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NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

2019 - 2024

# Strategic Plan





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**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY**

# **STRATEGIC PLAN**

**2019-2024**

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Our Environment, Our Life, Our Responsibility

Mazingira Yetu, Uhai Wetu, Wajibu Wetu



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## ABBREVIATIONS AND ACRONYMS

<b>ADA</b>	-	Alcohol and Drug Abuse
<b>BEC</b>	-	Basic Enforcement Course
<b>CCA</b>	-	Climate Change Act
<b>CCCM</b>	-	Chief Corporate Communications Manager
<b>CECs</b>	-	County Environment Committees
<b>CEAPs</b>	-	County Environment Action Plans
<b>C&amp;E</b>	-	Compliance and Enforcement
<b>CMF</b>	-	Coastal Marine and Fresh Waters
<b>CPS</b>	-	Corporate Planning Secretariat
<b>CSOs</b>	-	Civil Society Organizations
<b>CSR</b>	-	Corporate Social Responsibility
<b>DFA</b>	-	Director of Finance and Administration
<b>DG</b>	-	Director General
<b>EAPs</b>	-	Environmental Action Plans
<b>EEI&amp;PP</b>	-	Environmental Education, Information and Public Participation
<b>EIA</b>	-	Environmental Impact Assessment
<b>EMCA</b>	-	Environmental Management and Coordination Act
<b>EMPs</b>	-	Environmental Management Plans
<b>EP&amp;RC</b>	-	Environmental Planning and Research Coordination
<b>EPRs</b>	-	Extended Producer Responsibilities
<b>ERP</b>	-	Enterprise Resource Planning
<b>ESAs</b>	-	Environmental Significant Areas
<b>ESD</b>	-	Education for Sustainable Development
<b>GCF</b>	-	Green Climate Fund
<b>GHGs</b>	-	Green House Gases
<b>GIS</b>	-	Geographical Information System
<b>GOK</b>	-	Government of Kenya
<b>IEC</b>	-	Information Education and Communication
<b>IRMF</b>	-	Institutional Risk Management Framework
<b>ME&amp;F</b>	-	Ministry of Environment and Forestry

<b>KEPI</b>	-	Kenya Environment Performance Index
<b>KRAs</b>	-	Key Result Areas
<b>KSh</b>	-	Kenyan Shilling
<b>LS</b>	-	Legal Services
<b>MCDAs</b>	-	Ministries Counties Departments and Agencies
<b>MERL</b>	-	Monitoring, Evaluation, Reporting and Learning
<b>M&amp;E</b>	-	Monitoring and Evaluation
<b>MRV</b>	-	Monitoring, Reporting and Verification
<b>MTP</b>	-	Medium Term Plan
<b>NAP</b>	-	National Action Plan
<b>NCCAP</b>	-	National Climate Change Action Plan
<b>NDC</b>	-	Nationally Determined Contribution
<b>NEAPs</b>	-	National Environment Action Plans
<b>NEMA</b>	-	National Environment Management Authority
<b>NIE</b>	-	National Implementing Entity
<b>NSoE</b>	-	National State of Environment
<b>ODS</b>	-	Ozone Depleting Substances
<b>PBB</b>	-	Programme-Based Budgeting
<b>PC</b>	-	Performance Contract
<b>RCE</b>	-	Regional Centres of Expertise
<b>SDGs</b>	-	Sustainable Development Goals
<b>SSA</b>	-	Senior System Administrator
<b>SWOT</b>	-	Strengths, Weaknesses, Opportunities and Threats
<b>UAV</b>	-	Unmanned Aerial Vehicle
<b>WRA</b>	-	Water Resources Authority

# FOREWORD



The overall Vision of the Ministry of Environment and Forestry (ME&F) is to deliver to Kenyans a clean, healthy, safe and sustainably managed environment and natural resources. The Ministry is mandated to protect, conserve and manage the environment and natural resources in order to ensure sustainable development. In its capacity as a government organ, the Ministry plays a leading role in policy formulation and coordination of its implementation targeting global environmental commitments, meeting aspirations of the Constitution of Kenya, 2010 and targets under Vision 2030 development blueprint. In addition, the Ministry through its departments and state corporations will implement programmes, projects and activities which will directly support the Big Four Agenda. The initiatives will support food security, manufacturing, affordable universal health care and affordable housing. The sustainable management of the environment and natural resources is, therefore, core to the country's economic growth and development.

The environment and natural resources sector is faced with many challenges, which include destruction of water catchment and riparian areas, land degradation, human-wildlife conflict, increased competition/conflicts in natural resource utilization among communities, rapidly growing unplanned urban settlements, waste management and pollution from industries among others. The need to address pollution and poor waste management is a priority not only in Vision 2030 but also captured in Article 42 of the Constitution, which entitles every citizen to a clean and healthy environment.

The effects of climate change and associated extreme weather events threaten sustainable development and impacts negatively on the sector. Flooding and droughts affect food production, water supply, housing access, livestock production and general livelihoods of the people.

In this regard, the Ministry has played a leading role in development of the Environment Policy, National Climate Change Response Strategy, and reviewed legal, regulatory and institutional frameworks to ensure increased efficiency through the adoption of new technologies and best practices towards addressing the challenges. The Ministry's Strategic Plan also identifies these challenges and proposes intervention measures at all levels including involvement of stakeholders and state corporations under its jurisdiction.

On environment policy implementation, the Ministry relies on the National Environment Management Authority (NEMA), whose mandate is to coordinate and supervise Lead Agencies and stakeholders in the implementation of all government policies relating to the environment. The NEMA Strategic Plan for the period 2019-2023 has taken into consideration actions required to meet the global commitments and national priorities, and supplementing efforts being spearheaded by the Ministry.

Looking forward, I wish to emphasize that my Ministry is committed to supporting the Authority in undertaking its mandate and in the implementation of the Strategic Plan for the period 2019-2024. This will go a long way to complement the Ministry's planned activities aimed at achieving the country's aspirations as envisaged in the Constitution and Vision 2030.

**KERIAKO TOBIKO CBS, SC  
CABINET SECRETARY,  
MINISTRY OF ENVIRONMENT & FORESTRY**



# PREFACE



The National Environment Management Authority (NEMA) was established in 2002 under the Environmental Management and Coordination Act (EMCA) 1999. Since then, the Authority has made major milestones in the management of the environment through formulation of necessary legal and institutional frameworks and strengthening its structures. The Authority has also streamlined its processes and is ISO 9001:2015 certified.

The 2019-2024 Strategic Plan is aligned to the Medium Term Plan III and has integrated strategic planning with performance management. The Plan communicates NEMA's vision, mission, and strategies to achieve its mandate. It provides a framework for prioritizing programs, projects, services/products and resources to continuously improve performance and results, based on the mandate of NEMA as contained under sections of the Environmental Management and Coordination Act, 1999. All these activities and programs will be undertaken to ensure NEMA exercises 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. This strategic plan will help in realizing the aspirations of the preamble of the Constitution of Kenya 2010, which requires a citizenry who are “respectful of the environment, which is our heritage, and determined to sustain it for the benefit of future generations”.

Delivering our tasks in accordance with this strategic plan will help us to achieve the overall goal set out in Article 42 of the Constitution of Kenya 2010, to ensure every person has the right to a clean and healthy environment.

The development of the strategic plan was a consultative approach that involved the Board of Management, Management, staff and stakeholders. The Authority has identified six Key Result Areas that will be the focus of this Strategic Plan. The Key Result Areas are:

1. Environmental Quality Protection and Conservation
2. Ecological Integrity of Ecosystems
3. Climate change
4. Environmental Governance & Coordination
5. Green economy for Sustainable Development
6. Institutional Capacity

The Board will ensure the successful implementation of the Strategic Plan and in particular, implement resource mobilization strategies to enhance its financial base and undertake restructuring for effective operations and service delivery.

The Board will continue to provide policy direction ensuring the Authority delivers on its mandate and promotes environmental stewardship, professionalism, integrity, innovativeness, customer focus and teamwork. The Board has incorporated the Mwongozo Code of Conduct as a critical building block in entrenching principles and values of public service and best practices in corporate governance.

I appeal to all stakeholders and development partners to support programmes in this strategic plan in order to help create a sound environment management regime.

I am confident that the proposed programmes in this strategic plan will enhance environmental management and ensure a clean, healthy and sustainable environment” as envisaged in the vision statement.

**JOHN KONCHELLAH**  
**CHAIRMAN,**  
**BOARD OF MANAGEMENT**

# ACKNOWLEDGEMENT



As we launch our fourth corporate strategy for the period 2019 – 2024, we look back and celebrate our achievements powered by dedicated staff and committed Board of Management. The plan provides a roadmap for environment management and offers a great opportunity for the National Environment Management Authority (NEMA) to deliver on its mandate.

Our operations will be guided by the new vision of ensuring “a clean, healthy and sustainable environment” and the mission “to coordinate, supervise and manage all matters relating to the environment in Kenya”.

During the last implementation period, the Authority successfully enforced the ban on plastic carrier bags among others and this was a major milestone. The success is attributed to enhanced enforcement, strengthening of strategic partnerships, public goodwill and support. As a result, the country now has a visibly cleaner and healthier environment. The Authority will continue to sustain the same in the new

implementation period.

In the wake of numerous challenges such as inadequate funding, low staffing, inadequate infrastructure and slow uptake and implementation of devolved functions by the county governments, the current strategy sets the stage for deliberate strategies to mobilise financial and human resources, enhanced partnerships with national and county governments, development partners and other stakeholders.

In order to improve our customer satisfaction, the Authority will prioritize processing of licenses of projects that contribute to the Big four agenda; coordination and management of waterbodies, biodiversity and eco-systems; enforcement of environment laws; reviewing regulations for improvement of environment management; promotion of the principles of green and circular economy initiatives that reduce carbon emission; environmental research for critical areas to improve decision making; and enhanced environmental education and awareness among others.

I wish to extend our gratitude to the to the entire Corporate planning Unit and Management who provided crucial technical input into the preparation of the strategic plan.

The strategic plan has incorporated appropriate measures to ensure robust Monitoring, Evaluation, Reporting and Learning (MERL) to achieve the intended objectives and initiatives. The plan has also been aligned to the framework of performance contract requirements.

I look forward to an improved quality of the environment during this Strategic Plan’s implementation period.

**MAMO B. MAMO**  
**AG. DIRECTOR GENERAL**

# BOARD OF MANAGEMENT



**Mr. John Konchellah**  
Chairman



**Prof. Penina Aloo Obudho**  
Vice Chairperson



**Prof. Barnabas Mitaru**  
Board Member



**Ms. Teresia Mbaika Malokwe**  
Board Member



**Dr. Kisa Juma Ngeiywa**  
Board Member



**Hon. Agostinho Neto**  
Board Member



**Mr. Alex Mbuvi**  
Board Member



**Mr. Isaac M. Memusi**  
Board Member



**Ms. Annie Syombua**  
Board Member



**Hon. Halima D. Ware**  
Board Member



**Mamo B. Mamo**  
Acting Director General

# EXECUTIVE SUMMARY

The Strategic Plan has been developed taking into consideration its mandate as stipulated in section 9 of EMCA, 1999, the Constitution of Kenya, 2010, the Kenya Vision 2030, MTP III, the Big Four Agenda, Africa Agenda 2063, Sustainable Development Goals and other prevailing legal and policy documents. The Authority shall endeavour to “coordinate, supervise and manage all matters relating to the environment in Kenya to realize its vision of “A clean, healthy and sustainable environment”.

**Chapter One** of the Strategic Plan presents the historical development of the Authority. It also provides the institutional framework which highlights the mandate of the Authority as stipulated in section 9 of EMCA (1999) Laws of Kenya. It further outlines the role of the Authority in the realization of the national development agenda: The Big Four, MTP III of Vision 2030, SDGs and Africa 2063 aspirations.

**Chapter Two** analyses the strengths, weaknesses, opportunities and threats as well as the political, economic, social-Cultural, technological, environmental and legal environment under which the Authority is operating. A stakeholder analysis was undertaken to identify the key stakeholders, their expectations and NEMA’s expectations.

**Chapter Three** presents the Strategy Model of NEMA, which includes the Vision, Mission, Motto, Core Values, Key Result Areas, Strategic Objectives and Strategies towards achievement of the desired results.

The six Key Result Areas are:

1. Environmental Quality, Protection and Conservation;
2. Ecological Integrity of Ecosystems;
3. Climate change;
4. Environmental Governance & Coordination;
5. Green economy for Sustainable Development; and
6. Institutional Capacity

These will be achieved through the following strategic objectives;

1. To improve quality of environment
2. To promote sustainable natural resource utilization
3. To promote public behavioural change in environmental management
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
7. To support reduction and monitoring of Green House Gases (GHG) emissions
8. To advance implementation of climate change duties by 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 programmes on Carbon Neutrality
13. To strengthen the regulatory framework for environmental management
14. To Promote synergy in management of environmental functions
15. To promote sustainable blue economy
16. To promote green and circular economy
17. To Strengthen corporate governance
18. To enhance corporate image
19. To strengthen human capital
20. To enhance financial sustainability
21. To enhance Service Delivery
22. Risk management

**Chapter Four** outlines the Authority’s resource capacity by highlighting the staffing levels, governance structures and organizational structure. It presents the financial projections for the strategic plan. It also highlights the implementation and coordination mechanism, which identifies what the Authority will do before, during and after implementation. The risk factors that may affect the implementation of the strategic plan have been identified and appropriate mitigating factors recommended.

**Chapter Five** highlights the monitoring, evaluation, reporting and learning framework.



# CHAPTER ONE

## INTRODUCTION

# INTRODUCTION

## 1.0 Overview

This Chapter presents the background and mandate of National Environment Management Authority (NEMA). It also provides the functions of NEMA, Legal and policy frameworks relevant to NEMA, the rationale and process of developing the strategic plan as well as NEMA's role in national, regional and international agenda.

## 1.1 Background

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

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

## 1.2 Mandate and Functions of NEMA

The object and purpose for which NEMA is established under EMCA 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.

The functions of the Authority are stipulated in EMCA and include:

- i) coordinating environmental management activities being undertaken by the lead agencies;
- ii) taking stock of the natural resources;
- iii) advising on land use planning;
- iv) undertaking research, investigation and surveys in the field of environment and disseminating information on the findings;
- v) mobilizing and monitoring the use of financial and human resources for environmental management;
- vi) regulating, monitoring and assessing activities to ensure that the environment is not degraded;
- vii) enforcing environmental standards,
- viii) undertaking environmental education, public awareness and public participation programmes; developing, publishing and disseminating manuals, codes or guidelines relating to environmental management;
- ix) preparing the state of the environment report and; development and implementation of the national environment action plans.

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.

The Constitution of Kenya, 2010 under Article 42 also creates obligations for NEMA in a bid to help the citizens achieve a clean and healthy environment. To this extent NEMA must ensure that the environment is protected for the benefit of present and future generations in accordance with the principles of sustainable development stipulated in Article 10 of the Constitution. Other obligations are also stipulated under Article 69 and Article 70 of the Constitution of Kenya 2010.

## 1.3 Key Policy and Legal Documents relevant to NEMA

The environment cuts across several sectors. There are various policies and laws which directly or indirectly impact on conservation and management of the environment. Some of those policies and law include:

### 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) The Sustainable Development Goals (SDGs)

- i) Africa's Agenda, 2063
- j) Presidential directives issued from time to time

#### **Laws;**

- a) The Constitution of Kenya, 2010
- b) The Environmental Management and Co-ordination Act, 1999.
- 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 No, 2016
- h) The Forest Management and Conservation Act, 2016
- i) The Petroleum Act, 2019.
- j) The Agriculture and Food Authority Act, 2013.
- k) The Physical Planning Act, 1996.
- l) The Fisheries Management and Development Act, 2016.
- m) National Construction Act, 2011
- n) National Nuclear Act, 2018

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

### ***1.4 Authority's Compliance with the Constitution***

In exercise of its mandate, NEMA shall respect, uphold and defend the Constitution. In particular, NEMA shall provide leadership in the realization of Articles 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.

### ***1.5 Rationale for Development of NEMA's Strategic Plan***

The Authority programmes in the last five years were guided by the strategic plan covering the period 2013-2018. That particular strategic plan was implemented with significant achievements as outlined in this strategic plan. At the end of that planning period, there was need to establish a planning framework for the next period of implementation. The development of this Strategic Plan is therefore informed by the need to:

- a) Provide NEMA's strategic direction for the period 2019-2024;
- b) Align the Strategic direction with the relevant global, regional and national, development agenda in particular, the Big four agenda, MTP III and climate change
- c) Provide an overall framework for prioritization and allocation of resources

### ***1.6 Process of Developing the Strategic Plan***

The Strategic Plan was developed through a consultative and participatory approach that ensured involvement of all key stakeholders namely; Board of Management, management, staff and stakeholders.

The review was undertaken through a process involving the following stages:

- a) Administration of questionnaires;
- b) Desk review of NEMA's relevant documents;
- c) Development of a working document;
- d) Interactive workshop with Board and Strategic Plan Development Committee;
- e) Presentation of draft Strategic Plan to internal and external stakeholders
- f) Presentation of draft Strategic Plan to the Board for approval and adoption; and
- g) Submission of NEMA Final Draft - Strategic Plan 2019-2024

### ***1.7 Global, Regional and National Environmental Issues***

The nature of environmental issues traverses global, regional and national levels. Key global and regional environmental issues include air pollution, climate change, water pollution, loss of biodiversity, hazardous waste disposal, wildlife trafficking and invasive species. At the national level, the key environmental issues are poor waste management, pollution, destruction of forests, encroachment of riparian reserves and other wetland ecosystems, impacts of climate change, poor land use planning and inadequate knowledge on environment. These issues are further negatively impacted by ineffective

environmental governance structures at the global and regional level. Nationally, resource allocation for environment sector is a key inhibiting factor for effective management of environment.

## 1.8 Role of NEMA in Global, Regional and National Obligations

This section outlines the role of NEMA in the Sustainable Development Goals, the Africa 2063 Agenda, Kenya Vision 2030, MTP III and the Big Four Agenda.

### 1.8.1 Kenya Vision 2030

Kenya Vision 2030 is anchored on three key pillars: Economic, Social and Political. NEMA's mandate fits in the Social pillar of the vision. The social pillar seeks to build a just and cohesive society living in a clean and secure environment. This pillar is comprised of eight social sectors namely; education and training; health; environment, water and sanitation; housing and urbanization as well as gender, youth, sports and culture. The social pillar identifies six programmes that include: Health; Population, urbanization and Housing; Education and Training; Environment Water and Sanitation; Gender Youth and Vulnerable Groups and Sports, Culture and Arts.

The Vision is implemented through five-year Medium Term Plans. Kenya has implemented 2 medium term plans. The MTP III runs from 2018 to 2022 and has the theme; "Transforming Lives: Advancing Socio-economic development through the Big Four Agenda.

### 1.8.2 Role of NEMA in Kenya Vision 2030

NEMA plays a leading role in the environment, water and sanitation sector in MTP III in the following program areas: waste management, rehabilitation, regeneration and restoration of Nairobi rivers, marine resources and fisheries and water resources management. The Authority has identified relevant programmes and activities in line with MTP III 2018-2022 that have been incorporated in the Strategic Plan.

The programmes are explained in table 1:-

**Table 1: NEMA's Role in MTP III**

S/No	Programme	Role of NEMA
1.	The Solid Waste Management and Pollution Control	<ul style="list-style-type: none"> <li>• Implementation of the National Solid Waste Strategy</li> <li>• Enforcement of regulations on waste management</li> <li>• Promote establishment of proper waste management infrastructure</li> <li>• Promote establishment of waste energy infrastructure in Nairobi, Mombasa, Nakuru, Kisumu as a priority and replicate in other Counties</li> </ul>
2.	Strengthening Environmental Governance	<ul style="list-style-type: none"> <li>• Initiate provision of enabling policies, legislation and institutional arrangements</li> </ul>
3.	Green Technologies and innovations programme	<ul style="list-style-type: none"> <li>• Support the country transition to Circular and Green Growth economy</li> <li>• Improve Climate Change management</li> <li>• Awareness creation on Green Technologies</li> </ul>
4.	Population Health and Environment Programme	<ul style="list-style-type: none"> <li>• Sustainable management of natural resources</li> <li>• Improvement of livelihoods</li> <li>• Food security</li> <li>• Waste management and pollution control</li> <li>• Habitats and ecosystems restoration</li> </ul>
5.	The Plastic Bags initiative	<ul style="list-style-type: none"> <li>• Sustain the ban on plastic bags pursuant to the Gazette notice No. 2334</li> <li>• Continuous monitoring of compliance levels</li> <li>• Implement the plastic management regulations</li> <li>• Stakeholders' engagement</li> </ul>
6.	Blue Economy	<ul style="list-style-type: none"> <li>• Enforcement of international commitments</li> <li>• Domestications of International commitments</li> </ul>
7.	Disaster Risk Management	<ul style="list-style-type: none"> <li>• Development of Disaster Risk Management (DRM) database</li> <li>• Hazard risk mapping</li> <li>• Incident management</li> </ul>



### 1.8.3 The Big Four Agenda

The Government has prioritized policy objectives under the Big Four Agenda that will lead to accelerated economic growth. The Agenda sets out to:

- i. Support value addition and raise the manufacturing sector share of GDP to 15 percent by 2022;
- ii. Focus on initiatives that guarantee food security and nutrition to all Kenyans by 2022;
- iii. Provide Universal Health Coverage thereby guaranteeing quality and affordable healthcare to all Kenyans; and
- iv. Provide Housing to all Kenyans by construction of at least five hundred thousand affordable houses by 2022

The Authority will play a role in the implementation of the Big Four Agenda as follows:

**Table 2:: NEMA's Role in the Big Four Agenda**

S/No	Programme	Role of NEMA
1.	Manufacturing	<ul style="list-style-type: none"> <li>• Promote manufacturing eco-friendly products including alternative carrier bags as opposed to plastics</li> <li>• Process EIA Licenses for manufacturing projects within timelines</li> <li>• Undertake environmental awareness programmes for compliance promotion</li> <li>• Ensure timely processing of SEA for industrial zones</li> <li>• Ensure a clean and healthy environment through air and water quality monitoring</li> <li>• Ensure compliance to environmental standards and regulations</li> <li>• Promote use of cleaner production technologies</li> <li>• Promote green and circular economy</li> </ul>
2.	Food Security	Ensure sustainable utilization of environment and natural resources through;- <ul style="list-style-type: none"> <li>• Processing of EIA Licenses for agriculture projects within timelines and to ensure compliance</li> <li>• Processing of SEA for Agriculture programmes within timelines</li> <li>• Enforcement of EMCA, 1999</li> </ul>
3.	Health	Ensure a clean and healthy environment to support health programmes through;- <ul style="list-style-type: none"> <li>• Monitoring air and water quality for informed decision making to support universal health</li> <li>• Processing EIA licenses for health projects within timelines</li> <li>• Promoting SEA for health policies, programmes and plans</li> <li>• Enforcement of EMCA, 1999</li> </ul>
4.	Housing	<ul style="list-style-type: none"> <li>• Process EIA licenses for housing projects within timelines</li> <li>• Process Strategic Environment Assessment (SEA) for housing programmes and plans within timelines</li> <li>• Promotion of eco-housing designs</li> <li>• Enforcement of EMCA, 1999</li> </ul>

### 1.8.4 The Sustainable Development Goals (SDGs)

The Government of Kenya is committed to the attainment of the United Nations Sustainable Developments Goals (SDGs) as agreed upon by the international community. There are a total of 17 SDGs which aim to enhance the quality of life of the world's citizens. Each goal has a specific target to be achieved over a period of 15 years. SDGs address the economic, social and environmental dimensions of development in a comprehensive and integrated manner.

NEMA will contribute towards the attainment of the following SDG's:

**Table 3: NEMA's Role in SDG's**

S/No	Goal	Role of NEMA
1.	<b>Goal 3</b> Good health and Wellbeing	<ul style="list-style-type: none"> <li>• Enforcement of environmental laws and regulations</li> </ul>
2.	<b>Goal 6:</b> Clean water and sanitation	<ul style="list-style-type: none"> <li>• Issuance of Effluent Discharge License to relevant sectors to ensure sanitation and hygiene for safe drinking water</li> <li>• Solid waste management</li> <li>• Management of aquatic eco systems</li> </ul>

S/No	Goal	Role of NEMA
3.	<b>Goal 7:</b> Affordable and Clean Energy	<ul style="list-style-type: none"> <li>• Promote measures for the conservation of non-renewable sources of energy</li> <li>• Promote research in appropriate renewable source of energy</li> <li>• Create incentives for the promotion of renewable source of energy</li> </ul>
4.	<b>Goal 11:</b> Sustainable Cities and Communities	<ul style="list-style-type: none"> <li>• Regulate development through enforcement of Environmental Audit and EIA regulations</li> <li>• Enforce EMCA Water Quality Regulations</li> <li>• Enforce EMCA Air Quality Regulations and undertake air quality monitoring</li> <li>• Coordinate implementation of National Solid Waste Management Strategy</li> </ul>
5.	<b>Goal 12:</b> Responsible consumption and production	<ul style="list-style-type: none"> <li>• Promote efficient use of natural resources</li> <li>• Reduce waste generation</li> <li>• Provide information for sustainable development</li> <li>• Strengthen scientific and technological capacity</li> </ul>
6.	<b>Goal 13:</b> Climate Action	<ul style="list-style-type: none"> <li>• Mobilizing climate finance to support resilience building in the country</li> <li>• Undertake exhibition on best practice interventions / programmes on climate change adaptation and mitigation.</li> <li>• Undertake processing and monitoring of Ozone Depleting Substances (ODS) licenses and permits</li> <li>• Regulate, enforce and monitor compliance on levels of Green House Gas (GHG) emission</li> </ul>
7.	<b>Goal 14:</b> Life below water	<ul style="list-style-type: none"> <li>• Enforce EMCA Water Quality regulations</li> <li>• Enforce EMCA Wetlands Regulations</li> <li>• Enforce EMCA Waste Management Regulations</li> <li>• Enforce EMCA Biodiversity Regulations</li> <li>• Coordinate implementation of Kenya's National Wetlands Policy and Integrated Coastal Zone management Policy</li> </ul>
8.	<b>Goal 15:</b> Life on land	<ul style="list-style-type: none"> <li>• Regulate access to biodiversity by issuance of Access Benefit Sharing (ABS) permit</li> <li>• Build capacity of all gazetted County Environment Committees (CECs) on devolved functions</li> <li>• Create awareness on the above SDGs in NEMA</li> </ul>
9.	<b>Goal 17:</b> Partnerships to achieve this Goals	<ul style="list-style-type: none"> <li>• Coordination of lead agencies and actors</li> <li>• Resource mobilization</li> <li>• Information dissemination for decision making</li> </ul>

### 1.8.5 Africa Agenda 2063

The Agenda 2063 is a collective vision and roadmap for socio-economic transformation of the continent that is anchored on seven aspirations. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

The role of NEMA in the realization of the aspirations and flagship projects is as provided in table 4:

**Table 4: NEMA's Role in Agenda 2063**

S/No	Programme	Role of NEMA
	Climate risks and natural disasters	<ul style="list-style-type: none"> <li>• Implement relevant SDGs</li> <li>• Implement national climate change response strategies relevant to NEMA</li> <li>• Integrate climate change response strategies in licensing process</li> <li>• Ensure environment management plans are done to minimize natural disasters and environmental degradation</li> <li>• Promote the precautionary principle to avert eminent risks and disaster</li> </ul>



# CHAPTER TWO

## SITUATION ANALYSIS

# SITUATIONAL ANALYSIS

## 2.0 Overview

This chapter provides an internal and external assessment of NEMA focusing on a critical review and analysis of achievements, challenges and lessons learnt. It also provides an analysis conducted using SWOT and PESTEL as well as a Stakeholder analysis.

### 2.1 Performance Review of the Third Strategic Plan (2013-2018)

An assessment of the status of implementation of the 2013-2018 Strategic Plan was undertaken and key achievements, challenges and lessons learnt identified.

#### 2.1.1 Achievements

The ban on plastic carrier bags and its successful implementation was a major milestone for the Authority in the 2013-2018 period. The success is attributed to enhanced enforcement, strengthening of strategic partnerships, public goodwill and support. As a result, the country now has a visibly cleaner and healthier environment.

Other key achievements of the Authority include:

Table 5: Key Achievements

S/No.	Strategic Result Areas	Achievements
1.	Compliance & Enforcement of Environmental Legislations and Policies	<ul style="list-style-type: none"> <li>Developed waste management actions plans for five (5) towns namely: Mombasa, Thika, Nakuru, Eldoret and Kisumu.</li> <li>Initiated the rehabilitation of Kachok and Kibarani dumpsites in Kisumu and Mombasa counties respectively</li> <li>Banned the use, manufacture and importation of plastic carrier bags</li> <li>Piloted air quality monitoring in Nairobi and Mombasa in 2015</li> <li>Reviewed EMCA (1999) and 3 regulations (EIA, Water quality, and Biodiversity);</li> <li>Drafted 3 regulations (Deposit bonds, Plastic waste management and pollution control and Chemical regulations) and gazetted the Air quality regulation</li> <li>Reviewed 58,726 EIA reports for new projects</li> <li>Monitored the compliance to the plastic ban in 47 counties resulting to 85% compliance level and 205 cases prosecuted</li> <li>Trained and appointed 150 environmental inspectors</li> <li>Undertook over 100 inspections and control audit for high risk facilities</li> </ul>
2.	Environmental Research & Planning	<ul style="list-style-type: none"> <li>Developed environmental performance index framework for Kenya. Kenya's environmental performance was rated at 56.23% for 2017/18 Financial Year.</li> <li>Prepared the National 2016/18 SOE Report</li> <li>Prepared NEAP (2018-2024).</li> <li>Prepared Environment Action Plans Guidelines.</li> <li>Built the capacity of 47 Counties on the preparation SoE Reports and CEAPs.</li> <li>Developed the Second Edition of State of the Coast Report as required by section 55 of EMCA</li> <li>Developed the Kenya's National Wetlands Management policy and strategy (approved by the cabinet &amp; National Assembly 2015)</li> <li>Developed Kenya's National Integrated Coastal Zone Management Policy &amp; Plan (approved by the Cabinet &amp; National Assembly 2015)</li> <li>Initiated gazettment of lake Ol-bolossat as a protected wetlands in 2018</li> <li>Supported climate change resilience building through implementation of the adaptation fund programme</li> <li>Secured accreditation with the green climate fund that lays a strong foundation for climate financing</li> <li>Supported continuous operations of clean development mechanism projects namely; Ngong &amp; Turkana wind power projects</li> </ul>
		<ul style="list-style-type: none"> <li>Supported Kenya's government compliance to UNFCCC requirements on greenhouse gas reporting</li> </ul>

3.	Environmental Education, Awareness & Communication.	<ul style="list-style-type: none"> <li>• Established 4 Centres of Excellence and Innovation located in Kajiado, Lamu, Kilifi and Elgeyo Marakwet counties to provide office space and facilities for exhibitions on good environmental practices</li> <li>• Developed and implemented an environmental compliance award scheme for 47 Counties on waste management</li> <li>• Mounted sustained campaigns on the ban on plastics carrier bags</li> <li>• Developed and implemented social media strategies</li> <li>• Undertook media campaigns on environmental issues</li> <li>• Branded vehicles and signages both in HQ &amp; County offices</li> </ul>
4.	Strategic Partnerships	<ul style="list-style-type: none"> <li>• Enhanced environmental awareness through sustained partnerships with various stakeholders.</li> <li>• Established strategic partnership with the Judiciary,</li> </ul>
5.	Institutional Capacity	<ul style="list-style-type: none"> <li>• Re-categorization of the Authority from PC 6B to PC 6A</li> <li>• Reviewed staff basic salaries</li> <li>• Improved the staffing levels from 369 to 417</li> <li>• Built capacity of NEMA staff through training and development programmes</li> <li>• Established 8 regional offices namely; Mt. Kenya, North Rift, South Rift, Nairobi, Coast, North Eastern, South Lake and North Lake.</li> <li>• Improved work environment through construction of green points, refurbishment of offices, acquisition of tools &amp; equipment and vehicles.</li> <li>• Reviewed Human Resources manual and career guidelines</li> <li>• Provided internet connection to 40 Counties.</li> <li>• Developed NEMA's licensing system</li> <li>• New ICT equipment procured and installed</li> <li>• Automated key internal processes including procurement, Human Resources, Knowledge management and contract managements.</li> <li>• Achieved ISO 9001:2015 recertification</li> <li>• Enhanced collection of A-I-A</li> </ul>

### 2.1.2 Challenges and Interventions

The key challenges faced during the 2013-2018 strategic plan period and their proposed interventions are outlined in table 6.

**Table 6: Challenges and Interventions**

S/No.	Challenges	Interventions
1.	Inadequate funding	<ul style="list-style-type: none"> <li>• Budgetary negotiations for more funds allocation</li> <li>• Diversify funding sources</li> <li>• Lobby parliament for additional budgetary support</li> </ul>
2.	Low implementation of devolved environmental functions	<ul style="list-style-type: none"> <li>• Support the implementation of devolved environmental functions.</li> <li>• Lobby for goodwill from policy makers in county governments to prioritize environmental functions</li> <li>• Build the capacity of gazetted CECs to undertake environmental functions.</li> <li>• Build the technical capacity of county government officers.</li> <li>• Mainstream devolved environmental functions into County Integrated Development Plans (CIDPs).</li> <li>• The use of environmental management tools to create demand for county government environmental responses</li> </ul>
3.	Inadequate staffing levels	<ul style="list-style-type: none"> <li>• Lobby parliament for extra additional budgetary support for recruitment of additional staff</li> <li>• Seek government approval to increase staff establishment</li> </ul>

4.	Inadequate infrastructure, equipment and office space	<ul style="list-style-type: none"> <li>• Develop project proposals to support infrastructure development and procure equipment</li> </ul>
5.	Reduced NEMA revenue base	<ul style="list-style-type: none"> <li>• Request Treasury to adequately fund NEMA activities</li> <li>• Enhance mapping and inspection of regulated facilities for more revenue from Effluent Discharge Licenses</li> <li>• Consider the polluter pays principle on all the environment interventions.</li> </ul>
6.	Overlap in mandates with lead agencies	<ul style="list-style-type: none"> <li>• Harmonize Environmental laws and regulations</li> <li>• Enhance stakeholder engagements</li> <li>• Supervise and coordinate environment activities implemented by lead agencies.</li> </ul>
7.	Delay in determination of environmental matters in court	<ul style="list-style-type: none"> <li>• Sensitize Judges and Magistrates on Environmental matters</li> </ul>
8.	Poor land use planning	<ul style="list-style-type: none"> <li>• Support implement spatial land use plans and zonation plans through the EIA process</li> </ul>

### 2.1.3 Lessons learnt

Key lessons learnt from the Strategic Plan, 2013-2018 include;

- i. The Authority has elaborate policies and procedures which enabled certification and accreditation by Green Climate Fund ( GCF) as the National Implementing Entity (NIE);
- ii. The Authority's mandate presents a unique opportunity to tap into various donor funding programmes e.g Green Growth and Employment Programme (GGEP), Kenya Petroleum Technical Assistance Programme (KEPTAP),GIZ and Green Bonds;
- iii. There is need to enhance engagement with the public and other stakeholders in order for them to understand the Authority's mandate and obligations on environmental issues; and
- iv. There is need to diversify our revenue streams to enhance our financial sustainability.

### 2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

An internal and external analysis of the Authority's environment was undertaken to provide information on how it impacts on the operations of the Authority. The internal environment was analyzed for strengths and weaknesses while the external environment provided the opportunities that are available and the threats that may inhibit success.

**Table 7: Strengths**

S/No.	Strength	Strategic Implication	strategic Response
1.	Existing legal framework – EMCA, (1999 ) and the subsequent regulations	<ul style="list-style-type: none"> <li>• NEMA is anchored in the law</li> <li>• Effective delivery of mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Execute mandate within the law</li> </ul>
2.	Government Support	<ul style="list-style-type: none"> <li>• Continuous funding and recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritization of environmental issues affecting the country</li> <li>• Support government programmes</li> </ul>
3.	Committed Board of Management	<ul style="list-style-type: none"> <li>• Provide strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance engagement between NEMA and outside stakeholders</li> </ul>
4.	Competent human capital	<ul style="list-style-type: none"> <li>• Effective and efficient service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement staff retention strategies</li> <li>• Continuous training and bench marking</li> </ul>
5.	A Designated National Authority for MEAs	<ul style="list-style-type: none"> <li>• Access to funding</li> <li>• Technical Capacity building</li> <li>• Technological transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on benefits accrued</li> </ul>

6.	National Coverage	<ul style="list-style-type: none"> <li>• Coordination of environmental matters nationally</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance visibility in all counties</li> <li>• Access of environmental services to the public</li> </ul>
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## Weaknesses

**Table 8: Weaknesses**

S/No.	Weaknesses	Strategic Implication	Strategic Response
1.	Inadequate financial resources	<ul style="list-style-type: none"> <li>• Low level of programmes implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for Increased budget from exchequer</li> <li>• Diversify revenue streams</li> </ul>
2.	Inadequate human resource	<ul style="list-style-type: none"> <li>• Inadequate capacity to deliver on the mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance human resource capacity</li> <li>• Capacity building</li> <li>• Enhance collaboration with lead agencies</li> </ul>
3.	Inadequate infrastructure	<ul style="list-style-type: none"> <li>• Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition of adequate infrastructure</li> </ul>

## Opportunities

**Table 9: Opportunities**

S/No.	Opportunities	Strategic Implication	Strategic Response
1.	Kenya Constitution, 2010	<ul style="list-style-type: none"> <li>• Environmental matters anchored in the Kenya Constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for more environmental management funds</li> </ul>
2.	Environment and land court and National Environment Tribunal	<ul style="list-style-type: none"> <li>• Environmental issues can be resolved professionally</li> </ul>	<ul style="list-style-type: none"> <li>• Work in collaboration with the land court to enhance their capacity</li> </ul>
3.	Multi-lateral Environmental Agreements (MEAs)	<ul style="list-style-type: none"> <li>• Environmental matters given international leverage</li> </ul>	<ul style="list-style-type: none"> <li>• Timely implementation of MEAs obligations</li> <li>• Mobilize resources to support the implementation of MEAs</li> <li>• Tap into resources within the MEA programmes</li> <li>• Strengthen collaborations and partnerships</li> <li>• Opportunity for development of new standards and legislations</li> </ul>
4.	Devolved system of Government	<ul style="list-style-type: none"> <li>• Increased access to Authority's services</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the coordination mechanism of devolved environmental functions</li> <li>• Strengthen NEMA Regional and County offices</li> </ul>
5.	Technological advancement	<ul style="list-style-type: none"> <li>• Improved service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstream ICT and GIS in environmental conservation and management</li> </ul>
6.	Goodwill from general public, stakeholders and development partners	<ul style="list-style-type: none"> <li>• Support to improve service delivery and capacity building</li> <li>• Opportunity for mobilizing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen collaborations with stakeholders at all levels</li> <li>• Leverage on the goodwill to support environmental management programmes</li> <li>• Leverage on the goodwill from the programmes creation programmes</li> </ul>

7.	Increased public awareness on environmental matters	<ul style="list-style-type: none"> <li>• Support for environmental management matters</li> <li>• Higher levels of compliance</li> <li>• Increased public support and goodwill on environmental management</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance and sustain public awareness and education</li> </ul>
8.	Environment as a cross cutting issue	<ul style="list-style-type: none"> <li>• Environment issues are paramount in sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>• Mainstream environment issues in all sectors.</li> </ul>
9.	Revenue generation	<ul style="list-style-type: none"> <li>• Financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance compliance and enforcement for regulated facilities</li> </ul>
10	Shifting donor priority areas	<ul style="list-style-type: none"> <li>• Reduced budgetary support</li> </ul>	<ul style="list-style-type: none"> <li>• Align programmes to relevant areas for funding</li> </ul>

## Threats

**Table 10: Threats**

S/No.	Threats	Strategic Implication	Strategic Response
1.	Overlapping institutional mandate	<ul style="list-style-type: none"> <li>• Inadequate synergy with lead agencies</li> <li>• Conflicting laws</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and strengthen the coordination and supervision framework with lead agencies</li> </ul>
2.	Legal suits from public and private sector	<ul style="list-style-type: none"> <li>• High legal costs</li> <li>• Poor corporate image</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize and build capacity on environmental matters for persons in the justice system.</li> <li>• Enhance public awareness on NEMA's mandate</li> </ul>
3.	Emerging environmental issues including Climate Change	<ul style="list-style-type: none"> <li>• Insufficient capabilities to comprehend the weight of emerging environmental issues</li> <li>• Diversion of resources</li> <li>• New environmental incidences and emergencies</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Set aside an environmental emergency fund for incidences and emergencies</li> <li>• Providing/ budget for rapid response</li> <li>• Enhance rapid environment response capabilities</li> </ul>
4.	Inadequate funds	<ul style="list-style-type: none"> <li>• Low level of implementation of programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby for more funds</li> <li>• Diversify sources of funds</li> </ul>
5.	Increased Population	<ul style="list-style-type: none"> <li>• Increased environmental pollution</li> <li>• Overdependence on natural resources for livelihood leading to degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Enforce compliance to environmental standards</li> <li>• Create awareness on alternative sources of livelihood</li> </ul>
6.	Low level of engagement from stakeholder	<ul style="list-style-type: none"> <li>• Inadequate support and implementation of environmental programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Rework the environmental governance framework to strengthen coordination with partners</li> </ul>
7.	High public expectations on NEMA to address all environmental issues	<ul style="list-style-type: none"> <li>• Increased opportunity for resource mobilization</li> <li>• Increased public visibility and trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop bankable research proposals for funding</li> <li>• More awareness on NEMA mandate and</li> <li>• Improve response time on reported incidents</li> </ul>



## 2.3 Environmental Scanning (PESTEL Analysis)

In order to appreciate the environment under which the Authority operates, an analysis of external environment was undertaken. It focused on the political, environmental, social, technological, economical and legal factors. The following are the highlights:

### Political Factors

**Table 11: Political factors**

S/No.	Political Factor	Strategic Implications	Strategic Responses
1.	Changes in Government	<ul style="list-style-type: none"> <li>Changes in government policies and priorities affects implementation of programmes</li> <li>Political stability gives rise to long term planning for environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Align the Authority's policies to those of government</li> <li>Develop and implement lobbying strategies</li> <li>Leverage on political stability for environmental management</li> </ul>
2.	Political influence and goodwill	<ul style="list-style-type: none"> <li>Boosts the Authority in achieving its objectives</li> <li>Low support for environmental management initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for political goodwill,</li> <li>Sensitize &amp; create awareness to political leaders on importance of environmental investments</li> </ul>
3.	Slow pace by County Governments to enact environment management laws	<ul style="list-style-type: none"> <li>Lack of technical capacity and goodwill to support environment legislation</li> </ul>	<ul style="list-style-type: none"> <li>Engage county governments to develop environment policies and legislation for their counties.</li> </ul>

### Economic Factors

**Table 12: Economic Factors**

S/No.	Economic Factors	Strategic Implications	Strategic Responses
1.	Inadequate national budgetary allocation	<ul style="list-style-type: none"> <li>Low allocation for environmental management activities hampers realization of mandate</li> <li>Disruption of planned activities</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for more resources</li> <li>Diversify sources of funding</li> </ul>
2.	Limitation of low income households to comply with environmental law	<ul style="list-style-type: none"> <li>Poverty-environment nexus</li> </ul>	<ul style="list-style-type: none"> <li>Promote adoption of appropriate technologies</li> </ul>
3.	Taxation on green technology imports	<ul style="list-style-type: none"> <li>Disincentive to sustainable environment management</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for tax subsidies</li> </ul>
4.	Low compliance on payment of licenses fees	<ul style="list-style-type: none"> <li>Low revenue</li> </ul>	<ul style="list-style-type: none"> <li>Compliance promotion and inspection</li> <li>Automate the licensing regime</li> <li>Improve strategies of compliance and enforcement</li> </ul>
5.	Institutional growth	<ul style="list-style-type: none"> <li>Lack of expansion of NEMA establishment</li> </ul>	<ul style="list-style-type: none"> <li>Lobby for development funding</li> </ul>

### Social Factors

**Table 13: Social Factors**

S/No.	Social Factors	Strategic Implications	Strategic Responses
1.	Proliferation of slums	<ul style="list-style-type: none"> <li>Pollution in urban areas</li> </ul>	<ul style="list-style-type: none"> <li>Promote sustainable urban planning</li> </ul>
2.	Personal consciousness and attitude	<ul style="list-style-type: none"> <li>Environmental malaise</li> </ul>	<ul style="list-style-type: none"> <li>Create awareness</li> </ul>
3.	Negative publicity/propaganda	<ul style="list-style-type: none"> <li>Negative attitude by the public</li> </ul>	<ul style="list-style-type: none"> <li>Enhance corporate image</li> <li>Enhance partnerships</li> <li>Enhance awareness</li> </ul>

4.	Private and community rights in natural resource management	• Conflicts in resource use/ utilization	• Promote stakeholder consultations in natural resource management
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## Technological factors

**Table 14: Technological Factors**

S/No.	Technological Factors	Strategic Implications	Strategic Responses
1.	information and communication technologies	<ul style="list-style-type: none"> <li>• Increased work efficiency.</li> <li>• Increased demand for ICT literacy/empowerment.</li> <li>• Enhanced access of key services by public</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade systems in line with emerging ICT technologies.</li> <li>• Increase budgetary allocation towards procurement/replacement of ICT equipment.</li> <li>• Continuous ICT training for all staff and stakeholders.</li> </ul>
2.	Internet Connectivity	<ul style="list-style-type: none"> <li>• Increased demand for improved internet speeds (bandwidth)</li> <li>• Enhanced customer experience</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnerships with internet service providers (ISPs) to ensure minimum downtime.</li> <li>• Lobby for increased budgetary allocation to invest in improved internet speeds.</li> </ul>
3.	Information Security	<ul style="list-style-type: none"> <li>• Potential attacks on key systems.</li> <li>• Reduced trust in systems due to potential data loss.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in cyber-security tools (policies, equipment and staff through training)</li> <li>• Carry out regular Information Systems/ Network audit.</li> </ul>

## Environmental factors

**Table 15: Environmental Factors**

S/No	Environmental Factors	Strategic Implications	Strategic Responses
1.	Climate Change and Global warming	<ul style="list-style-type: none"> <li>• Limited ability to implement sustainable environment management practices</li> <li>• Higher chances of disaster occurrence</li> </ul>	<ul style="list-style-type: none"> <li>• Implement climate change Action plan and response strategy</li> <li>• Apply appropriate adaptation and mitigation measures</li> <li>• Set aside an emergency fund</li> <li>• Disaster preparedness</li> </ul>
2.	Pollution	<ul style="list-style-type: none"> <li>• High risk to human health and environment</li> </ul>	<ul style="list-style-type: none"> <li>• Improve compliance</li> <li>• Improve incident response and management</li> </ul>
3.	Degradation	<ul style="list-style-type: none"> <li>• Increased demand for more resources</li> <li>• Increased pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Apply polluter pay principle</li> <li>• Enhance rehabilitation and restoration initiatives</li> </ul>
4.	Biodiversity loss	<ul style="list-style-type: none"> <li>• Emergence of unsustainable fragile ecosystems</li> <li>• Environmental degradation</li> </ul>	<ul style="list-style-type: none"> <li>• Develop biodiversity action plans</li> <li>• Implement biodiversity management strategies</li> </ul>

## Legal factors

**Table 16: Legal Factors**

S/No.	Legal Factors	Strategic Implications	Strategic Responses
1.	Sectoral Environmental laws	<ul style="list-style-type: none"> <li>• Overlap and duplication in the management of the environment.</li> <li>• Gaps in the enforcement of environmental laws leading to environmental degradation.</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonize sectoral environmental laws with EMCA, 1999</li> </ul>
2.	Increased litigation against NEMA.	<ul style="list-style-type: none"> <li>• High litigation costs.</li> <li>• Poor corporate image.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance prosecutorial capacity.</li> <li>• Create awareness on environmental matters to other enforcement agencies.</li> <li>• Enhance enforcement of environmental laws.</li> </ul>
3.	Existence of Land and Environment Court	<ul style="list-style-type: none"> <li>• Focus on environmental cases by the judiciary.</li> <li>• Ease of prosecution</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on the existence of the courts in prosecuting environmental cases.</li> <li>• Sensitize and build capacity for the judiciary on environmental laws.</li> </ul>
4.	Weak compliance to environmental laws.	<ul style="list-style-type: none"> <li>• Degradation of the environment.</li> <li>• Poor corporate image.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance enforcement of environmental laws.</li> </ul>
5.	Limited knowledge of environmental laws.	<ul style="list-style-type: none"> <li>• Low compliance on environmental laws.</li> </ul>	<ul style="list-style-type: none"> <li>• Build capacity and create awareness on environmental matters.</li> </ul>

## 2.4 Stakeholder Analysis

The National Environment Management Authority works closely with stakeholders in environmental management. These include government, private sector, civil society organizations and the general public.

**Table 17: Stakeholder Analysis**

S/No.	Stakeholder Category	Stakeholder Expectation	NEMA Expectation
1.	Government (National/ County)	<ul style="list-style-type: none"> <li>• Clean, secure and healthy environment,</li> <li>• Good governance, compliance to financial and other statutory guidelines</li> <li>• Advisory</li> <li>• Sensitize policy makers on environmental matters</li> <li>• Periodic briefing on environmental activities and events</li> <li>• Implement EMCA 1999 and regulations</li> <li>• Implement environmental provision in the Kenyan constitution</li> <li>• Involvement in environmental activities and events</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate funding</li> <li>• Timely disbursement</li> <li>• Compliance with environmental laws</li> <li>• Support NEMA activities</li> <li>• Support Implementation of devolved environmental functions</li> <li>• Coordinated approach on environmental and natural resources management</li> </ul>

2.	Lead agencies	<ul style="list-style-type: none"> <li>• Clean, secure and healthy environment,</li> <li>• To be coordinated and supervised on EMCA and related environmental regulations and standards</li> <li>• Guidance on implementation of the Act and the subsequent regulations</li> <li>• To be involved in decision making in environmental management</li> <li>• To participate in environmental activities and events</li> </ul>	<ul style="list-style-type: none"> <li>• Good environmental governance on environment and natural Resources</li> <li>• Embracing best environmental practices</li> <li>• Compliance with environmental laws</li> <li>• Provide technical advice for Environmental impact assessment reports and strategic environment Assessment</li> <li>• Implementation of sector specific environmental laws</li> <li>• Coordinated approach on environmental and natural resources management</li> </ul>
3.	Private sector	<ul style="list-style-type: none"> <li>• Business opportunities,</li> <li>• Licensing, clean and healthy environment,</li> <li>• Fairness and objectivity of NEMA as it undertakes its regulatory role.</li> <li>• To be informed on environmental matters and involvement in environmental activities and events,</li> <li>• Guidance on environmental priority areas for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with environmental laws</li> <li>• Embrace best environmental practices</li> <li>• Partnership in environmental and natural resources management</li> </ul>
4.	Merchants and suppliers	<ul style="list-style-type: none"> <li>• Business opportunities</li> <li>• Clean and healthy environment,</li> <li>• Fairness in business engagements</li> <li>• Timely payments for goods, works and services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Quality goods, works and services</li> <li>• Timely supply of goods and services</li> <li>• Best environmental practices</li> </ul>
5.	Educational/ Research Institutions	<ul style="list-style-type: none"> <li>• Collaboration in Research and capacity building</li> <li>• Accreditation of SEA and EIA training</li> <li>• Advisory services</li> <li>• Disseminate Research findings</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in Research and capacity building</li> <li>• Disseminate research Findings</li> </ul>
6.	Civil Society Organizations	<ul style="list-style-type: none"> <li>• Recognition of their efforts in environmental management and advocacy</li> <li>• Guidance on areas of environmental priorities,</li> <li>• To be educated and informed on environmental matters</li> <li>• Involvement environmental activities and events</li> <li>• Coordinated approach in environmental management.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with environmental laws</li> <li>• Best environmental practices</li> <li>• Partnership in environmental and natural resources management</li> <li>• Coordinated approach on environmental and natural resources management and programme implementation</li> <li>• Technical and financial support</li> <li>• Incident reporting</li> </ul>
7.	General Public	<ul style="list-style-type: none"> <li>• Clean, secure and healthy environment,</li> <li>• Good governance of environment and Natural resources,</li> <li>• Consistency in enforcement of the regulatory regime</li> <li>• Efficient service delivery,</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with environmental laws</li> <li>• Best environmental practices</li> <li>• Partnership in environmental and natural resources management</li> <li>• Coordinated approach on environmental and natural resources management</li> <li>• Incident reporting</li> </ul>

		<ul style="list-style-type: none"> <li>• Regular communication on environmental issues and achievements,</li> <li>• Involvement in environmental activities and events,</li> <li>• Availability of jobs within the Authority</li> <li>• Recognition of their efforts in environmental management and advocacy</li> </ul>	
8.	International Community	<ul style="list-style-type: none"> <li>• Domestication of MEAs</li> <li>• Cooperation in agreed environmental resolutions</li> <li>• Regular and timely communication from the focal point</li> <li>• Consistent participation in international forums</li> <li>• Information sharing and reporting</li> <li>• Best environmental practices</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation in environmental and natural resources management</li> <li>• Domestication of MEAS in their countries</li> <li>• Compliance with environmental laws</li> <li>• Technical and financial support</li> <li>• Information sharing and reporting</li> <li>• Best environmental practices</li> <li>• Technological transfer</li> </ul>
9.	Development Partners	<ul style="list-style-type: none"> <li>• Prudent use of resources</li> <li>• Clean and healthy environment</li> <li>• Good governance of environmental resources</li> <li>• Guidance on priority areas of environmental management</li> <li>• Best environmental practices</li> </ul>	<ul style="list-style-type: none"> <li>• Technical and financial support</li> <li>• Information sharing and reporting</li> <li>• Best environmental practices</li> <li>• Technological transfer</li> </ul>
10.	Media	<ul style="list-style-type: none"> <li>• Dissemination of accurate and timely information on environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>• To be fair and accurate reporting on environmental matters</li> </ul>
11.	Politicians	<ul style="list-style-type: none"> <li>• Clean and healthy environment</li> </ul>	<ul style="list-style-type: none"> <li>• Political good will</li> <li>• Deliberate on our policies in Parliament</li> </ul>
12.	Environment Appeals Tribunal	<ul style="list-style-type: none"> <li>• Compliance with Tribunal's directives.</li> </ul>	<ul style="list-style-type: none"> <li>• Fair hearing and determination of matters at the Tribunal.</li> </ul>
13.	The Environment Trust Fund	<ul style="list-style-type: none"> <li>• Prudent use of resources,</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of funds to facilitate research intended to further the requirements of environmental management, capacity building, environmental awards, environmental publications, scholarships and grants.</li> </ul>
14.	The National Environment Complaints Commission	<ul style="list-style-type: none"> <li>• Cooperation in investigation of allegations or complaints against the Authority in relation to the condition of the environment in Kenya</li> </ul>	<ul style="list-style-type: none"> <li>• Fair hearing and determination of matters for which the Commission is seized with.</li> </ul>

## INTERNAL STAKEHOLDERS

15.	Board of Management	<ul style="list-style-type: none"> <li>• Efficient management of resources,</li> <li>• Enhanced performance of staff as per set targets,</li> <li>• Effective and efficient service delivery</li> <li>• Good corporate image</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilization</li> <li>• Strategic guidance</li> <li>• Leadership</li> <li>• Policy Guidance and direction</li> <li>• Oversight on implementation</li> </ul>
16.	Staff	<ul style="list-style-type: none"> <li>• Better remuneration,</li> <li>• Career and personal development,</li> <li>• Clean and healthy environment,</li> <li>• Conducive work environment,</li> <li>• Grievance resolutions,</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient service delivery</li> <li>• Adherence to statutory, rules, laws, circulars and manuals</li> <li>• Best environmental practices</li> <li>• Adherence to core values of the Authority</li> </ul>



# CHAPTER THREE

STRATEGIC FOCUS

## STRATEGIC FOCUS

### 3.0 Overview

This chapter provides the strategic intent of NEMA which includes the Vision, Mission, Motto, Core Values, Key Results Areas, Strategic Objectives and Strategies.

## Vision

*A clean, healthy and sustainable environment*

## Mission

*To coordinate, supervise and manage all matters relating to the environment in Kenya*

## Motto

*Our Environment, Our Life, Our Responsibility*

## Core Values



### 3.2 Key Result Areas (KRAs)

The Authority will focus on the following key result areas:

KRA 1: Environmental Quality, Protection and Conservation

KRA 2: Ecological Integrity of Ecosystems

KRA 3: Climate Change






KRA 4: Environmental Governance and Coordination

KRA 5: Green economy for Sustainable Development

KRA 6: Institutional Capacity

### 3.3. Strategic Objectives

The Key Result Areas will be achieved through the following strategic objectives:

 <p>KRA 1: Environmental Quality, Protection and Conservation</p>	<ul style="list-style-type: none"> <li>To improve the quality of the environment</li> <li>To promote sustainable natural resource utilization</li> <li>To promote public behavioural change in environmental management</li> </ul>
 <p>KRA 2: Ecological Integrity of Ecosystems</p>	<ul style="list-style-type: none"> <li>To promote conservation and management of aquatic and terrestrial ecosystems</li> <li>To promote conservation and management of environmentally significant areas</li> </ul>
 <p>KRA 3: Climate Change</p>	<ul style="list-style-type: none"> <li>To support reduction and monitoring of Green House Gases (GHG) emissions</li> <li>To advance implementation of climate change duties by public and private entities</li> <li>To integrate climate risk and vulnerability assessment into all forms of assessment</li> <li>To mobilize and deploy climate Finance</li> <li>To support implementation of CCA, NAP, NDC, NCCAP</li> <li>To promote programmes on Carbon Neutrality</li> </ul>
 <p>KRA 4: Environmental Governance and Coordination</p>	<ul style="list-style-type: none"> <li>To strengthen the regulatory framework for environmental management</li> <li>To Promote synergy in management of environmental functions</li> </ul>
 <p>KRA 5: Green Economy for Sustainable Development</p>	<ul style="list-style-type: none"> <li>To promote blue economy</li> <li>To promote green and circular economy</li> <li>To promote the reduction of environment risks</li> </ul>
 <p>KRA 6: Institutional Capacity</p>	<ul style="list-style-type: none"> <li>To strengthen corporate governance</li> <li>To enhance corporate image</li> <li>To strengthen human capital</li> <li>To enhance financial sustainability</li> <li>To enhance service delivery</li> <li>Risk Management</li> </ul>



### 3.4 Strategy Matrix

Table 18: Strategy Matrix

S/No	KRA	Strategic Objective	Strategy
1.	Environmental Quality, protection and conservation	1.1 To improve quality of environment	1.1.1 Establish the State of Environment 1.1.2 Enhance environmental regulations and standards 1.1.3 Promote environmental research and planning
		1.2 To promote sustainable natural resource utilization	1.2.1 Implement environmental management tools 1.2.2 Mainstream environmental planning in National and County development planning
		1.3 To promote public behavioral change in environmental management	1.3.1 Integrate environmental education in formal institutions 1.3.2 Promote environmental activities in various sectors 1.3.3 Sensitize the public on environmental issues 1.3.4 Implement National ESD Policy 1.3.5 Promote compliance to environmental laws and regulations
2.	Ecological Integrity of Ecosystems	2.1 To promote conservation and management of aquatic and terrestrial ecosystems	2.1.1 Secure riparian reserve boundaries 2.1.2 Coordinate lead agencies and stakeholders in wetlands management 2.1.3 Enhance conservation and management of selected degraded terrestrial ecosystem
		2.2 To promote conservation and management of environmentally significant areas	2.2.1 Protect and conserve environmentally significant areas 2.2.2 Assess and prioritize most degraded water bodies 2.2.3 Coordinate rehabilitation of the degraded water bodies
3.	Climate Change	3.1 To support reduction and monitoring of GHG emissions	3.1.1 Establish a regulatory framework for GHG emissions 3.1.2 Harmonize and implement Ozone Depleting Substances regulations with Climate Change Act 2016
		3.2 To advance implementation of climate change duties into public and private entities	3.2.1 Establish compliance monitoring scheme on climate change duties and obligations in public and private entities
		3.3 Integrate climate risk and vulnerability assessment into all forms of assessment	3.3.1 Establish climate risk and vulnerability assessment procedures
		3.4 To mobilize and deploy climate finance	3.4.1 Position NEMA as an effective climate finance entity 3.4.2 Enhance the capacity of NEMA to access climate finance
		3.5 To Support implementation of CCA, NAP, NDC, NCCAP	3.5.1 Establish a Monitoring, Reporting and Verification (MRV) system for climate change activities 3.5.2 Support implementation of mitigation and adaptive interventions 3.5.3 Support re-orientation of school curricula to respond to the advent of climate change

		3.6 To promote programmes on Carbon Neutrality	3.6.1 Enhance carbon neutrality programmes in institutions
4.	Environmental Governance & Coordination	4.1 To Strengthen the Regulatory framework for environmental management	4.1.1 Develop environmental legislation, regulations and guidelines 4.1.2 Advise the government on domestication of Multi-lateral Environmental Agreements (MEAs)
		4.2 To Promote synergy in management of environmental functions	4.2.1 Establish an environmental supervisory and coordination mechanism for various stakeholders 4.2.2 Establish a mechanism for alternative dispute resolution on environmental matters
5.	Green economy for Sustainable Development	5.1 To promote sustainable blue economy	5.1.1 Establish an environmental supervisory and coordination mechanism for various stakeholders in the blue economy 5.1.2 Ensure sustainable utilization and conservation of coastal, marine and inland water resources 5.1.3 Promote waste management and pollution control for water bodies 5.1.4 Enhance public awareness and education on sustainable blue economy
		5.2 To promote green and circular economy	5.2.1 Promote programmes that reduce environmental health risks 5.2.2 Enhance natural resource use efficient and cleaner production technologies 5.2.3 Reduce environmental degradation in support to sustainable development 5.2.4 Enhance uptake of green economy technologies and innovations by various stakeholders
6.	Institutional Capacity	6.1 To Strengthen Corporate governance	6.1.1 Enhance Board oversight role 6.1.2 Reduce risk exposure in operations of the Authority
		6.2 To enhance corporate image	6.2.1 Improve visibility and corporate image
		6.3 To strengthen human capital	6.3.1 Attain and maintain optimal staffing levels 6.3.2 Train and develop staff 6.3.3 Succession management 6.3.4 Enhance performance management 6.3.5 Ensure conducive work environment 6.3.6 Improve records management 6.3.7 Review terms and conditions of service to make them competitive 6.3.8 Mainstream cross cutting policies (Anti-corruption, HIV&AIDS, Disability, National Cohesion and values, Gender and ADA)
		6.4 To enhance financial sustainability of the Authority	6.4.1 Enhance resource mobilization 6.4.2 Ensure prudent management of financial resources 6.4.3 Strengthen the capacity for NEMA to fundraise
		6.5 To enhance service delivery	6.5.1 Improve customer satisfaction 6.5.2 Leverage ICT in all operations



# CHAPTER FOUR

## IMPLEMENTATION AND COORDINATION FRAMEWORK

# IMPLEMENTATION AND COORDINATION FRAMEWORKS

## 4.0 Overview

The Authority will seek to strengthen its institutional capacity and put in place the requisite implementation and coordination frameworks to be able to successfully implement this Strategic Plan.

### 4.1 Governance Structures

The Authority has a Board of Management that is responsible for policy and strategic guidance. The Director General (DG) is responsible for the day-to-day management of the Authority. The Authority has five departments namely: Compliance and Enforcement, Environmental Services, Finance and Administration, Legal Services and Directorate.

### 4.2 Staffing Levels

The Authority has currently 417 employees against the required 1,385. To effectively implement the Strategic Plan, recruitment of optimal human resource capacity will be given priority.

The proposed staffing level for the next five years is provided in table 19

**Table 19: Proposed Staffing Levels**

Departments	Optimal	In Post	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Directorate	66	37	40	43	50	55	66
Legal Services	23	11	13	16	19	21	23
Finance, Human Resources and Administration	134	63	55	75	105	115	120
Environmental Services	411	50	95	170	200	250	301
Compliance, Enforcement and Field Operations	751	256	284	384	415	450	500
<b>TOTAL</b>	<b>1,385</b>	<b>417</b>	<b>488</b>	<b>687</b>	<b>789</b>	<b>891</b>	<b>1,010</b>

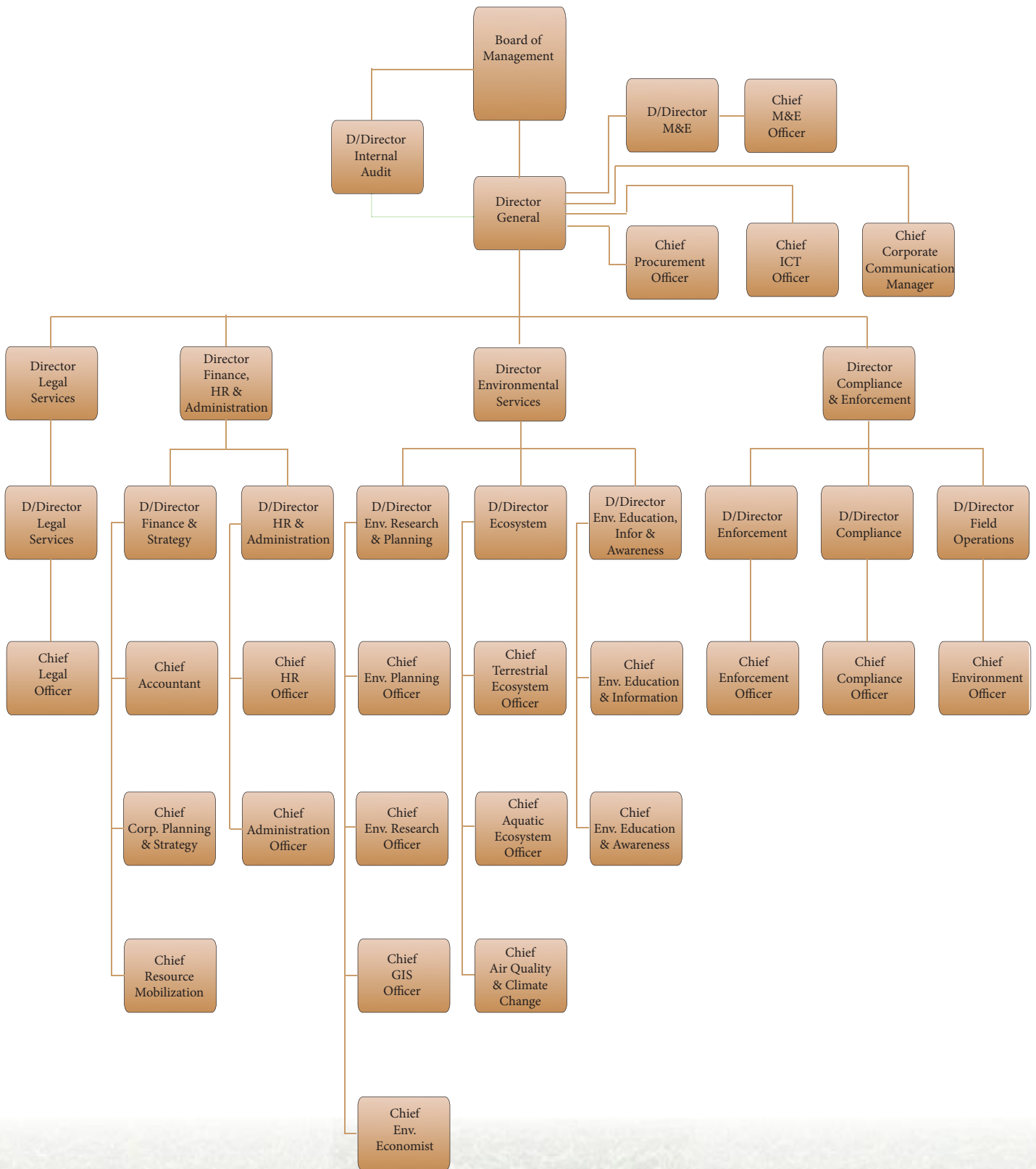
### 4.3 Human Resource Development Strategies

To effectively implement the Strategic Plan, recruitment of optimal human resource capacity will be given priority. During the implementation period of the Strategic Plan, the Authority plans to progressively bridge this staffing gap by recruiting 600 officers. In addition, the Authority shall build capacity of staff.

### 4.4 Organizational Structure

An organizational structure to implement this strategic plan is under review. It will seek to ensure effective delegation and control of management processes. The current Authority’s organizational structure is presented in the following organogram:

## Current Organization Structure



### 4.5 Strategy Implementation

The Authority shall provide the appropriate governance and policy direction and ensure the implementation responsibilities of this Plan are cascaded to all levels. Appropriate mechanisms will be developed to ensure effective collaboration with all relevant stakeholders towards achieving a clean environment.

### 4.5.1 Strategy Implementation Responsibilities

In the pre-implementation stage, the plan shall be communicated to all stakeholders, assign roles and responsibilities to different players, mobilize, allocate and utilize resources as identified in the plan. In addition, the Authority will align annual departmental and individual work plans to the corporate plan and budget, put in place an appropriate monitoring, evaluation and reporting framework and strengthen staff capacity to deliver on the mandate.

The Board will provide strategic leadership, be responsible for policy formulation and play an oversight role during the implementation and monitoring and evaluation of the Strategic Plan. The Director General will ensure the overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. The heads of departments will be responsible for the day-to-day operationalization of the plan to ensure the planned activities are implemented.

### 4.5.2 Financial Implication

The Authority has identified activities that will be undertaken to realize the various programmes in this Strategic Plan. Resources shall be allocated for the activities through the Programme-Based Budgeting (PBB) which has been adopted as required by the Public Financial Management Act.

The implementation matrix (Appendix I) indicates the resources required for implementing activities under the 22 strategic objectives that the Authority has identified. The projected resource requirements for implementation of the Authority's Strategic Plan 2019-2024 is KES.. 17.728 Billion

**Table 20: Total resources required for the period 2019-2024**

Key Result Area	Strategic Objective	Financial Resource Requirements Estimate (KES. Million)					
		2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total
Environmental Quality, Protection and Conservation	To improve quality of environment	162	179.5	160.5	182	163	847
	To promote sustainable natural resource utilization	10	17	16	20	20	83
	To promote public behavioral change in environmental management	41	41	41	41	41	205
	<b>Sub Total</b>	<b>213</b>	<b>237.5</b>	<b>217.5</b>	<b>243</b>	<b>224</b>	<b>1135</b>
Ecological Integrity of Ecosystems	To promote conservation and management of aquatic and terrestrial ecosystems	66.5	74.5	68.5	68.5	64.5	342.5
	To promote conservation and management of environmentally significant areas	6	34	38	48	44	170
	To restore selected degraded aquatic and terrestrial ecosystems	6	106	206	70	66	454
	<b>Sub Total</b>	<b>78.5</b>	<b>214.5</b>	<b>312.5</b>	<b>186.5</b>	<b>174.5</b>	<b>966.5</b>
Climate change	To support reduction and monitoring of GHG emissions	2	6	7	4	4	23
	To advance implementation of climate change duties into public and private entities	5	5	5	5	5	25

	Integrate climate risk and vulnerability assessment into all forms of assessment	4	7	7	7	7	32
<b>Key Result Area</b>	<b>Strategic Objective</b>	<b>Financial Resource Requirements Estimate (KES. Million)</b>					
		<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>Total</b>
	To mobilize and deploy climate finance	10	10	10	10	10	50
	Support implementation of CCA, NAP, NDC, NCCAP	7	9	9	9	10	44
	To promote programmes on Carbon Neutrality	2	2	2	2	2	10
	<b>Sub-Total</b>	<b>30</b>	<b>39</b>	<b>40</b>	<b>37</b>	<b>38</b>	<b>184</b>
Environmental Governance & Coordination	To strengthen the regulatory framework for environmental management	43.5	52.5	53	57	58	264
	To promote synergy in management of environmental functions	1	9	5	5	5	25
	<b>Sub Total</b>	<b>43.5</b>	<b>52.5</b>	<b>53</b>	<b>57</b>	<b>58</b>	<b>289</b>
Green economy for Sustainable Development	To promote sustainable blue economy	63	65	65	63	63	319
	To promote green and circular economy	33	46	30	53	36	198
	<b>Sub Total</b>	<b>96</b>	<b>111</b>	<b>95</b>	<b>116</b>	<b>99</b>	<b>517</b>
Institutional Capacity	To strengthen corporate governance						
	To enhance corporate image						
	To strengthen human capital						
	To enhance financial sustainability						
	To enhance service delivery						
	Risk management						
	<b>Sub Total</b>	<b>586.65</b>	<b>1287.3</b>	<b>1871.9</b>	<b>2195.7</b>	<b>2495.9</b>	<b>8441.45</b>
		<b>1047.65</b>	<b>1941.8</b>	<b>2589.9</b>	<b>2835.2</b>	<b>3089.4</b>	<b>11507.95</b>
<b>Recurrent Expenditure Projections (KES. Millions)</b>							
		<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	Personnel Emoluments	860	870	880	890	900	4,400
	Operations and Maintenance	320	345	360	385	410	1,820
	<b>Sub-total Recurrent expenses</b>	<b>1,180</b>	<b>1,215</b>	<b>1,240</b>	<b>1,275</b>	<b>1,310</b>	<b>6,220</b>

Strategy Implementation Cost	1047.65	1941.8	2589.9	2835.2	3089.4	11507.95
Subtotal Strategy implementation	1047.65	1941.8	2589.9	2835.2	3089.4	11504.95
<b>Total Expenditure</b>	<b>2,228</b>	<b>3,157</b>	<b>3,830</b>	<b>4,110</b>	<b>4,399</b>	<b>17,724</b>
<b>Grand Total (Strategy Implementation + Recurrent)</b>						
<b>Sources of Funds</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Internally generated revenue	300	450	500	550	600	2,400
Grants from GoK	1,200	1,300	1,400	1,500	1,600	7,000
Externally generated revenue	480	750	1,100	1,450	1,700	5,480
<b>Total Revenue</b>	<b>1,980</b>	<b>2,500</b>	<b>3,000</b>	<b>3,500</b>	<b>3,900</b>	<b>14,880</b>
<b>Resource Gap</b>	<b>248</b>	<b>657</b>	<b>830</b>	<b>610</b>	<b>499</b>	<b>2,844</b>

### 4.5.3 Sources of Funds

The Authority targets to fund the Strategic Plan from internally generated revenue, Grants from the Government, externally generated revenues and from resource mobilization through development of project proposals.

#### 4.5.4 Resource Mobilization Strategies

Resource mobilization is key in this Strategic Plan period in order to finance the planned activities and ensure financial sustainability. The Authority will mobilize financial resources for its activities as follows:

- Lobby for increased and timely allocation of GOK funds;
- Enhance collection of AIA;
- Engage government for re-introduction of EIA fees
- Engage partners to support environmental activities;
- Offer capacity building to lead agencies and stakeholders at a fee

### 4.6 Risk Management

Possible risks to which the Authority may be exposed to during the Strategic Plan implementation have been identified, ranked and suggested mitigation strategies provided. Table 21 Provides a list of the risks to which the Authority may be exposed to:

**Table 21: Risk analysis**

S/No.	Risk	Cause	likelihood	Mitigation	Impact
1.	Inadequate financial resources	<ul style="list-style-type: none"> <li>Inadequate allocation of funds from the National Treasury</li> <li>Delay in disbursement of funds from the National Treasury/Ministry of Environment &amp; Forestry and Donors</li> <li>Change of the Government Policy-scrapping of EIA fees</li> </ul>	High	<ul style="list-style-type: none"> <li>Lobby for adequate and timely allocation of funds from the National Treasury, the Ministry of Environment and donors.</li> <li>Diversify revenue streams</li> <li>Lobby for reinstatement of EIA fees</li> </ul>	Unable to implement our mandate
2.	Un -optimal structure to support execution of NEMA mandate	<ul style="list-style-type: none"> <li>Inadequate staffing in several departments</li> <li>Compliance officers in counties doubling as accounting and HR officers</li> </ul>	High	<ul style="list-style-type: none"> <li>Update the organizational structure</li> <li>Implement a phased approach to manage the skills resource gap</li> </ul>	Ineffective execution of NEMA's mandate
3.	Lack of prioritization of environmental matters by policy makers	<ul style="list-style-type: none"> <li>Competing priorities between development and environmental conservation</li> </ul>	High	<ul style="list-style-type: none"> <li>Lobby the government to prioritize environmental matters</li> </ul>	Operational difficulties in implementing NEMA's mandate



		<ul style="list-style-type: none"> <li>• Incomplete gazettement and operationalization of County Environment Committees by some county governments</li> </ul>		<ul style="list-style-type: none"> <li>• Regular publication of state of environment</li> </ul>	
4.	Reputational damage of NEMA emanating from a perceived lack of adequate awareness on environmental laws	<ul style="list-style-type: none"> <li>• Inadequate awareness on the role of NEMA by the general public</li> <li>• Inadequate funding for public awareness campaigns</li> <li>• Inadequate waste management structures by county governments</li> </ul>	High	<ul style="list-style-type: none"> <li>• Enhance collaboration with lead agencies and County Governments</li> </ul>	Reputational damage, Legal suits and Financial loss
5.	Remedial environmental, political and economic risks from past litigation cases	<p>Remedial risks associated with past litigation cases such as;</p> <ul style="list-style-type: none"> <li>• Standard Gauge Railway</li> <li>• Amu Power Coal Plant</li> <li>• Owino Uhuru case</li> </ul>	High	<ul style="list-style-type: none"> <li>• Lobby relevant lead agencies and County Governments to prioritize environmental matters and invoke environmental laws</li> </ul>	Reputational damage, Legal suits and Financial loss
6.	Weak compliance with the framework for Environmental Governance in Kenya	<ul style="list-style-type: none"> <li>• Conflicting/overlapping mandates and priorities amongst lead agencies</li> <li>• Laxity by some relevant lead agencies to implement their section environmental laws</li> </ul>	High	<ul style="list-style-type: none"> <li>• Follow up on the implementation of the National Environment Policy of 2013</li> <li>• Follow up on clarity of mandates of various agencies</li> </ul>	Legal and regulatory exposure Lack of operational effectiveness
7.	Reputational damage due to external fraudsters	<ul style="list-style-type: none"> <li>• Impersonation of NEMA staff by fraudsters</li> <li>• Fake licenses</li> <li>• Submission of fake certificates/information by external EIA experts</li> </ul>	High	<ul style="list-style-type: none"> <li>• Implement a USSD code where general public can authenticate NEMA officials employment IDs</li> <li>• Implement a hotline to report fraudsters to NEMA</li> </ul>	Reputational damage and financial loss
8.	NEMA exposed to cyber security threats	<ul style="list-style-type: none"> <li>• Use of personal computer equipment to access the IT infrastructure that are not subject to IT policy on end point protection</li> </ul>	High	<ul style="list-style-type: none"> <li>• Implement the IT policy</li> <li>• Funding procurement of ICT equipment</li> </ul>	Lack of informational integrity and confidentiality
9.	Health and Safety of compliance and enforcement staff	<ul style="list-style-type: none"> <li>• Officers attacked and injured during inspections or exposed to hazardous materials</li> <li>• Risk of terrorism for officers working remote regions</li> </ul>	High	<ul style="list-style-type: none"> <li>• Adequate security during risky inspections</li> <li>• Set up designated safe zones in conflict counties</li> </ul>	Injury or loss of life



# CHAPTER FIVE

MONITORING, EVALUATION, REPORTING  
AND LEARNING

# MONITORING, EVALUATION, REPORTING AND LEARNING

## 5.0 Overview

This Chapter presents the Monitoring, Evaluation and Reporting Framework (MERL and F). The Monitoring and Evaluation (M and E) Unit has the responsibility of monitoring and evaluating programmes and activities of the Authority. During this Strategic Planning period, the Authority will put in place a policy to mainstream the M and E function.

## 5.1 Monitoring, Evaluation, Reporting and Learning Framework

The Authority will monitor implementation of programmes and activities and prepare reports to assess the extent of achievement of set targets and inform Board and management for decision making. This will be informed by guidelines provided by The National Treasury and Planning and Public Service Performance Management Unit.

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 programme 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 take immediate corrective action. Heads of the functional areas will be responsible for data collection, aggregation, analysis and reporting on the Plan. This will form the foundation of the Monitoring and Evaluation Reporting and Learning (MERL) system (Appendix II).

## 5.2 Linking MERL to Performance Management

MERL shall be an integral part of the Authority's performance management system and will be linked to staff appraisal system. The Director General shall ensure that a performance management system is implemented, actual performance measured against negotiated targets at all levels and feedback provided to key actors for execution.

### 5.2.1 Cascading the Plan

The Strategic Plan shall be cascaded to all staff to enable members understand and plan for their respective roles. Functional and individual work plans with clear performance indicators, resource requirements and responsibility for their achievement shall be developed in line with activities in the Plan.

To build and cultivate an effective evaluation mechanism, NEMA will adopt the balanced scorecard approach that will identify and reward champions for their implementation of the strategic plan.

### 5.2.2 Performance Review Meetings

The Director General shall ensure coordination of performance meetings to review progress and address issues that may arise in the implementation of the plan. Monthly review meetings at the functional levels shall be convened to ensure implementation is on track. Quarterly review meetings at the functional, management and board level shall be convened to receive reports on implementation of the Plan. A Strategy implementation review meeting shall be held annually to evaluate the progress made on the implementation of the Plan.

### 5.2.3 Performance Contract and Evaluation for Staff

The performance contract of the institution will be cascaded to individuals within the Authority. Performance evaluations shall be conducted at individual levels through the performance appraisal system.

## 5.3 Progress Reports

Progress reports on the implementation status of the Plan will be prepared on quarterly and annual basis by the Authority's management. To facilitate reporting on performance, data and information collection templates and procedures shall be developed for use by the functional areas. The functional unit will be required to submit the following progress reports to management as well as to the Board:

- (a) Quarterly reports to the Management and the Board; and
- (b) Annual reports to the Management, the Board and relevant stakeholders

## 5.4 Strategic Plan Performance Review

Performance review shall be undertaken annually, mid-term and at the end of the Plan period.

a) Annual Performance Review

A report giving details on the implementation of the plan will be provided at the end of each financial year

b) Mid-Term Evaluation and Review

After two and a half years, a mid-term review will be undertaken giving a status report on the implementation of the

plan

c) End Term Review

End Term Review will be undertaken at the end of June 2024 to determine:

- (a) the extent to which the activities undertaken achieved the objectives;
- (b) sustainability of the achievements made;
- (c) challenges faced;
- (d) lessons learnt;
- (e) mitigation measures; and
- (f) Terms of Reference (ToRs) for the subsequent Plan.

### ***5.5 The Implementation Matrix***

The implementation matrix is presented in Appendix I and consists of:

- (a) Key Result Areas;
- (b) Strategic Objectives;
- (c) Strategies;
- (d) Activities;
- (e) Performance Indicators;
- (f) Reporting Schedule;
- (g) Targets;
- (h) Budget; and
- (i) Responsibility.

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets	Budget (Kshs. Millions)	Total Budget	Responsible						
					Y1	Y2	Y3	Y4	Y5						
<b>KRA 1: Environmental Quality, protection and conservation</b>															
<b>Strategic Objective 1: To improve quality of environment</b>															
1.1	Ascertain the State of Environment	Prepare State of Environment report	State of environment reports	Biennially	2	1		1			18	EP&RC			
		Hold Marathons to collect and consolidate data for NSoE reporting	Data Sets for NSoE reporting	Annually	3	1	1				2	4	2	8	EP&RC
1.2	Enhance Environmental regulations and standards	Establish the Kenya Environment Performance Index (KEPI) and implement recommendations	Report on Kenya environment performance Index	Biennially	2	1		1			6		14	EP&RC	
		Enforce environmental legislations and standards	% of cases prosecuted & defended	Quarterly	100	100	100	100	100	100	15	15	15	75	C&E
		Processing of various licensing regimes	No. of licenses issued	Quarterly	42,500	7,000	7,500	8,000	9,000	10,000	15	17	18	92	C&E/LS
		Undertake Environmental Audits	Inspection reports	Quarterly	25,000	5,000	5,000	5,000	5,000	5,000	50	50	50	250	C&E
		Manage and Respond to Environmental incidents	No of facilities Audited	Quarterly	15,000	3,000	3,000	3,000	3,000	3,000	60	60	60	300	C&E
1.3	Promote environmental research and planning	Inventory, mapping and risk categorization of regulated facilities	% Response to environmental incidents	Quarterly	100	100	100	100	100	2	2.5	3	4	15	C&E
		Coordinate environmental research	% of facilities mapped and categorized	Quarterly	100	100	100	100	100	10	10	7	6	40	EP&RC
		Undertake joint research programmes with lead agencies	Inventory of ongoing research programmes	Annually	10	2	2	2	2	2	3	3	2	12	EP&RC
			No. of joint research programmes	Annually	10	2	2	2	2	1	1	1	5	EP&RC	



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Coordinate the preparation of CEAPs															
		Monitor Implementation of NEAP	No. of monitoring reports	Annually	5	1	1	1	1	1	1	1	1	1	1	5	EP&RC
		Monitor Implementation of CEAPs	% of CEAPS monitored	Quarterly	100	100	100	100	100	100	100	100	100	100	100	15	EP&RC
		Develop data base for CEAPs.	No. of Data Bases	Annually	1	-	1	-	-	-	-	-	-	-	1	1	EP&RC
		Enhance Environmental Sustainability in MCDAs	No. of capacity building programmes	Annually	10	2	2	2	2	2	2	2	2	2	3	15.0	EEI&PP/ EP&RC
			No. of MCDA Reports submitted and analyzed	Quarterly	20	4	4	4	4	4	4	4	4	4	1	5	CPS
<b>Sub-Total</b>						<b>10</b>	<b>17</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>83</b>					

**KRA 1: Environmental Quality, protection and conservation**

**Strategic Objective 3: To promote public behavioral change in environmental management**

3.1	Integrate environmental education in formal institutions	Develop and disseminate Information, Communication and Education (IEC) materials.	No. of Information, Communication and Education (IEC) materials developed/ collated and disseminated	Quarterly	20	4	4	4	4	4	4	4	4	4	5	5	5	5	5	25	EE&IPP
		Facilitate formal learning institution co-curricular activities	No. of activities facilitated.	Quarterly	5	1	1	1	1	1	1	1	1	1	4	4	4	4	4	20	EEI&PP
		Conduct training on environmental management for trainers	No. of trainings	Biannually	10	2	2	2	2	2	2	2	2	2	4	4	4	4	4	20	EEI&PP

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
3.2	Promote environmental activities in various sectors	Develop and implement sector specific environmental management programmes	No. of sector specific programmes developed and implemented	Biannually	10	2	2	2	2	2	4	4	4	4	4	20	EEIPP
		Develop and disseminate appropriate messages to specific audiences	No. of audience targeted with specific messages	Biannually	10	2	2	2	2	2	1	1	1	1	1	5	EEI&PP
		Train various sectors in environmental management	No. of sectors trained on environmental management	Biannually	10	2	2	2	2	2	3	3	3	3	3	15	EEI&PP
3.3	Implement National ESD Policy	Engage the public on environmental activities	No. of persons sensitized within the programmes.	Quarterly	100,000	20,000	20,000	20,000	20,000	20,000						10	EEI&PP
		Strengthen Green Points as demonstration centres	No. of green points strengthened	Quarterly	9	2	2	2	2	2	1					20	EEI&PP
		Undertake ESD and RCE awareness programmes	No. of ESD and RCE programmes undertaken	Quarterly	20	4	4	4	4	4						10	EEI&PP
3.4	Promote compliance to environmental laws and regulations	Sensitize the regulated community on environmental laws and MEAS	No. of regulated communities sensitized.	Quarterly	20	4	4	4	4	4					10	EEI&PP	
		Undertake training on Basic Enforcement Course (BEC) for NEMA and County staff	No. of BEC trainings undertaken	Biannually	10	2	2	2	2	2	2	4	4	4	4	20	EEI&PP/ C&E
		Undertake Principles of Compliance and Enforcement Course for NEMA and County staff	No. of Principle of Compliance and Enforcement trainings undertaken	Biannually	10	2	2	2	2	2	3	3	3	3	3	15	EEI&PP/ C&E



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Undertake compliance promotion programmes for industries	No. of compliance promotion programmes undertaken	Biannually	10	2	2	2	2	2	3	3	3	3	3	15	EEI&PP/C&E
<b>Sub-Total</b>																	
<b>KRA 2: Ecological Integrity of Ecosystems</b>																	
<b>Strategic Objective 4: To promote conservation and management of aquatic and terrestrial ecosystems</b>																	
4.1	Secure riparian reserve boundaries	Map riparian lands for selected water bodies to determine encroachment	No. of riparian wetland mapped	Quarterly	40	8	8	8	8	8	11	11	11	11	11	55	EP&RC
		Stakeholder Engagement	No. of Regional stakeholder engagements	Quarterly	40	8	8	8	8	8	24	24	24	24	24	120	CMF
		Enforce compliance with the provisions of EMCA Regulations on riparian reserves	No. of enforcement activities undertaken	Quarterly	1000	200	200	200	200	200	3	3	3	3	3	15	C&E
4.2	Coordinate lead agencies and stakeholders in wetlands management	Initiate and nurture strategic partnerships	No. of partners collaborating in wetlands management	Annually	5	1	1	1	1	1	3	3	3	3	3	15	CMF
		Develop and submit for gazette wetlands management plans	No. of integrated wetlands management plans developed	Biannually	10	2	2	2	2	2	3.5	3.5	3.5	3.5	3.5	17.5	LS
		Coordinate stakeholders to implement Integrated Wetlands Management Plans	% of Integrated Wetlands Management Plans implemented	Quarterly	100	20	20	20	20	20	8	8	8	8	8	40	CMF
4.3	Coordinate Conservation and management of degraded terrestrial ecosystem	Establish the degradation status of targeted ecosystems	No. of sites selected	Quarterly	10	5	5	5	5	5	10	10	10	10	10	20	EP&RC

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets	Budget (Kshs. Millions)					Total Budget	Responsible					
						Y1	Y2	Y3	Y4	Y5								
		Develop environmental management plans	No. of environmental management plans developed	Annually	10	-	2	3	3	2	8	12	12	8	40	EP&RC		
		Coordinate implementation of environmental management plans	% of ecosystems rehabilitated	Quarterly	100	-	25	25	25	25	3	3	3	3	15	C&E		
		Enforcement of relevant environmental legislation on rehabilitated sites	No. of enforcement actions	Quarterly	200	40	40	40	40	40	1	1	1	1	5	C&E		
<b>Sub-Total</b>												<b>66.5</b>	<b>74.5</b>	<b>68.5</b>	<b>68.5</b>	<b>64.5</b>	<b>342.5</b>	
<b>KRA 2: Ecological Integrity of Ecosystems</b>																		
<b>Strategic Objective 5: To promote conservation and management of environmentally significant areas</b>																		
5.1	Protection and conservation of environmentally significant Areas	Identify and inventorize of ESAs	Inventory Report of identified ESAs	Biannually	10	2	2	2	2	2	6	6	6	6	30	EP&RC		
		Develop Environmental management Plans for ESAs for Gazettement	No. of ESAs Management Plans developed	Biannually	10	2	2	2	2	2	8	12	12	8	40	EP&RC		
		Coordinate implementation of the Management plans	% of Plans implemented	Annually	100			40	40	20	20	20	30	30	100	EP&RC		
<b>Sub-Total</b>												<b>6</b>	<b>34</b>	<b>38</b>	<b>48</b>	<b>44</b>	<b>170</b>	
<b>KRA 2: Ecological Integrity of Ecosystems</b>																		
<b>Strategic Objective 6: To restore selected degraded aquatic and terrestrial ecosystems</b>																		
6.1	Assess and prioritize most degraded water bodies in each region	Inventorize water bodies	No. of degraded water bodies inventoried	Quarterly	8	8	8						10	6	16	CMF		

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
		Create awareness of wetlands at resident community level	No. of awareness forums on wetlands	Quarterly	40	8	8	8	8	8				4	4	4	8	EEI&PP
		Promote alternative livelihoods to ease pressure from wetlands	No. of alternative livelihoods initiatives promoted	Quarterly	5	1	1	1	1	1	2	2	2	2	2	10	CMF	
6.2	Coordinate rehabilitation of the degraded water bodies	Support rehabilitation of water bodies in the country	No. of aquatic ecosystems supported for rehabilitation	Annually	8	2	2	2	2	2	100	200	50	50	400	C&E		
		Monitor recovery of the rehabilitated aquatic ecosystems	% improvement of change of rehabilitated aquatic ecosystems based on baseline	Quarterly	50%	10%	10%	10%	10%	10%	4	4	4	4	20	EP&RC		
<b>Sub-Total</b>											<b>6</b>	<b>106</b>	<b>206</b>	<b>70</b>	<b>66</b>	<b>454</b>		
<b>KRA 3: Climate Change</b>																		
<b>Strategic Objective 7: To support reduction and monitoring of Green House Gases (GHG) emissions</b>																		
7.1	Establish a regulatory framework for GHG emissions	Develop and enforce regulatory regime for greenhouse gases	No. of regulatory framework developed	Annually	1	1					4	1	1	1	7	C&E		
		Customize sector specific GHG reporting tools	No. of tools customized	Annually	1	1						1	1	1	3	C&E		
		Implement sector based GHG reporting frameworks	No. of reports submitted to Climate Change Council	Annually	5	1	1	1	1	1	2	2	2	2	10	EP&RC		
		Harmonize implementation of Ozone Depleting Substances regulations with Climate Change Act	Reviewed ODS regulation	Annually	1	1						3			3	LS		
<b>Sub-Total</b>											<b>2</b>	<b>6</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>23</b>		

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
<b>KRA 3: Climate Change</b>																	
<b>Strategic Objective 8: To advance implementation of climate change duties into public and private entities</b>																	
8.1	Establish compliance monitoring scheme on climate change duties and obligations in public and private entities	Monitor and ascertain compliance with assigned climate change duties	No. of MDAs and private entities monitored	Annually	40		10	10	10	10	5	5	5	5	25	DCE	
<b>Sub-Total</b>											5	5	5	5	25		
<b>KRA 3: Climate Change</b>																	
<b>Strategic Objective 9: Integrate climate risk and vulnerability assessment into all forms of assessment</b>																	
9.1	Establish climate risk and vulnerability assessment procedures	Review NEMA licensing regime to Integrate climate risk proofing as part of EMPs	No of regulations reviewed	Annually	4		1	1	1	1	3	3	3	3	12	LS	
		Support review of assessments to integrate climate risk and vulnerability assessment	No. of assessments supported	Annually	5		1	1	1	1	4	4	4	4	20	EP&RC	
<b>Sub-Total</b>											4	7	7	7	32		
<b>KRA 3: Climate Change</b>																	
<b>Strategic Objective 10: To mobilize and deploy climate Finance</b>																	
10.1	Position NEMA as an effective climate finance entity	Develop strategic relations and partnerships with existing and new climate funding entities	No. of engagements with Entities	Bi-annually	10		2	2	2	2	3	3	3	3	15	Directorate	
		Establish strong and responsive project pipeline for funding	No. of projects funded	Bi-annually	10		2	2	2	2	2	2	2	2	10	Directorate	
<b>Sub-Total</b>											10	10	10	10	50		

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
10.2	Enhance the capacity of NEMA to access climate finance	Build appropriate internal capacities	No of staff trained, deployed and equipped	Annually	50	10	10	10	10	10	5	5	5	5	25	DFA	
<b>KRA 3: Climate Change</b>																	
<b>Strategic Objective 11: Support implementation of CCA, NAP, NDC, NCCAP</b>																	
11.1	Establish a Monitoring, Reporting and Verification (MRV) system for climate Change activities	Implementation of NAP, NDC and NCCAP	No. of implementation reports	Annually	4	1	1	1	1	1	2	2	2	2	8	Directorate	
		Strengthen Air quality Monitoring system	Air quality Monitoring system in place	Annually	1	1					3	1	1	2	8	EP&RC	
11.2	Support implementation of mitigation and Adaptive interventions	Design and implement relevant and responsive Climate Change Programmes	No of programmes designed	Annually	4	1	1	1	1	1	2	2	2	2	8	Directorate	
11.3	Support re-orientation of school curricula to respond to the advent of Climate Change	Develop relevant content for submission to KICD	No. of content publications submitted to KICD	Annually	5	1	1	1	1	1	2	2	2	2	10	Directorate	
<b>Sub-Total</b>											<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>44</b>	
<b>KRA 3: Climate Change</b>																	
<b>Strategic Objective 12: To promote programmes on Carbon Neutrality</b>																	
12.1	Enhance carbon neutrality programmes in institutions	Implement a carbon neutral plan for NEMA	% Implementation of the Carbon neutral plan	Quarterly	100	20	20	20	20	20	1	1	1	1	5	Directorate	
<b>Sub-Total</b>											<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>10</b>	

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
		Support Establishment of carbon management institutes in Universities to strengthen MRV capacities	No. of carbon management institutes established	Annually	5	1	1	1	1	1	1	1	1	1	1	5	Directorate	
<b>KRA 4: Environmental Governance &amp; Coordination</b>																		
<b>Strategic Objective 13: To Strengthen the Regulatory Framework for Environmental Management</b>																		
13.1	Develop environmental regulations and guidelines	Review existing and develop environmental legislation and guidelines Advise on legislative and other measures for the management of the environment environmental management	No. of Legislations reviewed No. of advisory opinions on management of environment	Annually Quarterly	4 40	1	1	1	1	1	1	1	1	4	4	4	12	LS
		Create awareness on environmental legislation and guidelines	No. of persons sensitized on environmental legislation and guidelines	Biannually	50,000	1	1	1	1	1	1	1	1	5.5	5.5	6	29	LS/EEI&PP
13.2	Advise the government on ratification and domestication of Multi-lateral Environmental Agreements (MEAs)	Review provisions of new MEAs, in order to advise government on ratification. Develop relevant environmental legislations, policies and plans to domesticate MEAs	No. of MEAs ratified No. vision of policies and legislations to domesticate MEAs	Annually Periodically	3 3	1	1	1	1	1	1	1	1	3	3	3	16	LS/C&E/ CMF/ EP&RC
																	16	LS/C&E/

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Contribute to the development of country position papers and participate in negotiations of MEAs and National reporting on MEAs	-No of COPs participated -No. of country papers developed -No. of National reports prepared	Annually	20	5	5	5	5	5	20.0	22.0	22.0	25.0	25.0	114.0	LS/C&E/ EP&RC
		Perform international Obligations under MEAs	No of MEAs Supported	Annually	6	6	6	6	6	6	12	12	12	20	68	C&E/ EP&RC	
<b>Sub-Total</b>											<b>43.5</b>	<b>52.5</b>	<b>53</b>	<b>57</b>	<b>58</b>	<b>264</b>	
<b>KRA 4: Environmental Governance &amp; Coordination</b>																	
<b>Objective 14: To Promote Synergy in Management of Environmental Functions</b>																	
14.1	Establish an environmental supervisory and coordination mechanism for various stakeholders	Develop a governance and coordination framework for various stakeholders including MCDAs	Framework developed	Quarterly	1	1						3	2	2	2	9	C&E/LS
		Establish a secretariat to operationalize the framework	Operational secretariat established	Annually	4	-	1	1	1	1	2	2	1	1	1	5	Directorate
		Undertake monitoring and evaluation on operations of stakeholders	No. of M&E reports	Quarterly	20	4	4	4	4	4	1	1	1	1	5	M & E	
14.2	Establish a mechanism for alternative dispute resolution on environmental matters	Develop an alternative dispute resolution framework for environmental governance	Dispute Resolution Framework developed	Quarterly	1	1						3	1	1	1	6	LS
<b>Sub-Total</b>											<b>1.0</b>	<b>9.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>25.0</b>	
<b>KRA 5: Green economy for Sustainable Development</b>																	
<b>Strategic Objective 15: To promote sustainable blue economy</b>																	
15.1	Establish an environmental supervisory and coordination	Implement recommendations of State of the Coast report	No. of recommendations implemented	Annually	9	2	2	3	1	1	8	8	12	4	4	36	CMF

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
	mechanism for various stakeholders in the blue economy	Coordinate environmental activities implemented by stakeholders under Integrated Coastal Zone Management Plan	No. of reports	Annually	5	1	1	1	1	1	5	5	5	5	5	25	CMF	
15.2	Ensure sustainable utilization and conservation of coastal, marine and inland water resources	Inventorize coastal, marine and inland water resources to determine status of water quality, quantity and biodiversity Undertake marine and fresh water Natural resources accounting	No. of Inventories of coastal, marine and inland water resources Valuation report	Bi-annually	10	2	2	2	2	2	8	8	8	8	10	42	CMF	
15.3	Waste management and pollution control for water bodies	Update Coastal Zone Pollution Prevention Guidelines Prepare and implement Marine/Aquatic Litter Action Plan Monitor pollution patterns in water bodies including marine litter and marine plastics waste Mapping of pollution sources impacting on coastal, marine and inland water bodies Identification and stoppage of illegal discharges in water bodies	Updated guidelines % of action plan implemented No. of water bodies monitored No. of water bodies mapped % of illegal discharges stopped	Annually	1	1	20	20	20	20	4	4	4	4	4	4	8	EP&RC
				Annually	100%	20	20	20	20	20	6	8	8	10	12	44	CMF	
				Quarterly	20	4	4	4	4	4	8	8	8	8	8	40	CMF	
				Annually	15	3	3	3	3	3	9	9	9	9	9	45	EP&RC	
				Annually	100	20	20	20	20	20	10	10	10	10	10	50	C&E	



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
15.4	Enhance public awareness and education on sustainable blue economy	Develop training and awareness programmes on sustainable blue economy Strengthen and create partnerships in blue economy initiatives	No. of programmes implemented No. of partnerships	Annually Annually	5 5	1 1	1 1	1 1	1 1	1 1	3 2	3 2	3 2	3 2	3 2	15 10	EEI&PP CMF
<b>Sub-Total</b>						<b>63</b>	<b>65</b>	<b>65</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>65</b>	<b>63</b>	<b>63</b>	<b>319</b>		
<b>KRA 5: Green economy for Sustainable Development</b>																	
<b>Strategic Objective 16: To promote green economy</b>																	
16.1	Promote programmes that reduce environmental health risks	Develop standards that reduce environmental risks in development sectors Mainstreaming green designs in NEMA licensing regime Establish programmes to support green management practices in established facilities Develop capacity building programmes for eco-friendly environmental management	No. of Standards developed No. of licensing regimes green design mainstreamed No. of programmes Established No. of programmes developed	Annually Annually Annually Annually	5 8 5 5	1 4 1 1	1 4 1 1	1 4 1 1	1 4 1 1	1 4 1 1	2 2 4 4	2 2 4 4	2 2 4 4	3 4 4 4	3 4 4 4	12 14 20 20	C&E C&E C&E EEI&PP
16.2	Enhance natural resource use efficient and cleaner production technologies	Promote cleaner production approaches to industry for reduction of waste generation at source Initiate programmes that promotes industrial symbiosis in a circular economy	% of industries adopting cleaner production No. of programmes initiated	Quarterly Annually	70% 2	10 1	10 1	15 1	15 1	20 1	3 2	3 4	4 2	5 5	5 2	20 15	C&E C&E

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5			
		Develop and implement Extended Producers Responsibility (EPR) for sustainable management of emerging waste streams including plastic and E-waste	No. of EPRs developed	Annually	3	1	1		1			4	5		5		14	C&E
16.3	Reduce environmental degradation in support to sustainable development	Establish natural resources accounting systems to ensure upscaling of payment for ecosystem services	No. of natural resources accounting systems established	Annually	2	1		1					10		10		20	EP&RC
		Coordinate targeted/demand driven research to inform development opportunities in green economy	No. of coordinated research programmes	Annually	10	2	2	2	2			2	2	2	3	3	12	EP&RC
16.4	Enhance uptake of green economy technologies and innovations by various stakeholders	Promote public awareness and education on Green economy	No. of stakeholder sensitization forums held	Quarterly	5	1	1	1	1			3	3		3	4	16	EEI&PP
		Develop Guidelines on green technologies	No. of green technologies developed	Quarterly	15	3	3	3	3			4	4	4	4	4	20	EP&RC
		Undertake exhibitions on green technologies	No. of exhibitions held	Annually	5	1	1	1	1			3	3		3	3	15	EEI&PP
<b>Sub-Total</b>												<b>33</b>	<b>46</b>	<b>30</b>	<b>53</b>	<b>36</b>	<b>198</b>	
<b>KRA 6: Institutional Capacity</b>																		
<b>Strategic Objective 17: To Strengthen Corporate Governance</b>																		
17.1	Enhance Board Oversight Role	Conduct Board evaluation	Board Evaluation report	Annually	5	1	1	1	1			5	5	5	5	5	25	Director General

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		Build capacity of the Board	% Board members capacity built	Annually	100%	100	100	100	100	100	3	3.5	4	4.5	5	20	Director General
		Promote the Polluter-Pays Principle on environmental licensing	Institutionalized Polluter-Pays policy on environmental licensing	Annually	1	1					3				3	Board	
		Mobilize resources for environmental conservation and management.	Amount of financial resources in Ksh. mobilized	Annually	500	100	100	100	100	100	5	6	6	6	8	31	Board
<b>Sub-Total</b>											<b>16</b>	<b>14.5</b>	<b>15</b>	<b>15.5</b>	<b>18</b>	<b>79</b>	
<b>Kra 6: Institutional Capacity</b>																	
<b>Strategic Objective 18: To Enhance NEMAs Corporate Image</b>																	
18.1	Improve Visibility and corporate image	Develop and Implement corporate communications strategy	Corporate Communications strategy	Quarterly	2	1		1			4			1	5	CCCCM	
			No of Media engagements	Quarterly	15	3	3	3	3	3	10	12	15	18	20	75	CCCCM
			Updated social media platforms	Quarterly	2	5	5	5	5	5	1	1.5	2	2.5	3	10	CCCCM
			No. of publications published	Quarterly	20	4	4	4	4	4	1	1.1	1.2	1.5	1.8	6.6	CCCCM
		Develop and implement corporate branding strategy.	Corporate Brand strategy	Quarterly	1	1					3				3	CCCCM	
			Corporate brand materials	Quarterly	35	7	7	7	7	7	5	5.5	6.5	7.5	8	32.5	CCCCM
		Develop and implement Corporate Social Responsibility strategy	CSR strategy	Quarterly	1	1					3			1	4	CCCCM	
			CSR Plans	Quarterly	5	1	1	1	1	1	2	2	2	3	3	12	CCCCM
<b>Sub-Total</b>											<b>31</b>	<b>22.1</b>	<b>26.7</b>	<b>34.5</b>	<b>38.8</b>	<b>153.1</b>	

S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets	Budget (Kshs. Millions)	Total Budget	Responsible
		Carry out and implement perception survey recommendations.	Perception index	Quarterly	2	1	2	3	Director General
<b>KRA 6: Institutional Capacity</b>									
<b>Strategic Objective 19: To Strengthen Human Capital</b>									
19.1	Attain and Maintain optimal staffing levels	Undertake Job Evaluation & workload analysis	Job evaluation report	Annually	1	2	6	6	DFA
			Workload analysis report	Periodically	1	2	6	6	DFA
			Salary survey report	Annually	1	1	5	5	DFA
			Staff skills inventory report	Periodically	1	1			DFA
			Reviewed staff establishment	Periodically	1	1	2	2	DFA
			Reviewed organizational structure	Periodically	1	1	0.5	0.5	DFA
			% Implementation of the recommendations	Quarterly	100%	0	0	75	DFA
			No. of staff recruited	Annually	600			800	DFA
			Level of alignment	Periodically	100%			7	DFA
19.2	Train and develop staff	Undertake training Needs Assessment	TNA report	Annually	2	1	3	3	DFA
		Develop training and development programs (Inhouse)	No. programs developed	Annually	5	1	1.5	1.5	DFA
		Institutionalize coaching and mentoring programmes	Coaching and mentoring guidelines developed	Periodically	1	1	1	1	DFA
		Monitor & evaluate effectiveness of training programs	M&E report	Periodically	2	1	2	3	DFA



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets	Budget (Kshs. Millions)	Total Budget	Responsible							
						Y1	Y2	Y3	Y4	Y5						
	Undertake work environment and employee satisfaction survey	Employee satisfaction/work environment index	OSHA reports	Biennially	1	1	1	1	1	1	6	DFA				
	Develop & Implement records management policy	Approved policy	Level of implementation of recommendations	Annually	100%	1	1.5	1.5	1.5	1.5	1.5	DFA				
19.8	Improve records management	Level of implementation	% of staff sensitized	Annually	100%	40	25	15	20	20	70	DFA				
	Sensitize staff	Terms and Conditions of Service	Level of implementation	Annually	100%	40	25	15	20	20	70	DFA				
19.9	Improve Terms and Conditions of service	Review Terms and Conditions of Service	Level of implementation	Periodically	1	1	2	2	2	2	2	DFA				
19.10	Cross cutting policies mainstreamed (Gender, ADA, HIV&AIDS, Disability and National Cohesion and values)	Mainstream cross cutting policies	Level of implementation	Quarterly	100%	30	25	25	25	25	100	DFA				
<b>Sub-Total</b>											<b>437.5</b>	<b>1067.5</b>	<b>1701</b>	<b>2007.5</b>	<b>2304</b>	<b>7517.5</b>

KRA 6: Institutional Capacity																	
Strategic Objective 20: To enhance Financial sustainability of the Authority																	
20.1	Enhance resource mobilization	Increase Appropriation In Aid (A-I-A)	Amount collected (Kshs.mn)	Quarterly	2,400	300	450	500	550	600	10	10	10	10	10	50	DFA
	Engage/lobby the Government to increase the funding level	Funds allocated	7,000	Quarterly	1,200	1,300	1,400	1,500	1,600	5	5	5	5	5	25	DFA	



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
		-Strengthen procurement process -Implement the procurement plan	Supply Chain management Reportss	Quarterly	20	4	4	4	4	4	7	8	8.5	9	10	42.5	CPO
<b>Sub-Total</b>						<b>65</b>	<b>68</b>	<b>73.5</b>	<b>89</b>	<b>95</b>	<b>390.5</b>						
KRA 6: Institutional Capacity																	
Strategic Objective 21: To enhance Service Delivery																	
21.1	Improve customer satisfaction	Implement Service Charter	Implementation Reports	Annually	5	1	1	1	1	1	1	1	1	1	5	CCCCM	
		Carry out customer satisfaction survey.	Reports	Biennially	2	1					2.5				5	CCCCM	
		Implement customer satisfaction survey findings.	Reports	Quarterly	20	4	4	4	4	4	1	1	1	1	5	CCCCM	
		Implement QMS 9001: 2015	Retained Certification	Quarterly	5	1	1	1	1	3	3	10	4	4	24	DFA	
21.2	Leverage ICT in all operations	Review, Implement, Monitor ICT Strategy and Policy	Revised ICT Policy and Strategy	Annually	2	1	1				2	2			4	SSA	
		Modernize and Upgrade ICT/GIS Infrastructure	No. of Personal Computers procured	Annually	100	20	20	20	20	2.5	2.5	2.5	2.5	2.5	12.5	SSA	
			No. of servers procured	Annually	2	1	1						7.5	7.5	15	SSA	
			No. of printers procured	Annually	47	7	10	10	10	1.05	1.5	1.5	1.5	1.5	7.05	SSA	
			Licenses Renewal (Firewall, VoIP, Q-pulse, Antivirus, Navigation)	Annually	100%	100	100	100	100	3	3	3	3	3	15	SSA	
		Modernize GIS Laboratory	Imageries procured	Annually	5	1	1	1	1	4	4	4	4	4	20	EP&RC	
			Plotter procured	Annually		1					1				1	EP&RC	



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
			UAV Drones procured	Annually	2	1	1	1	1	1	1.5	1.5	1.5	1.5	3	EP&RC	
			GIS Tablets Procured	Annually	50	20	10	10	10	10	3	1.5	1.5	1.5	7.5	EP&RC	
			<b>Performance Indicator</b>	<b>Reporting Schedule</b>	<b>Target for 5 years</b>	<b>Annual Targets</b>					<b>Budget (Kshs. Millions)</b>					<b>Total Budget</b>	<b>Responsible</b>
			No. of Subscription Licenses	Annually	10	2	2	2	2	2	3	3	3	3	15	EP&RC	
			Internet Bandwidth Upgrade	Quarterly	5mbps per county across 8 regions	1	2	2	2	1	0.1	0.2	0.2	0.1	0.8	SSA	
			Internet Bandwidth Upgrade	Quarterly	5mbps per county across 8 regions	1	2	2	2	1	0.1	0.2	0.2	0.1	0.8	SSA	
			ERP upgraded	Annually	100%			100					8	8		SSA	
			Nationwide Licensing System procured	Annually	1		1							70	70	SSA	
			Roll out of Nationwide Licensing System.	Annually	8 regions		3	3	2	2		1	1	1	3	SSA	
			No. of ICT systems with a GIS module.	Annually	3	1	1			1				0	0	SSA	
			Level of Automation	Annually	75%	2	2	2	2	2					0	SSA	
			Develop and Implement Information Security Management Systems (ISMS) policy/framework	Annually	Information Systems Policy	1	1	1	1	1	2.5	0.5	0.5	0.5	4.5	SSA	
			Develop ICT Infrastructure Appraisal and Asset Register	Annually	ICT Asset Register	1	1	1	1	1						SSA	



S/No	Strategy	Key Activities	Performance Indicator	Reporting Schedule	Target for 5 years	Annual Targets					Budget (Kshs. Millions)					Total Budget	Responsible
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
						1	1	1	1	1	1	1	1	1	1	5	SSA
		Undertake Information Systems Security Audit	Information Systems Audit Reports	Annually	5	1	1	1	1	1	1	1	1	1	1	5	SSA
		Undertake Information Systems Security Audit	Information Systems Audit Reports	Annually	5	1	1	1	1	1	1	1	1	1	1	5	SSA
<b>Sub-Total</b>						<b>14</b>	<b>14.5</b>	<b>14.5</b>	<b>14</b>	<b>14</b>	<b>9</b>	<b>66</b>					

### Appendix 2: Monitoring and Evaluation Reporting Framework

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance
KRA 1: Environmental Quality, Protection and Conservation	Enhanced integrity of the environment	Kenya Environment Performance Index (KEPI)	56.23%	61%		
		% of cases prosecuted & defended	100%	100%		
		Increase in number of facilities inspected	To be established in 2019	25,000		
	Improved protection and conservation of the environment	No. of facilities Audited	To be established in 2019	15,000		
		% of environmental incidents responded to	To be established in 2019	100%		
		% of facilities mapped and categorized	To be determined by GIS lab 2019	100%		
Sustainable management of environmental resources	Level of implementation of environmental management plans	Increase in research programmes	6	20		
		Repository of environmental data in place	-	1		
		Level of implementation of Environmental Research Agenda	To be established in 2019	100%		
		Level of implementation of environmental management plans	-	100%		

		Level of implementation of guidelines and procedures for environmental conservation and restoration	-	100%				
Environmental planning mainstreamed in National and County Development Planning		No. of NEAPs prepared	1	1				
		% of EAPs monitored for compliance	-	100%				
		NEAP reviewed	1	1				
		% of CEAPs reviewed	-	100%				
		CEAPs data base in place	-	1				
		% of environmental greening programmes developed and implemented by stakeholders	To be determined in 2019		100%			
		Increase in institutions implementing Education for Sustainable Development (colleges, schools and universities)	14	20				
		Increase in documentaries on environment management	1	10				
		Increase in Sector based exhibitions	10	50				
		Increase in MCDAs officers, private sector and CSOs trained in environment management	400	2,000				
KRA 2: Ecological Integrity of Ecosystems	Coordinated sustainable management of aquatic and terrestrial ecosystems	Increase in number of institutions (University and Colleges) mainstreaming environmental sustainability in their programmes	5	20				
		No. of riparian sites reserve boundaries secured	-	40				
		Increase in number of wetlands sustainably managed	-	20				
		Increase in selected degraded terrestrial ecosystems restored	-	10				
		Increase in environmentally significant areas protected and conserved	3	10				
		Level of rehabilitation of selected degraded water bodies	-	100%				

KRA 3: Climate Change Management	Climate change mainstreamed into environmental management regulatory framework	Framework developed	-	1			
	Compliance with assigned climate change duties	Level of compliance reporting to Climate Change Council	100%	100%			
		Reviewed ODS regulation	1	1			
	Climate risk assessment mainstreamed into environmental regulations	No. of MDAs and private entities monitored	To be determined in 2020	100			
		Increase in regulations integrating climate risk proofing	1	4			
	Enhanced access to climate finance for adaptation and mitigation actions in Kenya	Increase in environmental regulations mainstreaming climate risk assessment	1	5			
		Increase in climate change funding	1 Billion	5 Billion			
	Enhanced support to the implementation of climate change policy and action plans	Increase support programmes for climate change policy and action plans	1	4			
		Air quality system in place	-	1			
	Carbon neutral NEMA	Increase publications submitted to Kenya Institute of Curricular Development (KICD)	1	5			
		% implementation of the carbon neutral plan for NEMA	-	100%			
	Enhanced capacity for carbon management and Monitoring, reporting and Verifications(MRV)	No. of carbon institutes established in Universities	-	5			

KRA 4: Environmental Governance and Coordination	Sustainable management of environmental resources	No. of Legislations reviewed	-	3		
		No. of additional advisory opinions on management of environment	42	40		
		No. of persons sensitized on environmental legislation and guidelines	-	50,000		
		Level of compliance	100%	100%		
		No. of MEAs programmes implemented	6	6		
		Level of implementation of recommendations of the state of the Coast report	-	100%		
KRA 5: Green economy for sustainable development	Enhanced marine ecosystem integrity and health for sustainable blue economy	% reduction of sand harvesting from sensitive marine ecosystems and hot spots	-	100%		
		No. of natural resources accounting systems for Payment for Ecosystem Services(PES) established and valuation reports	-	2		
		Increase in pollution tracking	1	15		
		No. of Pollution sources for water bodies mapped	-	15		
		% implementation of the marine / aquatic litter action plan	-	100%		
		No. of capacity building programmes for eco-friendly environmental management	-	5		
Improved water quality for marine and inland water bodies	Increase in programmes that reduce environmental health risks and enhance waste management	No. of facilities adopting green management practices	-	15		
		% of industries adopting cleaner production	To be determined in 2019	70%		
		No. of Extended Producers Responsibility (EPR) adopting sustainable management of emerging waste	-	3		

KRA 6: Institutional Capacity	Enhanced environmental governance	% of Board members evaluated	100%	100%				
		% of Board Members capacity built	-	100%				
	Improved corporate image	Financial resources mobilized KES. M	-	500				
		Improvement of customer satisfaction index	73.8%	83.8%				
		Improvement in resolution of public complaints	90%	95%				
		Increase in number of NEMA media coverage	25	75				
		Improved visibility of NEMA Corporate Brand	5	35				
	Enhanced performance and staff morale	Improved employee satisfaction index	63.9%	83%				
		Increase % of staff trained	53%	73%				
		Increase in number of staff recruited to attain and maintain optimal staffing levels	417	1010				
		Increase in number of Staff appraised	303	417				
		Improvement in performance contract composite score	3.5342	2.600				
	Sustained financial stability for the Authority to undertake its mandate	Improve on the level of implementation of the strategic plan	92%	95%				
		Improved work environment index	48%	68%				
		Increase in internally generated revenue (A in A million KES.)	700	2,400				
		Improved grants from GoK (Million KES)	4,000	7,000				
		Increase in externally generated revenue (Million KES)	1,300	5,480				
	Enhanced service delivery	Improved automation index	65%	75%				
		Compliance with the service charter	-	100%				
		Increase in staff to computer ratio	1.65:1	1:1				
Reduced level of risk exposure in the operations of the Authority	Lowered risk levels	High, Medium and Low	Low					

## **STRATEGIC PLANNING COMMITTEE MEMBERS**

1	Mamo Boru Mamo	-	Ag. Director General
2	Prof. Geoffrey Wahungu	-	Director General
3	Kennedy Ochuka	-	Director Finance & Administration
4	David Ongare	-	Director Compliance & Enforcement
5	Zephaniah Ouma	-	Ag. Director Compliance & Enforcement
6	Irene Kamunge	-	Director Legal Services
7	Dr. Charles Lange	-	Deputy Director, Environmental Research & Planning
8	Salome Machua	-	Deputy Director, Enforcement
9	Esther Chege	-	Deputy Director, Human Resource & Administration
10	Betty Nzioka	-	Deputy Director, Monitoring and Evaluation
11	Mildred Nganga	-	Chief Internal Audit
12	Michael Omusula	-	Chief Accountant
13	Kipksogei Langat	-	Chief Procurement Officer
14	Evans Nyabuto	-	Chief Communication Manager
15	Francis Inganga	-	Chief Research
16	Dr. Catherine Mbaisi	-	Ag. Deputy Director, Environmental Education, Information and Public Participation
17	Wangare Kirumba	-	Principal Planning Officer
18	Linda Kosgei	-	Ag. Director, Legal Services
19	Godffrey Mwangi	-	Principal Environment Planning Officer





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