5	DEC, DEE, DES	DLS
			National reports prepared	No. of reports	20	5	5	5	5	5	6.0	7.2	8.6	10.4	14.0	DEC, DEE, DES	DLS
		Perform international Obligations under MEAs including commemoration of WED, WWD, WDD, WOD, WBD, WCD	International obligations under MEAs performed	No. of MEAs supports	36	6	6	6	6	6	12.0	14.4	17.3	20.7	24.9	DEC, DEE, DES	DLS
Strategic Issue: Environmental Pollution																	
Strategic Goal: Minimized levels of environmental pollution																	
KRA 3: Pollution prevention, management and control																	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Outcome: Environmental pollution levels minimized																	
Strategic Objective 3.1: Reduce environmental pollution (land, water, noise and air)																	
3.1.1	Establish the baseline for environmental quality for land, water and air	Undertake research on water quality in major water basins	Water quality database established	Baseline reports	5	1	1	1	1	1	3.0	3.6	4.3	5.2	6.2	EPRC	DEE, DEC
		Undertake research on sustainable waste management	Research on sustainable waste management undertaken	No. of reports	5	1	1	1	1	1	5.0	6.0	7.2	8.6		EPRC	DEC
			Implement the research findings on waste management	Percentage of compliance and enforcement	100	100	100	100	100	2.0	2.4	2.9	3.5	4.1	DEE	DEC	
		Undertake mapping and inventory of environmental chemical and pollution hotspots (sites, facilities, town etc.) and sectors	Mapping reports and database maps	No. of reports and database maps	4		1	1	1	1		10.0	12.0	14.4	17.3	DEC	DEE EPRC GIS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Establish a national waste information/accounting system	Waste information/accounting system established	System developed	1			1					30.0			DEC	GIS ICT
		Undertake ambient air quality monitoring in six urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Thika, Athi-River, Kitengela)	Ambient air quality monitoring reports	No. of reports	30	6	6	6	6	6	5.0	6.0	7.2	8.6	10.4	EPRC	DEC
		Facilitate environmental compliance through cross referencing of lab analysis data from facilities	Data from facilities validated	No. of analysis reports validated	50	10	10	10	10	10	5.0	6.0	7.2	8.6	10.4	DEC	
		Establish a National Reference Laboratory for analysis of environmental chemical pollutants	National Reference lab established	No. of National Reference Lab	1		1	1	1	1	50.0	65.0	84.5	109.9	142.8	DEC	DEE EPRC
		Laboratory equipment calibration and maintenance	Laboratory equipment Calibrated and maintained	No of equipment	75	15	15	15	15	15	10.0	12.0	14.4	17.3	20.7	DEC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Designation and monitoring of analytical and reference laboratories	Analytical and reference laboratories designated and monitored	No. of laboratories	50	10	10	10	10	10	2.0	2.4	2.9	3.5	4.1	DEC	
		Develop Experimental proficiency test program for the designated laboratories	Experimental proficiency test program for air and water quality designated laboratories	No. of analytical and reference laboratories	50	10	10	10	10	10	2.0	2.4	2.9	3.5	4.1	DEC	
		Monitor pollution patterns in water bodies including marine litter and marine plastics	Water bodies pollution patterns monitored	No. of water bodies monitored	50	10	10	10	10	10	10.0	12.0	14.4	17.3	20.7	EMD	DEE DEC
		Identification and stoppage of illegal discharges in water bodies	Illegal discharges in water bodies identified and stopped	No. of illegal discharges	10,000	2,000	2,000	2,000	2,000	2,000	3.0	3.6	4.3	5.2	6.2	DEE	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners	Analysis of dumpsites and its surrounding in the 47 counties undertaken	Database	50	10	10	10	10	10	5.0	6.0	7.2	8.6	10.4	EPRC	DEC
3.1.2	Coordinate the formulation and adoption of pollution control standards and guidelines	Develop and implement pollution control standards and guidelines in priority sectors	Pollution control standards and guidelines in priority sectors developed and implemented	No. of guidelines	1	1						5.0				DEC	
		Develop and implement Anti-Microbial Resistance (AMR) Surveillance and inspection manuals and plans for Environment sector	manual developed and AMR action plan implemented	Activity Reports	5		2	1	1	1		3.0	2.0	2.0	2.0	DEC	DEE EPRC DDEA T
		Sensitize the public on pollution control and waste management	Improved public behavior towards pollution control and	No of stakeholders	20000	400	400	400	400	400	6.0	7.2	8.6	10.4	12.4	EEA&T	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			waste management														
3.1.3	Greening the Authority operations	Undertake Environmental and Social Risk (ESR) baseline assessment of the Authority	ESR baseline undertaken	Baseline report	1		1					4.0				DEC	
		Integrate environmental sustainability practices in NEMA operations	Environmental sustainability practices adopted in the Authority	No. of green innovations implemented	4		1	1	1	1		2.0	2.0	2.0	2.0	EEA&T	
3.1.4	Enhance Integration of pollution control measures and standards in the licensing regime	Develop pollution control licensing conditions and guidelines aimed at pollution prevention in various regimes	Pollution control licensing conditions and guidelines developed	No. of licenses conditions and guidelines	8		4	4				5	8.0			DEC	
3.1.5	Strengthen the license condition in the regimes	Enforce single use plastic ban countrywide	Reduced plastic pollution in the environment	Percentage level of reduction	75	56.6	60	64	70	75	25.0	30.0	36.0	43.2	51.8	DEE	
		Process various licensing regimes with pollution	Various licenses regimes with	No. of licenses	21,000	3,000	3,500	4,000	4,500	5,000	5.0	6.0	7.2	8.6	10.4	DEC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		control measures and standards	pollution control measures and standards processed														
		Test emissions for mobile sources	Reduced air pollution	No. of mobile sources tested	50,000	10,000	10,000	10,000	10,000	10,000	5.0	6.0	7.2	8.6	10.4	DEC	DEE
		Undertake compliance monitoring	Compliance Monitoring undertaken	Percentage of compliance and enforcement	40	40	40	40	40	40	5.0	6.0	7.2	8.6	10.4	DEC	DEE
		Undertake Environmental Control Audits	Environmental Audits undertaken	No. of Facilities audited	25,000	5000	5000	5000	5000	5000	10.0	12.0	14.4	17.3	20.7	DEE	DEC
3.1.6	Enhance enforcement actions for pollution control	Undertake continuous Pollution control inspections and prosecutions countrywide	Enforcement actions undertaken countrywide	No. of enforcement actions undertaken	15000	2000	2500	3000	3500	4000	6.0	7.2	8.6	10.4	12.4	DEE	DEC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Undertake technical back stopping and coordinate lead agencies on environmental compliance and enforcement	Technical back stopping and coordination of lead agencies on environmental enforcement undertaken	No. of technical backstopping undertaken	10	2	2	2	2	2	2.0	2.4	2.9	3.5	4.1	DEE	
			Environmental enforcement with national Police service undertaken														
			National police service sensitized on environmental enforcement	No. of Sensitization Forum	5	1	1	1	1	1	2.0	2.4	2.9	3.5	4.1	DEE	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
3.1.7	Enhance compliance with environmental laws and regulations	Undertake investigations and co-operation in prosecution of environmental offenders	Environmental laws and regulations enforced	Percentage of environmental offences investigated and submitted for prosecution	100	100	100	100	100	100	5.0	6.0	7.2	8.6	10.4	DLS	
3.1.8	Strengthen incident/environmental crime detection	Classify and attend to environmental incidences	Reduced number of Environmental crimes	No. of environmental incidents attended	32,000	4000	4000	4000	4000	4000	4.0	4.8	5.8	6.9	8.3	DEC	DDFO
Strategic Objective 3.2: To promote public behavioural change on Environmental Management																	
3.2.1	Integrate environmental education in formal institutions	Facilitate climate change co-curricular activities for learning institutions	Climate change co-curricular activities facilitated	No. of co-curricular activities facilitated	500	100	100	100	100	100	2.0	2.4	2.9	3.5	4.1	EEAT	
		Capacity building for teacher educators on environmental management	Teacher educators on environmental management capacity built	No. of teacher educators	1,000	200	200	200	200	200	2.0	2.4	2.9	3.5	4.1	EEAT	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Develop and disseminate Information, Communication and Education (IEC) materials	Information, Communication and Education (IEC) materials developed and disseminated	No. of (IEC) materials	20	4	4	4	4	4	5.0	6.0	7.2	8.6	10.4	EEAT	
		Create, acquire and maintain environmental education materials for library and resource centres	Education materials created	No. of materials	100	20	20	20	20	20	4.0	4.8	5.8	6.9	8.3	EEAT	
			E-journals acquired	No. of journals	50	10	10	10	10	10	2.0	2.4	2.9	3.5	4.1	EEAT	
			Library and resource centres maintained	No. of library and resource centres	48	48	48	48	48	48	2.0	2.4	2.9	3.5	4.1	EEAT	
3.2.2	Promote environmental activities in various sectors	Develop and implement sector specific environmental programmes	Sector specific environmental programmes developed	No. of programmes	10	2	2	2	2	2	5.0	6.0	7.2	8.6	10.4	EEAT	DEC, DEE, EMD, EPRC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Mainstreaming sound chemical management in all institutions	Chemical management strategy and developed	No. of strategy	1		1					15				DEC	DEE
				No. of guidelines	1		1					5				DEC	DEE
			Institutions mainstreamed on chemical management	No. of institutions	50	5	1	1	1	1		5	5	5	5	DEC	EEAT
		Strengthen awareness and education on sound chemical management in all institutions	Institutions strengthened on chemical management	No. of institutions	500	100	100	100	100	100	5.0	6.0	7.2	8.6	10.4	EEAT	DEC ICT DCC
		Construction of centres of excellence	Centres of excellence constructed	No. of centres of excellence	10	2	2	2	2	2	24.0	28.8	34.6	41.5	49.8	DCS	SCM
		Implement the centres of excellence operational strategy	Green Points centres strengthened	No. of green points centres	15	3	3	3	3	3	5.0	6.0	7.2	8.6	10.4	EEAT	DCS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Train various sectors on environmental management	Various sectors on environmental management trained	No. of sectors	25	5	5	5	5	5	5.0	6.0	7.2	8.6	10.4	EEAT	DEC, DEE, EMD
		Engage the public on environmental activities	The public engaged on environmental activities	No. of people	2,500,000	500,000	500,000	500,000	500,000	500,000	5.0	6.0	7.2	8.6	10.4	EEAT	DEC
		Develop sector specific templates for inspections	Sector specific templates for inspections	No. of templates	10	2	2	2	2	2	4.0	4.8	5.8	6.9	8.3	DEE	DEC
		Undertake bi-annual conference on environment	Conference held	No. of conferences	1		1		1			5.0		5.0		EEAT	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Enhance collaboration framework with Ministries, Counties, Departments and Agencies (MCDA)	Strengthened collaboration framework with MCDA, for effective pollution prevention, management, and control efforts	No. of collaboration frameworks	15	3	3	3	3	3	5.0	6.0	7.2	8.6	10.4	DEC	DFO
																	EEAT
3.2.3	Promote compliance to environmental laws and regulations	Undertake training on Basic Enforcement Course (BEC) and gazette NEMA and county government staff	Basic Enforcement Course (BEC) for NEMA and county staff undertaken	No. of BEC trainings	10	2	2	2	2	2	5.0	6.0	7.2	8.6	10.4	EEAT	DEE
		Monitor implementation of EIA/EA and SEA curriculum by training institution	Monitoring and implementation reports	No. of reports	10	2	2	2	2	2	4.0	4.8	5.8	6.9	8.3	EEAT	
		Undertake principles of compliance and Enforcement for NEMA and county staff	Principles of compliance and Enforcement undertaken	No. of staff	250	50	50	50	50	50	5.0	6.0	7.2	8.6	10.4	EEAT	DEE

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Sensitize the regulated community on environmental laws and MEAS	Regulated communities sensitized on environmental laws and MEAS	No. of regulated communities	50	10	10	10	10	10	3.0	3.6	4.3	5.2	6.2	EEAT	DEE
		Undertake compliance promotion programmes for industries	Compliance promotion programmes for industries undertaken	No. of Compliance programmes	10	2	2	2	2	2	3.0	3.6	4.3	5.2	6.2	EEAT	DEE
3.2.4	Promote education for sustainable development	Undertake ESD and RCE awareness programmes	ESD and RCE awareness programmes undertaken	No. of ESD and RCE programmes	20	4	4	4	4	4	2.0	2.4	2.9	3.5	4.1	EEAT	DEE
Strategic Issue: Green and Circular Economy																	
Strategic Goal: Accelerated adoption of low-carbon, resource-efficient development pathways and enhance environmental consideration into economic decision making																	
KRA 4: Sustainable utilization of Natural Resources																	
Outcome: Natural resources utilized sustainably																	
Strategic Objective 4.1: To enhance blue economy initiatives																	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.1.1	Promote appropriate technologies, innovations and best environmental practices	Engage stakeholders in better utilization of natural resources	Increased collaboration & partnerships in utilization of NRS	No. of collaborations & partnerships built	20	4	4	4	4	4	8.0	9.0	14.4	17.3	20.7	DEC	DDFO
		Develop guidelines on cage fish farming	Guidelines on cage fish farming developed	No. of guidelines	8		1					4.0				DEC	
4.1.2	Promote collaboration, partnership, information sharing and knowledge management in best practice of utilization of blue economy resources	Dissemination of best practices to the lead agencies and stakeholders on utilization of natural resources	Dissemination report on best practices	No. of dissemination reports	5	1	1	1	1	1	5.0	6.0	7.5	9.0	10.8	EMD	
		Develop tools and instruments of the Economics of Environmental Policy for Blue Economy	Improved resource management, enhanced conservation efforts, and strengthened stakeholder engagement	No. of blue economic instruments developed	30	6	6	6	6	6	3.0	3.6	4.8	5.8	6.9	EMD	DDFO LEGAL EPRC
4.1.3	Enhance mechanisms that prevent	Carry out inspections on point & non-point source	Reduced land based pollution	No. of enforcement	2000	400	400	400	400	400	10.0	12.0	14.4	17.3	20.7	EMD	DEC DEE

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	land based pollution sources to marine and aquatic ecosystems	pollution of aquatic ecosystems	sources on aquatic ecosystems	ent actions													
		Development of Marine Spatial Plan guidelines	Marine Spatial Plan guidelines developed	No. of guidelines developed	1		1					6.0				EMD	
4.1.4	Enhance the quality and quantity of water for sustainable development	Carry out inspections on water quality in each County	Inspection reports	No. of inspections reports	2000	400	400	400	400	400	5.0	6.0	7.5	9.0	10.8	DEE	DEC
4.1.5	Build capacity in marine litter management and aquatic resource utilization for the communities living around marine and inland water bodies	Capacity building communities on aquatic resource utilization	Improved aquatic resource utilization	No. of aquatic community stakeholders engaged	20	4	4	4	4	4	10.0	12.0	14.4	17.3	20.7	EMD	EEA&T
		Training of local communities on relevant governance structure, policies, regulations and appropriate technologies	Training report	No. of training reports	10	2	2	2	2	2	2.0	2.4	3.0	4.0	4.8	EMD	EEA&T
Strategic objective 4.2: To promote green and circular economy for enhanced resource use and efficiency																	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.2.1	Enhance policy and regulatory frameworks aimed at promoting transition to green and circular economy	Identify and address policy and regulatory gaps aimed at enhancing uptake of circular economy practices and technologies in Kenya	Policies, legislations and guidelines developed	No. of policies, legislations and guidelines	10	2	2	2	2	2	3.0	3.6	4.3	5.2	6.2	DEC	DES DEE DLS
		Propose and lobby for appropriate fiscal incentives to catalyze green and circular economy transition in conjunction with relevant stakeholders	Businesses and industries incentivized and adopting green and circular economy initiatives	No. of Businesses and Industries incentivized	600	120	120	120	120	120	2.0	2.4	2.9	3.5	4.1	DES	DEC
4.2.2	Promote economic instruments in environmental management	Align policies, standards and guidelines to support and integrate circular economy practices and technologies into Kenya's economic and environmental framework.	policies, standards and guidelines aligned	No. of policies, standards and guidelines	10	2	2	2	2	2	3.0	3.6	4.3	5.2	6.2	DES	DLS DEC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.2.3	Implement Green and Circular economy initiatives	Establish E-Waste recycling facility	E-waste demonstration pilot at Konza Technopolis City	No. of Demonstration pilots	1		1	1				60.0	80.0			DEC	AEHP MP
		Develop standards and guidelines to execute NEMA's roles in EPR implementation	Standards and guidelines to execute EPR implementation developed	No. of EPR guidelines and standards	10	2	2	2	2	2	5.0	6.0	7.2	8.6	10.4	DEC	DEE DLS
		Roll out EPR for Waste Management	EPR for waste management rolled	Percentage of EPR Roll out	100	20	20	20	20	20	10.0	12.0	14.4	17.3	20.7	DEC	DEE DLS
		Formalize waste collectors to participate in circular economy	Formalized waste collectors	Waste collectors formalized	100	20	20	20	20	20	5.0	6.0	7.2	8.6	10.4	DEC	EEA &T
		Linking waste collectors cooperatives to secondary markets	waste collectors cooperatives linked to secondary markets	No. of waste collectors cooperatives	100	20	20	20	20	20	5.0	6.0	7.2	8.6	10.4	DEC	EEA&T
		Coordinate the establishment of Material Recovery Facilities (MRF)	MRF guidelines developed/ reviewed	No. of guidelines	2	1		1			6.5		8.0			DEC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Guidelines implemented	Percentage implementation of the guidelines	100	20	40	60	80	100	2.0	2.4	2.9	3.5	4.1	DEC	
			MRFs Architectural designs developed	Architectural design	1		1					15.0				DEC	
			Model MRFs established	No. of model MRFs	5			1	2	2			50.0	90.0	120.0	DEC	
		Create awareness on waste segregation at source	Awareness creation on waste segregation at source undertaken	No. of people sensitized	50000	10000	10000	10000	10000	10000	4.0	4.8	5.8	6.9	8.3	EEAT	DEC
			Enforcement of waste segregation at source undertaken	No. of enforcement actions	4000	600	700	800	900	1000	5.0	6.0	10.0	12.0	14.4	DEE	DEC
		Build capacity and raise awareness on green and circular economy through stakeholder forums	Level of awareness raised	No. of stakeholders targeted/reached	12,000	2400	2400	2400	2400	2400	5.0	6.0	7.2	8.6	10.4	DES	EPRC EEAT

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.2.4	Promote awareness creation and capacity building on green and circular economy	Create awareness and build technical capacity for waste prevention, segregation, recycling and industrial symbiosis	Enhanced awareness and improved technical skills among community members	Percentage Increase in the adoption	5,000	1,000	1,00	1,00	1,00	1,00	3.0	3.6	4.3	5.2	6.2	DEC	EEA&T
		Public education and awareness forums e.g./i.e. Loop Forum	Increased public awareness and engagement in community issues through informative discussions and knowledge-sharing at the Loop Forum.	No. of community members	500	100	100	100	100	100	2.0	2.4	3.0	3.6	4.3	EEA&T	DEC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Promote Education for Sustainable Development	Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision-making among the target	Increased integration of sustainable development concepts in curriculum, educational institutions, and community programs	Percentage increase	20	40	60	80	100	5.0	6.0	7.2	8.6	10.4	EEA&T	DEC
		Capacity build stakeholders on green and circular economy initiatives	Improved adoption of green & circular economy initiatives	No. of green & circular economy initiatives adopted	2000	400	400	400	400	400	10.0	12.0	14.4	17.3	20.7	EEA&T	DEC
		Capacity build stakeholders on G&CE	Improved adoption of green & circular	No of green & circular economy	2000	400	400	400	400	400	10.0	12.0	14.4	17.3	20.7	EEA&T	DEC

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			economy initiatives	initiatives adopted													
4.2.5	Mainstream waste management	Raise awareness and build technical capacity for waste prevention, segregation, recycling and industrial symbiosis	Report	Percentage increase in the adoption of waste reduction , segregation, and recycling practices within the community	80	10	15	20	25	10	10.0	12.0	14.4	17.3	20.7	EEA&T	DEC DEE
		Promote Education for Sustainable Development	Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision-making among the target	Percentage increase in integration of sustainable development concepts in curriculum, educational institutions, and	100	20	20	20	20	20	5.0	6.0	7.2	8.6	10.4	EEA&T	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
				community programs													
		Capacity build waste service providers on composting and material recovery from waste and promoting waste segregation at the source	Waste service providers capacity built	No. of waste providers	200	40	40	40	40	40	5.0	6.0	7.2	8.6	10.4	EEAT	DEC
		Promote four waste management value chains	Streamlined waste management	Reports on the four value chains	4		1	1	1	1		1.0	1.2	1.4	1.7	EEA&T	DEC DEE
4.2.6	Promote adoption of cleaner technologies	Capacity building of stakeholders and communities on cleaner technologies	Increased uptake of cleaner technologies	No of clean technologies adopted	1000	200	200	200	200	200	12.0	14.4	17.3	20.7	24.9	EEA&T	DEC DEE
		Creation of awareness and strengthening of stakeholder capacities	Increased knowledge and understanding among stakeholders about relevant issues and improved stakeholder abilities to engage effectively.	No. of stakeholders participating	120	16	20	24	28	32	5.0	6.0	7.2	8.6	10.4	EEA&T	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective 4.3: To enhance integration of environmental considerations in environment and trade																	
4.3.1	Promote Natural resources accounting at the National and county levels	Develop appropriate Environmental/Natural Resources framework/Accounts for Kenya in selected sectors	Sector specific Environmental/Natural Resources framework/Accounts developed	No. of Environmental reports, databases	5	1	1	1	1	1	15.0	18.0	21.6	25.9	31.1	EPRC	DEC
		Collection of relevant data and piloting of the developed frameworks and accounts	Database developed	Reports	100	20	20	20	20	20	2.0	2.4	8.0	9.6	11.5	EPRC	
		Digitization of the developed frameworks/Accounts	Successful digitization of the developed environmental/natural resources frameworks and accounts	No. of frameworks and account fully digitized	5	1	1	1	1	1	5.0	8.0	9.6	11.5	13.8	EPRC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.3.2	Promote integration of environmental considerations in Kenya's trade negotiations	Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others	Environmental Considerations integrated in National, Regional and International processes and meetings on Trade participated	No. of Reports	45	9	9	9	9	9	10.0	12.0	14.4	17.3	20.7	EPRC	DLS
Strategic Issue: Institutional Capacity																	
Strategic Goal: Strengthened the institutional capacity of NEMA																	
KRA 5: Institutional Capacity																	
Outcome: Improved productivity and effectiveness in service delivery																	
Strategic Objective 5.1: To strengthen corporate and environmental governance and coordination																	
5.1.1	Enhance Board oversight role	Facilitate Board meetings	Board meetings facilitated	Quarterly Board reports	20	4	4	4	4	4	30	36	43.2	51.84	62.208	DCS	DLS
		Mobilize financial and human resources	Enhanced Financial and Human Resources	Percentage of Financial and Human Resources mobilized	100	20	20	20	20	20	5	6	7.2	8.64	10.368	DCS	DLS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.1.2	Strengthen the Regulatory framework for Environmental Management	Review existing environmental legislation and guidelines	Environmental legislations and guidelines reviewed	No. of environmental legislations and guidelines reviewed	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	DLS	
		Develop new environmental legislation	Environmental legislations and guidelines developed	No. of environmental legislations and guidelines developed	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	DLS	DEC DES
		Advise on legislative and other measures for management of the environment	Legislative and other measures for management of the environment advisory issued	Percentage of advisory opinions on management of environment offered	100	100	100	100	100	100	5	6	7.2	8.64	10.368	DLS	DEC DES
		Create awareness on environmental legislations and guidelines	Sensitization on environmental legislations and guidelines undertaken	No. of persons sensitized on environmental legislations and	30	50	50	50	50	50	3	5	6	7.2	8.64	EEAT	DLS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
				guidelines													
Strategic Objective 5.2: To Strengthen Human Capital																	
5.2.1	Attain and maintain optimal staffing levels	Review organization structure to align with the Strategic Plan (FY 2023-2027)	Aligned organization structure	Report	1	1					3					DCS	
		Review staff establishment to align with the Strategic Plan (FY 2023-2027)	Reviewed staff establishment	Report	1	1					3					DCS	
		Undertake work load analysis and skills audit	Work load analysis and skills audit report undertaken	Report	1	1					3					DCS	
		Align skills with the jobs	Jobs aligned to skills	No. of jobs aligned to skills	1	50	50				3	3				DCS	
		Identify services for outsourcing	Services identified	No. of services outsourced	25	5	5	5	5	5	5	6	7.2	8.64	10.368	DCS	SCM
5.2.2	Enhance staff welfare\Talent Management	Develop Annual recruitment plan	Recruitment plan developed	Recruitment plan	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	DCS	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Recruit staff as per the plan	Staff recruited	No. of Staff recruited	500	20	20	20	20	20	40	48	57.6	69.12	82.944	DCS	DDHRA
		Review HR Manual and Career guidelines	Reviewed HR Manual & Career guidelines	Approved HR Manual and Career guidelines	2		1	1				3	5			DCS	
		Operationalize Mortgage and car loan schemes	Mortgage and car loan schemes operationalized	Mortgage and car loan schemes in place	2		1		1			150		300		DCS	
		Train and develop staff	Staff trained	No. of staff trained	1000	100	200	300	200	200	30	36	43.2	51.84	62.208	DCS	
		Undertake training impact assessment	Training impact assessment undertaken	Report	2		1		1			1		1		DCS	
		Implement Internship and attachment programs	Internship and attachment programs implemented	No. of interns and attachés hosted	1500	300	300	300	300	300	1	1	1	1	1	DCS	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Provide employee assistance programs	Employee assistance programs provided	No. of programs provided	5	1	1	1	1	1	2	2.4	2.88	3.456	4.1472	DCS	
		Establish NEMA pension scheme	NEMA Pension scheme reviewed	NEMA pension scheme in place	1				1					5		DCS	
		Conduct employee engagement survey	employee engagement survey conducted	Report	2		1			1		4			4	DCS	
		Implement recommendations of the survey	Staff survey recommendations implemented	Implementation report	2		1			1		3			3	DCS	
5.2.3	Enhance performance and productivity	Develop reward and sanction framework	Reward and sanction framework developed	Approved reward and sanction framework	1			1					2			DCS	
		Sensitize staff on the framework	Staff sensitized	No. of staff sensitized	100%	50	20	10	10	10	4	3	2	2	2	DCS	
		Set targets for all staff at the beginning of every financial year	Signed targets	% of signed targets	100	100	100	100	100	100	2	2.4	2.9	3.5	4.1	DCS	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Undertake annual performance appraisal	Appraisal undertaken	No. of staff appraised	100%	100	100	100	100	100	5	6	7.2	8.64	10.4	DCS	
		Reward and sanction good/poor performers	Staff rewarded/sanctioned	No. of staff rewarded/sanctioned	200	40	40	40	40	40	1	1.2	1.4	1.8	2.1	DCS	
		mainstreaming productivity measurement	Productivity measurement mainstreamed	No. of officers sensitized on productivity measurement	370	40	30	10	10	10	1	1.2	1.4	1.8	2.1	DCS	
		Collect productivity measurement data and develop productivity metrics	Productivity metrics developed	No. of metrics developed	5	1	1	1	1	1	2	2.4	2.9	3.5	4.1	DCS	
		Compute Productivity Index	Compute Productivity Index computed	Productivity index							5	6	7.2	8.64	10.4	DCS	
		Nature positive corporate culture through culture change programs	Culture change programs instituted	No. of culture change programs	10	2	2	2	2	2	3	3.6	4.3	5.2	6.2	DCS	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.2.4	Provide Conducive work environment	Provide adequate, healthy and secure office space	Adequate, healthy and safe office space provided	NEMA HQ and 9 NEMA County offices	10	2	2	2	2	2	150	280	336	403.2	483.8	DCS	
		Repair, maintain and refurbish NEMA buildings	NEMA buildings refurbished and maintained.	Well maintained buildings	48	8	10	10	10	10	5	6	7.2	8.6	10.4	DCS	
		Provide office tools and equipment	Office tools and equipment provided	No. of tools and equipment provided	100%	20	20	20	20	20	30	36	43.2	51.8	62.2	DCS	
		Procure vehicles for the Authority	Vehicles procured	No. of vehicles procured	50	10	10	10	10	10	100	120	144	172.8	207.4	DCS	
		Provide staff with protective gear and uniforms	Protective gear and staff uniform to staff provided	No. of staff provided with protective gear and/or uniform	200	40	40	40	40	40	1	1.2	1.4	1.7	2.1	DCS	
		Implement Records management policy	Records management policy implemented	Level of implementation	100%	20	20	20	20	20	5	6	7.2	8.7	10.4	DCS	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Undertake work place audit	Work place audit undertaken	Report,	2		1		1			2		3		DCS	
		Implement recommendations of the audit	Implementation Reports	No. of recommendations implemented.	100%		25	25	25	25		5	6	7.2	8.6	DCS	
5.2.5	Succession Planning and Management	Develop succession management strategy	Succession management strategy developed	Approved succession management strategy	1		1					2				DCS	
		Develop Implement succession management strategy	Implementation plan	Level of Implementation	100%		25	25	25	25		2	2.4	2.9	3.5	DCS	
		Develop and implement mentoring and coaching guidelines	Mentoring and coaching guidelines developed	Approved guideline	1		1					2				DCS	
			Guidelines implemented	level of implementation	100%			50	30	20			5	3	2	DCS	
5.2.6	Mainstream cross cutting policies	Mainstream Gender, HIV/AIDS & Disability, National values & principals of governance and prevent Corruption and Alcohol & drug abuse.	Cross cutting issues mainstreamed	Level of mainstreaming	100%	100	100	100	100	100	2	2.4	2.9	3.5	4.1	DCS	HR&A

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective 5.3: To enhance financial sustainability of the Authority																	
5.3.1	Strengthening institutional capacity on financial sustainability	Increase the Appropriation In-Aid (A-I-A)	Appropriation in Aid increased	Amount collected (Ksh. Mn)	10,800	1,500	1,800	2,000	2,500	3,000	60	80	100	120	140	DCS	DDF
5.3.2	Engage Government to prioritize funding the Authority's programmes	Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums.	Engagement and participating in budget negotiations and sector working forums done	Funds allocated (Ksh. Mn)	8,000	1,000	1,200	1,600	1,800	2,400	20	30	40	50	60	DCS	DDF
5.3.3	Promote innovative financing	Operationalize and Monitor the Deposit Bonds mechanism	Deposit Bonds mechanism operationalized and monitored	Amount collected (Ksh. Mn)	540	75	90	100	125	150	10	12	14.4	17.28	20.736	DCS	
5.3.4	Mobilize funding from development partners	Establish a resource mobilization coordination unit	Resource mobilization coordination unit established	No. of Resource mobilization coordination unit	1	1					5					DCS	P&P
		Build capacity of staff to develop bankable proposals	Staff trained on development of bankable	No. of staff trained	50	10	10	10	10	10	5	6	7.2	8.64	10.368	P&P	DCS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			project proposals														
		Develop Bankable project proposals	Bankable project proposals developed	No. of proposals	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	P&P	
5.3.5	Ensure effective and efficient utilization of financial resources	Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and best financial management practices	Financial and Audit reports	No. of reports	20	4	4	4	4	4	4	4.8	5.76	6.912	8.2944	DCS	
		Strengthening internal financial control systems	Adherence to financial manual /Audit Reports	Percentage of adherence	100	100	100	100	100	100	5	6	7.2	8.64	10.368	DCS	
		Promotion of efficient use of available resources	Adherence to the Approved budgets	Percentage of adherence	100	100	100	100	100	100	5	6	7.2	8.64	10.368	DCS	
5.3.6	Strengthen strategic engagement	Enhance capacity on development and marketing of	Train 50 staff on development	No. of staff trained	50	10	10	10	10	10	5	6	7.2	8.64	10.368	P&P	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	with bilateral and multilateral development partners	fundraising concepts and proposals	nt and marketing of fund raising concepts														
		Engage the current development partners and negotiate for increase of NEMA allocation	Development partners engaged and negotiation for increase of NEMA allocation done	Amount raised (Ksh. Mn)	500	100	100	100	100	100	10	12	14.4	17.28	20.736	P&P	
5.3.7	Integrate Supply Chain Management in the Authority's operations	Demand oriented planning	Approved Procurement Plan	No. of Approved procurement plan	5	1	1	1	1	1	2	2.4	2.88	3.456	4.1472	SCM	
			Statutory Reports	No. of Statutory Reports	20	4	4	4	4	4	3	3.6	4.32	5.184	6.2208	SCM	
			Market Survey Report	No. of report	5	1	1	1	1	1	4	4.8	5.76	6.912	8.2944	SCM	
		Build a strong partnership with the suppliers	Prequalified List of Suppliers & Annual Tenders	No. of prequalified list of suppliers & Annual Tenders	5	1	1	1	1	1	6	7.2	8.64	10.368	12.4416	SCM	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Sensitization of Suppliers on Procurement Opportunities	Sensitization Report	No. of Sensitization report	5	1	1	1	1	1	1	1.2	1.44	1.728	2.0736	SCM	
		Asset and inventory management.	Stock take reports	No. of Stock take reports	20	4	4	4	4	4	1	1.2	1.44	1.728	2.0736	SCM	
			Approved Disposal Plan	No. of approved disposal Plan	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	SCM	
		Contract management	Approved Contracts	No. of Approved contracts	100	100	100	100	100	100	5	6	7.2	8.64	10.368	SCM	
			Implementation Reports	No. of implementation reports	5	1	1	1	1	1	1	6	7.2	8.64	10.368	12.4416	SCM
Strategic Objective 5.4: To enhance Corporate Planning and Performance Management																	
5.4.1	Coordinate Development /Review and Monitoring of the Strategic Plan implementation	Review 2023-2027 Strategic Plan periodically	The Strategic Plan reviewed	No. of reports	2			1		1			13		15	CS&P	
		Monitor the implementation of the 2023-2027 strategic plan	Approved annual and quarterly Work plans	No. of work plans	25	5	5	5	5	5	5	6	7.2	8.64	10.368	CS&P	
			Annual and Quarterly progress reports	No. of progress reports	25	5	5	5	5	5	3	3.6	4.32	5.184	6.2208	CS&P	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Monitor and Evaluate the Authority's programmes, projects and activities	M&E reports	No. of M&E reports	25	5	5	5	5	5	10	12	14.4	17.28	20.736	CS&P	
			M&E system, (NIMES) automated	No. of systems automated	1			1					12			CS&P	ICT
		Review M&E policy	M&E Policy reviewed	M&E Policy document	1		1					8				CS&P	
		Develop 2028-2032 Strategic Planning	Strategic Plan developed	Strategic plan	1					1					25	CS&P	
5.4.2	Coordinate performance Contracting	Prepare and monitor the implementation of the Authority's Performance Contracts	Signed Performance Contracts	No. of PC signed Performance contracts	5	1	1	1	1	1	5	6	7.2	8.64	10.368	CS&P	
			Quarterly Performance Contracts reports prepared	No. of PC reports	20	4	4	4	4	4	3	3.6	4.32	5.184	6.2208	CS&P	
5.4.3	Coordinate the implementation of QMS 9001:2015 and establish EMS 14001:2015	Review and implement the Authority's Standard Operating Procedures	Departmental SOPs reviewed	No. of SOPs	14			14					18			CS&P	
			Level of implementation of the Authority's SOPs	Percentage of implementation	100	100	100	100	100	100	5	6	7.2	8.64	10.368	CS&P	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Retain ISO certification	Periodic Audits undertaken	No. of Audit reports	10	2	2	2	2	2	7	8.4	10.08	12.096	14.5152	CS&P	
			Periodic ISO surveillance Audits undertaken	No. of surveillance Audits reports	5	1	1	1	1	3	3.6	4.32	5.184	6.2208	CS&P		
			ISO 9001:2015 trainings undertaken	No. of trainings	2	1		1		12		14		CS&P			
		Establish and implement EMS 14001:2015 standards	EMS 14001:2015 established and implemented	No of EMS 14001:2015	1			1				18			CS&P		
Strategic Objective 5.5: To leverage on ICT to automate service delivery																	
5.5.1	Enhance digitization and data analytics	Map out all business processes	Report of Business Processes Mapped out	No. of Reports	1	1					2					DCS	DICT
		Procure new integrated ERP and Licensing System	Integrated ERP and Licensing System	No. of Integrated Systems	1	1					100					DCS	DICT
		Procure Electronic Document Management System (EDMS)	Digitized Filing System	System	1			1					10			DCS	DICT

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Implement Application Programming Interfaces (APIs) for Internal and External Systems Integrations	Integrated Systems	No. of APIs	2		1		1			6		8		DCS	DICT
		Develop Service Delivery Channels (Apps, SMS Query and Portals)	Service Delivery Channels	No. of Service Delivery channels developed	2		1		1			3		4		DCS	DICT
		Implementation of Data Analytics tools	Enhanced Environmental Data Analysis & Informed Decision Making	No. of Data Analytic Tools	1				1					6		DCS	DICT
		Integrate GIS and remote sensing tools in environmental compliance	GIS and remote sensing tools integrated	Reports	5	1	1	1	1	1	26	31.2	37.4	44.9	53.9	EPRC	DICT
5.5.2	Upgrade ICT infrastructure and service development	Identify and utilize available opportunities for shared Government Infrastructure (data centres, web hosting, software, fibre connectivity etc.)	Utilized Shared Government Infrastructure	No. of Shared Government Infrastructure Utilized	3		1	1	1			1	1.5	2		DICT	DCS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Upgrade/Maintenance of Internet Infrastructure	Reliable Internet Connectivity/Speeds	Percentage of Internet Uptime	100	100	100	100	100	100	5	6	7.2			DICT	DCS
		Procurement of ICT equipment	Updated ICT Asset Register	No. of Computers	100		50	50				10	12			DICT	DCS
			Licensed Hardware	No. of Licenses	308		108	58	58	108	12	12.5	15	18	21.6	DICT	DCS
		Undertake & Implement Network Audit	Network Audit Report	% of Implementation	30		10	10	10			2	2.5	3		DICT	DCS
		Nationwide Implementation of Voice Over IP (VoIP)	Reliable Telephone/ Office Communication in region and county offices implemented	No. of Regional and County Offices	6	11	12	12	12	12	1	2	2.4	2.9	3.5	DICT	DCS
		Acquire and Implement Modern Technologies that are relevant to Authority's needs - AI, IoT, Machine Learning	Successful Adoption and Integration of Modern Technologies	No. of Modern Technologies implemented	2		1			1		10			12	DICT	DCS

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.5.3	Enhance Data protection and Information Security	Implement Information Security Management System (ISMS) Policy	International Standard Accreditation for Information System	ISO/IEC 27001:2022 Certification	1					1					6	DICT	
		Develop a Business Continuity Plan	Business Continuity Plan	Report	1	1					1					DICT	
		Improve Disaster Recovery and Security	Critical Services with tested plans	No. of Tested Plans	15	3	3	3	3	3	2	2.4	2.9	3.5	4.1	DICT	
Strategic Objective 5.6: To enhance corporate image																	
5.6.1	Improve visibility and corporate image at National and County levels.	Revise and implement communication strategy	Communication Strategy	No. of Implementation plans	1	1					4					DCC	
		Undertake integrated media campaigns on environmental management activities	Improved visibility	No. of campaigns undertaken	20	4	4	4	4	4	10	12	14.4	17.3	20.7	DDC	
		Establish and operationalize NEMA TV	NEMA TV	No. of NEMA TV established and operationalized	4		1	1	1	1		60	72	86.4	103.68	DCC	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Show case best environmental practices by producing content for NEMA online handles	Best environmental practices documented	No. of practices documented	20	4	4	4	4	4	5	6	7.2	8.64	10.368	DCC	
		Produce non-technical publications	Corporate publications	No. of publications produced	10	2	2	2	2	2	4	4.8	5.8	6.9	8.3	DCC	
		Implement branding guidelines	Enhanced brand visibility	No. of branded merchandise	20	4	4	4	4	4	8	9.6	11.5	13.8	16.6	DCC	
		Identify and implement CSR activities	CSR plans	No. of CSR plans executed	5	1	1	1	1	1	4	4.8	5.8	6.9	8.3	DCC	
5.6.2	Enhance customer experience	Implement Service Charter	Implementation monitoring Reports	Quarterly implementation status reports	20	4	4	4	4	4	2	2.4	2.9	3.5	4.1	DCC	
		Undertake customer satisfaction survey	Survey Report	Customer satisfaction index	2	1				1	3				4	DCC	
		Implement customer satisfaction survey findings	Implementation Reports	Percentage of findings implemented	20	4	4	4	4	4	2	2.4	2.9	3.5	4.1	DCC	
Strategic Objective 5.7: Risk management and assurance																	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.7.1	Improve effectiveness of internal controls, risk management and governance processes	Undertake review of internal controls	Effective systems of internal control, risk management and governance processes	No. of Audit Reports	60	12	12	12	12	12	4	4.8	5.8	6.9	8.3	DIA	
		Undertake Audit of Information Systems		No. of Audit Reports	2		1		1			2		3		DIA	
		Undertake Governance Audit		No. of Governance Compliance Audit Reports	5	1	1	1	1	1	5	6	7.2	8.64	10.368	DLS DIA	
		Undertake Legal Compliance Audit		No. of Legal Compliance Audit Reports	2		1		1			3		4		DLS DIA	
		Defend the Authority in civil litigation and court cases where the Authority is sued or named as a party	Authority's Civil litigation and court cases defended	percentage of court cases defended	100	100	100	100	100	100	7	8.4	10.08	12.096	14.5152	DLS DIA	
5.7.2	Reduce risk exposure in the operations of the Authority	Review and Implement the IRMF	Reviewed IRMF	Reviewed IRMF document	1	1				1	8				9	CS&P	
			staff sensitized on the reviewed IRMF	No. of staff sensitized	420	50	120	120	80	50	2	3.4	4.08	4.896	5.8752	CS&P	

S/No	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			Implement the IRMF	Percentage of Implementation	100	100	100	100	100	100	5	6	7	7.5	8	CS&P	

ANNEX II: Terms of Reference for the Strategic Theme Teams

Preamble

The Authority recognizes the need for a Strategic Theme Team (STT) which will be responsible for the execution of the Strategic Plan (2023- 2027). The purpose of the Terms of References (ToRs) is to set out the STTs role and responsibilities as well as the requirements for its composition and meeting procedures. These TORs are subject to the provisions of the relevant legal framework, regulatory and supervisory laws.

Purpose of the Strategic Theme Team

The STT is established to provide oversight and ensure effective governance and execution of the Strategic Plan (2023- 2027) and if need be make recommendations to the Board of Management for consideration and final approval. The STT will focus on achieving the following thematic areas identified in the strategic plan 2023-2027.

1. Climate Change
2. Ecological Integrity of Ecosystems
3. Environmental Pollution
4. Green and Circular Economy
5. Institutional Capacity

Role and Responsibilities of the Strategic Theme Team

In carrying out its responsibilities, the STT will be guided by the NEMA's mandate as outlined in the EMCA, no. 8 of 1999, vision, mission, core values and strategic goals. The functions include:

1. Oversee the implementation of the strategic plan 2023-2027.
2. Develop annual work plan
3. Execute the annual work plan
4. Monitor and review the progress reports
5. Collect, collate and analyze data for the respective Key Result Areas.
6. Present the findings to the Board of Management
7. Implement recommendations from the Board of Management.

Membership

1. The membership consists of the directors and deputy directors of various directorates/departments.
2. The directors can co-opt a member into the STT as the need arises to help fulfil the duties and obligations.
3. The STT members shall appoint a vice chair and a Secretary for each theme team.
4. Meetings
5. Members shall regularly attend the STTs meetings and effectively participate in the

conduct of the business.

6. The Director General shall be an Ex-official member to all the STTs.
7. The STT shall meet quarterly in a financial year to ensure effectiveness and efficiency in discharging its functions.
8. The STT shall convene special meetings on need basis.
9. The quorum necessary for a STT meeting shall be more than half of the membership.
10. The Secretary shall be responsible for preparation of notices of meetings, agenda and circulation of the relevant papers at least seven (7) days before a meeting.
11. The Secretary shall take minutes of the resolutions of all STT meetings.
12. The secretary shall ensure that minutes are approved and signed by the Chairperson for circulation.

Reporting

The STT shall compile and submit a quarterly progress reports on the work of each theme team and report to the Board of Management for decision making.

Review of the Terms of Reference

The TORs will be reviewed every two (2) years and any proposed changes will be submitted through the Director General to the Board of Management for consideration and approval.

Appendix III: Strategic Theme Teams

NO.	Theme	Chairperson	Members
1.	Climate Change	Director Environmental Services	Director Environmental Compliance Director Environmental Enforcement Director Corporate Services Director Legal Services Deputy Director Programmes and Partnerships Deputy Director Environmental Planning and Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training Deputy Director Environmental Enforcement Deputy Director Field Operations
2.	Ecological Integrity of Ecosystems	Director Environmental Services	Director Environmental Compliance Director Environmental Enforcement Director Corporate Services Director Legal Services Deputy Director Programmes and Partnerships Deputy Director Environmental Enforcement Deputy Director Environmental Planning and

			Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training Deputy Director Field Operations Deputy Director Waste and Chemicals
3.	Environmental Pollution	Director Environmental Compliance	Director Environmental Enforcement Director Environmental Services Director Corporate Services Director Legal Services Deputy Director Environmental Assessment Deputy Director Waste and Chemicals Deputy Director Environmental Enforcement Deputy Director Field Operations Deputy Director Environmental Planning And Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training
4.	Green and Circular Economy	Director Environmental Services	Director Environmental Enforcement Director Environmental Compliance Director Corporate Services Director Legal Services Deputy Director Environmental Enforcement Deputy Director Environmental Assessment Deputy Director Waste and Chemicals Deputy Director Field Operations Deputy Director Programmes and Partnerships Deputy Director Environmental Planning and Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training
5.	Institutional Capacity	Director Corporate Services	Director Legal Services Director Internal Audit Deputy Director Finance Deputy Director Internal Audit Deputy Director Human Resource and Administration Deputy Director Corporate Communication Deputy Director Information Communication Technology Manager Supply Chain Management Manager Corporate Strategy and Planning Deputy Director Programmes and Partnerships

ANNEX 3: ANNUAL WORKPLAN FOR YEAR ONE

ANNUAL WORKPLAN YEAR ONE (1)

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Strategic Issue: Climate Change Action														
Strategic Goal: Support climate change mitigation and adaptation actions														
KRA 1: Climate Change Mitigation and Adaptation														
Outcome: Enhanced resilience and reduced Greenhouse Gas Emissions for Sustainable development														
Strategic Objective 1.1: To Support Climate Change Adaptation Actions/Programs														
1.1.1	Mainstream climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA)	Develop a framework for mainstreaming climate risk and vulnerability		Climate risk and vulnerability framework developed	Climate risk and vulnerability framew							15	DES	DEC/ DEE DLS
		Implement and monitor the climate risk and vulnerability framework		Monitoring reports	No. of reports								DES	DESC DEE DLS
		Strengthen Capacity in GHG monitoring and reporting		Build capacity in GHG monitoring	No. of staff	10						5	DEC	DES
				Equipment procured to undertake GHG monitoring	No. of equipment	17							DEC	DES
		Undertake and disseminate research findings and knowledge on Adaptation actions/programmes to stakeholders		Research findings undertaken and disseminated	No. of research	5						5	DES	EPRC
		Establish Designated National Authority Office		DNA office established	DNA office	1						30	DES	DCS

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility		
						Y1						Y1	Lead	Support	
		Facilitate participation of stakeholders on carbon markets		Stakeholders sensitized on Key information on carbon markets	No. of stakeholders	30000						10	P&P	EEA&T	
				Guidelines to facilitate Carbon Markets developed	No. of Guidelines	1						8	DES	EPRC P &P	
				Consideration and approval of carbon projects	Letters of no objection	No. of letters	2						2	P&P	
					Letters of approval	No. of letters	1						1	P&P	
		Monitor registered carbon projects for compliance		Monitoring reports	No. of reports								P&P		
		Maintain and update the National carbon registry		National carbon registry maintained and updated	National carbon registry	1						20	P&P		
		Undertake national climate risks and vulnerability mapping		National Climate risks and vulnerability profiles established	No. of profiles	3						5	EPRC	DEC EMD DEE	
1.1.2	Mobilize and deploy climate finance	Develop strategic relations and partnerships with existing and new climate funding entities		MoUs, FoCs and Accreditation agreements	No. of MoU/FoC/Ac creditation agreements	2						10	P&P	DES, DEC, LEGAL, DEE.	
		Build appropriate internal capacities		staff trained	No. of staff trained	20						5	P&P	DES, DEC, LEGAL, DEE	
1.1.3	Research and mapping on climate change adaptation projects	Undertake research on indigenous and local community led adaptation strategies		Indigenous and Community led adaptation strategies research undertaken	No. of adaptation strategies documented	1						5	EPRC		
		Map adaptation projects across the country		Adaptation projects Mapped across the country	No. of adaptation projects mapped	1						5	EPRC	GIS	

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Strategic Objective 1.2: To support Climate Mitigation Actions/Programs														
1.2.1	Monitor, investigate and report on whether public and private entities are in compliance with their assigned climate change duties	Establish compliance levels with climate change duties and obligation in public and private entities		Comprehensive climate compliance report for public and private entities	No. of climate compliance reports	8						5	DEC	
		Capacity build MDACs on climate change obligations		MDACs capacity built on climate change	No of MDACs	40						10	EEAT	
1.2.2	Support implementation of National Adaptation Plan (NAP) and Nationally Determined Contribution (NDC) to the Paris Agreement	Undertake Monitoring, Reporting and Verification (MRV) of climate change using an established system		Comprehensive MRV report on Climate change	No. of Comprehensive MRV reports produced annually	8						10	DEC	DDFO
		Provide technical backstopping in the implementation of mitigation and adaptive interventions		Improved implementation of Mitigation and Adaptive interventions	Percentage increase in the adoption and implementation	4						5	DEC	DDFO
		Disseminate monitoring findings on mitigation actions/programmes to stakeholders for compliance		Stakeholders capacity built	No. of stakeholders capacity built	50						3	DEC	DDFO
		Undertake research on indigenous and community led mitigation strategies		Reports on community led mitigation strategies	No. of mitigation strategies documented	1						3	EPRC	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Capacity build various stakeholders on Climate Change		Various stakeholders capacity built on carbon neutrality	No. of stakeholders capacity built	8						5	P&P	EEA&T
				NEMA staff capacity built on climate change negotiations	No. of NEMA staff capacity built	30						10	P&P	EEA&T
				NEMA staff trained on carbon markets	No. of NEMA staff trained	60						8	P&P	EEA&T
				Environmental experts, Reviewers and sector leads capacity built	No. of reviewers capacity built	15						1	EEA&T	DEC
				Update lead experts on emerging environmental assessments of audit issues	No. of lead experts updated.	200						2	DEC	EEA&T
				County Governments Environment Staff Capacity build on Climate Change and Carbon market financing	No. of County governments environment staff capacity built	100						5	EEA&T	P&P
Strategic Issue: Ecological Integrity of Ecosystems														
Strategic Goal: Sustained healthy ecosystems														
KRA 2: Protect, conserve and restore ecosystems														
Outcome: Well-protected, conserved and efficiently managed ecosystems														
Strategic Objective 2.1: To Enhance the Quality and Integrity of Ecosystems														
2.1.1	Coordinate protection, conservation and	Undertake baseline and follow up research/		Baseline research on land degradation undertaken	No. of baseline reports/ maps	1						8	EPRC	EMD

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
	restoration of ecosystems	assessment on land degradation in Kenya		Assessment of pollution load on water bodies	No. of reports	10						4	EPRC	EMD
				Ecosystem degradation assessed	No. of assessment reports	10						4	EPRC	EMD
				Land degradation status in major watersheds assessed	No. of watersheds reports	1						5	EMD	EPRC
		Assess the state of aquatic and terrestrial resources in the country		State of aquatic and terrestrial ecosystems assessed	No. of reports	1						10	EMD	GIS
		Restore degraded aquatic and terrestrial ecosystems in the country		Restored ecosystems	No. of ecosystems	1						6	EMD	EPRC
		Restore and rehabilitate wetlands as nature based solutions to climate change		Wetlands restored and rehabilitated	No. of wetland restored	3						10	EMD	EPRC
2.1.2	Promote biodiversity conservation in key ecosystems	Identify and inventorize biological diversity of Kenya		Inventory of biological diversity of Kenya	No. of biodiversity inventories	47						5	DEC	DFO/ EMD/ EPRC
		Upgrade the National biodiversity clearing house with data sources features		National biodiversity clearing house	No. of data sources and features available	10						2	EEAT	EPRC/ DEC

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Carry out pollution tracking for Lotic and Lentic ecosystems		Pollution report	No. of pollution reports	20						6	EMD	DEE/ EPRC
		Undertake soil conservation activities in collaboration with lead agencies and stakeholders		Report on soil conservation	No. of reports	1						6	EMD	
		Carry out a comprehensive survey to access the current state of biodiversity		Surveys carry out	No. of surveys								DEC	
		Identify key species and the ecosystems		Key species and the ecosystems identified	No. of species	100						5	DEC	
		Develop guidelines for monitoring biodiversity (access, utilization and benefit sharing)		Guidelines developed	No. of guidelines								DEC	
2.1.3	Coordinate lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plans SOE and SOC	Assess the level of encroachment of selected riparian zones		Assessment reports of selected riparian zones	No. of reports/ maps	1						5	EPRC	
		Identify selected ESAs		Selected identified ESAs	No. of selected ESA	1						10	EPRC	
		Prepare and implement ecosystems management plans		Ecosystem management plans prepared and implemented	No. of plans prepared and implemented	1						5	EMD	
		Monitoring on the implementation of ecosystem management plans		Monitoring reports on implementation of EMPs	No. of monitoring reports	1						5	EPRC	EMD

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Inventorize wetland and marine ecosystems in the country		National wetlands and marine ecosystem map and register produced	No. of maps and registers produced	10						10	EMD	EPRC
		Develop ICZM action plan		ICZM Action plan developed	ICZM Action plan								EMD	EPRC
		Monitor the status of aquatic and terrestrial ecosystems		Status of aquatic and terrestrial ecosystems monitored	No. of Reports	1						5	EMD	DEC EPRC
		Coordinate preparation of State of Environment (SOE) and State of the Coast (SOC) reports		The state of the environment and the state of coast reports	No. of reports	1							EPRC EMD	DEC / DEE/ LEGAL
				County State of Environment reports/performance index developed	No. of performance Index reports	47						50	EPRC	DEC/ DEE/ LEGAL
Strategic Objectives 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects														
2.2.1	Coordinate environmental planning in sectorial programs and plans	Develop NEAP		NEAP report	No. of reports								EPRC	
		Undertake mid-term review of NEAP		Reviewed NEAP report	Report								EPRC	
		Develop and disseminate simplified and abridged versions of NEAP		Abridged NEAP and developed and disseminated	No. of reports								EPRC	
		Review and update EAP guidelines		Updated EAP guidelines	No. of guidelines updated	1						5	EPRC	

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Sensitize the county Governments on the EAP guidelines		Reports	No. of CECs sensitized	47						5	EPRC	EEA&T
		Provide technical support to Counties on development of CEAPs		CEAPs developed	No. of CEAPs developed	10						5	EPRC	
		Monitor the implementation of NEAP & CEAPs in selected counties		Implementation of NEAP and CEAPs monitored	No. of monitoring reports	10						5	EPRC	
		Build capacities of counties on devolved environmental functions		Counties capacity built on environmental functions manual and curriculum	No. of counties								EEAT	
		Asses the status of implementation of Land Degradation Neutrality (LDN) voluntary targets		LDN implementation status report	No. of reports	1						5	EPRC	
		Review and align National Action Program (NAP) to UNCCD Strategic Framework and voluntary LDN targets		Reviewed NAP	No. of NAPs reviewed								EPRC	
		Capacity build County Governments staff on SEAs		Each County Government to develop SEA for PPP's	No. of SEAs Developed	47						5	DEC	DDFO
2.2.2	Mainstreaming GIS and other	Digitize research data spatially		Digital database	Data base digitized								EPRC	DEC DEE EMD

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
	technologies in Environmental planning, awareness creation, monitoring and enforcement	Mapping and inventory of regulated facilities		Updated database & maps	No. of databases and maps	10						5	EPRC	DEC/ DEE EMD
Strategic Objectives 2.3: To Promote Research, Investigation and Surveys in the field of environment														
2.3.1	Coordinate, monitor and disseminate environmental research findings	Participate in environmental research & dissemination of findings		Research reports	No. of Research Reports	4						12	EPRC	DEC EEA&T
2.3.2	Coordinate the implementation of the environmental research agenda	Collaborate in environmental research with diverse agencies		Joint research projects	No. of Joint research projects	1						8	EPRC	
		Disseminate research data trends with relevant stakeholders national and internationally		Research data trends disseminated	No. of dissemination reports	4						10	EPRC	
		Capacity build agencies on Environmental sustainability		Agencies capacity built	No. of agencies capacity built	4						12	EPRC	EEAT
		Organize national environmental research conferences		Conference	No. of conferences	1						5	EPRC	
Strategic Objective 2.4: Support implementation of Multilateral Environmental Agreements and obligations														

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
2.3.3	Advise the government on ratification and domestication of multi-lateral Environmental Agreements (MEAs)	Review provisions of new MEAs in order to advise government on ratification.		MEAs Ratified	No. of MEAs ratified	1						5	DEC, DEE, DES	DLS
		Develop relevant environmental legislations, policies and plans to domesticate MEAs		Policies and legislations to domesticate MEAs developed	No. of policies and legislations developed								DEC, DEE, DES	DLS
		Contribute to the development of country position papers and participate in negotiations of MEAs and National reporting on MEAs		COPs participated	No of COPs participated	5						6	DEC, DEE, DES	DLS
				Country papers developed	No. of papers developed	5						6	DEC, DEE, DES	DLS
				National reports prepared	No. of Reports	5						6		
		Perform international Obligations under MEAs including commemoration of WED, WWD, WDD, WOD, WBD, WCD		International obligations under MEAs performed	No. of MEAs supports	6						12	DEC, DEE, DES	DLS
Strategic Issue: Environmental Pollution														
Strategic Goal: Minimized levels of environmental pollution														
KRA 3: Pollution prevention, management and control														
Outcome: Environmental pollution levels minimized														
Strategic Objective 3.1: Reduce environmental pollution (land, water, noise and air)														
3.1.1	Establish the baseline for	Undertake research on water quality in major water basins		Water quality database established	Baseline reports	1						3	EPRC	DEE DEC

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
	environmental quality for land, water and air	Undertake research on sustainable waste management		Research on sustainable waste management undertaken	No. of reports	1						5	EPRC	DEC
				Implement the research findings on waste management	Percentage of compliance and enforcement	100						2	DEE	DEC
		Undertake mapping and inventory of environmental chemical and pollution hotspots (sites, facilities, town etc) and sectors		Mapping reports and database maps	No. of reports and database maps									
		Establish a national waste information/accounting system		Waste information/accounting system established	System developed								DEC	GIS ICT
		Undertake ambient air quality monitoring in six urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Thika, Athi-River, Kitengela)		Ambient air quality monitoring reports	No. of reports	6						5	EPRC	DEC
		Facilitate environmental compliance through cross referencing of lab analysis data from facilities		Data from facilities validated	No. of analysis reports validated	10						5	DEC	
		Establish a National Reference Laboratory for analysis of environmental chemical pollutants		National Reference lab established	No. of National Reference Lab									
		Laboratory equipment calibration and maintenance		Laboratory equipment Calibrated and maintained	No. of equipment	15						10	DEC	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Designation and monitoring of analytical and reference laboratories		Analytical and reference laboratories designated and monitored	No. of laboratories	10						2	DEC	
		Develop Experimental proficiency test program for the designated laboratories		Experimental proficiency test program for air and water quality designated laboratories	No. of analytical and reference laboratories	10						2	DEC	
		Monitor pollution patterns in water bodies including marine litter and marine plastics		Water bodies pollution patterns monitored	No. of water bodies monitored	10						10	EMD	DEE DEC
		Identification and stoppage of illegal discharges in water bodies		Illegal discharges in water bodies identified and stopped	No. of illegal discharges	2,000						3	DEE	
		Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners		Analysis of dumpsites and its surrounding in the 47 counties undertaken	Database	10						5	EPRC	DEC
3.1.2	Coordinate the formulation and adoption of pollution control standards and guidelines	Develop and implement pollution control standards and guidelines in priority sectors		Pollution control standards and guidelines in priority sectors developed and implemented	No. of guidelines	1							DEC	
		Develop and implement Anti-Microbial Resistance (AMR) Surveillance and inspection manuals and plans for Environment sector		manual developed and AMR action plan implemented	Activity Reports								DEC	DEE EPRC
		Sensitize the public on pollution control and waste management		Improved public behaviour towards pollution control and waste management	No. of stakeholders	400						6	EEA& T	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
3.1.3	Greening the Authority operations	Undertake Environmental and Social Risk (ESR) baseline assessment of the Authority		ESR baseline undertaken	Baseline report								DEC	
		Integrate environmental sustainability practices in NEMA operations		Environmental sustainability practices adopted in the Authority	No. of green innovations implemented								EEA& T	
3.1.4	Enhance Integration of pollution control measures and standards in the licensing regime strengthen the license condition in the regimes	Develop pollution control licensing conditions and guidelines aimed at pollution prevention in various regimes		Pollution control licensing conditions and guidelines developed	No. of licenses conditions and guidelines								DEC	
		Enforce single use plastic ban countrywide		Reduced plastic pollution in the environment	Percentage level of reduction	56.6						25	DEE	
		Process various licensing regimes with pollution control measures and standards		Various licenses regimes with pollution control measures and standards processed	No. of licenses	3,000						5	DEC	
		Test emissions for mobile sources		Reduced air pollution	No. of mobile sources tested	10,000						5	DEC	
		Undertake compliance monitoring		Compliance Monitoring undertaken	Percentage of compliance and enforcement	40						5	DEC DEE	EPRC
		Undertake Environmental Control Audits		Environmental Audits undertaken	No. of Facilities audited	5000						10	DEE	DEC DES

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
3.1.5	Enhance enforcement actions for pollution control	Undertake continuous Pollution control inspections and prosecutions countrywide		Enforcement actions undertaken countrywide undertaken	No. of enforcement actions undertaken	2000						6	DEE	DEC
		Undertake technical back stopping and coordinate lead agencies on environmental compliance and enforcement		Technical back stopping and coordination of lead agencies on environmental enforcement undertaken	No. of technical backstopping undertaken	2						2	DEE	
		Collaborate with National police service on environmental enforcement		Environmental enforcement with national Police service undertaken	No. of collaborative engagements	1						2	DEE	
				National police service sensitized on environmental enforcement	No. of Sensitization Forum	1						2	DEE	
3.1.6	Enhance compliance with environmental laws and regulations	Undertake investigations and co-operation in prosecution of environmental offenders		Environmental laws and regulations enforced	Percentage of environmental offences investigated and submitted for prosecution	100						5	DLS	
3.1.7	Strengthen incident/ environmental crime detection	Classify and attend to environmental incidences		Reduced number of Environmental crimes	No. of environmental incidences attended	4000						4	DEC	DDFO
Strategic Objective 3.2: To promote public behavioural change on Environmental Management														
3.2.1	Integrate environmental education in formal institutions	Facilitate climate change co-curricular activities for learning institutions		Climate change co-curricular activities facilitated	No. of co-curricular activities facilitated	100						2	EEAT	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Capacity building for teacher educators on environmental management		Teacher educators on environmental management capacity built	No. of teacher educators	200						2	EEAT	
		Develop and disseminate Information, Communication and Education (IEC) materials		Information, Communication and Education (IEC) materials developed and disseminated	No. of (IEC) materials	4						5	EEAT	
		Create, acquire and maintain environmental education materials for library and resource centres		Education materials created	No. of materials	20						4	EEAT	
				E-journals acquired	No. of journals	10						2	EEAT	
				Library and resource centres maintained	No. of library and resource centres	48						2	EEAT	
3.2.2	Promote environmental activities in various sectors	Develop and implement sector specific environmental programmes		Sector specific environmental programmes developed	No. of programmes	2						5	EEAT	DEC, DEE, EMD, EPRC
		Mainstreaming sound chemical management in all institutions		Chemical management strategy and developed	No. of strategy	1		1					15	
					No. of guidelines	1		1					5	
				Institutions mainstreamed on chemical management	No. of institutions	50	5	1	1	1	1		5	5

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Strengthen awareness and education on sound chemical management in all institutions		Institutions strengthened on chemical management	No. of institutions	100						5	EEAT	DEC ICT DCC
		Construction of centres of excellence		centres of excellence constructed	No. of centres of excellence	2						24	DCS	SCM
		Implement the centres of excellence operational strategy		Green Points centres strengthened	No. of green points centres	3						5	EEAT	DCS
		Train various sectors on environmental management		Various sectors on environmental management trainet	No. of sectors	5						5	EEAT	DEC, DEE, EMD
		Engage the public on environmental activities		The public engaged on environmental activities	No. of people	500 ,000						5	EEAT	DEC
		Develop sector specific templates for inspections		Sector specific templates for inspections	No. of templates	2						4	DEE	DEC
		Undertake bi-annual conference on environment		Conference held	No. of conferences								EEAT	
		Enhance collaboration framework with Ministries, Counties, Departments and Agencies (MCDA)		Strengthened collaboration framework with MCDA, for effective pollution prevention, management, and control efforts	No. of collaboration frameworks	3						5	DEC	DFO DEE EEAT
3.2.3	Promote compliance to environmental laws and regulations	Undertake training on Basic Enforcement Course (BEC) and gazette NEMA and county government staff		Basic Enforcement Course (BEC) for NEMA and county staff undertaken	No. of BEC trainings	2						5	EEAT	DEE

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Monitor implementation of EIA/EA and SEA curriculum by training institution		Monitoring and implementation reports	No. of reports	2						4	DEC	
		Undertake principles of compliance and Enforcement for NEMA and county staff		Principles of compliance and Enforcement undertaken	No. of staff	50						5	EEAT	DEE
		Sensitize the regulated community on environmental laws and MEAS		Regulated communities sensitized on environmental laws and MEAS	No. of regulated communities	10						3	EEAT	DEE
		Undertake compliance promotion programmes for industries		Compliance promotion programmes for industries undertaken	No. of Compliance programmes	2						3	EEAT	DEE
3.2.4	Promote education for sustainable development	Undertake ESD and RCE awareness programmes		ESD and RCE awareness programmes undertaken	No. of ESD and RCE programmes	4						2	EEAT	DEE
Strategic Issue: Green and Circular Economy														
Strategic Goal: Accelerated adoption of low-carbon, resource-efficient development pathways and enhance environmental consideration into economic decision making														
KRA 4: Sustainable utilization of Natural Resources														
Outcome: Natural resources utilized sustainably														
Strategic Objective 4.1: To enhance blue economy initiatives														

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
4.1.1	Promote appropriate technologies, innovations and best environmental practices	Engage stakeholders in better utilization of natural resources		Increased collaboration & partnerships in utilization of NRS	No. of collaborations & partnerships built	4						8	DEC	DDFO
4.1.2	Promote collaboration, partnership, information sharing and knowledge management in best practice of utilization of blue economy resources	Dissemination of best practices to the lead agencies and stakeholders on utilization of natural resources		Dissemination report on best practices	No. of dissemination reports	1						5	EMD	
		Develop tools and instruments of the Economics of Environmental Policy for Blue Economy		Improved resource management, enhanced conservation efforts, and strengthened stakeholder engagement	No. of blue economic instruments developed	6						3	EMD	DDFO/ LEGAL/ EPRC
4.1.3	Enhance mechanisms that prevent land based pollution sources to marine and aquatic ecosystems	Carry out inspections on point & non-point source pollution of aquatic ecosystems		Reduced land based pollution sources on aquatic ecosystems	No. of enforcement actions	400						10	EMD	DEC DEE
		Development of Marine Spatial Plan guidelines		Marine Spatial Plan guidelines developed	No. of guidelines developed								EMD	

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
4.1.4	Enhance the quality and quantity of water for sustainable development	Carry out inspections on water quality in each County		Inspection reports	No. of inspections reports	400						5	DEE	DEC
4.1.5	Build capacity in marine litter management and aquatic resource utilization for the communities living around marine and inland water bodies	Capacity building communities on aquatic resource utilization		Improved aquatic resource utilization	No. of aquatic community stakeholders engaged	4						10	EMD	EEA&T
		Training of local communities on relevant governance structure, policies, regulations and appropriate technologies		Training report	No. of training reports	2						1	EMD	EEA&T
Strategic objective 4.2: To promote green and circular economy for enhanced resource use and efficiency														
4.2.1	Enhance policy and regulatory frameworks aimed at promoting transition to green and circular econom	Identify and address policy and regulatory gaps aimed at enhancing uptake of circular economy practices and technologies in Kenya		Policies, legislations and guidelines developed	No. of policies, legislations and guidelines	2						3	DEC	DES DEE DLS

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Propose and lobby for appropriate fiscal incentives to catalyse green and circular economy transition in conjunction with relevant stakeholders		Businesses and industries incentivized and adopting green and circular economy initiatives	No. of Businesses and Industries incentivized	120						2	DES	DEC
4.2.2	Promote economic instruments in environmental management	Align policies, standards and guidelines to support and integrate circular economy practices and technologies into Kenya's economic and environmental framework.		policies, standards and aligned guidelines	No. of policies, standards and guidelines	2						3	DES	DLS DEC
4.2.3	Implement Green and Circular economy initiatives	Develop standards and guidelines to execute NEMA's roles in EPR implementation		Standards and guidelines to execute EPR implementation developed	No. of EPR guidelines and standards	2						5	DEC	DEE LEGAL
		Roll out EPR for Waste Management		EPR for waste management rolled	Percentage of EPR Roll out	20						5	DEC	DEE DLS
		Formalize waste collectors to participate in circular economy		Formalized waste collectors	Waste collectors formalized	20						5	DEC	EEA & T

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Linking waste collectors cooperatives to secondary markets		waste collectors cooperatives linked to secondary markets	No. of waste collectors cooperatives	20						5	DEC	EEA&T
		Coordinate the establishment of Material Recovery Facilities (MRF)		MRF guidelines developed/reviewed	No. of guidelines	1						5	DEC	
				Guidelines implemented	Percentage implementation of the guidelines	20						2	DEC	
				MRFs Architectural designs developed	Architectural design	1						5	DEC	
				Model MRFs established	No. of model MRFs	5						250	DEC	
		Create awareness on waste segregation at source		Awareness creation on waste segregation at source undertaken	No. of people sensitized	100 000						4	EEAT	DEC
				Enforcement of waste segregation at source undertaken	No. of enforcement actions	600						5	DEE	DEC
		Build capacity and raise awareness on green and circular economy through stakeholder forums		Level of awareness raised	No. of stakeholders targeted/reached	240 0						5	DES	EPRC EEAT

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
4.2.4	Promote awareness creation and capacity building on green and circular economy	Create awareness and build technical capacity for waste prevention, segregation, recycling and industrial symbiosis		Enhanced awareness and improved technical skills among community members	Percentage Increase in the adoption	1,000						3	DE	EEA&T
		Public education and awareness forums e.g./i.e. Loop Forums		Increased public awareness and engagement in community issues through informative discussions and knowledge-sharing at the Loop Forum.	No. of community members	100						1	EEA&T	DEC
		Promote Education for Sustainable Development		Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision-making among the target	Increased integration of sustainable development concepts in curriculum, educational institutions, and community programs	20						5	EEA&T	DEC
		Capacity build stakeholders on green and circular economy initiatives		Improved adoption of green & circular economy initiatives	No. of green & circular economy initiatives adopted	400						10	EEA&T	DEC
		Capacity build stakeholders on G&CE		Improved adoption of green & circular economy initiatives	No of green & circular economy initiatives adopted	400						10	EEA&T	DEC

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
4.2.5	Mainstream waste managemen t	Raise awareness and build technical capacity for waste prevention, segregation, recycling and industrial symbiosis		Report	Percentage increase in the adoption of waste reduction, segregation, and recycling practices within the communit	10						10	EEA& T	DEC DEE
		Promote Education for Sustainable Developmen		Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision-making among the target	Percentage increase in integration of sustainable development concepts in curriculum, educational institutions, and community programs	20						5	EEA& T	

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Capacity build waste service providers on composting and material recovery from waste and promoting waste segregation at the source		Waste service providers capacity built	No. of waste providers	40						5	EEAT	DEC
4.2.6	Promote adoption of cleaner technologies	Promote four waste management value chain		Streamlined waste management	Reports on the four value chains								EEA&T	DEC DEE
		Capacity building of stakeholders and		Increased uptake of cleaner technologies	No of clean technologies adopted	200						12	EEA&T	DEC DEE

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		communities on cleaner technologies												
		Creation of awareness and strengthening of stakeholder capacities		Increased knowledge and understanding among stakeholders about relevant issues and improved stakeholder abilities to engage effectively.	No. of stakeholders participating	16						5	EEA& T	
Strategic Objective 4.3: To enhance integration of environmental considerations in environment and trade														
4.3.1	Promote Natural resources accounting at the National and county levels	Develop appropriate Environmental/Natural Resources framework/Accounts for Kenya in selected sectors		Sector specific Environmental/Natural Resources framework/Accounts developed	No. of Environmental reports, databases	1						15	EPRC	DEC
		Collection of relevant data and piloting of the developed frameworks and accounts		Database developed	Reports	20						2	EPRC	
		Digitization of the developed frameworks/Accounts		Successful digitization of the developed environmental/natural resources frameworks and accounts	No. of frameworks and account fully digitized	1						5	EPRC	
4.3.2	Promote integration of environmental considerations in Kenya's trade negotiation	Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others		Environmental Considerations integrated in National, Regional and International processes and meetings on Trade participated	No. of Reports	9						10	EPRC	DLS
Strategic Issue: Institutional Capacity														
Strategic Goal: Strengthened the institutional capacity of NEMA														
KRA 5: Institutional Capacity														

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Outcome: Improved productivity and effectiveness in service delivery														
Strategic Objective 5.1: To strengthen corporate and environmental governance and coordination														
5.1.1	Enhance Board oversight role	Facilitate Board meetings		Board meetings facilitated	Quarterly Board reports	4						30	DCS	DLS
		Mobilize financial and human resources		Enhanced Financial and Human Resources	Percentage of Financial and Human Resources mobilized	20						5	DCS	DLS
5.1.2	Strengthen the Regulatory framework for Environmental Management	Review existing environmental legislation and guidelines		Environmental legislations and guidelines reviewed	No. of environmental legislations and guidelines reviewed	1						3	DLS	
		Develop new environmental legislation		Environmental legislations and guidelines developed	No. of environmental legislations and guidelines developed	1						3	DLS	DEC DES
		Advise on legislative and other measures for management of the environment		Legislative and other measures for management of the environment advisory issued	Percentage of advisory opinions on management of environment offered	100						5	DLS	DEC DES
		Create awareness on environmental legislations and guidelines		Sensitization on environmental legislations and guidelines undertaken	No. of persons sensitized on environmental legislations and guidelines	50						3	EEAT	DLS

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Strategic Objective 5.2: To Strengthen Human Capital														
5.2.1	Attain and maintain optimal staffing levels	Review organization structure to align with the Strategic Plan (FY 2023-2027)		Aligned organization structure	Report	1						3	DCS	
		Review staff establishment to align with the Strategic Plan (FY 2023-2027)		Reviewed staff establishment	Report	1						3	DCS	
		Undertake work load analysis and skills audit		Work load analysis and skills audit report undertaken	Report	1						3	DCS	
		Align skills with the jobs		Jobs aligned to skills	No. of jobs aligned to skills	50						2	DCS	
		Identify services for outsourcing		Services identified	No. of services outsourced	5						5	DCS	SCM
5.2.2	Enhance staff welfare\Talent Management	Develop Annual recruitment plan		Recruitment plan developed	Recruitment plan	1						3	DCS	
		Recruit staff as per the plan		Staff recruited	No. of Staff recruited	20						40	DCS	DDHRA
		Review HR Manual and Career guidelines		Reviewed HR Manual & Career guidelines	Approved HR Manual and Career guidelines								DCS	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Operationalize Mortgage and car loan schemes		Mortgage and car loan schemes operationalized	Mortgage and car loan schemes in place								DCS	
		Train and develop staff		Staff trained	No. of staff trained	100						30	DCS	
		Undertake training impact assessment		Training impact assessment undertaken	Report								DCS	
		Implement Internship and attachment programs		Internship and attachment programs implemented	No. of interns and attachés hosted	300						1	DCS	
		Provide employee assistance programs		Employee assistance programs provided	No. of programs provided	1						2	DCS	
		Establish NEMA pension scheme		NEMA Pension scheme reviewed	NEMA pension scheme in place								DCS	
		Conduct employee engagement survey		employee engagement survey conducted	Report								DCS	
		Implement recommendations of the survey		Staff survey recommendations implemented	Implementation report								DCS	
5.2.3	Enhance performance and productivity	Develop reward and sanction framework		Reward and sanction framework developed	Approved reward and sanction framework								DCS	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Sensitize staff on the framework		Staff sensitized	No. of staff sensitized	50						3	DCS	
		Set targets for all staff at the beginning of every financial year		Signed targets	% of signed targets	100						2	DCS	
		Undertake annual performance appraisal		Appraisal undertaken	No. of staff appraised	100						5	DCS	
		Reward and sanction good/poor performers		Staff rewarded/sanctioned	No. of staff rewarded/sanctioned	40						1	DCS	
		mainstreaming productivity measurement		Productivity measurement mainstreamed	No. of officers sensitized on productivity measurement	40						1	DCS	
		Collect productivity measurement data and develop productivity metrics		Productivity metrics developed	No. of metrics developed	1						2	DCS	
		Compute Productivity Index		Compute Productivity Index computed	Productivity index							5	DCS	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Nature positive corporate culture through culture change programs		Culture change programs instituted	No. of culture change programs	2						3	DCS	
5.2.4	Provide Conducive work environment	Provide adequate, healthy and secure office space		Adequate, healthy and safe office space provided	NEMA HQ and 9 NEMA County offices	2						100	DCS	
		Repair, maintain and refurbish NEMA buildings		NEMA buildings refurbished and maintained.	Well maintained buildings	8						5	DCS	
		Provide office tools and equipment		Office tools and equipment provided	No. of tools and equipment provided	20						30	DCS	
		Procure vehicles for the Authority		Vehicles procured	No. of vehicles procured	10						100	DCS	
		Provide staff with protective gear and uniforms		Protective gear and staff uniform to staff provided	No. of staff provided with protective gear and/or uniform	40						1	DCS	
		Implement Records management policy		Records management policy implemented	Level of implementation	20						5	DCS	
		Undertake work place audit		Work place audit undertaken	Report,								DCS	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Implement recommendations of the audit		Implementation Reports	No. of recommendations implemented .								DCS	
5.2.5	Succession Planning and Management	Develop succession management strategy		Succession management strategy developed	Approved succession management strategy								DCS	
		Develop Implement succession management strategy		Implementation plan	Level of Implementation								DCS	
		Develop and implement mentoring and coaching guidelines		Mentoring and coaching guidelines developed	Approved guideline								DCS	
				Guidelines implemented	level of implementation								DCS	
5.2.6	Mainstream cross cutting policies	Mainstream Gender, HIV/AIDS & Disability, National values & principals of governance and prevent Corruption and Alcohol & drug abuse.		Cross cutting issues mainstreamed	Level of mainstreaming	100						2	DCS	HR&A

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Tar get	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Strategic Objective 5.3: To enhance financial sustainability of the Authority														
5.3.1	Strengthenin g institutional capacity on financial sustainabilit y	Increase the Appropriation In- Aid (A-I-A)		Appropriation in Aid increased	Amount collected (Ksh. Mn)	1,50 0						60	DCS	DDF
5.3.2	Engage Government to prioritize funding the Authority's programme s	Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums.		Engagement and participating in budget negotiations and sector working forums done	Funds allocated (Ksh. Mn)	1,00 0						20	DCS	DDF
5.3.3	Promote innovative financing	Operationalize and Monitor the Deposit Bonds mechanism		Deposit Bonds mechanism operationalized and monitored	Amount collected (Ksh. Mn)	75						10	DCS	
5.3.4	Mobilize funding from developmen t partners	Establish a resource mobilization coordination unit		Resource mobilization coordination unit established	No. of Resource mobilization coordination unit	1						5	DCS	P&P
		Build capacity of staff to develop bankable proposals		Staff trained on development of bankable project proposals	No. of staff trained	10						5	P&P	DCS
		Develop Bankable project proposals		Bankable project proposals developed	No. of proposals	1						3	P&P	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
5.3.5	Ensure effective and efficient utilization of financial resources	Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and best financial management practices		Financial and Audit reports	No. of reports	4						4	DCS	
		Strengthening internal financial control systems		Adherence to financial manual /Audit Reports	Percentage of adherence	100						5	DCS	
		Promotion of efficient use of available resources		Adherence to the Approved budgets	Percentage of adherence	100						5	DCS	
5.3.6	Strengthen strategic engagement with bilateral and multilateral development partners	Enhance capacity on development and marketing of fundraising concepts and proposals		Train 50 staff on development and marketing of fund raising concepts	No. of staff trained	10						5	P&P	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Engage the current development partners and negotiate for increase of NEMA allocation		Development partners engaged and negotiation for increase of NEMA allocation done	Amount raised (Ksh. Mn)	100						10	P&P	
5.3.7	Integrate Supply Chain Management in the Authority's operations	Demand oriented planning		Approved Procurement Plan	No. of Approved procurement plan	1						2	SCM	
				Statutory Reports	No. of Statutory Reports	4						3	SCM	
				Market Survey Report	No. of report	1						4	SCM	
		Build a strong partnership with the suppliers		Prequalified List of Suppliers & Annual Tenders	No. of prequalified list of suppliers & Annual Tenders	1						6	SCM	
		Sensitization of Suppliers Procurement Opportunities		Sensitization Report	No. of Sensitization report	1						1	SCM	
		Asset and inventory management.		Stock take reports	No. of Stock take reports	4						1	SCM	
				Approved Disposal Plan	No. of approved disposal Plan	1						3	SCM	
		Contract management		Approved Contracts	No. of Approved contracts	100						5	SCM	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
				Implementation Reports	No. of implementation reports	1						6	SCM	
Strategic Objective 5.4: To enhance Corporate Planning and Performance Management														
5.4.1	Coordinate Development/Review and Monitoring of the Strategic Plan implementation	Review 2023-2027 Strategic Plan periodically		The Strategic Plan reviewed	No. of reports								CS&P	
		Monitor the implementation of the 2023-2027 strategic plan		Approved annual and quarterly Work plans	No. of work plans	5						5	CS&P	
				Annual and Quarterly progress reports	No. of progress reports	5						3	CS&P	
		Monitor and Evaluate the Authority's programmes, projects and activities		M&E reports	No. of M&E reports	5						10	CS&P	
				M&E system, (NIMES) automated	No. of systems automated								CS&P	ICT
		Review M&E policy		M&E Policy reviewed	M&E Policy document								CS&P	
		Develop 2028-2032 Strategic Planning		Strategic Plan developed	Strategic plan								CS&P	
5.4.2	Coordinate performance Contracting	Prepare and monitor the implementation of the Authority's		Signed Performance Contracts	No. of PC signed Performance contracts	1						5	CS&P	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
		Performance Contracts		Quarterly Performance Contracts reports prepared	No. of PC reports	4						3	CS&P	
5.4.3	Coordinate the implementation of QMS 9001:2015 and establish EMS 14001:2015	Review and implement the Authority's Standard Operating Procedures		Departmental SOPs reviewed	No. of SOPs								CS&P	
				Level of implementation of the Authority's SOPs	Percentage of implementation	100						5	CS&P	
		Retain ISO certification		Periodic Audits undertaken	No. of Audit reports	2						7	CS&P	
				Periodic ISO surveillance Audits undertaken	No. of surveillance Audits reports	1						2	CS&P	
				ISO 9001:2015 trainings undertaken	No. of trainings	1						10	CS&P	
		Establish and implement EMS 14001:2015 standard		EMS 14001:2015 established and implemented	No of EMS 14001:2015								CS&P	
Strategic Objective 5.5: To leverage on ICT to automate service delivery														
5.5.1	Enhance digitization	Map out all business processes		Report of Business Processes Mapped out	No. of Reports	1						1	DCS	DICT

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
	and data analytics	Procure new integrated ERP and Licensing System		Integrated ERP and Licensing System	No. of Integrated Systems	1						100	DCS	DICT
		Procure Electronic Document Management System (EDMS)		Digitized Filing System	System								DCS	DICT
		Implement Application Programming Interfaces (APIs) for Internal and External Systems Integrations		Integrated Systems	No. of APIs								DCS	DICT
		Develop Service Delivery Channels (Apps, SMS Query and Portals)		Service Delivery Channels	No. of Service Delivery channels developed								DCS	DICT
		Implementation of Data Analytics tools		Enhanced Environmental Data Analysis & Informed Decision Making	No. of Data Analytic Tools								DCS	DICT
		Integrate GIS and remote sensing tools in environmental compliance		GIS and remote sensing tools integrated	Reports	1						33	EPRC	DICT
5.5.2	Upgrade ICT infrastructure and service development	Identify and utilize available opportunities for shared Government Infrastructure (data centres, web hosting, software, fibre connectivity etc.)		Utilized Shared Government Infrastructure	No. of Shared Government Infrastructure Utilized								DICT	DCS
		Upgrade/Maintenance of Internet Infrastructure		Reliable Internet Connectivity/Speeds	Percentage of Internet Uptime	100						5	DICT	DCS
		Procurement of ICT equipment		Updated ICT Asset Register	No. of Computers								DICT	DCS

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
				Licensed Hardware	No. of Licenses							12	DICT	DCS
		Undertake & Implement Network Audit		Network Audit Report	% of Implementation								DICT	DCS
		Nationwide Implementation of Voice Over IP (VoIP)		Reliable Telephone/Office Communication in region and county offices implemented	No. of Regional and County Offices	11						1	DICT	DCS
		Acquire and Implement Modern Technologies that are relevant to Authority's needs - AI, IoT, Machine Learning		Successful Adoption and Integration of Modern Technologies	No. of Modern Technologies implemented								DICT	DCS
5.5.3	Enhance Data protection and Information Security	Implement Information Security Management System (ISMS) Policy		International Standard Accreditation for Information System	ISO/IEC 27001:2022 Certification								DICT	
		Develop a Business Continuity Plan		Business Continuity Plan	Report	1						0.5	DICT	
		Improve Disaster Recovery and Security		Critical Services with tested plans	No. of Tested Plans	3						2	DICT	
Strategic Objective 5.6: To enhance corporate image														
5.6.1	Improve visibility and corporate image at	Revise and implement communication strategy		Communication Strategy	No. of Implementation plans	1						4	DCC	

S/No	Strategy	Key Activities	Sub - Activities	Expected Output	Output Indicators	Target	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budget (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
	National and County levels.	Undertake integrated media campaigns on environmental management activities		Improved visibility	No. of campaigns undertaken	4						10	DDC	
		Establish and operationalize NEMA TV		NEMA TV	No. of NEMA TV established and operationalized								DCC	
		Show case best environmental practices by producing content for NEMA online handles		Best environmental practices documented	No. of practices documented	4						5	DCC	
		Produce non-technical publications		Corporate publications	No. of publications produced	2						4	DCC	
		Implement branding guidelines		Enhanced brand visibility	No. of branded merchandise	4						8	DCC	
		Identify and implement CSR activities		CSR plans	No. of CSR plans executed	1						4	DCC	
5.6.2	Enhance customer experience	Implement Service Charter		Implementation monitoring Reports	Quarterly implementation status reports	4						2	DCC	
		Undertake customer satisfaction survey		Survey Report	Customer satisfaction index	1						3	DCC	
		Implement customer satisfaction survey findings		Implementation Reports	Percentage of findings implemented	4						2	DCC	

S/No	Strategy	Key Activities	Sub - Activ ities	Expected Output	Output Indicators	Tar get	GOK REC.	GOK DEV.	AEH& PMP	G C F	G E F	Budg et (Ksh . Mn)	Responsibility	
						Y1						Y1	Lead	Support
Strategic Objective 5.7: Risk management and assurance														
5.7.1	Improve effectiveness of internal controls, risk management and governance processes	Undertake review of internal controls		Effective systems of internal control, risk management and governance processes	No. of Audit Reports	12						4	DIA	
		Undertake Audit of Information Systems			No. of Audit Reports							DIA		
		Undertake Governance Audit			No. of Governance Compliance Audit Reports	1					5	DLS		
		Undertake Legal Compliance Audit			No. of Legal Compliance Audit Reports							DLS		
		Defend the Authority in civil litigation and court cases where the Authority is sued or named as a party		Authority's Civil litigation and court cases defended	percentage of court cases defended	100						7	DLS DIA	
5.7.2	Reduce risk exposure in the operations of the Authority	Review and Implement the IRMF		Reviewed IRMF	Reviewed IRMF document	1						8	CS&P	
				staff sensitized on the reviewed IRMF	No. of staff sensitized	50						2	CS&P	
				Implement the IRMF	Percentage of Implementation	100						5	CS&P	

