



MINISTRY OF
ENVIRONMENT,
CLIMATE CHANGE &
FORESTRY



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

STRATEGIC PLAN

2023–2027



*Our Environment, Our Life,
Our Responsibility*

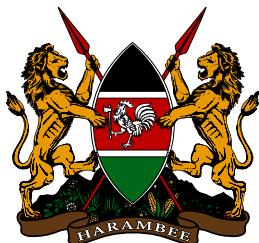
KENYA
VISION 2030



“

**We owe it to ourselves and to
the next generation to conserve
the environment so that we can
bequeath our children a sustainable
world that benefits all**

Prof Wangari Maathai- Nobel Laureate (2004)



REPUBLIC OF KENYA



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

STRATEGIC PLAN

2023-2027



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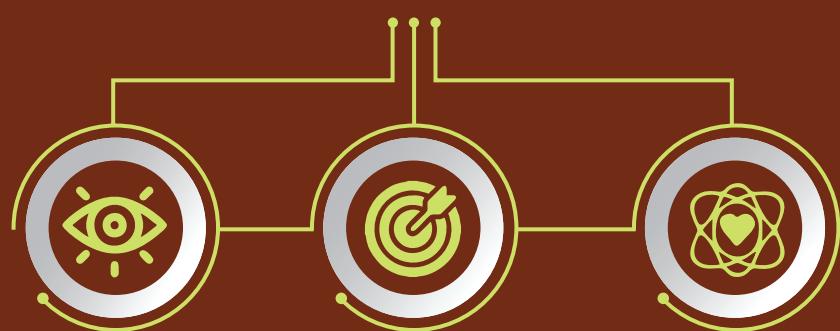
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VISION

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

Our Environment, Our Life, Our Responsibility

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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 fulfill 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. |
| Ecosystem | An ecosystem is a community of living organisms (plants, animals and microbes) in a particular area. The term 'eco' refers to a part of the world and 'system' refers to the coordinating units. An ecosystem is a community of organisms and their physical environment interacting together. |
| 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 |

FOREWARD



EMILIO MUGO
CHAIRMAN, BOARD OF DIRECTORS

“The authority envisions a clean, healthy and sustainably managed environment for a prosperous nation which will be achieved through clearly spelled out strategic goals

The National Environment Management Authority (NEMA) 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 the spelled out strategic goals namely; support low emissions and climate resilient development pathways; sustained healthy ecosystems; minimized levels of environmental pollution; accelerate adoption of resource-efficient and circular economy; and strengthen the institutional capacity.

The Plan is aligned to the National Treasury and Economic Planning guidelines for preparation of the Fifth-Generation Strategic Plans. It conforms to 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; the Constitution of Kenya 2010; Kenya Vision 2030; and the Fourth Medium Term Plan (MTP IV) themed Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth among other Government priorities.

In this fifth strategic plan (2023-2027), NEMA will capitalize on achievements and insights from the previous plan. The Authority will leverage technology in enhancing its internal business processes by adhering to the commitments of the service charter and Quality Management System in accordance with ISO 9001:2015 Standard for effective service delivery and customer satisfaction.

The plan outlines operational strategies, anticipates challenges and risks, and proposes mitigation measures. The Board will establish and implement institutional frameworks, policies, operational procedures, and foster partnerships with stakeholders to achieve the plan's objectives.

On behalf of NEMA, I present the strategic plan 2023–2027 to provide the roadmap for achievement of the strategic goals over the planned period. This plan is expected to provide a renewed and revitalized pathway for consolidating the gains made and expanding the horizon as per the mandate and functions of the Authority.

PREFACE AND ACKNOWLEDGEMENT



MAMO B. MAMO, EBS
DIRECTOR GENERAL

“

Over the two decades, NEMA has developed a way of working a theory of change - Deepening partnerships and collaborations with stakeholders which is central to the delivery of our mandate

The NEMA Strategic Plan 2023-2027 is a roadmap towards achievement of the aspirations of the constitution of Kenya on the environment. This plan seeks to outline NEMA's Strategic objectives and goals geared towards a clean and healthy environment for all.

In the 2019-2024 Strategic Plan period, the Authority made significant strides in all its areas of mandate by: improving the quality of the environment through undertaking ambient air quality monitoring in five Major urban centres, undertaking 3530 enforcement actions in all counties on the ban of plastic bags and issuing 50,228 various Licenses on EIA,EDL, Solid waste management and Air quality and supported reduction and monitoring of G.H.Gs emissions; restoring degraded and aquatic ecosystems; strengthening the regulatory framework for environmental management; and promoting public behavioral change in environmental management.

The Strategic plan 2023-2027 has outlined five Key Result Areas namely: Climate change adaptation and mitigation; protection, conservation and restoration of ecosystems; Pollution prevention, management and control; Sustainable utilization of natural resources; and Institutional capacity. In order to achieve these key result areas, the Authority has identified eighteen (18) strategic objectives to guide the implementation of the plan. The implementation of these objectives will play a key role in ensuring achievement of our vision of a clean, healthy and sustainably managed environment for a prosperous nation.

The preparation and validation of this plan involved consultative forums where stakeholders provided valuable inputs, contributing to its finalization. Gratitude is extended to all line Ministries, Departments, and Agencies for their active engagements and contributions to the development of this Strategic Plan. Special acknowledgment is given to the Technical Committee, comprising the management of the Authority, for spearheading the development of this Plan.

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 to the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; the Constitution of Kenya 2010; the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 themed Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth among other Government priorities.

Chapter One 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.

Chapter Two outlines NEMA's mandate, vision, mission, strategic goals, core values and the Quality policy statement upon which this strategic plan is anchored.

Chapter Three presents an analysis of NEMA's operating environment, past performance, key achievements, implementation challenges, emerging strategic issues and stakeholders' analysis.

Chapter Four details the strategic issues, goals and key result areas that the Authority shall focus on in the implementation of this Strategic Plan.

Chapter Five outlines strategic objectives and strategies that will guide the Authority during the plan period.

Chapter Six 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.

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

Chapter Eight outlines the Monitoring, Evaluation and Reporting Framework.



Enkongu Enkare springs **Photo credit:** Gilbert Karimu



CHAPTER

1

INTRODUCTION

Chapter 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 a proactive approach that addresses 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.



The strategic plan is expected to provide NEMA with a renewed and revitalized pathway that expands its horizons as per its mandate and functions

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.



SUSTAINABLE DEVELOPMENT GOALS

NEMA is committed to the achievement of the following SDGs

3 GOOD HEALTH AND WELL-BEING



- Enforcement of environmental laws.
- Control and management of hazardous chemicals against air, water and soil pollution and contamination.

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

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

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

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



nema
mazingira yetu | uhai wetu | wajibu wetu

13 CLIMATE ACTION



- Mobilize Climate Finance to support resilience building in the Country
- Undertake exhibitions on best practice interventions/ programmes on Climate Change
- 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

15 LIFE ON LAND



- 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

14 LIFE BELOW WATER



- 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

17 PARTNERSHIPS FOR THE GOALS



- 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 Africa's Agenda 2063 which is the blueprint and master plan for transforming Africa into a 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 the 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.

CHAPTER 1: INTRODUCTION

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 the 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 and Land Use Planning Act, 2019
- l) The land Act no. 6 of 2012
- m) The Fisheries Management and Development Act, 2016
- n) National Construction Act, 2011
- o) National Nuclear Act, 2018
- p) 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 a state corporation within the State Department for Environment and Climate Change under the Ministry of Environment, Climate Change and Forestry. The Authority 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 a lack of 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, 1999 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, 1999 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

CHAPTER 1: INTRODUCTION

- 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.

The functions of NEMA are not only stipulated in EMCA, 1999 but also in the Climate Change Act, 2016. Section 17 of the said Act empowers NEMA on behalf of the National Climate Change Council to monitor, investigate and report on whether public and private entities are in compliance with the assigned climate change duties and to regulate, enforce and monitor

compliance on levels of greenhouse gas emissions as set by the Council under the Act.

Moreover the Authority is the Designated National Authority (DNA) for carbon markets under the Climate Change (Carbon Markets) Regulations, 2024.

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 subjected to both internal and external stakeholders for validation. Thereafter it was submitted to the State Department for Economic Planning for review and approval.

1.4.4 Finalization

The strategic plan was publicized and disseminated to the public.



CHAPTER

2

STRATEGIC DIRECTION

Chapter Overview

This chapter outlines NEMA's mandate, vision, mission, strategic goals, core values and the quality policy statement upon which this strategic plan is anchored.



| | |
|--|---|
| QUALITY POLICY STATEMENT | <p>To implement 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: -</p> <ul style="list-style-type: none"> • 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. |
| CORE VALUES | <ul style="list-style-type: none"> • Environmental Stewardship We are committed to responsible planning and management of the environment. • Professionalism We will maintain high standards and professional competence in the discharge of responsibilities and delivery of services. • Integrity We are committed to promoting transparency and accountability in our work. We will be impartial, honest and objective in all NEMA activities and decision-making. • Innovativeness We are committed to fostering an enabling environment that encourages innovation, creativity and continuous learning to achieve efficiency and effectiveness in service delivery. |
| STRATEGIC GOALS | <ol style="list-style-type: none"> 1. Support low emissions and climate resilient development pathways 2. Sustained healthy ecosystems 3. Minimized levels of environmental pollution 4. Accelerate adoption of resource-efficient and circular economy 5. Strengthen the institutional capacity. |
| MISSION | <p>To innovatively and responsibly coordinate, supervise, manage and report all environmental matters for sustainable development in Kenya.</p> |
| MANDATE | <p>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.</p> |
| VISION A clean, healthy and sustainably managed environment for a prosperous nation. |  <p>The logo consists of a large white circle containing a stylized green leaf and a blue water droplet. The circle is divided into six segments by a grid. The segments are colored in a gradient: top-right is light blue, top-left is dark brown, middle-right is medium brown, middle-left is light green, bottom-right is light blue, and bottom-left is dark brown. Each segment contains a white icon: top-right has a gear and a clipboard, top-left has a heart and a gear, middle-right has a target, middle-left has a briefcase with a target, bottom-right has a sun with a gear, and bottom-left has a gear.</p> |

Table 1 NEMA's Role in SDGs

mazingira yetu | uhai wetu | waifluwetu



Maragua River **Photo credit:** Anthony Waswa

CHAPTER

3

SITUATIONAL AND STAKEHOLDER ANALYSIS

Chapter Overview

This chapter presents an analysis of NEMA's operating environment, past performance, key achievements, implementation challenges, emerging strategic issues and stakeholders.



3.1. Situational Analysis

NEMA undertook an extensive situational analysis to establish its external and internal operating environment. The results are summarized in Tables 2 and 3.

3.1.1. External Environment

NEMA's external environment was analysed using PESTLE (Political, Economic, Social, Technological, Legal and Ecological). The following PESTLE issues and strategic response were identified from the analysis.

- a. **Political factor:** Potential change in Government policies and priorities may positively or negatively affect implementation of the planned programmes. A stable political environment is critical to the realization of the Authority's mandate. The Authority will align its policies to the Government's development agenda for sustainable environmental management.
- b. **Economic Factor:** Inadequate budgets and low compliance levels adversely affect the Authority's performance. The Authority will lobby for more funding, diversify revenue streams and intensify 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. However obsolete technology, cyber security threats and e-waste are emerging challenges that require to be addressed. The Authority will continuously improve the ICT infrastructure to

offer better services, strengthen its capacity for proper e-waste management and stay adept to emerging technological advancements.

- e. **Legal factor:** Environmental legal frameworks provide the Authority with necessary powers and guidelines to manage and coordinate environmental activities. Inadequate enforcement of environmental laws, overlap in institutional mandates can result in high litigation/legal penalties, project delays and liabilities from environmental damage. 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 Office of the Attorney General and the Land and Environment Court in prosecuting environmental cases.
- f. **Ecological factor:** Worsening climate change, pollution, degradation and biodiversity loss have a negative impact on the environment exerting pressure on the Authority's resources that adversely impact its performance. The Authority will implement climate change action plan and response strategies, improve incident response and management on disaster, and implement biodiversity management strategies. The Authority will also deploy resources and strengthen its capacity to fully implement relevant pollution control and management laws.

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 e.g., Kenya Vision 2030 Presidential directive of accelerating to 30% National Tree cover by 2032 Multilateral Environmental Agreements i.e., UNFCCC,CBD, UNCCD, Ramsar, Rotterdam and Basel Convention Political goodwill to support conservation, management and protection of the environment Collaboration with County Governments. | <ul style="list-style-type: none"> Potential change in government policies may lead to reduced funding and support for NEMA initiatives Environmental degradation because of slow implementation of devolved functions by counties due to lack of political goodwill Slow uptake implementation of the devolved environmental functions due to lack of technical capacity |
| 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 Incentives 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"> Low compliance levels Inadequate budgets Overlap in mandates with lead agencies 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 Kenya policy on Public participation 2023 Increasing residence associations with clear environmental governance structures | <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 leading to stretched capacity to handle environmental issues Rural urban migration Drug and substance abuse Weak compliance to environmental laws Existence of porous borders leading to increased infiltration of contraband goods |

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| Environmental factor | Opportunities | Threats |
|----------------------|--|--|
| 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 Availability of modern emerging technologies which assist in environmental compliance e.g, mobile monitoring equipment | <ul style="list-style-type: none"> Cyber security threats like hacking of the online systems High subscription and servicing cost for ICT software and equipment. Inadequate capacity to manage e-waste in the country |
| 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 the 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 Collaboration with the Office of the Attorney General | <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 |
| Ecological | <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 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 fulfill 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 namely; 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.

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 outlines the services that we offer, rights and responsibilities of the customers and the procedures to follow if the set standards are not

met. It 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 ensure 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 Centres of Excellence 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 strengthen NEMA's capacity to implement programmes and support environmental management.

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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 the 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 conservation, protection and managementNEMA is Established under an Act of Parliament through EMCA ,1999 that is aligned to the Constitution of Kenya 2010Existence of Environmental Regulations under EMCA for operationalization of the ActCompetent professional staff in the core technical areasEntrenchment of Board of Management as a legal entity as provided by State Corporations ActGood working relationships with MDACsExistence of administrative structures in all 47 counties | <ul style="list-style-type: none">Pending regulatory frameworks (EMCA bill 2022 and regulations)Lack of a harmonized compliance and enforcement approach between National and County Governments. |
| Internal Business Processes | <ul style="list-style-type: none">Standard operating procedures in our operations ISO 9001:2015Availability of the updated Citizen Service Delivery CharterInternal policies and procedure manuals in placeERP and licensing systems in place | <ul style="list-style-type: none">Inadequate infrastructure such as ICT, research laboratories and equipment.Low level of automation of services. |

| Factor | Strengths | Weaknesses |
|-----------------------------------|--|---|
| Resources and capabilities | <ul style="list-style-type: none"> Competent human capital Designated NIE for AF and GCF. NEMA is a Designated National Authority for carbon markets. Customized licensing platform Established and strengthened Centres of excellence in 15 Counties and others yet to be developed after the allocation of land. Existing legal framework-EMCA and its regulations, Climate change act, Sustainable waste management Act (intangible resources) Support from Development Partners Resource mobilization strategy in place. | <ul style="list-style-type: none"> Inadequate human, financial and physical resources (office space and vehicles) Inadequate coordination frameworks with MDACs |

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.

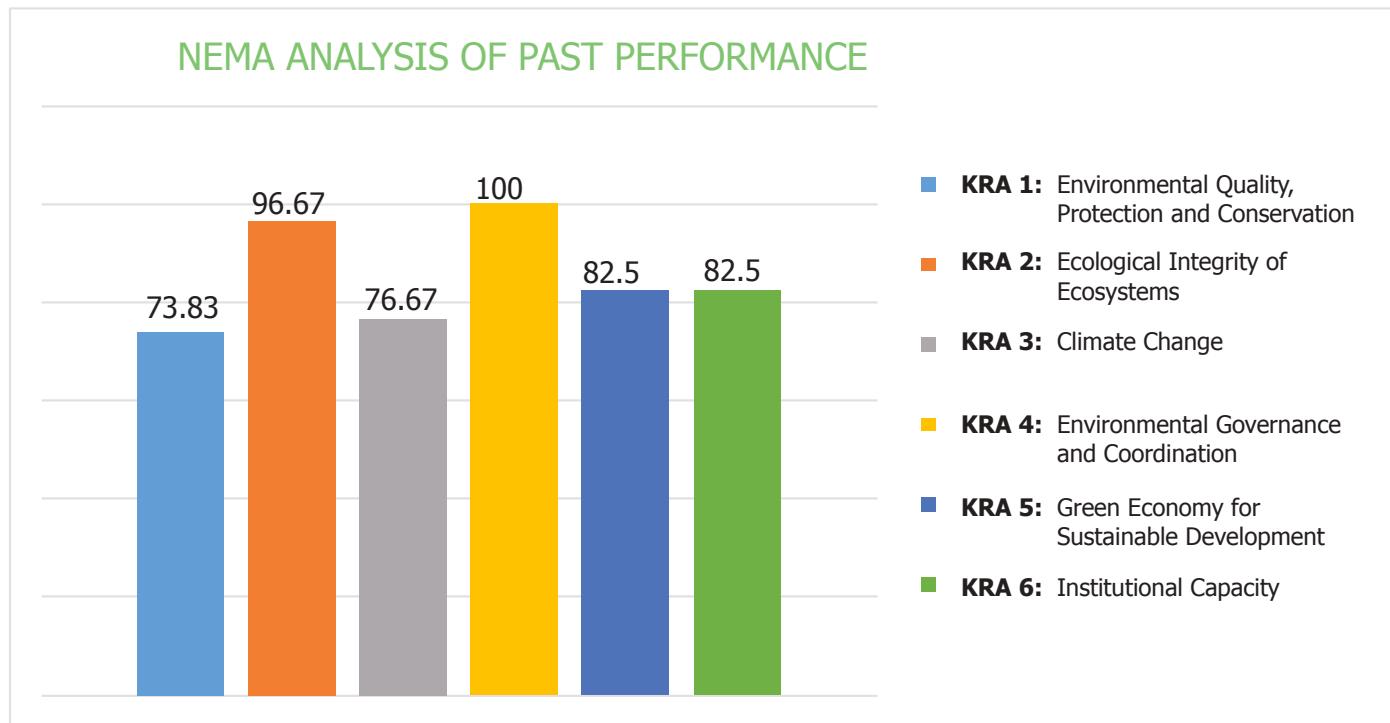


Figure 1: Overall Implementation Status

CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

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 3 respectively.

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 2.To promote sustainable natural resource utilization 3.To promote public behavioral change in environmental management | 92.9% 44.% 84.6% |
| 2 | Ecological Integrity of Ecosystems | 4.To promote conservation and management of aquatic and terrestrial ecosystems 5. To promote conservation and management of environmentally significant areas 6.To restore selected degraded aquatic and terrestrial ecosystems | 90% 100% 100% |
| 3 | Climate Change | 7. To support reduction and monitoring of Green House Gases (GHG) emissions 8.To advance implementation of climate change duties into public and private entities 9.To integrate climate risk and vulnerability assessment into all forms of assessment 10.To mobilize and deploy climate Finance 11. To support implementation of CCA, NAP, NDC, NCCAP 12. To promote programs on Carbon Neutrality | 100% 0%. 100% 100% 60% 100% |
| 4 | Environmental Governance and Coordination | 13. To Strengthen the regulatory framework for Environmental Management 14. To promote synergy in Management of Environmental Functions | 100% 100% |
| 5 | Green economy for Sustainable Development | 15. To promote sustainable blue economy 16. To promote green economy | 73% 92 % |
| 6 | Institutional Capacity | 17.To strengthen corporate governance 18. To enhance NEMA's corporate image 19. To strengthen human capital 20. To enhance financial sustainability of the Authority 21. To enhance service delivery 22. Risk Management | 100% 100% 82.4% 91.7% 65.4% 55.6% |

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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 and 2022-2024 State of Environment report Undertook ambient air quality in Five (5) major towns (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret) Undertook 3530 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 Undertook 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, encompassing areas like Taita Hills Forests and Embu ESAs 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 gazettement 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 |

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| S/No. | Key Result Areas | Key Achievements |
|-------|---|---|
| 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 • 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 AEH&PMP 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 the 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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.

See overleaf for table 7

Table 7: Stakeholder Analysis

| S/No | Stakeholder | Role | Expectation of the stakeholder | Expectation of the Authority |
|------|-----------------------------------|--|---|--|
| 1 | Staff | <ul style="list-style-type: none"> 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 Efficient and effective human resource services Participatory and fair appraisal Capacity development through required training | <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 |
| 2 | Board | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 |
| 4 | Police | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 |
| 6 | Kenya Revenue Authority | <ul style="list-style-type: none"> Validation of data provided by producers on Extended Producer responsibility | <ul style="list-style-type: none"> Collaboration in information sharing with producers' compliance in EPR regulations | <ul style="list-style-type: none"> Triangulation of data provided by producers |
| 7 | Kenya Bureau of Standards | <ul style="list-style-type: none"> 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 |
| 8 | Ministry Departments and Agencies | <ul style="list-style-type: none"> 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 |

| S/No | Stakeholder | Role | Expectation of the stakeholder | Expectation of the Authority |
|------|--|--|---|--|
| 9 | County Governments | <ul style="list-style-type: none"> Partnerships with the Authority to implement devolved environmental 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 |
| 10 | Academic Institutions | <ul style="list-style-type: none"> 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 |
| 11 | Research Institutions | <ul style="list-style-type: none"> 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 |
| 12 | Public | <ul style="list-style-type: none"> To corporate with state organs and conserve the environment for a clean and healthy environment Seeking services and feedback | <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 environmental activities | <ul style="list-style-type: none"> Stewardship with environmental laws Partnership in environmental management Report on environmental violations |
| 13 | Judiciary | <ul style="list-style-type: none"> 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 on environmental matters |
| 14 | Private Sector | <ul style="list-style-type: none"> 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 |
| 15 | Kenya Alliance of Residents Associations | <ul style="list-style-type: none"> 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 by-laws when making decisions resident 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 | Business Membership Organizations (KAM, KEPSA, KCCI, KNCC) | <ul style="list-style-type: none"> 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 by-laws when making decisions resident within their jurisdiction | <ul style="list-style-type: none"> Safeguard the environment in their area |
| 17 | Non-State Actors | <ul style="list-style-type: none"> Mobilize resource for environmental conservation Provide environmental advocacy Capacity building on environmental issues Implementation of programmes and activities | <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 |
| 18 | Contractors, Suppliers and Merchants | <ul style="list-style-type: none"> 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 |
| 19 | Professional Bodies | <ul style="list-style-type: none"> 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 |
| 20 | Development Partners and International Organizations | <ul style="list-style-type: none"> Financial and Technical Support Information sharing and reporting Technology infrastructure support Knowledge exchange and best environmental practices | <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 |
|------|--------------------------------------|---|--|---|
| 21 | Parliament | <ul style="list-style-type: none"> 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 |
| 22 | Media | <ul style="list-style-type: none"> 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 |
| 23 | NET | <ul style="list-style-type: none"> 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 Timely determination of matters at the tribunal |
| 24 | NETFUND | <ul style="list-style-type: none"> Mobilization of resources to facilitate research intended to further the requirements of environmental management Capacity building and environmental awards | <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 |
| 25 | NECC | <ul style="list-style-type: none"> 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 |
| 26 | Independent Commissions | <ul style="list-style-type: none"> 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 |
| 27 | Environment Institute of Kenya (EIK) | <ul style="list-style-type: none"> Provide necessary professional guidance Enforce regulations and standards | <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 |



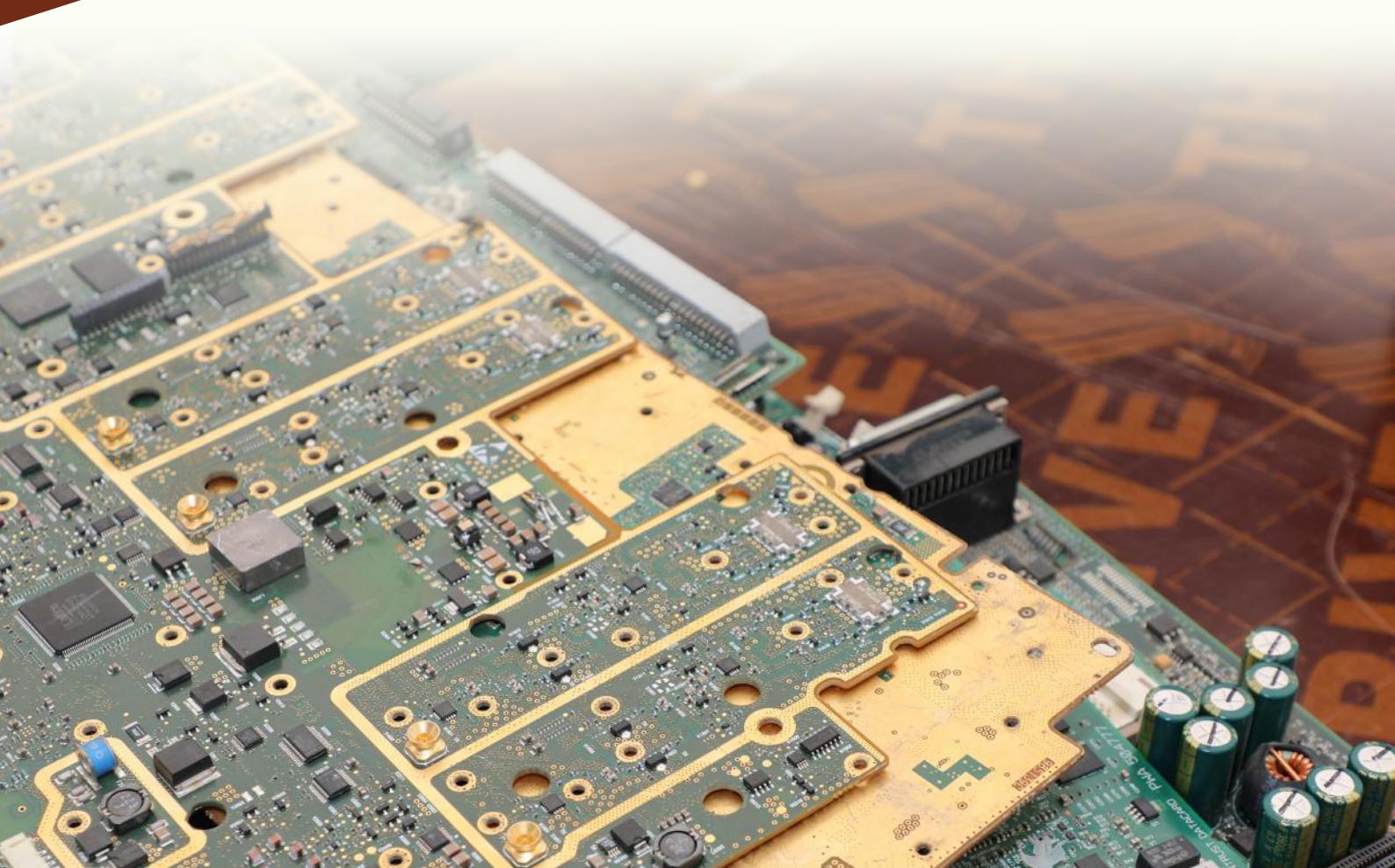
CHAPTER

4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Chapter Overview

This chapter details the strategic issues, goals and key result areas that the Authority shall focus on in the implementation of this Strategic Plan.



CHAPTER FOUR: STRATEGIC ISSUES, 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 fulfill 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 low emissions and climate resilient development pathways

Goal 2: Sustained healthy ecosystems

Goal 3: Minimized levels of environmental pollution

Goal 4: Accelerate adoption of resource-efficient and circular economy

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: Protection, conservation and restoration 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 | Key Result Areas |
|----------|------------------------------------|--|---|
| 1 | Climate change | Support low emissions and climate resilient development pathways | <ul style="list-style-type: none">• Climate change adaptation and mitigation |
| 2 | Ecological integrity of ecosystems | Sustained healthy ecosystems | <ul style="list-style-type: none">• Protection, conservation and restoration ecosystems |
| 3 | Environmental Pollution | Minimized levels of environmental pollution | <ul style="list-style-type: none">• Pollution prevention, management and control |
| 4 | Green and circular Economy | Accelerate adoption of resource-efficient and circular economy | <ul style="list-style-type: none">• Sustainable utilization of natural resources |
| 5 | Institutional capacity | Strengthen the institutional capacity | <ul style="list-style-type: none">• Institutional capacity strengthened |



CHAPTER

5

STRATEGIC OBJECTIVES AND STRATEGIES

Chapter Overview

This chapter outlines strategic objectives and strategies that will guide the Authority during 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.



CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

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 contribute to increased climate-resilient sustainable development | Improved resilience and adaptive capacity of vulnerable communities and ecosystems | % reduction with vulnerability or increased resilience to climate change | 50 | 55 | 60 | 65 | 70 |
| SO1.2: To contribute to the shift to low-emission sustainable development pathways | Reduced Green House Gas emissions | Tonnes of carbon dioxide equivalent (CO ₂ e mt) reduced or avoided | TBD | TBD | TBD | TBD | TBD |
| KRA2: Protection, conservation and restoration of ecosystems | | | | | | | |
| SO2.1: To Enhance the Integrity of Ecosystems | Enhanced integrity of Ecosystems | Ha of wetlands restored and protected | 60.62 | 62.7 | 64.8 | 66.9 | 69 |
| SO2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects | Improved Environmental management | Environment Performance Index | 60.62 | 62.7 | 64.8 | 66.9 | 69 |
| SO2.3: To Promote Research, Investigation and Surveys in the field of environment | Improved knowledge on the status of the ecosystem | 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 | Reduction in pollution levels | Air quality index | 100 | 90 | 80 | 70 | 60 |
| | | % level of compliance and enforcement | 25 | 30 | 40 | 50 | 60 |
| | | % reduction of plastic pollution | 56.6 | 60 | 65 | 70 | 75 |
| | | volume of solid waste generated and collected in tonnes (T in Mn) in 47 counties | 2 | 10 | 20 | 40 | 50 |

CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

| Strategic Objective | Outcome | Outcome Indicator | Projections | | | | |
|---|--|---|-------------|-------|-------|-------|-------|
| | | | YR1 | YR2 | YR3 | YR4 | YR5 |
| SO3.2: To promote public behavioural change on environmental management | Improved public awareness and behavioural change on environmental management | % increase in the number of people sensitized on environmental management | 50% | 55% | 60% | 65% | 70% |
| | | % adoption of environmental sustainability practices by public/private entities | 8.67% | 15% | 25% | 30% | 40% |
| KRA 4: Sustainable utilization of Natural Resources | | | | | | | |
| SO4.1: To enhance blue economy initiatives to harness the potential of marine and inland water bodies | Improved quality of marine and inland water bodies | % reduction of pollution sources in marine and inland water bodies | 40 | 45 | 50 | 55 | 60 |
| SO4.2: To promote green and circular economy for enhanced resource use efficiency | Reduced amount of waste generated in the environment | No. of waste collectors identified and registered | 168 | 200 | 250 | 300 | 350 |
| | | No. of companies adopting circular economy initiatives | 100 | 120 | 140 | 160 | 180 |
| SO4.3: To enhance integration of environmental considerations in environment and trade | Increased proposition of environmentally certified products in trade | % level of consumer awareness on eco-friendly products | 100 | 100 | 100 | 100 | 100 |
| 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 | 1.5 | 1.8 | 2.0 | 2.3 | 2.5 |
| SO5.3: To enhance financial sustainability of the Authority | Financial stability and sustainability | Amount of internally generated revenue (AIA) in millions(KShs) | 900 | 2,200 | 2,500 | 2,800 | 3,000 |
| | | Amount of GOK funds disbursed(Recurrent/Development) in millions(KShs) | 599 | 599 | 599 | 599 | 599 |
| | | Amount mobilized externally in millions(KShs) | 193 | 600 | 700 | 800 | 900 |
| SO5.4: To enhance Corporate Planning and Performance Management | Improved performance rating | Composite score | 3.2 | 3.0 | 2.8 | 2.6 | 2.4 |

| Strategic Objective | Outcome | Outcome Indicator | Projections | | | | |
|--|--------------------------------|---------------------------------------|--------------------|------------|------------|------------|------------|
| | | | YR1 | YR2 | YR3 | YR4 | YR5 |
| SO5.5: To leverage on ICT to automate service delivery | Operational efficiency. | % of services and processes Automated | 65 | 70 | 75 | 80 | 85 |
| SO5.6: To enhance corporate image | Improved customer satisfaction | Customer satisfaction index | 47 | 52 | 57 | 62 | 67 |
| SO5.7: Risk management and assurance | Reduced risk levels | Low level of risk | Low | Low | Low | Low | Low |

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 contribute to increased climate-resilient sustainable development | 1.1.1 Mainstreaming climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA) 1.1.2 Mobilization and deployment of climate finance 1.1.3 Supporting knowledge generation and sharing on climate change adaptation |
| | SO1.2: To contribute to the shift to low-emission sustainable development pathways | 1.2.1 Monitoring, investigation and reporting on whether public and private entities are in compliance with their assigned climate change duties 1.2.2 Supporting implementation of National Determined Contribution (NDC) to the Paris Agreement 1.2.3 Strengthening institutional capacity of NEMA as the NDA for carbon markets |

CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

| Key Result Area | Strategic Objectives | Strategies |
|---|--|---|
| 2. Protection, conservation and restoration of ecosystems | SO2.1 To Enhance the Quality and Integrity of Ecosystems | <p>2.1.1 Coordination on protection, conservation and restoration of ecosystems</p> <p>2.1.2 Promotion of biodiversity conservation in key ecosystems</p> <p>2.1.3 Coordination of lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plans</p> |
| | SO2.2:To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects | <p>2.2.1 Coordination of 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 Coordination, monitoring and dissemination of environmental research findings</p> <p>2.3.2 Coordinating the implementation of the environmental research agenda</p> |
| | SO2.4:To Support implementation of Multilateral Environmental Agreements and obligations | <p>2.4.1 Advising 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 Establishment of the baseline for environmental quality for land, water and air</p> <p>3.1.2 Promotion of Natural resources accounting at the National and county levels</p> <p>3.1.3 Coordinating the formulation and adoption of pollution control standards and guidelines</p> <p>3.1.4 Greening the Authority operations</p> <p>3.1.5 Enhancement on integration of pollution control measures and standards in the licensing regime</p> <p>3.1.6 Strengthening the license conditions in the regimes</p> <p>3.1.7 Enhancement of enforcement actions for pollution control</p> <p>3.1.8 Enhancing compliance with environmental laws and regulations</p> <p>3.1.9 Strengthening incident/ environmental crime detection</p> |
| | SO 3.2 To promote public behavioural change on environmental management | <p>3.2.1 Integration of environmental education in formal institutions</p> <p>3.2.2 Promotion of environmental activities in various sectors</p> <p>3.2.3 Promoting compliance to environmental laws and regulations</p> <p>3.2.4 Promotion of education for sustainable development</p> |

CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

| Key Result Area | Strategic Objectives | Strategies |
|---|--|---|
| 4. Sustainable utilization of Natural Resources | SO4.1: To enhance blue economy initiatives | <p>4.1.1 Promotion of appropriate technologies, innovations and best environmental practices</p> <p>4.1.2 Promoting collaboration, partnership, information sharing and knowledge management in best practice of utilization of natural resources</p> <p>4.1.3 Enhancement of mechanisms that prevent land-based pollution sources to marine and aquatic ecosystems</p> <p>4.1.4 Enhancing the quality and quantity of water for sustainable development</p> <p>4.1.5 Building capacity in marine litter management and aquatic resource utilization for the communities living around marine and inland water bodies</p> |
| | SO4.2: To promote green and circular economy for enhanced resource use and efficiency | <p>4.2.1 Enhancement of policy and regulatory frameworks aimed at promoting transition to green and circular economy</p> <p>4.2.2 Promotion of economic instruments in environmental management</p> <p>4.2.3 Implementation of Green and Circular economy initiatives</p> <p>4.2.4 Promotion of awareness and capacity building on green and circular economy</p> <p>4.2.5 Mainstreaming waste management</p> <p>4.2.6 Promotion on adoption of cleaner technologies</p> |
| | SO4.3: To enhance integration of environmental considerations in environment and trade | <p>4.3.1 Promoting integration of environmental considerations in Kenya's trade negotiations</p> |

| Key Result Area | Strategic Objectives | Strategies |
|---------------------------|---|--|
| 5. Institutional Capacity | SO5.1 To strengthen corporate and environmental governance and coordination | 5.1.1 Enhancement of Board oversight role 5.1.2 Strengthening the Regulatory framework for Environmental Management |
| | SO5.2: To Strengthen Human Capital | 5.2.1 Attaining and maintaining optimal staffing levels 5.2.2 Enhancement of staff welfare\Talent Management 5.2.3 Enhancement of performance and productivity 5.2.4 Provision of conducive work environment 5.2.5 Succession planning and management 5.2.6 Mainstreaming cross cutting policies |
| | SO5.3: To enhance financial sustainability of the Authority | 5.3.1 Strengthening institutional capacity on financial sustainability 5.3.2 Engagement of government to prioritize funding the Authority's programmes 5.3.3 Promotion of innovative financing 5.3.4 Mobilization of funds from development partners 5.3.5 Ensure effective and efficient utilization of financial resources 5.3.6 Strengthening strategic engagement with bilateral and multilateral development partners 5.3.7 Enhancement of Supply Chain efficiency and sustainability |
| | SO5.4: To enhance Corporate Planning and Performance Management | 5.4.1 Coordination of development/review, implementation and monitoring of the Strategic Plan 5.4.2 Coordination of performance Contracting 5.4.3 Coordination of implementation of QMS 9001:2015 and establishment of EMS 14001:2015 |
| | SO5.5: To leverage on ICT to automate service delivery | 5.5.1 Enhancement of digitization and data analytics 5.5.2 Upgrade ICT infrastructure and service development 5.5.3 Enhancement of Data protection and Information Security |
| | SO5.6: To enhance corporate image | 5.6.1 Improvement on visibility and corporate image at National and County levels 5.6.2 Enhancement of customer experience |
| | SO5.7: Risk management and assurance | 5.7.1 Improvement on effectiveness of internal controls, risk management and governance processes 5.7.2 Reduction of risk exposure in the operations of the Authority |

CHAPTER

6

IMPLEMENTATION AND COORDINATION FRAMEWORK

Chapter 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.

6.2.1.1 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.

6.2.1.2 Environmental Compliance Directorate

The Compliance Directorate is established pursuant to Section 9 (2) Part V1, VII, V11, IX, X, and X111 of EMCA 1999 and is responsible for Processing of environmental licensing, developing regulations, standards & guidelines and enforcement of those standards. It has three departments namely: Environmental Assessment; Waste Management and Licencing; and Field Operations and Devolved Functions Coordination

6.2.1.3 Environmental Enforcement Directorate

The Enforcement Directorate is established pursuant to Section 9 (2) Part V1, VII, IX, X, and X111 of EMCA 1999. Enforcing environmental laws is a central part of NEMA strategic plan aimed at ensuring a clean and healthy 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 ensures a coordinated and a consistent 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. The enforcement includes both criminal and preventative/remedial responses. For every offence, enforcement action is normally undertaken and 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 Environmental Audit and Monitoring.

6.2.1.4 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.

6.2.1.5 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 services to management and secretarial services to the Board. It consists of two departments namely: Environmental Litigation and Legal Services.

6.2.1.6 Internal Audit Directorate

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

and the governance processes.

6.2.1.7 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).

6.2.1.8 Supply Chain Management Department

The Department is created pursuant to section 227 of the 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.

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

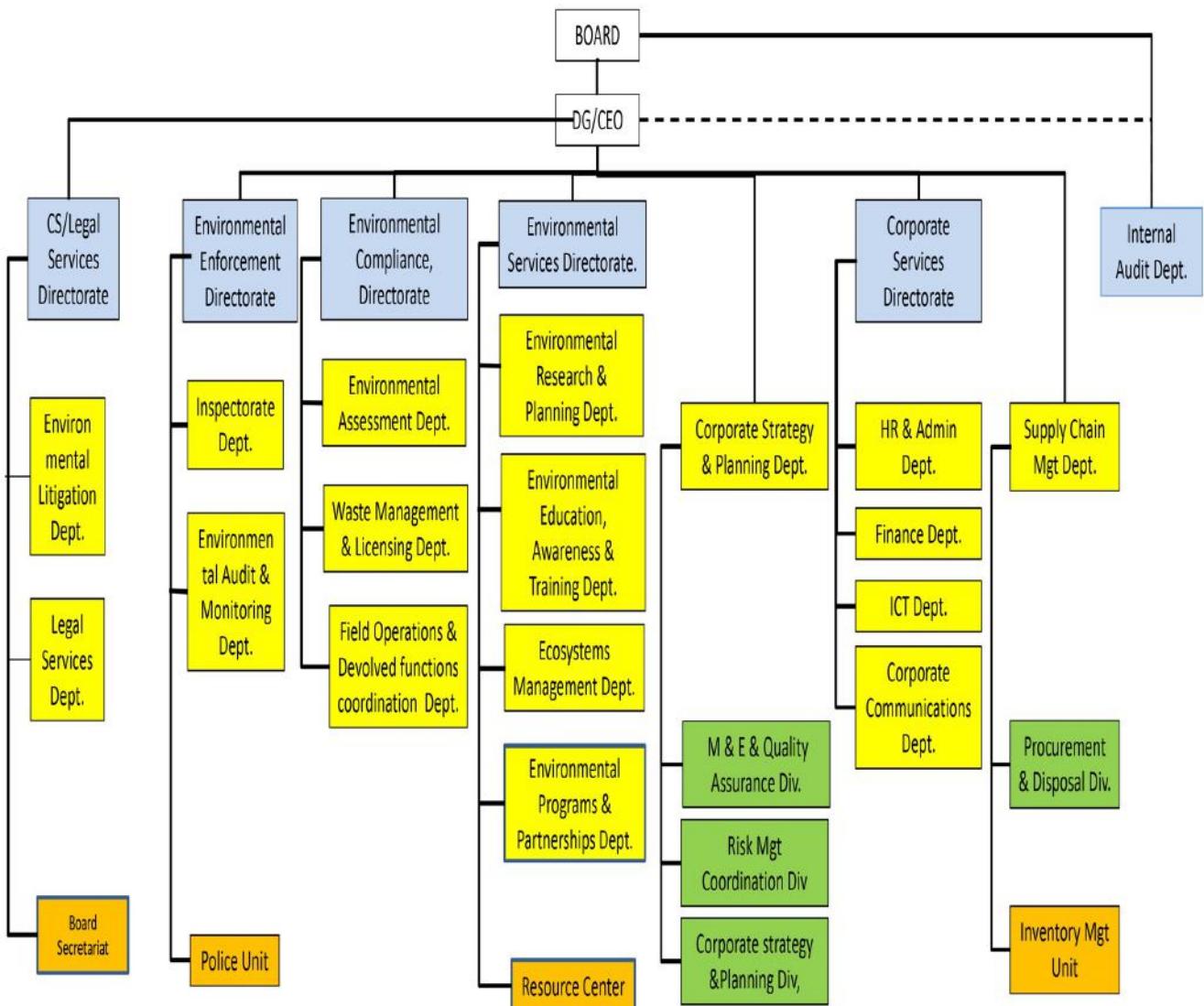


Figure 2: Organizational Structure

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 eight (398). The optimal staffing levels for the Authority to achieve its broad mandate as stated in EMCA 1999 is three thousand three hundred and thirty four (3334). Table 11 summarises staff establishment.

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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 | 1861 |
| Process Engineers | 1 | 4 | 1 | 3 |
| Civil Engineers | 1 | 4 | 1 | 3 |
| Quantity Surveyor | 1 | 4 | 1 | 3 |
| Environmental Enforcement Officers | 37 | 426 | 34 | 392 |
| Environmental Planning & Research Officers | 22 | 72 | 19 | 53 |
| Environmental Education Information & Awareness Officers | 1 | 78 | 13 | 65 |
| 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 | 15 |
| 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 | 22 |
| 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 | 0 |
| Clerical Officers | 7 | 15 | 7 | 8 |
| Office Assistants | 16 | 60 | 15 | 45 |
| Total | 495 | 3334 | 398 | 2936 |

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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 management skills Analytical, good communications skills, ability to mobilise resources and negotiation skills | -Strategic leadership -Policy Development -Corporate governance -Negotiation | -Strategic Leadership programs -Corporate Governance Course -Finance for non-financial Managers -Exposure to high level COP meetings. -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 |

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| Cadre | Skills Set | Skills Gap | Competence Development |
|--|--|--|--|
| Environmental Compliance, Enforcement and Environment officers/ Assistants | <p>Diploma or Bachelors and Master's degree in any of the following field; Chemistry, Biology, Environmental 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> | <ul style="list-style-type: none"> -Proposal writing -Environmental investigation -GIS/GPS use -Project Planning -EIA/EA -Basic Enforcement Course -Principles of Compliance Report writing | <ul style="list-style-type: none"> -Proposal writing course -Environmental investigation training -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. |
| 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, Graphic Design, 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> | <ul style="list-style-type: none"> -Content creation -Proposal writing -Environmental investigation -EIA/EA -Basic Enforcement Course -Principles of Compliance -Resource mobilization | <ul style="list-style-type: none"> -Content creation training -Proposal writing course -EIA/EA course/in house coaching by more experienced officers -ICT course -ESG Expert course |
| 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, 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> | <ul style="list-style-type: none"> -Proposal writing -GIS & Remote sensing -Project Planning -M&E -Report writing -Sample/data analysis - Research based computer techniques -Presentation -Natural resource accounting | <ul style="list-style-type: none"> -Proposal writing course -GIS & Remote sensing course -Project Planning course -M&E program -Report writing -Sample/data analysis software like SPSS - Research based computer techniques -In house presentation training - Natural resource accounting course |

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| Cadre | Skills Set | Skills Gap | Competence Development |
|--|--|---|--|
| 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> | <ul style="list-style-type: none"> - Integrated coastal zone management -GIS & Remote Sensing -EIA -Report and proposal writing -Resource Mobilization | <ul style="list-style-type: none"> - Integrated coastal zone management course -GIS & Remote Sensing in-house training -EIA/EA course -Report and proposal writing program |
| HR & Administration officers/ Assistants | <p>Diploma or Bachelor's and Master's Degree in any of the following disciplines, Social science, Sociology, Human 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</p> | <ul style="list-style-type: none"> -Counselling -Data analysis & presentation -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"> -Counselling program -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;</p> <p>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. | <p>Capacity building on;</p> <p>Taxation</p> <p>-Financial reporting</p> <p>-Risk Management</p> <p>-Advanced excel</p> <p>-Donor funds/grants management</p> <p>-Report writing.</p> <p>-Continuous professional Development courses</p> |

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| Cadre | Skills Set | Skills Gap | Competence Development |
|--|---|--|---|
| Internal Auditors | <p>Part I, II and III of the Certified Public Accountants of Kenya (CPA) or its equivalent qualification; Bachelor and Master's degree in Accounting or Finance 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"> -CISA -Forensic Audit -Risk Management -Taxation | <p>Capacity building on;</p> <ul style="list-style-type: none"> -CISA -Forensic Audit -Risk Management -Taxation - Continuous professional Development courses |
| Legal Officers/Assistants | <p>Diploma or Bachelor's and Master's Degree in law or equivalent qualification, an Advocate of the High Court of Kenya with practicing certificate</p> <p>Other skills required are; Analytical skills, Communication skills, Negotiation skills, Legislative drafting skills, Interpersonal skills</p> | <ul style="list-style-type: none"> -EIA/EA - Alternative dispute Resolution -legislative drafting -Arbitration -Data Protection | <p>Capacity building on;</p> <ul style="list-style-type: none"> - EIA/EA - Alternative dispute Resolution -legislative drafting -Arbitration -Continuous professional Development courses |
| ICT Officers | <p>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</p> <p>Other skills required are; Analytical skills, Communication skills, Information security skills, Risk Management, Strategic and innovative thinking, Interpersonal skills</p> | <ul style="list-style-type: none"> -Information Security Management - Risk and Information Systems Control (CRISC), -Ethical Hacking -Information Systems Auditing), -Computer Networking(Cisco), -Cloud computing | <p>Capacity building on;</p> <ul style="list-style-type: none"> -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 | <p>Bachelor's and Master's degree in any of the following fields; Economics, Statistics, Project Management, Development studies, 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> | <ul style="list-style-type: none"> -Data Analysis techniques -M&E -Data analysis software -Risk Management -Quality Management Systems | <p>Capacity building on;</p> <ul style="list-style-type: none"> -Data Analysis software e.g. SPSS -M&E -Data analysis software -Risk Management -Quality Management Systems |

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

| Cadre | Skills Set | Skills Gap | Competence Development |
|----------------------------------|--|---|---|
| Supply Chain Management Officers | Diploma or Bachelor's and Master's degree in any of the following disciplines: Commerce, Business Administration, (Supplies Management Option) or equivalent qualifications Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills | -E-procurement -Green Procurement -Data Analysis -Public Procurement law & regulations | Capacity building on; -E-procurement -Green procurement -Data Analysis -Public Procurement law & regulations -Continuous professional Development courses |
| Corporate Communication Officers | Bachelors and Master's degree in any of the following disciplines, Public Communications, Public Relations, Mass Communication or its equivalent qualification Other skills required are; Analytical skills, Strategic and innovative thinking, Content creation skills, Social media analysis skills and Interpersonal skills | -Social Media handling -Content creation -Protocol & events Management -Crisis communication -Report writing -Corporate Website Management | -Continuous professional Development courses Build capacity on; -Social Media handling -Protocol & events Management -crisis communication -Report & Minute writing -Content creation -Website Management course -Continuous professional Development courses |
| Librarians | Bachelors and Master's degree in any of the following fields; Library and Information Science, information studies or its equivalent qualification Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Record Management skills and Interpersonal skills | -Electronic records management -Supervisory | -Capacity building on Electronic records management -Supervisory course -Continuous professional Development courses |
| Office Administrators | 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 Other skills required are; Organisational skills, Communication & PR skills, Record Management skills and Interpersonal skills | -Social Media handling -Protocol management -Report writing -Electronic records management -Supervisory | -Capacity building on; -Protocol management -Report writing -Electronic records management -PR & Customer care -Supervisory |

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).

6.2.3.1 Strategic Theme Teams

The Strategic Theme Teams will serve as the driving force behind the implementation of this Plan. The teams are composed of cross-functional experts from various departments and are tasked with translating the strategic goals into actionable initiatives. Each team will focus on specific thematic areas aligned with the plan's core objectives, ensuring a coordinated and effective approach to achieving sustainable environmental management. Their responsibilities include developing detailed action plans, monitoring progress, providing feedback, and making necessary adjustments to stay on track

with the strategic vision. Through collaboration and innovation, the Strategic Theme Teams will play a critical role in the successful realization of NEMA's long-term goals.

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 the 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, 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 | <p>Set up and operationalize an off-site Disaster Recovery Site and Business Continuity Plan</p> <p>Invest adequately in new and updated technologies and ICT infrastructure, including training</p> <p>Procure high storage servers and devices</p> <p>Install adequate firewalls and robust antivirus</p> <p>Strengthen and monitor access controls</p> <p>Regular servicing and maintenance of the data centre equipment and amenities</p> |

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

| S/No. | Risk | Risk Likeli-hood (L/M/H) | Severity (L/M/H) | Overall Risk level (L/M/H) | Mitigation Measure(s) |
|-------|--|--------------------------|------------------|----------------------------|---|
| 2. | Failure to attain optimal staff capacity to execute NEMA's mandate | High | High | High | <p>Resource mobilization to facilitate filling of the vacant positions in the new organizational structure</p> <p>Avail opportunities for career growth for staff</p> <p>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</p> <p>Strict adherence to HR policies and regulations during recruitments, promotions and day-to-day operations</p> <p>Review the organizational structure i.e. the staff establishment, terms and conditions of service</p> |
| 3. | Incomplete Implementation of NEMA's Strategic Plan | High | High | High | <p>Lobby for adequate and timely allocation of funds from the National Treasury, Parent Ministry and Development Partners</p> <p>Upscale/ diversify revenue collection through licensing</p> <p>Leverage on technology to increase revenue collection e.g. by fast tracking procurement of ENVIS</p> |
| 4. | Failure to meet equipment and working tools needs for NEMA staff | High | High | High | <p>Resource mobilization to acquire adequate equipment and tools, namely, motor vehicles, computers and accessories, photocopiers, green points & laboratory equipment</p> <p>Adopt Framework contracts for repair and maintenance of motor vehicles and photocopying facilities</p> <p>Institutionalize Electronic Data Management System (EDMS)</p> <p>Review regulations on Environmental licensing regimes in alignment with the Government policy on digitization of records to address the storage space issue</p> |

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

| S/No. | Risk | Risk Likeli-hood (L/M/H) | Severity (L/M/H) | Overall Risk level (L/M/H) | Mitigation Measure(s) |
|--------------|--|---------------------------------|-------------------------|-----------------------------------|---|
| 5. | Litigations | High | High | High | <p>Strategic handling of court cases at hand</p> <p>Regular analysis of cases that NEMA has previously lost to learn lessons and improve the process</p> <p>Education and awareness. The Authority to impress upon the staff, general public, county and national governments to prioritize environmental issues and application of the attendant laws</p> <p>Appropriate administrative action against staff involved in unethical behaviour leading to litigation/ damages</p> <p>Insurance Cover for staff unfortunately caught up in the litigation cases in line of duty</p> |
| 6. | Negative public image or perception of the Authority | High | High | High | <p>Vetting and Code of Practice and Professional Ethics for gazetted inspectors from the county Government and EIA experts</p> <p>Implement a USSD code where general public can authenticate NEMA officials and a hotline to report fraudsters to NEMA</p> <p>Educate and build working partnerships and synergy with the general public, county & national governments and lead agencies</p> |
| 7. | Health and Safety risk amongst staff while carrying out their Compliance and Enforcement mandate | High | High | High | <p>Utilize police security when undertaking enforcement in risky areas</p> <p>Set up designated safe zones in conflict counties</p> <p>Use protective clothing during inspections</p> <p>Training on handling hazardous chemicals</p> |
| 8. | Failure to comply with conflicting framework for Environmental Governance in Kenya | High | High | High | <p>The relevant Inter-Ministerial Taskforce to disseminate its report on streamlining of overlapping mandates amongst stakeholders including NEMA</p> <p>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</p> |

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

| S/No. | Risk | Risk Likeli-hood (L/M/H) | Severity (L/M/H) | Overall Risk level (L/M/H) | Mitigation Measure(s) |
|-------|---|--------------------------|------------------|----------------------------|---|
| 9. | Exposure to loss of NEMA resources and human life | High | High | High | <p>Enhance physical security of the NEMA premises</p> <p>Enhance suppression and prevention measures against fire breakouts</p> <p>Procure and install fleet management software</p> <p>Institute effective business continuity plan</p> <p>Engage qualified drivers, allocate work equitably and facilitate refresher courses</p> <p>Insurance for properties and staff</p> |
| 10. | Delays in project implementation | High | Medium | Medium | <p>Develop robust ToRs and designs, ensure clear evaluation criteria and properly constituted evaluation committees</p> <p>Enhance capacity for contract management, including engagement of capable project leadership and teams</p> <p>Transparency and open accountability in project operations, including adherence to Financing Agreement terms and conditions</p> <p>Align NEMA's strategic objectives to like-minded partners</p> |

CHAPTER

7

RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

Chapter 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 | 226 | 209.7 | 262.9 | 287 | 346 | 1331.6 |
| KRA 2: Protect, conserve and restore ecosystems | 399.5 | 474.2 | 474 | 640.5 | 546.1 | 2534.3 |
| KRA 3: Pollution prevention, management and control | 459 | 713 | 772.5 | 853.5 | 969.5 | 3767.5 |
| KRA 4: Sustainable utilization of Natural Resources | 212.5 | 338 | 422.5 | 398 | 430.5 | 1801.5 |
| KRA 5: Institutional Capacity | 1702.1 | 2153 | 2185.8 | 2700.8 | 2686.2 | 11428 |
| Administrative cost | 220 | 264 | 317 | 380 | 456 | 1637 |
| Total | 3219.1 | 4152 | 4434.7 | 5259.8 | 5434.3 | 22499.9 |

Table 15: Resource Gaps

| Financial Year | Estimated Financial Requirements | Estimated Allocations | Variance |
|-----------------------|---|------------------------------|-----------------|
| Year 1 | 3,219 | 1,807 | 1,412 |
| Year 2 | 4,152 | 1,263 | 2,889 |
| Year 3 | 4,435 | 2,537 | 1,898 |
| Year 4 | 5,260 | 2,721 | 2,539 |
| Year 5 | 5,434 | 2,993 | 2,441 |
| Total | 22,500 | 11,321 | 11,179 |

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 the World Bank, GEF, GCF, UNEP, UNDP, DANIDA, GIZ and JICA among others. To achieve this, the authority shall continue to develop bankable project 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

8

MONITORING, EVALUATION AND REPORTING

Chapter Overview

This chapter outlines the Monitoring, Evaluation and Reporting Framework.



CHAPTER EIGHT: 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

Table 16- Outcome Performance Matrix

| Key Result Area | Result | Outcome | Outcome Indicator | Baseline | | Target | |
|---|---|---------|---|----------|------|-----------------|-----------------|
| | | | | Value | Year | Mid-Term Period | End-Term Period |
| KRA 1: Climate Change Adaptation and Mitigation | Enhanced resilience and reduced Green-house Gas Emissions for Sustainable development | | % reduction in vulnerability and increased resilience to climate change | 50 | 2023 | 60 | 75 |
| | | | Tonnes of carbon dioxide equivalent (CO2e mt) reduced or avoided | TBD | TBD | TBD | TBD |
| KRA 2: Protection, conservation and restoration of ecosystems | Well-protected, conserved and efficiently managed ecosystems | | Ha of wetlands restored and protected | 60.62 | 2019 | 64.8 | 69 |
| | | | Environment Performance Index | 60.62 | 2019 | 64.8 | 69 |
| | | | No. of research projects initiated | 5 | 2022 | 15 | 25 |
| | | | % level of implementation of the Environmental research agenda | 50 | 2022 | 75 | 100 |
| | | | % of obligations fulfilled | 100 | | 100 | 100 |

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

| Key Area | Result | Outcome | Outcome Indicator | Baseline | | Target | |
|---|---|--|-------------------|----------|------|-----------------|-----------------|
| | | | | Value | Year | Mid-Term Period | End-Term Period |
| KRA 3: Pollution prevention, management and control | Environmental pollution levels minimized | Air quality index | 100 | 2022 | 80 | 60 | |
| | | % level of compliance and enforcement | 25 | 2022 | 40 | 60 | |
| | | % reduction of plastic pollution | 56.6 | 2021 | 65 | 75 | |
| | | volume of solid waste generated and collected in tonnes (T in Mn) in 47 Counties | 2 | 2022 | 20 | 50 | |
| | | % increase in the number of people sensitized on environmental management | 50 | 2022 | 60 | 70 | |
| | | % adoption of environmental sustainability practices by public/private entities | 8 | 2022 | 25 | 40 | |
| KRA 4: Sustainable utilization of Natural Resources | Natural resources utilized sustainably | % reduction of pollution sources in marine and inland water bodies | TBD | TBD | TBD | TBD | |
| | | % Level of consumer awareness on eco-friendly products | 100 | 2022 | 100 | 100 | |
| KRA 5: Institutional Capacity | Improved productivity and effectiveness in service delivery | % of environmental legislations, standards and guidelines reviewed/developed | 100 | 2023 | 100 | 100 | |
| | | Employee satisfaction index | 62 | 2022 | 70 | 80 | |
| | | Amount of internally generated revenue (AIA) in (KShs) millions | 683 | 2023 | 2500 | 3000 | |
| | | Amount of GOK funds disbursed(Recurrent/Development) in (KShs) millions | 599 | 2023 | 599 | 599 | |
| | | Amount mobilized externally in (KShs) millions | 193 | 2023 | 700 | 900 | |
| | | Composite score | 3.2 | 2023 | 2.8 | 2.4 | |
| | | % of services and processes Automated | 65 | 2023 | 75 | 85 | |
| | | Customer satisfaction index | 47 | 2021 | 57 | 67 | |
| | | Low level of risk | Low | 2023 | low | low | |

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.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

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) | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

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 | OUT-COME | OUTCOME INDICATOR | BASELINE | | MID-TERM EVALUA-TION | | END OF PLAN PERIOD EVALUATION | | REMARKS | CORRECTIVE INTERVENTION |
|-----------------|----------|-------------------|----------|------|----------------------|--------------|-------------------------------|--------------|---------|-------------------------|
| | | | VALUE | YEAR | TARGET | ACHIEVE-MENT | TARGET | ACHIEVE-MENT | | |
| KRA1 | | | | | | | | | | |
| KRA2 | | | | | | | | | | |
| KRA3 | | | | | | | | | | |
| KRA4 | | | | | | | | | | |
| KRA5 | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

ANNEX I: IMPLEMENTATION MATRIX

Implementation Matrix

| S/N | Strategy | Key Activities | Expected Output | Output Indicator | Target for 5 Years | Target | | | | | Budget (Ksh. M) | | | 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 contribute to increased climate-resilient sustainable development | | | | | | | | | | | | | | | | | | | | | |
| 1.1.1 | Mainstreaming climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA) | Develop framework mainstreaming climate risk and vulnerability | a Climate risk and vulnerability framework developed | Climate risk and vulnerability framework | 1 | 1 | | | | | | | | 15 | DE S | DEC DEE | | | | | |
| | | Implement and monitor the climate risk vulnerability framework | Monitoring and reports | No. of reports | 4 | | 1 | 1 | 1 | 1 | | | | 2.5 | 3 | 3.5 | 4 | DE S | DEC DEE DLS | | |
| | | 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 | 6 | 7.2 | 9 | 10 | 12 | DE S | EPRC | | | | |
| 1.1.2 | Mobilization and deployment of climate finance | Develop strategic relations and partnerships with existing and new climate entities | MoUs, FOCs and Accreditation agreements | No. of MoUs/ FoCs/AA | 10 | 2 | 2 | 2 | 2 | 2 | 10 | 11.5 | 12.5 | 13.5 | 15 | P& P | DES, DEC, LEGAL, DEE, | | | | |
| | | Build appropriate internal capacities | staff trained | No. of staff trained | 100 | 20 | 20 | 20 | 20 | 20 | 5 | 6.5 | 7 | 7.5 | 8 | P& P | DES, DEC, DLS, DEE. | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| 1.1.3 | Supporting knowledge generation and sharing on climate change adaptation | Undertake research on indigenous and local community led adaptation strategies | Indigenous and Community led adaptation strategies undertaken | No. of adaptation strategies documented | 5 | 1 | 1 | 1 | 1 | 1 | 5 | 6 | 6.5 | 7 | 7.5 EP RC | |
| | | Map adaptation projects across the country | Adaptation projects Mapped across the country | No. of adaptation projects mapped | 5 | 1 | 1 | 1 | 1 | 1 | 5 | 6.5 | 7 | 7.5 | EP RC GIS | |
| | | Undertake national climate risks and vulnerability mapping | National Climate risks and vulnerability profiles established | No. of profiles | 15 | 3 | 3 | 3 | 3 | 3 | 5 | 6 | 6.5 | 7 | 7.5 DEC EMD, DEE | |
| | | | | | | | | | | | | | | | | |
| SUB -TOTALS | | | | | | 51 | 2 | 5 | 5 | 5 | 51. | 56 | 62 | | | |
| Strategic Objective 1.2: To contribute to the shift to low-emission sustainable development pathways | | | | | | | | | | | | | | | | |
| 1.2.1 | Monitoring, investigation and reporting 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 and public private entities | No. of climate compliance reports | 40 | 8 | 8 | 8 | 8 | 8 | 5 | 6.5 | 8.4 | 10 | 12 DE C | |
| | | Capacity MDACs on climate change obligations | MDACs capacity built on climate change | No. of MDACs | 200 | 40 | 40 | 40 | 40 | 40 | 10 | 12 | 13. | 15 | 16.5 EEA T | |
| | | Strengthen Capacity in GHG monitoring and reporting | Build capacity in GHG monitoring | No. of staff | 50 | 10 | 10 | 10 | 10 | 10 | 6 | 7.5 | 8 | 8.5 | 9 DE C | |
| | | | Equipment procured to undertake GHG monitoring | No. of equipment | 57 | 17 | 10 | 10 | 10 | 10 | 5 | 6.5 | 8.4 | 10 | 13 DE C | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| 1.2.2 | Supporting implementation of National Determined Contributions (NDCs) to the Paris Agreement | Undertake Monitoring, Reporting and Verification (MRV) of climate change using an established system | Comprehensive MRV report Climate change | No. of Comprehensive MRV reports produced annually | 40 | 8 | 8 | 8 | 8 | 10 | 12 | 13. | 15 | 16.5 | DE C 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 | 20 | 4 | 4 | 4 | 4 | 5 | 6.5 | 8 | 9.5 | 11 | DE C DDFO | |
| | | Disseminate monitoring findings on mitigation actions/programmes to stakeholders for compliance | Stakeholders capacity built | No. of stakeholder capacity built | 250 | 50 | 50 | 50 | 50 | 3 | 5 | 6.5 | 8 | 9.5 | DE C 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 | 5 | 6.5 | 8.5 | 10 | 11.5 | EP RC |
| | | Capacity build various stakeholders on Climate Change | Various stakeholders capacity built on carbon neutrality | No. of stakeholders capacity built on carbon neutrality | 40 | 8 | 8 | 8 | 8 | 8 | 8.5 | 9 | 9.5 | 10 | P& P | EEA&T |
| | | NEMA staff capacity built on climate change negotiations | NEMA staff capacity built | No. of NEMA staff capacity built | 150 | 30 | 30 | 30 | 30 | 10 | 11. | 13 | 14. | 16 | P& P | EEA&T |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 d | Support | |
| | | | Environmental experts, Reviewers and leads capacity built | No. of reviewers capacity built | 75 | 15 | 15 | 15 | 15 | 15 | 4 | 5 | 6.5 | 8 | 9.5 | EEA &T | DEC | |
| | | | Update lead experts on emerging environmental assessments of audit issues | No. of lead experts updated. | 1,000 | 200 | 200 | 200 | 200 | 200 | 0 | 5 | 6.5 | 8 | 9.5 | 11 | DE C | EEA&T |
| | | | County Government Environment Staff Capacity build on Climate Change | No. of County government s environment staff capacity built | 500 | 100 | 100 | 100 | 100 | 100 | 0 | 5 | 6.5 | 8 | 9.5 | 11.5 | EEA &T | P&P |
| 1.2.3 | Strengthening institutional capacity of NEMA as the DNA for carbon markets | Establish Designated National Authority Office | Facilitate participation of stakeholders on carbon markets | DNA office established | DNA office | 1 | 1 | | | | | | 35 | | | | DE S | DCS |
| | | | Stakeholders sensitized on Key information on carbon markets | No. of stakeholders | 40000 | 3000 | 5000 | 7000 | 10000 | 15000 | 0000 | 15 | 18 | 20 | 23 | 28 | P& P | EEA&T |
| | | | Inter-ministerial committee constituted and capacity build | No. of Committees constituted & trained | 20 | 4 | 4 | 4 | 4 | 4 | 4 | 8 | 10 | 13 | 15 | 17 | P& P | |
| | | | Guidelines to facilitate Carbon Markets developed | No. of Guidelines | 3 | 1 | | | | | 1 | 10 | 13 | 15 | 15 | DE S | EPRC, P&P | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| | | Consideration and approval of carbon projects | Letters of no objection | No. of letters | 20 | 2 | 3 | 4 | 5 | 6 | 4 | 6 | 8 | 10 | P&P | |
| | | Letters of approval | No. of letters | 12 | 1 | 2 | 2 | 3 | 4 | 2 | 4 | 4 | 6 | 8 | P&P | |
| | | Monitor registered carbon projects for compliance | Monitoring reports | No. of reports | 6 | | 1 | 2 | 3 | | | 4 | 5 | 7 | P&P | |
| | | Maintain and update the National carbon registry | National carbon registry maintained and updated | National carbon registry | 5 | 1 | 1 | 1 | 1 | 20 | 25 | 30 | 35 | 40 | P&P | |
| SUB -TOTALS | | | | | | | | | | | 17 | 16 | 21 | 23 | 284 | |
| Strategic Issue: Ecological Integrity of Ecosystems | | | | | | | | | | | | | | | | |
| Strategic Goal: Sustained healthy ecosystems | | | | | | | | | | | | | | | | |
| KRA 2: Protection, conservation and restoration of ecosystems | | | | | | | | | | | | | | | | |
| Outcome: Well-protected, conserved and efficiently managed ecosystems | | | | | | | | | | | | | | | | |
| Strategic Objective 2.1: To Enhance the Quality and Integrity of Ecosystems | | | | | | | | | | | | | | | | |
| 2.1.1 | Coordination, protection, conservation and restoration of ecosystems | Undertake baseline research and follow up on land degradation in Kenya | Baseline research on land degradation undertaken in Kenya | No. of baseline reports/ maps | 5 | 1 | 1 | 1 | 1 | 1 | 8 | 10.5 | 12.5 | 14.5 | EMD | |
| | | Assessment of pollution load on water bodies | Assessment of pollution load on water bodies | No. of reports | 50 | 10 | 10 | 10 | 10 | 5 | 6 | 8 | 10 | 12 | EP RC | |
| | | Ecosystem degradation assessed | Ecosystem degradation assessed | No. of assessment reports | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 11.2 | 12.5 | 14 | DEE, DEC, EMD | |
| | | Land degradation status in major watersheds assessed | Land degradation status in major watersheds assessed | No. of watersheds reports | 5 | 1 | 1 | 1 | 1 | 5 | 6.5 | 8 | 10.5 | 13 | EM D | |
| EPRC | | | | | | | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 d | Support |
| | | 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 | 13 | 15 | 17 | 19 | EM D | GIS |
| | | Restore degraded and terrestrial ecosystems in the country | Restored ecosystems | No. of ecosystems | 5 | 1 | 1 | 1 | 1 | 10 | 13 | 15. | 18 | 20.5 | EM D | EPRC | |
| | | Restore rehabilitate wetlands as nature based solutions to climate change | Wetlands restored and rehabilitated | No. of wetland ecosystems restored | 15 | 3 | 3 | 3 | 3 | 15 | 16. | 18 | 19. | 22 | EM D | EPRC | |
| 2.1.2 | Promotion of biodiversity conservation in key ecosystems | Identify and inventory biological diversity of Kenya | Inventory of biological diversity of Kenya | No. of biodiversity inventories | 235 | 47 | 47 | 47 | 47 | 8 | 9.5 | 12 | 15. | 17 | DE C | DFO, EMD, EPRC | |
| | | Upgrade the National biodiversity clearing house with data sources features | National biodiversity clearing house with data sources features | No. of data sources and features available | 50 | 10 | 10 | 10 | 10 | 5 | 6.5 | 8 | 9.5 | 11 | EEA T | EPRC, DEC | |
| | | Carry out pollution tracking for Lotic and Lentic ecosystems | Pollution report | No. of pollution reports | 100 | 20 | 20 | 20 | 20 | 10 | 11. | 13 | 15. | 17 | EM D | 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 | 7 | 8.5 | 10 | 11. | 13 | EM D | | |
| | | Carry out a comprehensive survey to access the current state of biodiversity | Surveys carry out | No. of surveys | 2 | 1 | 1 | 1 | 1 | 5 | 8 | | | | DE C | | |
| | | Identify key species and the ecosystems identified | Key species and the ecosystems identified | No. of species | 500 | 100 | 100 | 100 | 100 | 10 | 10. | 12 | 13. | 15 | 16.5 | DE C | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 guidelines for monitoring biodiversity (access, utilization and benefit sharing) | Guidelines developed | No. of guidelines developed | 3 | 1 | 1 | 1 | 1 | 1 | 5 | 7 | 5 | 7 | 9 | DE | C | |
| 2.1.3 | Coordination of lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plan | 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 | 7 | 9.5 | 11 | 13.5 | EP RC | | |
| | | Rehabilitation of 500 Kms riparian areas | Riparian areas rehabilitated | No. of Kms | 500 | 100 | 100 | 100 | 100 | 100 | 0 | 15 | 17. | 20 | 23. | 28 | | |
| | | Identify selected ESAs | Selected ESAs identified | No. of selected ESAs | 5 | 1 | 1 | 1 | 1 | 1 | 10 | 13. | 15. | 18 | 20.5 | EP RC | | |
| | | 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 | 7 | 9.5 | 11. | 13 | EM D | | |
| | | Monitoring on ecosystem implementation plans | Monitoring on implementation of ecosystem management plans | No. of monitoring reports on implementation of EMPs | 5 | 1 | 1 | 1 | 1 | 1 | 5 | 7 | 9.5 | 11. | 13 | EP RC | EMD | |
| | | Inventorize wetland and marine ecosystems in the country | National wetlands and marine ecosystems in the country | No. of maps and registers produced | 47 | 10 | 10 | 10 | 10 | 10 | 7 | 12 | 13. | 15 | 17. | 11 | EM D | EPRC |
| | | Develop action plan | ICZM Action plan developed | ICZM Action plan | 1 | 1 | | | | | | | 15 | | | EM D | 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 | 1 | 7.5 | 9 | 10. | 12 | 13.5 | EM D | DEC EPRC |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | | | | |
| | | Coordinate preparation of State of Environment and State of the Coast (SOC) reports | The state of the environment and the state of coast reports | No. of reports | 2 | 1 | 1 | | | | 15 | 20 | | EP RC EM D | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | County State of Environment reports/performance index developed | No. of performance Index reports | 94 | 47 | 47 | | | | 65 | 85 | | EP RC | DEC, DEE, DLS | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| SUB -TOTALS | | | | | | 22 | 23 | 24 | 24 | 305 | .1 | | | | | | | | |
| Strategic Objectives 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects | | | | | | | | | | | | | | | | | | | |
| 2.2.1 | Coordination of environmental planning in sectorial programs and plans | Develop NEAP | NEAP report | No. of reports | 1 | 1 | 1 | | | | 15 | | | EP RC | | | | | |
| | | Undertake mid-term review of NEAP | Reviewed NEAP report | No. of reports | 1 | | 1 | | | | 8 | | | EP RC | | | | | |
| | | Develop and disseminate simplified and abridged versions of NEAP | Abridged NEAP developed and disseminated | No. of reports | 1 | 1 | | | | 8 | | | | EP RC | | | | | |
| | | Review and update EAP guidelines | Updated EAP guidelines | No. of guidelines updated | 1 | 1 | | | | 8 | | | | EP RC | | | | | |
| | | Sensitize the county Governments on the EAP guidelines | Reports | No. of CECS sensitized | 47 | 47 | 47 | 47 | 47 | 8 | 9.5 | 11 | 12. | EEA&T EP RC | | | | | |
| | | Provide technical support to Counties on development of CEAPS | CEAPS developed | No. of CEAPS developed | 47 | 10 | 10 | 10 | 10 | 10 | 11. | 13 | 14. | EP RC | | | | | |
| | | Monitor the implementation of NEAP & CEAPS in selected counties | Implementation of NEAP and CEAPS monitored | No. of monitoring reports | 48 | 10 | 10 | 10 | 8 | 11. | 13 | 14. | 16 | EP RC | | | | | |

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| S/N | 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 | |
| Strategic Objectives 2.3: To Promote Research, Investigation and Surveys in the field of environment | | | | | | | | | | | | | | | | |
| 2.3.1 | Coordination, monitoring and dissemination of environmental research findings | Participate in environmental research dissemination & findings | Research reports | No. of Research Reports | 20 | 4 | 4 | 4 | 4 | 4 | 12 | 5 | 15 | 17. | 20 | EP RC |
| 2.3.2 | Coordinating 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 | 9.5 | 10. | 12 | 13.5 | EP RC |
| | | Disseminate research data trends with relevant stakeholders national and internationally | Research data trends disseminated | No. of dissemination reports | 20 | 4 | 4 | 4 | 4 | 4 | 10 | 11. | 13 | 14. | 16 | EP RC |
| | | Capacity building agencies on Environmental sustainability | Agencies capacity built | No. of agencies capacity built | 20 | 4 | 4 | 4 | 4 | 4 | 8 | 9.5 | 11 | 12. | 14 | EP RC |
| | | Organize national environmental research conferences | Conference | No. of conferences | 5 | 1 | 1 | 1 | 1 | 1 | 20 | 23 | 26 | 29 | 31 | EP RC |
| SUB -TOTALS | | | | | | 58 | 67 | 75. | 85. | 94. | | | | | | |
| Strategic Objective 2.4: To Support implementation of Multilateral Environmental Agreements and obligations | | | | | | | | | | | | | | | | |
| 2.4.1 | Advising the government on ratification | Review provisions of new MEAs in order to advise government on ratification. | MEAs ratified | No. of MEAs ratified | 3 | 1 | 1 | 1 | 1 | 1 | 8 | 10 | 12 | DE C, DE E, DE S | DLS | |

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| S/N | 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 | |
| 3.1.1 | Establishment of 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 | 8.5 | 9 | 9.5 | 10 | 10.5 | EP RC | DEC | |
| | | Undertake research on waste management | Research on sustainable waste management undertaken | No. of reports | 5 | 1 | 1 | 1 | 1 | 1 | 6.5 | 8 | 9.5 | 11 | 11 | EP RC | DEC | |
| | | Implement the research findings on waste management | Percentage of compliance and enforcement | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 10 | 10 | 13 | 15 | 17 | 19 | DE E | 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 data base maps | 4 | 1 | 1 | 1 | 1 | 1 | 10 | 13 | 15 | 18 | 18 | DE C | DEE, EPRC, GIS | |
| | | Establish a national waste information/accounting system | Waste information/accounting system established | System developed | 1 | 1 | 1 | 1 | 1 | 1 | 10 | 13 | 15 | 18 | 18 | DE C | GIS, ICT | |
| | | Undertake ambient air quality monitoring in eight urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Thika, Athi-River and Kitengela) | Ambient air quality monitoring reports | No. of reports | 40 | 8 | 8 | 8 | 8 | 8 | 5 | 8 | 10 | 12 | 14 | EP RC | 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 | 8 | 10 | 12 | 14 | 16 | DE C | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| | | | | | | | | | | | d | | | | | | | |
| | Establish a National Reference Laboratory for environmental analysis of chemical pollutants | National Reference lab established | No. of National Reference Lab | No. of National Reference Lab | 1 | 1 | 1 | 1 | 1 | 1 | 55 | 70 | 90 | 115 | DEF C | DEF, EPRC | | |
| | Laboratory equipment calibration and maintenance | Laboratory equipment Calibrated and maintained | No. of equipment | No. of equipment | 75 | 15 | 15 | 15 | 15 | 15 | 12 | 15 | 18 | 20 | 23 | DE C | DEF, EPRC | |
| | Designation and monitoring of analytical and reference laboratories | Analytical and reference laboratories designated and monitored | No. of laboratories | No. of laboratories | 50 | 10 | 10 | 10 | 10 | 10 | 4 | 6 | 8 | 10 | 12 | DE C | DEF, EPRC | |
| | Develop Experimental proficiency test program for designated laboratories | Experimental proficiency test program for air and water quality designated laboratories | No. of analytical and reference laboratories | No. of analytical and reference laboratories | 50 | 10 | 10 | 10 | 10 | 10 | 5 | 6 | 8 | 10 | 12 | DE C | DEF, EPRC | |
| | Monitor pollution patterns in water bodies including marine litter and marine plastics | Water bodies pollution patterns monitored | No. of water bodies monitored | No. of water bodies monitored | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 15 | 18 | 22 | 26 | EM D | EM, DEC | |
| | Thwake River Upstream Clean up Pollution Control and Catchment Management | Effluent discharges and solid waste in the Athi-Galana-Sabaki River system reduced | No. of effluent discharges identified and stopped along the river system | No. of effluent discharges identified and stopped along the river system | 2000 | 400 | 400 | 400 | 400 | 400 | 0 | 10 | 12. | 14 | 16. | 18 | DE E | DEF, EPRC |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| | | | | | | 20 | 30 | 40 | 65 | 75 | 100 | 150 | 100 | 100 | 100 | DEC | | |
| | | | | | % of illegal dump sites along the river removed | 75 | 20 | 30 | 40 | 65 | 75 | 100 | 100 | 100 | 100 | DEC | | |
| | | | | | Analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners | Database | 50 | 10 | 10 | 10 | 10 | 5 | 7.5 | 9 | 12 | 15 | EP RC | |
| | | | | | Develop appropriate Environmental/Natural Resources framework/Account s for Kenya in selected sectors | Sector specific Environment al/Natural Resources framework/A ccounts developed | No. of Environmental reports, databases. | 5 | 1 | 1 | 1 | 1 | 10 | 12.5 | 15 | 17.5 | 20 | EP RC |
| | | | | | Collection of relevant data and piloting of the developed frameworks and accounts | Database developed | Reports | 100 | 20 | 20 | 20 | 20 | 10 | 12.5 | 15 | 17.5 | 20 | EP RC |
| | | | | | Digitization of the developed frameworks/Accoun ts | Successful digitization of the developed environment al/natural resources frameworks and accounts | No. of frameworks and accounts fully digitized | 5 | 1 | 1 | 1 | 1 | 5 | 8 | 10 | 13 | 15 | EP RC |
| 3.1.2 | Promotion of Natural resource s accounti ng at the National and County levels | | | | | | | | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | |
| 3.1.3 | Coordinating 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 | | | | DE C |
| | | Develop and implement 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 | 7 | 2.5 | 3 | 3.5 | DEE, EPRC, EEA&T | |
| 3.1.4 | Greening the Authority operations | Sensitize the public on pollution control and management | Improved public behaviour towards waste | No. of stakeholders | 2000 | 400 | 400 | 400 | 400 | 400 | 0 | 8 | 10 | 12 | EEA & T |
| | | Undertake Environmental and Social Risk (ESR) baseline assessment of the Authority | ESR baseline undertaken | Baseline report | 1 | 1 | | | | | | | 5 | | DE C |
| 3.1.5 | Enhancement on integration | Integrate environmental sustainability practices in NEMA operations | Environmental sustainability practices adopted in the Authority | No. of green innovations implemented | 4 | 1 | 1 | 1 | 1 | 1 | 5 | 7 | 10 | 15 | EEA & T |
| | | Develop pollution control conditions | Pollution control licensing and licensing | No. of licenses | 8 | 4 | 4 | 4 | 4 | 4 | | | 10 | 12 | DE C |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 |
| | on of pollution control measures and standards in the licensing regime | guidelines aimed at pollution prevention in various regimes | conditions and guidelines developed | and guidelines | | | | | | | | | | | | | |
| 3.1.6 | Strengthening the license conditions in the regimes | Process licensing with control measures and standards | Various regimes with pollution control measures and standards processed | No. of licenses | 20,000 | 3,000 | 3,500 | 4,000 | 4,500 | 5,000 | 5 | 7 | 8 | 10 | 12 | DE C | |
| | | 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 | 10 | 12 | 15 | 17 | 20 | DE C | DEE |
| | | Undertake compliance monitoring | Compliance Monitoring undertaken | No. of facilities monitored | 1500 | 300 | 300 | 300 | 300 | 300 | 10 | 11 | 13 | 14 | 16 | DE C | DEE |
| | | Undertake Environmental Control Audits | Environmental control Audits undertaken | No. of Facilities audited | 25,000 | 500 | 500 | 500 | 500 | 500 | 10 | 12 | 15 | 17 | 20 | DE E | DEC |
| 3.1.7 | Enhancement of enforcement actions for pollution control | Undertake continuous Pollution control inspections and prosecutions nationwide | Enforcement actions undertaken nationwide | No. of enforcement actions undertaken | 15000 | 200 | 250 | 300 | 350 | 400 | 9.5 | 12 | 15 | 18 | 20 | DE E | DEC |
| | | Enforce single use plastic ban nationwide | Plastic pollution reduced from 56.6% to 75% | % level of reduction | 75 | 56.6 | 60 | 64 | 70 | 75 | 30 | 33 | 38 | 44 | 52 | DE E | |

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| S/N | 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 | Undertake technical backstopping and coordinate agencies on environmental compliance and enforcement | Technical backstopping and coordination of lead agencies on environmental enforcement undertaken | No. of technical backstopping and coordination of lead agencies on environmental enforcement undertaken | 10 | 2 | 2 | 2 | 2 | 2 | 5 | 6.5 | 8 | 9.5 | 11 | DE E | | | | | |
| | | | Enforcement reports | 60 | 8 | 10 | 12 | 14 | 16 | 5 | 7 | 9 | 11 | 13 | DE E | | | | | |
| | | | No. of Sensitization Forum | 5 | 1 | 1 | 1 | 1 | 1 | 3 | 4.5 | 6 | 7.5 | 9 | DE E | | | | | |
| | | | National police service sensitized on environmental enforcement | | | | | | | | | | | | | | | | | |
| | | Reduced environmental crimes in the regions | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| | | | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| | | | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| | | National police service sensitized on environmental enforcement | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| | | | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| 3.1.8 | Enhancing compliance with environmental laws and regulations | Undertake investigations and co-operation prosecution of environmental offenders | Environmental laws and regulations enforced | % of environmental offences investigated and submitted for prosecution | 100 | 100 | 100 | 100 | 100 | 100 | 10 | 10 | 11.5 | 13 | 14.5 | 16 | DL S | | | |
| | | | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| 3.1.9 | Strengthening incident / environmental crime detection | Classify and attend to environmental incidences | Reduced number of Environmental crimes | % of environmental incidences attended | 100 | 100 | 100 | 100 | 100 | 100 | 10 | 6 | 8 | 10 | 12 | 15 | DE E | | | |
| | | | No. of environmental enforcement | | | | | | | | | | | | | | | | | |
| SUB -TOTALS | | | | | | | | | | | | | | | 32 | 52 | 57 | 61 | | |
| | | | | | | | | | | | | | | | 4 | 7.5 | 5 | 3 | | |
| | | | | | | | | | | | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 |
| Strategic Objective 3.2: To promote public behavioural change on Environmental Management | | | | | | | | | | | | | | | | |
| 3.2.1 | Integration of environmental education in formal institutions | Facilitate climate change co-curricular learning institutions | Climate change co-curricular activities facilitated | No. of co-curricular activities facilitated | 500 | 100 | 100 | 100 | 100 | 100 | 0 | 5 | 6.5 | 8 | 9.5 | 11 EEA T |
| | | 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 | 0 | 4 | 5.5 | 7 | 8.5 | 10 EEA T |
| | | 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 | 8 | 10 | 12 | 13 | 16 EEA T | |
| | | Create, acquire and maintain environmental education materials for library and resource centres | Education materials created | No. of materials | 100 | 20 | 20 | 20 | 20 | 20 | 5.5 | 6.5 | 7.5 | 8.5 | 9.5 EEA T | |
| | | | E-journals acquired | No. of journals | 50 | 10 | 10 | 10 | 10 | 10 | 2 | 2.5 | 3 | 3.5 | 4 EEA T | |
| | | | Library and resource centres maintained | No. of library and resource centres | 48 | 48 | 48 | 48 | 48 | 48 | 4 | 6 | 8 | 10 | 12 EEA T | |
| 3.2.2 | Promotion of 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 | 6 | 8 | 10 | 12 DEC, DEE, EMD, EPRC | |
| | | Mainstreaming sound chemical | Chemical management | No. strategy | 1 | 1 | | | | | 6 | | | | DE C | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | Lead |
| management in all institutions | strategy developed | No. of guidelines | 1 | | 1 | | | | | 4 | | | | | DEC |
| | | No. of institutions | 50 | 10 | 10 | 10 | 10 | 10 | 10 | 11. | 12 | 12. | 13 | 13.5 | DEC |
| | Institutions mainstreamed on chemical management | No. of institutions | | | | | | | | 5 | | | | | C |
| | Institutions strengthened on chemical management | No. of institutions | 500 | 100 | 100 | 100 | 100 | 100 | 100 | 0 | 8 | 10 | 12 | 14 | EEA T |
| | Strengthen awareness and education on sound chemical management in all institutions | No. of centres of excellence constructed | | | | | | | | | | | | | DEC, ICT, DCC |
| | Construction centres of excellence | No. of centres of excellence | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 24 | 30 | 35 | 43 | 50 | DC S |
| | Implement the operational strategy | No. of green points centres | 15 | 3 | 3 | 3 | 3 | 3 | 3 | 5 | 6 | 8 | 9 | 11 | EEA T |
| | centres of excellence | No. of green points centres | | | | | | | | | | | | | DCS |
| | Train various sectors on environmental management | No. of sectors on environmental management trained | 25 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 8 | 10 | 12 | EEA T |
| | 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 | 500 ,000 | 8 | 10 | 12 | 14 | EEA T |
| Develop sector specific templates for inspections | Sector specific templates for inspections | No. of templates | 10 | 2 | 2 | 2 | 2 | 2 | 2 | 5 | 5 | 5.5 | 6.5 | 7 | DEC E |
| | Undertake bi-annual conference on environment | No. of conferences held | 2 | | 1 | | 1 | | | | 1 | | 10 | 11 | EEA T |
| | | | | | | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | |
| | | 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 collaborative frameworks | 15 | 3 | 3 | 3 | 3 | 3 | 8 | 10 | 11 | 12 | 15 | DFC |
| 3.2.3 | Promoting compliance to environmental laws and regulations | Undertake training on Enforcement Course (BEC) and gazette NEMA and county government staff undertaken | Basic Enforcement Course (BEC) for NEMA and county staff undertaken | No. of BEC trainings | 10 | 2 | 2 | 2 | 2 | 2 | 5 | 6.5 | 8 | 9.5 | 11 | DEE EEA T |
| | | Monitor implementation of EIA/EA and SEA curriculum by training institution | Monitoring and implementation reports | No. of reports | 10 | 2 | 2 | 2 | 2 | 2 | 5 | 6.5 | 7 | 7.5 | 8 | EEA T |
| | | 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 | 6 | 8 | 9.5 | 11 | EEA T |
| | | 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 | 4 | 5 | 6 | 7 | 8 | EEA T |
| | | Undertake compliance promotion programmes for industries | Compliance promotion programmes for industries undertaken | No. of Compliance programmes | 10 | 2 | 2 | 2 | 2 | 2 | 4 | 4.5 | 5 | 5.5 | 6 | EEA T |

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| S/N | 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 |
| | information sharing and knowledge management in best practice of utilization of natural resources | Develop tools and instruments of the Economics 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 | 8 | 8.5 | 9 | 9.5 | 10 | EM D | DDFO, DLs, EPRC |
| 4.1.3 | Enhancement of 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 | 2000 | 400 | 400 | 400 | 400 | 40 | 12 | 13. | 15 | 16. | EM D | DEC, DEE |
| 4.1.4 | Enhancing the quality and quantity of water for sustainable development | Develop Spatial guidelines | Marine Plan | No. of guidelines developed | 1 | 1 | | | | | 5 | | | | EM D | |
| | | Carry out inspections on water quality in each County | Inspection reports | No. of inspections reports | 2000 | 400 | 400 | 400 | 400 | 40 | 10 | 11. | 13 | 14. | DE E | DEC |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N o | Strategy | Key Activities | Expected Output | Output Indicator | Target for 5 Years | Target | | | | | Budget (Ksh. Mn) | | | Responsibility Support | |
|--|--|---|--|---|--------------------|--------|-----|-----|-----|----|------------------|-----|-----|---------------------------|---------------------|
| | | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | |
| 4.1.5 | Building 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 | 6 | 6.5 | 7 | 7.5 | 8 | EM D |
| | | Training of local communities on relevant governance structure, policies, regulations and appropriate technologies | Training report | No. of training reports | 10 | 2 | 2 | 2 | 2 | 4 | 4.5 | 5 | 5.5 | 6 | EEA&T |
| Sub - Totals | | | | | | | | | | | | | | | |
| Strategic objective 4.2: To promote green and circular economy for enhanced resource use and efficiency | | | | | | | | | | | | | | | |
| 4.2.1 | Enhancement of policy and regulatory frameworks aimed at promoting transition to green and circular economy | Identify and address policy gaps and regulatory 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 | 5 | 5.5 | 6 | 6.5 | 7 | DES, DEE, DLS |
| | | 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 | 600 | 120 | 120 | 120 | 120 | 12 | 5 | 6.5 | 8 | 9.5 | 11 |
| | | | | | | | | | | | | | | | DEC |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 |
| 4.2.2 | Promotion of economic instruments in environmental management | Align standards and guidelines to support and integrate economy 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 | 3.5 | 4 | 4.5 | 5 | DE | DLS, DEC |
| 4.2.3 | Implementation of Green and Circular economy initiatives | Establish E-Waste recycling facility | E-waste demonstration pilot at Konza Technopolis City | No. of Demonstration pilots | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 55 | 95 | | | DE | AEHMP |
| | | 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 | 5.5 | 6 | 6.5 | 7 | DE | 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 | 11.5 | 13 | 14.5 | 16 | DE | DEE & T |
| | | Register waste collectors cooperatives | Waste collectors registered | No. of Waste cooperatives | 94 | 20 | 20 | 20 | 20 | 20 | 10 | 10.5 | 11 | 11.5 | 12 | DE | 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 | 8 | 9.5 | 11 | 12.5 | 13 | DE | EEA&T |
| | | Coordinate the establishment and operationalization of | MRF | No. of guidelines developed/reviewed | 2 | 1 | 1 | 1 | 1 | 1 | 5 | 3 | | | | DE | C |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | |
| | | Material Recovery Facilities (MRF) | Guidelines implemented | Percentage implementation of the guidelines | 100 | 20 | 40 | 60 | 80 | 100 | 4 | 5.5 | 7 | 8.5 | 10 | DE | C | | |
| | | MRFs Architectural designs developed | Architectural design | Architectura l design | 1 | | | | | | | 15 | | | | DE | C | | |
| | | Model MRFs established | No. of model MRFs | No. of model MRFs | 5 | | | | | 1 | 2 | 2 | | 20 | 45 | 50 | DE | C | |
| | | Construct waste demonstration centres | waste demonstration centres constructed | No. of waste segregation centres constructed | 5 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | DE | C | |
| | | Establish community-Based/ owned recycling chain | Community-Based/ owned plastic recycling value chain | No. of plastic recycling value chains established | 1350 | 200 | 200 | 300 | 300 | 300 | 0 | 35 | 5 | 5 | 5 | 5 | DE | C | |
| | | Undertake enforcement actions on segregation source | Waste segregation at source enforced | No. enforcement actions | 4000 | 600 | 700 | 800 | 900 | 1000 | 00 | 10 | 6 | 7 | 8 | 9 | 10 | DE | E |
| 4.2.4 | Promotion of awareness creation on green and circular | Create awareness and build technical capacity for waste prevention, segregation source, recycling and symbiosis | Enhanced awareness and improved technical skills among industrial members | No. of people sensitized | 500,00 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 00 | 10 | 18 | 23 | 28 | 33 | 38 | DE | EEA&T |

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| S/N o | 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 d | EEA &T | DEC | |
| | econom y | Public 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 | 0 | 10 | 4 | 4.5 | 5 | 5.5 | 6 | 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 | Perce ntage increa se | 20 | 40 | 60 | 80 | 100 | 0 | 10 | 4 | 6.5 | 9 | 11. 5 | 14 | 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 | 400 | 8 | 9 | 10 | 11 | 12 | EEA &T | DEC | |

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| S/N | 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 | | | |
| 4.2.5 | Mainstreaming waste management | Capacity build waste service providers on composting and material recovery from waste and waste segregation at the source | 40 waste service providers trained on waste recovery | No. of service providers trained | 200 | 40 | 40 | 40 | 40 | 40 | 2 | 2.5 | 3 | 3.5 | 4 | | |
| | | | | | | | | | | | | | | | EEA & T | | |
| | | Establish solid waste management facilities with ten minimum points | County solid waste management facilities with ten minimum points established | No. of waste management facilities with 10 minimum points | 38 | 4 | 6 | 8 | 10 | 10 | 40 | 60 | 80 | 100 | 100 | | |
| | | Promote four waste management value chains | Streamlined waste management | Reports on the four value chains | 4 | | 1 | 1 | 1 | 1 | 1.5 | 2 | 2.5 | 3 | EEA & T | | |
| 4.2.6 | Promotion on adoption of cleaner technologies | Capacity building of stakeholders and communities on cleaner technologies | Increased uptake of cleaner technologies | No of clean technologies adopted | 1,000 | 200 | 200 | 200 | 200 | 200 | 0 | 5.5 | 6.5 | 7.5 | 9.5 | | |
| | | | | | | | | | | | | | | | EEA & T | | |
| Sub - Totals | | | | | | | | | | | 14 | 25 | 34 | 31 | 334 .5 | | |
| Strategic Objective 4.3: To enhance integration of environmental considerations in environment and trade | | | | | | | | | | | | | | | DLS | | |
| 4.3.1 | Promoting integration of environmental considerations in environment and trade negotiations | Participate and provide advisory in the Regional and International processes and meetings on Trade, Regional integration, among others | No. of Reports | 45 | 9 | 9 | 9 | 9 | 9 | 9 | 10 | 13 | 15 | 18 | EP RC | | |
| Sub - Totals | | | | | | | | | | | | | | | EP RC | | |
| Strategic Objective 4.4: To enhance environmental protection and promotion of sustainable development | | | | | | | | | | | | | | | DPS | | |
| 4.4.1 | Promoting environmental protection and promotion of sustainable development | Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others | No. of Reports | 45 | 9 | 9 | 9 | 9 | 9 | 9 | 10 | 13 | 15 | 18 | 21 | | |
| Sub - Totals | | | | | | | | | | | | | | | DPS | | |

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| S/N | 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 | | | | | |
| 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 | Enhancement of Board oversight role | Facilitate Board meetings | Board meetings facilitated | Quarterly Board reports | 20 | 4 | 4 | 4 | 4 | 4 | 30 | 30 | 35 | 40 | DLS | | | | |
| | | Mobilize financial and human resources | Enhanced Financial and Human Resources | % of Financial and Human Resources mobilized | 100 | 20 | 20 | 20 | 20 | 20 | 7.5 | 8 | 8.5 | 9 | DC S | | | | |
| 5.1.2 | Strengthening 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 | 2 | 2.5 | 3 | 3.5 | DL S | | | | |
| | | Develop new environmental legislation | Environmental legislations and guidelines developed | No. of environmental legislations and guidelines developed | 5 | 1 | 1 | 1 | 1 | 1 | 3 | 3.5 | 4 | 4.5 | DEC, DES | | | | |
| | | Advise on legislative and other measures for management of the environment | Legislative and other measures for management of the environment advisory issued | % of advisory opinions on management of the environment offered | 100 | 100 | 100 | 100 | 100 | 100 | 0 | 5 | 5.5 | 6 | DEC, DES | | | | |
| | | Create awareness on environmental legislations and guidelines | Sensitization on environmental legislations and | No. of persons sensitized on environmental | 250 | 50 | 50 | 50 | 50 | 50 | 2 | 2.5 | 3 | 3.5 | EAT | | | | |
| | | | | | | | | | | | | | | | DL S | | | | |

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| S/N | 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 |
| | | Operationalize Mortgage and car loan schemes | Mortgage and car loan schemes operationalized | Mortgage and car loan schemes in place | 2 | 1 | 1 | | | | 150 | 300 | | | | HR &A |
| | | Train and develop staff | Staff trained | No. of staff trained | 1000 | 100 | 200 | 300 | 200 | 8 | 9.5 | 11 | 12. | 14 | HR &A | |
| | | Undertake training impact assessment | Training impact undertaken | Report | 2 | 1 | 1 | | | 1 | 1 | 1 | 1 | 1 | | HR &A |
| | | Implement Internship and attachment programs | Internship and attachment programs implemented | No. of interns and attachés hosted | 1500 | 300 | 300 | 300 | 300 | 0 | 0.5 | 0.7 | 0.9 | 1.1 | 1.3 | HR &A |
| | | Provide employee assistance programs | Employee assistance programs provided | No. of programs provided | 5 | 1 | 1 | 1 | 1 | 1 | 0.3 | 0.5 | 0.7 | 0.9 | 1.1 | HR &A |
| | | Establish NEMA pension scheme | NEMA Pension scheme reviewed | NEMA pension scheme in place | 1 | 1 | | | | | 3 | | | | | HR &A |
| | | Conduct employee engagement survey | Employee engagement survey conducted | Report | 2 | 1 | | | 1 | | 0.8 | 1 | 1 | 1 | 1 | HR &A |
| | | Implement recommendations of the survey | Staff survey recommendations implemented | Implementation report | 2 | 1 | | | 1 | | 1 | 1 | 1 | 1.5 | 1.5 | HR &A |
| 5.2.3 | Enhancement of performance and productivity | Develop reward and sanction framework | Reward and sanction framework developed | Approved reward and sanction framework | 1 | | | | | | 2 | | | | | HR &A |
| | | Sensitize staff on the framework | Staff sensitized | No. of staff sensitized | 100% | 50 | 20 | 10 | 10 | 10 | 0.3 | 0.5 | 0.8 | 1 | 1.3 | HR &A |
| | | Set targets for all staff beginning of every financial year | Signed targets | % of signed targets | 100 | 100 | 100 | 100 | 100 | 0 | 2 | 2.4 | 2.9 | 3.5 | 4.1 | HR &A |

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| S/N | 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 | | | | |
| 5.2.4 | Provision of conducive work environment | Undertake annual performance appraisal | Appraisal undertaken | No. of staff appraised | 100% | 100 | 100 | 100 | 100 | 100 | 10 | 5 | 6 | 7.2 | 8.5 | 9.5 | HR &A | |
| | | 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 | HR &A | | |
| | | Mainstreaming productivity | Productivity mainstreamed | % of Productivity mainstreamed | 100 | 100 | 100 | 100 | 100 | 100 | 0 | 2 | 2.7 | 3.4 | 4.3 | 5.1 | HR &A | |
| | | Nature positive corporate culture through culture change programs | Culture change programs instituted | No. of culture change programs | 10 | 2 | 2 | 2 | 2 | 2 | 0.6 | 0.8 | 1 | 1.2 | 1.4 | HR &A | | |
| | | 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 | 195 | 235 | 280 | 340 | 340 | HR &A | |
| | | 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 | 10.4 | HR &A | |
| | | Provide office tools and equipment | Office tools and equipment provided | % of tools and equipment provided | 100 | 100 | 100 | 100 | 100 | 100 | 0 | 25 | 30 | 35 | 40 | 45 | HR &A | |
| | | Procure vehicles for the Authority | Vehicles procured | No. of vehicles procured | 50 | 10 | 10 | 10 | 10 | 10 | 100 | 100 | 105 | 110 | 115 | 120 | HR &A | |
| | | Provide staff with protective gear and uniforms | Protective gear and staff uniform to 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 | 2.1 | HR &A | |
| | | Implement Records management policy | Records management policy implemented | % level of implementation | 100 | 20 | 40 | 60 | 80 | 100 | 0 | 5 | 6 | 7.2 | 8.7 | 10.4 | HR &A | |

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| S/N | Strategy | Key Activities | Expected Output | Output Indicator | Target | | | | | Budget (Ksh. Mn) | | | | | Responsibility |
|---------------------|--|---|--|---|--------|-------|-------|-------|-------|------------------|-----|-----|-----|-----|----------------|
| | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Y4 | Y5 | |
| 5.2.5 | Succession planning and management | Undertake work place audit | Work place audit undertaken | Report, | 2 | 1 | 1 | 1 | | 2 | 3 | | | | HR &A |
| | | Implement recommendations of the audit | Audit recommendations Implemented | % of recommendations implemented | 100 | 25 | 25 | 25 | 25 | 5 | 6 | 7.2 | 8.6 | | HR &A |
| | | Develop succession management strategy | Succession management strategy developed | Approved succession management strategy | 1 | 1 | | | | 1 | | | | | HR &A |
| | | Develop Implement succession management strategy | Implementation plan | % of Implementation | 100 | 25 | 25 | 25 | 25 | 2 | 2.4 | 2.9 | 3.5 | | HR &A |
| 5.2.6 | Mainstreaming cross cutting policies | Develop implement mentoring and coaching guidelines | Mentoring and coaching guidelines developed | Approved guideline | 1 | 1 | | | | 1 | | | | | HR &A |
| | | | Guidelines implemented | % of implementation | 100 | 50 | 80 | 100 | 100 | 1.5 | 1 | 0.8 | | | HR &A |
| | | | Cross cutting issues mainstreamed | % of cross cutting issues mainstreamed | 100 | 100 | 100 | 100 | 100 | 4 | 4.2 | 4.4 | 4.6 | 4.8 | HR &A |
| | | | Gender, HIV/AIDS Disability, National values & principals of governance and prevent Corruption and Alcohol & drug abuse. | | | | | | | | | | | | HR &A |
| | | | | | | | | | | 15 | 18 | 19 | 24 | 235 | |
| | | | | | | | | | | 20 | 71. | 03. | 18. | 8.8 | |
| | | | | | | | | | | 7 | 7 | 8 | 1 | | |
| Sub – Totals | | | | | | | | | | | | | | | |
| 5.3.1 | Strategic Objective 5.3: To enhance financial sustainability of the Authority | Increase Appropriation Aid (A-I-A) | The Appropriation Increased | Amount in Aid (Kshs. Mn) | 10,800 | 1,500 | 1,800 | 2,000 | 2,500 | 3,000 | 15 | 20 | 25 | 30 | DDF |

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| S/N | 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 | |
| 5.3.2 | sustainability | 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 (Kshs. Mn) | 8,000 0 | 1,00 0 | 1,20 0 | 1,60 0 | 1,80 0 | 2,4 00 | 10 | 15 | 20 | 25 | 30 DD F |
| 5.3.3 | Engagement of government to prioritize funding the Authority's programs | Promotion of innovative financing | Operationalize and Monitor the Deposit Bonds mechanism | Deposit Bonds mechanism operationalized and monitored | Amount collected (Ksh. Mn) | 540 | 75 | 90 | 100 | 125 0 | 5 | 7 | 9 | 11 | 13 DD F |
| 5.3.4 | Mobilization of funds from development partners | Establish a resource mobilization coordination unit | Resource mobilization coordination unit established | No. of Resource mobilization coordination unit | 1 | 1 | | | | | 1.5 | | | | P&P |
| | | Build capacity of staff to develop bankable proposals | Staff trained on development of bankable project proposals | No. of staff trained | 50 | 10 | 10 | 10 | 10 | 0.5 | 0.6 | 0.7 | 0.8 | 0.9 P&P | |
| | | Develop Bankable project proposals | Bankable project proposals developed | No. of proposals developed | 6 | 1 | 2 | 1 | 1 | 1.2 | 2.5 | 1.2 | 1.2 | | P&P |
| 5.3.5 | Ensuring effective and efficient utilization of financial resources | Adhere to the Public Financial Management Act 2015 (PFM) and best financial management practices | Financial and Audit reports | No. of reports | 20 | 4 | 4 | 4 | 4 | 2 | 2.5 | 3 | 3.5 | 4 | DD F |

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| S/N o | 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 | | | | |
| 5.3.6 | Strengthening strategic engagement with bilateral and multilateral development partners | Strengthening internal financial control systems | Adherence to financial manual /Audit Reports | % of adherence | 100 | 100 | 100 | 100 | 100 | 100 | 10 | 3 | 3.5 | 4 | 4.5 | 5 | DD F | |
| | | Promotion of efficient use of available resources | Adherence to the Approved budgets | % of adherence | 100 | 100 | 100 | 100 | 100 | 100 | 10 | 0 | 3.5 | 4 | 4.5 | 5 | DC S | |
| 5.3.7 | Enhancement of Supply Chain efficiency and sustainability | Enhance capacity on development marketing and fundraising concepts and proposals | Train staff on development and marketing of fund raising concepts | No. of staff trained | 50 | 10 | 10 | 10 | 10 | 10 | 0.5 | 0.6 | 0.7 | 0.8 | 0.9 | P& P | | |
| | | 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 | 0 | 3 | 3.5 | 4 | 4.5 | 5 | P& P | |
| | | Demand oriented planning | Approved Procurement Plan | No. of Approved procurement plan | 5 | 1 | 1 | 1 | 1 | 1 | 0.2 | 0.3 | 0.4 | 0.5 | 0.6 | SC M | | |
| | | Statutory Reports | Statutory Reports | No. of Statutory Reports | 20 | 4 | 4 | 4 | 4 | 4 | 0.5 | 0.6 | 0.7 | 0.8 | 0.9 | SC M | | |
| | | Market Survey Report | Market Survey Report | No. report | 5 | 1 | 1 | 1 | 1 | 1 | 0.2 | 0.3 | 0.4 | 0.5 | 0.6 | SC M | | |
| | | Build a strong partnership with the suppliers | Prequalified Suppliers & Annual Tenders | No. of prequalified list of suppliers & Annual Tenders | 5 | 1 | 1 | 1 | 1 | 1 | 3.2 | 3.5 | 3.8 | 4.1 | 4.4 | SC M | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

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| S/N | 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 | |
| 5.4.2 | Coordination of 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 | 1.2 | 1.4 | 1.6 | 1.8 | CS &P | | |
| 5.4.3 | Coordination of QMS 9001:2015 implementation and establishment of EMS 14001:2015 | Review and implement the Authority's Standard Operating Procedures | Quarterly Performance Contracts reports prepared | No. of PC reports | 20 | 4 | 4 | 4 | 4 | 2 | 2.3 | 2.6 | 2.9 | 3.2 | CS &P | | |
| | | Retain certification | Departmental SOPs reviewed | No. of SOPs | 14 | | | | | | 7 | | | | CS &P | | |
| | | | Level of implementation of the Authority's SOPs | Percentage of implementation | 100 | 100 | 100 | 100 | 100 | 0 | 10 | 1.5 | 1.8 | 2.1 | 2.4 | 2.7 | CS &P |
| | | | ISO Audits undertaken | No. of Audit reports | 10 | 2 | 2 | 2 | 2 | 2 | 2.2 | 2.4 | 2.6 | 2.8 | 3 | CS &P | |
| | | | Periodic ISO surveillance Audits undertaken | No. of surveillance Audits reports | 5 | 1 | 1 | 1 | 1 | 1 | 1.5 | 1.7 | 1.9 | 2.1 | 2.3 | CS &P | |
| | | | ISO 9001:2015 trainings undertaken | No. of trainings | 2 | 1 | | | 1 | 1 | 4 | | 4.6 | | 4.6 | CS &P | |
| | | | Establish and implement EMS 14001:2015 standards | No. of EMS established and implemented | 1 | | | | | | 8 | | | | 8 | CS &P | |
| Sub - Totals | | | | | | | | | | | 40. | 42. | 53. | 25. | 37. | | |
| | | | | | | | | | | | 4 | 6 | 4 | 6 | 6 | | |
| Strategic Objective 5.5: To leverage on ICT to automate service delivery | | | | | | | | | | | | | | | | | |
| 5.5.1 | Enhancement of digitization and data analytics | Map out all business processes | Report of Business Processes Mapped out | No. of Reports | 1 | 1 | | | | | 0.5 | | | | DIC T | | |
| | | Procure new integrated ERP and Licensing System | Integrated ERP and Licensing System | No. of Integrated Systems | 1 | | 1 | | | | 35 | | | | DIC T | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | |
| | | Procure Electronic Document Management System (EDMS) | Licensing System | Digitized Filing System | System | 1 | | | | | | | | | |
| | | Implement Application Programming Interfaces (APIs) for Internal and External Systems Integrations | Integrated Systems | No. of APIs | 2 | 1 | 1 | 1 | 1 | 1 | 10 | 3 | 3 | 3 | DICT T |
| | | Develop Delivery Channels (Apps, SMS Query and Portals) | Service Delivery Channels | No. of Service Delivery channels developed | 2 | 1 | 1 | 1 | 1 | 1 | 1.5 | 2 | 2 | 2 | DICT T |
| | | Implementation of Data Analytics tools | Enhanced Environment Data Analysis & Informed Decision Making | No. of Data Analytic Tools | 1 | | | | | | 1.5 | | | | DICT T |
| | | Integrate GIS and remote sensing tools in environmental compliance | GIS and remote sensing tools integrated | Reports | 5 | 1 | 1 | 1 | 1 | 1 | 6 | 6.5 | 7 | 7.5 | EP RC |
| 5.5.2 | Upgrading of 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 | 1 | 1.5 | 2 | 2 | DICT T |
| | | Upgrade/Maintenance of Infrastructure | Reliable Internet Connectivity/ Speeds | Percentage of Internet Uptime | 100 | 100 | 100 | 100 | 100 | 100 | 0 | 3.5 | 4 | 4.5 | 5.5 DICT T |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | |
| | | Procurement of ICT equipment | Updated ICT Asset Register | No. of Computers | 100 | 50 | 50 | | | | 5 | 5.5 | | | DIC T |
| | | Undertake & Implement Network Audit | Licensed Hardware | No. of Licenses | 332 | 108 | 58 | 58 | 10 | 8 | 8 | 6 | 7 | 8.5 | DIC T |
| | | Nationwide Implementation of Voice Over IP (VoIP) | Network Audit Report | % of Implementation | 30 | 10 | 10 | 10 | | | 1 | 1.5 | 2 | | DIC T |
| | | Acquire and Implement Modern Technologies that are relevant to Authority's needs - AI, IoT, Machine Learning | Reliable Telephone/Office Communication in region and county offices implemented | No. of Regional and County Offices | 59 | 11 | 12 | 12 | 12 | 1 | 2 | 2.4 | 2.9 | 3.5 | DIC T |
| 5.5.3 | Enhancement of Data protection and Information Security | Implement Information Security System Policy | International Standard Accreditation for Information System | ISO/IEC 27001:2022 Certification | 1 | | | | | 1 | | | | 2.5 | DIC T |
| | | Develop a Business Continuity Plan | Business Continuity Plan | Report | 1 | 1 | | | | | 2 | | | | DIC T |
| | | Improve Recovery 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 DIC T |
| Sub - Totals | | | | | | 15 | 74. | 41. | 36. | 40. | | | | | |
| Strategic Objective 5.6: To enhance corporate image | | | | | | | | | | | | | | | |
| 5.6.1 | Implement on visibility and | Revise and implement communication strategy | Communication Strategy | No. of Implementation plans | 1 | 1 | | | | | 1 | | | | DC C |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | 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 | | | | | |
| 5.6.1 | corporate image at National and County levels | Undertake integrated media campaigns on environmental management activities | Improved visibility | No. of campaigns undertaken | 20 | 4 | 4 | 4 | 4 | 1.2 | 1.4 | 1.6 | 1.8 | 2 | DD C | | | | |
| | | Establish operationalize NEMA TV | NEMA TV | No. of NEMA TV established and operationalized | 4 | 1 | 1 | 1 | 1 | 10 | 12 | 14 | 16 | DC C | | | | | |
| | | Show case best environmental practices producing content for NEMA online handles | Best environmental practices documented | No. of practices documented | 20 | 4 | 4 | 4 | 4 | 1 | 1.5 | 2 | 2.5 | 3 | DC C | | | | |
| | | Produce non-technical publications | Corporate publications | No. of publications produced | 10 | 2 | 2 | 2 | 2 | 0.5 | 0.8 | 1 | 1.2 | 1.4 | DC C | | | | |
| | | Implement branding guidelines | Enhanced brand visibility | No. of branded merchandise | 20 | 4 | 4 | 4 | 4 | 3.5 | 4 | 4.5 | 5 | 5.5 | DC C | | | | |
| | | Identify and implement CSR activities | CSR plans | No. of CSR plans executed | 5 | 1 | 1 | 1 | 1 | 1.5 | 2 | 2.5 | 3 | 3.5 | DC C | | | | |
| | | 5.6.2 | Implement Charter | Implementation on monitoring Reports | Quarterly implementation status reports | 20 | 4 | 4 | 4 | 4 | 3 | 3.4 | 3.8 | 4.2 | 4.6 | DC C | | | |
| | | Undertake customer satisfaction survey | Survey Report | Customer satisfaction index | 2 | 1 | | | | 1 | 1 | | | 1.5 | DC C | | | | |
| | | Implement customer satisfaction findings | Survey | Percentage of findings implemented | 20 | 4 | 4 | 4 | 4 | 2 | 2.4 | 2.9 | 3.5 | 4.1 | DC C | | | | |
| | | | | | | | | | | | 13. | 26. | 30. | 35. | 41. | | | | |
| Sub - Totals | | | | | | | | | | | | | 7 | 5 | 3 | 2 | 6 | | |
| Strategic Objective 5.7: Risk management and assurance | | | | | | | | | | | | | | | | | | | |

APPENDICES ANNEX I: IMPLEMENTATION MATRIX

| S/N | Strategy | Key Activities | Expected Output | Output Indicator | Target for 5 Years | Target | | | | | Budget (Ksh. Mn) | | Responsibility | | |
|---------------------|---|--|---|--|--------------------|--------|-----|-----|-----|-----|------------------|-----|----------------|------------|--|
| | | | | | | Y1 | Y2 | Y3 | Y4 | Y5 | Y1 | Y2 | Y3 | Lead | |
| 5.7.1 | Improve ment on effective ness of internal controls, risk manage ment and govern ance process es | Undertake review of internal controls | Effective systems of internal control, risk management and governance processes | No. of Audit Reports | 60 | 12 | 12 | 12 | 12 | 3 | 3.5 | 4 | 4.5 | 5 | |
| | | Undertake Audit of Information Systems | | No. of Audit Reports | 2 | 1 | 1 | | | | 1.5 | 2 | | DI A | |
| | | Undertake Governance Audit | | No. of Governance Compliance Audit Reports | 5 | 1 | 1 | 1 | 1 | 2 | 2.2 | 2.4 | 2.6 | 2.8 | |
| | | Undertake Legal Compliance Audit | | No. of Legal Compliance Audit Reports | 2 | 1 | 1 | | | | 1.5 | 2 | | DL S, DI A | |
| | | Defend 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 | % of court cases defended | 100 | 100 | 100 | 100 | 100 | 0 | 3.5 | 4 | 4.5 | 5 | |
| | | Review and Implement IRMF | Reviewed the IRMF | Reviewed IRMF document | 2 | 1 | | | | | 1 | 1.5 | | 2 CS &P | |
| 5.7.2 | Reducti on of risk exposur e in the operatio ns of the Authorit y | | Staff sensitized on the reviewed IRMF | No. of staff sensitized | 420 | 50 | 120 | 80 | 50 | 0.5 | 1.2 | 1.2 | 0.8 | 0.5 | |
| | | | Implement the IRMF | % Implementation of the IRMF | 100 | 100 | 100 | 100 | 100 | 0 | 1 | 1.2 | 1.4 | 1.6 | |
| | | | | | | | | | | | 11. | 15. | 13. | 18. | |
| | | | | | | | | | | | 5 | 1 | 5 | 6 | |
| Sub - Totals | | | | | | | | | | | | | | | |

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 Teams

In carrying out its responsibilities, the STTs 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 chairpersons shall be the Director in charge of the thematic area.
3. The STTs members shall appoint a vice chair and a Secretary for each theme team meetings.
4. The chairperson may co-opt a member into the STTs as the need arises to help fulfil the duties and obligations.
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 STTs shall meet quarterly to ensure effectiveness and efficiency in discharging its functions.
8. The STTs 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 STTs' meetings.
12. The secretary shall ensure that minutes are approved and signed by the Chairperson for circulation.

Reporting

The STTs shall compile and submit a quarterly progress reports on the work of each theme team and report to the Board of Management for deliberations and 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 | Chair-person | Members |
|-----|--------------------------------------|---------------------------------|--|
| | 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 Deputy Director Waste and Chemicals Deputy Director Environmental Assessment |
| | Eco-logical Integrity of Eco-systems | 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 Deputy Director Environmental Assessment |

APPENDIX III: STRATEGIC THEME TEAMS

| | | | |
|--|----------------------------|------------------------------------|---|
| | 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 |
| | Green and Circular Economy | Director Environmental Enforcement | Director Environmental Services 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 |

APPENDIX III: STRATEGIC THEME TEAMS

| | | | |
|--|------------------------|-----------------------------|--|
| | 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 |
|--|------------------------|-----------------------------|--|

THE STRATEGIC PLAN DEVELOPMENT COMMITTEE MEMBERS

1. Mamo B. Mamo, EBS - Director General
2. Kennedy O. Ochuka - Director Corporate Service
3. David Ongare - Director Environmental Compliance
4. Dr. Ayub Macharia - Director Environmental Enforcement
5. Dr. Kennedy Ondimu - Director Environmental Services
6. Mildred Nganga - Director Internal Audit
7. Erastus Gitonga - Ag. Director Legal Services
8. Salome Machua - Deputy Director Enforcement
9. Dr. Charles Lange - Deputy Director Environment Planning & Research Coordination
10. Dr. Anne Omambia - Deputy Director Programmes and Partnership
11. Esther Chege - Deputy Director Human Resources and Administration
12. Dr. Catherine Mbaisi - Deputy Director Environmental Education, Awareness and Training
13. Robert Orina` - Deputy Director Environmental Assessment
14. Margaret Njuki - Deputy Director Waste and Chemicals
15. Titus Simiyu - Deputy Director Field Operations and Devolved Functions
16. Michael Omusula - Deputy Director Finance
17. Diana Mbugua - Deputy Director ICT
18. Evans Nyabuto - Deputy Director Corporate Communications
19. Evangeline Ratanya - Manager Supply Chain
20. Gladys Kiseku - Manager Corporate Strategy and Planning
21. Mary Wasike - Senior Principal Corporate Strategy and Planning
22. Hussein Rago - Corporate Strategy and Planning
23. Gilbert Karimu - Senior Graphic Design Officer
24. Sam Irungu - Senior Communications officer
25. Alex Muriungi - Intern CSP

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