



MINISTRY OF
ENVIRONMENT,
CLIMATE CHANGE &
FORESTRY



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

STRATEGIC PLAN

2023–2027



*Our Environment, Our Life,
Our Responsibility*





“

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

Prof Wangari Maathai- Nobel Laureate (2004)



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

STRATEGIC PLAN

2023–2027



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VISION

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

MISSION

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

CORE VALUES

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

Our Environment, Our Life, Our Responsibility

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Strategic issues	These are problems and opportunities emanating from situational analysis that the Authority has to manage in order to fulfill its mandate and mission.
Strategic goals	These are general qualitative statements on what the Authority is hoping to achieve in the long-term and linked to strategic issues.
Extended Producer Responsibility (EPR):	It is a strategy to add all of the estimated Environmental cost associated with a product throughout the product life cycle to the market price of that product, mainly applied in the field of waste management.
Ecosystem	An ecosystem is a community of living organisms (plants, animals and microbes) in a particular area. The term `eco' refers to a part of the world and `system' refers to the coordinating units. An ecosystem is a community of organisms and their physical environment interacting together.
Green House Gases (GHGs)	Are gases in the earth's atmosphere that traps heat
Key Performance Indicators (KPI):	KPIs are quantifiable metrics used to assess the achievement of specific objectives, providing measurable insights into an organization's performance, progress, and success
Key Result Areas:	These are the broad areas in which NEMA will deliver key outcomes and results to achieve its vision and fulfil its mandate and mission.
Strategic objectives	Strategic objectives are high-level, long-term goals designed to guide an organization's direction, decisions, and actions for achieving its mission and vision.
Strategy	Means or actions for achieving the strategic objectives of the Authority
Target	Result to be achieved within a given time frame.
Output	Immediate results arising directly from implementation of an activity or programme.
Outcome	The intermediate results emanating from implementation of a programme. It describes the actual change in situation because of an intervention on a programme.

ACRONYMS AND ABBREVIATIONS

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

FOREWARD



EMILIO MUGO
CHAIRMAN, BOARD OF DIRECTORS

The National Environment Management Authority (NEMA) is established by section 7 of the Environmental Management and Coordination Act (EMCA), no 8 of 1999 to ensure sustainable management of the environment through exercising general supervision and coordination of all matters relating to the environment and to be the principal instrument of Government in the implementation of all policies relating to the environment.

Towards this end, the Authority envisions a clean, healthy and sustainably managed environment for a prosperous nation, which will be achieved through the spelled out strategic goals namely; support low emissions and climate resilient development pathways; sustained healthy ecosystems; minimized levels of environmental pollution; accelerate adoption of resource-efficient and circular economy; and strengthen the institutional capacity.

The Plan is aligned to the National Treasury and Economic Planning guidelines for preparation of the Fifth-Generation Strategic Plans. It conforms to international, regional and national development priorities and frameworks including the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; the Constitution of Kenya 2010; Kenya Vision 2030; and the Fourth Medium Term Plan (MTP IV) themed Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth among other Government priorities.

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

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

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

A handwritten signature in black ink, appearing to read 'Emilio Mugo', written over a horizontal line.

PREFACE AND ACKNOWLEDGEMENT



Dr. Mamo B. Mamo, PhD, EBS
DIRECTOR GENERAL

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

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

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

The development of the plan was highly consultative and involved a wide variety of public and private sector stakeholders. Special appreciation goes to the Ministry of Environment Climate Change and Forestry for their visionary leadership in shaping the journey towards a clean, healthy and sustainably managed environment for a prosperous nation. The superlative input of the Authority's Board of Directors led by the Chairman is highly appreciated. We thank the management and entire staff of the Authority for their dedication and invaluable inputs during the formulation process.

We are confident that this Strategic plan will serve as a road map to guide the Authority towards an innovative and responsible coordination, supervision and management of all environmental matters for sustainable development in Kenya.

EXECUTIVE SUMMARY

This Strategic Plan covers the period for FY 2023/2024 to FY 2027/2028 and will provide the roadmap for NEMA's achievement of its strategic goals over the plan's period. The plan conforms to the United Nations 2030 Agenda for Sustainable Development; African Union Agenda 2063; East Africa Community Vision 2050; the Constitution of Kenya 2010; the Fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 themed Bottom-Up Economic Transformation Agenda (BETA) for inclusive growth among other Government priorities.

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

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

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

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

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

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

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

Chapter Eight outlines the Monitoring, Evaluation and Reporting Framework.





CHAPTER

1

INTRODUCTION

Chapter Overview

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



1.1 Strategy as an Imperative for NEMA's Success

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

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

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

- Providing a strategic direction and focus for the Authority in implementation of its mandate and core functions;
- Positioning the Authority strategically in relation to the dynamics of its internal and external

environment;

- Providing a rational framework for effective governance and management of the Authority; and
- Charting a rational course for growth, sustainability and development.

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

1.2. The Context of Strategic Planning

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

1.2.1. United Nations 2030 Agenda for Sustainable Development

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



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



SUSTAINABLE DEVELOPMENT GOALS

NEMA is committed to the achievement of the following SDGs

3 GOOD HEALTH AND WELL-BEING



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

6 CLEAN WATER AND SANITATION



- Issuance of effluent discharge licenses to relevant sectors to ensure proper sanitation and hygiene for safe drinking water
- Solid waste management
- Hazardous chemicals and material management
- Management of aquatic ecosystems

7 AFFORDABLE AND CLEAN ENERGY



- Promote measures for conservation of non-renewable sources of energy
- Promote research in appropriate source of energy
- Create incentives for the promotion of renewable sources of energy

11 SUSTAINABLE CITIES AND COMMUNITIES



- Regulate development through enforcement of Environmental Audit and EIA regulations
- Enforce (EMCA Water Quality Regulations)
- Enforce (EMCA Air Quality) Regulations and undertake air quality monitoring.
- Coordinate implementation of Sustainable Waste Management Act of 2022

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- Promote efficient use of natural resources
- Reduce Waste generation through Extended Producer Responsibility (EPR)
- Provide information for sustainable development
- Strengthen scientific and technological capacity
- Environmental sound management of chemicals and waste throughout their life cycle

13 CLIMATE ACTION



- Mobilize Climate Finance to support resilience building in the Country
- Undertake exhibitions on best practice interventions/programmes on Climate Change
- Undertake monitoring and processing of ODS licenses and permits
- Regulate, enforce and monitor compliance on levels of Green House Gas emissions
- Perform the international Carbon Credit Market under UNFCCC and PARIS agreement and amended Climate Change Act 2016

14 LIFE BELOW WATER



- Prevent and significantly reduce fresh water and marine pollution of all kinds
- Enforce EMCA Water Quality Regulations
- Enforce EMCA Wetlands Regulations
- Enforce EMCA Waste Management Regulations
- Enforce EMCA Biodiversity Regulations
- Coordinate implementation of Kenya's National Wetlands Policy and Integrated Coastal Zone management policy

15 LIFE ON LAND



- Regulate access to biodiversity by issuance of Access Benefit Sharing (ABS) permits
- Build capacity of all County Government staff and all gazetted County Environment Committees (CECs) on their devolved functions

17 PARTNERSHIPS FOR THE GOALS



- Coordination of lead agencies and actors
- Resource Mobilization
- Information dissemination for decision making

1.2.2. African Union Agenda 2063

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

1.2.3. East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is

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

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

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

1.2.4. Constitution of Kenya 2010

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

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

1.2.5.1 The Kenya Vision 2030

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

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

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

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

In line with the Environment and Natural Resources Sector under the social pillar, the strategic plan focuses on natural resource conservation, restoration and management; sustainable waste management and pollution control; and sustainable exploitation of natural resources and blue economy. It targets interventions on adaptation and mitigation of climate change to create green jobs and reduce greenhouse gas emissions and build community resilience in Arid and Semi-Arid Lands (ASALs).

1.2.6. Sector Policies and Laws

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

Policies;

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

Laws;

- a) The Constitution of Kenya, 2010
- b) The Environmental Management and Co-ordination Act, 1999 and subsequent regulations and guidelines

- c) The Climate Change Act, 2016
- d) The Water Act, 2016
- e) The Energy Act, 2019
- f) The Wildlife Conservation and Management Act, 2013
- g) The Mining Act, 2016
- h) The Forest Management and Conservation Act, 2016
- i) The Petroleum Act, 2019
- j) The Agriculture and Food Authority Act, 2013
- k) The Physical and Land Use Planning Act, 2019
- l) The land Act no. 6 of 2012
- m) The Fisheries Management and Development Act, 2016
- n) National Construction Act, 2011
- o) National Nuclear Act, 2018
- p) Sustainable Waste Management Act, 2022

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

1.3 History of the Organization

NEMA is a state corporation within the State Department for Environment and Climate Change under the Ministry of Environment, Climate Change and Forestry. The Authority is established by section 7 of the Environmental Management and Coordination Act (EMCA), no 8 of 1999, and has been in operation since 1st July 2002. Prior to enactment of EMCA, 1999, environmental legislation was largely sectorial and environmental conservation and management issues were hardly mainstreamed in the sectorial policies, programmes and plans. There was a lack of coordinated approach to environmental management. Remedial measures were inadequate and there were no provisions to prevent or mitigate adverse environmental impacts.

Consequently, the state of environment of Kenya continued to deteriorate and social-economic inequalities increased.

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

The functions of NEMA as established in EMCA, 1999 are as follows:

- (1) The Authority shall;
 - (a) Exercise general supervision and co-ordination over all matters relating to the environment; and
 - (b) Be the principal institution of Government for the implementation of policies relating to the environment.
- (2) In addition to the functions under sub section (1), the Authority shall perform the following functions;
 - (a) Co-ordinate environmental management activities undertaken in Kenya and in this regard may issue guidelines in respect of the preparation and submission of environmental strategic plans;
 - (b) In consultation with lead agencies or County governments, develop a co-ordination framework in respect of the development of environmental strategic plans;
 - (c) Formulate and enforce standards, procedures and regulations for sustainable management of the environment;
 - (d) Regulate the management, monitoring and audit natural resource use in Kenya;
 - (e) Provide information and advice to the Cabinet

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

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

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

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

1.4 Methodology of Developing the Strategic Plan

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

1.4.1 Initiation of the process

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

1.4.2 Strategic Plan development

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

1.4.3 Validation

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

1.4.4 Finalization

The strategic plan was publicized and disseminated to the public.



CHAPTER

2

STRATEGIC DIRECTION

Chapter Overview

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



2.1. Mandate

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

2.2. Vision Statement

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

2.3. Mission Statement

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

2.4. Strategic Goals

1. Support low emissions and climate resilient development pathways;
2. Sustained healthy ecosystems;
3. Minimized levels of environmental pollution;
4. Accelerate adoption of resource-efficient and circular economy ;
5. Strengthen the institutional capacity.

2.5. Core Values

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

Environmental Stewardship

We are committed to responsible planning and management of the environment.

Professionalism

We will maintain high standards and professional competence in the discharge of responsibilities and delivery of services.

Integrity

We are committed to promoting transparency and accountability in our work. We will be impartial, honest and objective in all NEMA activities and decision-making.

Innovativeness

We are committed to fostering an enabling environment that encourages innovation, creativity and continuous learning to achieve efficiency and effectiveness in service delivery.

Customer Focus

We are committed to customer driven and focused service delivery by honouring commitments made to our customers at all times.

Team Work

We are committed to consultation, collaboration and cooperation in discharging our mandate and service delivery.

Inclusivity

We are committed to accord all people equal opportunity to participate in activities that affect their lives.

2.6. Quality Policy Statement

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

In pursuit of this commitment, the Authority shall: -
Comply with the requirements of ISO 9001:2015 Quality Management System, customer requirements, statutory and regulatory requirements;

- Ensure that the Quality Objectives are established, implemented and monitored at all levels of the Authority;
- Ensure that the quality policy is communicated effectively and understood within our organization;
- Periodically review this policy for continued suitability;
- Continually improve the Quality Management System processes for efficiency and effectiveness.



Maragua River **Photo credit:** Anthony Waswa

CHAPTER

3

SITUATIONAL AND STAKEHOLDER ANALYSIS

Chapter Overview

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



3.1. Situational Analysis

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

3.1.1. External Environment

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

- a. **Political factor:** Potential change in Government policies and priorities may positively or negatively affect implementation of the planned programmes. A stable political environment is critical to the realization of the Authority's mandate. The Authority will align its policies to the Government's development agenda for sustainable environmental management.
- b. **Economic Factor:** Inadequate budgets and low compliance levels adversely affect the Authority's performance. The Authority will lobby for more funding, diversify revenue streams and intensify compliance promotion and inspections.
- c. **Social Factor:** Proliferation of informal settlements in urban centers and pollution impact environmental conservation negatively. The Authority will increase public awareness and promote stakeholder engagement on environmental matters.
- d. **Technological Factor:** Integrating advanced technology is crucial for effective environmental management, conservation and protection. However obsolete technology, cyber security threats and e-waste are emerging challenges that require to be addressed. The Authority will continuously improve the ICT infrastructure to

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

- e. **Legal factor:** Environmental legal frameworks provide the Authority with necessary powers and guidelines to manage and coordinate environmental activities. Inadequate enforcement of environmental laws, overlap in institutional mandates can result in high litigation/legal penalties, project delays and liabilities from environmental damage. The Authority will continually seek harmonization of the sectoral laws with EMCA 1999, enhance enforcement and compliance with environmental laws and leverage on the existence of the Office of the Attorney General and the Land and Environment Court in prosecuting environmental cases.
- f. **Ecological factor:** Worsening climate change, pollution, degradation and biodiversity loss have a negative impact on the environment exerting pressure on the Authority's resources that adversely impact its performance. The Authority will implement climate change action plan and response strategies, improve incident response and management on disaster, and implement biodiversity management strategies. The Authority will also deploy resources and strengthen its capacity to fully implement relevant pollution control and management laws.

3.1.2. Summary of the Opportunities and Threats

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

Table 2: Summary of the Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	• Supportive Government priorities e.g., Kenya Vision 2030 • Presidential directive of accelerating to 30% National Tree cover by 2032 • Multilateral Environmental Agreements i.e., UNFCCC, CBD, UNCCD, Ramsar, Rotterdam and Basel Convention • Political goodwill to support conservation, management and protection of the environment • Collaboration with County Governments.	• Potential change in government policies may lead to reduced funding and support for NEMA initiatives • Environmental degradation because of slow implementation of devolved functions by counties due to lack of political goodwill • Slow uptake implementation of the devolved environmental functions due to lack of technical capacity
Economic	• Expansion of NEMA revenue base • Promotion and adoption of green technologies and renewable energies to attract green investments • Existence of Green Fiscal Incentives Policy 2023 • Existence of Green Economy Strategy and implementation plan 2015-2030 • Existence of Green and Sovereign bonds • Existing global and domestic financing mechanisms and partnerships in the field of environmental management	• Low compliance levels • Inadequate budgets • Overlap in mandates with lead agencies affecting revenue collection • Enforcement of environmental laws is compromised with an opportunity to generate revenues by counties
Social	• High literacy levels • Growing environmentally conscious citizenry • Availability of social media platforms • Mainstreaming of environmental education programmes in formal curricula at all levels • Existence of strong environmental advocacy institutions (NGOs, CBOs, FBOs) • Existence of Environmental and Social Governance framework for private sector and financial institutions • Kenya policy on Public participation 2023 • Increasing residence associations with clear environmental governance structures	• Proliferation of informal settlements and urban sprawl. • Emergence of environmental pests and diseases • Disruptions caused by pandemics e.g, COVID 19 • Poverty • Resource use conflict • Political instability in neighbouring countries leading to stretched capacity to handle environmental issues • Rural urban migration • Drug and substance abuse • Weak compliance to environmental laws • Existence of porous borders leading to increased infiltration of contraband goods

Environmental factor	Opportunities	Threats
Technological	- Fast and reliable internet opportunities available - Migration to digital service delivery - Utilization of tele-computing options which minimizes pollution to the environment - Availability of modern emerging technologies which assist in environmental compliance e.g, mobile monitoring equipment	- Cyber security threats like hacking of the online systems - High subscription and servicing cost for ICT software and equipment. - Inadequate capacity to manage e-waste in the country
Legal	- The right to a clean environment is enshrined in the Constitution of Kenya 2010 - Existence of Environmental legal frameworks EMCA and its subsidiary legislations - Existing sectoral laws relevant to the environment - Existence of the land and environmental court and the National Environmental Tribunal - Provisions of Agenda 21, formation of environmental agencies - United Nations Sustainable Development Goals - Multilateral Environmental agreements - Collaboration with the Office of the Attorney General	- Increased litigation against NEMA - Silo legislation of sectoral laws not harmonized with EMCA - Misapplication of legal safeguards for NEMA inspectors
Ecological	- Rich Biodiversity - Abundance of renewable energy sources - Diverse ecosystems-Coastal and Marine, savannah, mountaineers, aquatic and arid and semi-arid - Climate change adaptation mitigation actions - Multilateral Environmental Agreements - Adoption of circular economy approach on waste management-EPR, MRFs, EPROs	- Climate change and global warming - Increasing environmental pollution - Biodiversity loss - Environmental degradation - Emerging environmental issues both locally and globally - Invasive species

3.1.3. Internal Environment

3.1.3.1 Governance and Administrative Structures

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

Ministry of Environment, Climate Change and Forestry:

The ministry is responsible for policy guidance and direction. It comprises of two departments: State

Department for Environment and Climate Change, and State Department for Forestry.

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

Director-General: The Director General (DG) is responsible for the day-to-day management of

the Authority and provides leadership to senior management and staff.

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

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

3.1.3.2 Internal Business Processes

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

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

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

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

The Authority has Human Resource Policy and Procedures Manual (2020), cross cutting issues: HIV/AIDS Policy, Gender Mainstreaming, and Disability mainstreaming, Alcohol and substance Abuse, ICT Policy, Risk management policy. Monitoring and Evaluation Policy helps in assessing the effectiveness of environmental policies and programs, leading to more informed and strategic actions. These policies and manuals ensure that all employees are aligned with NEMA's objectives and procedures, reducing ambiguity and increasing efficiency.

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

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

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

3.1.3.3 Resource and Capabilities

For effective realization of this plan, the Authority assessed its assets, skills, capabilities and intangibles. Goodwill from development partners, having alternative sources of funds and good leadership and management were identified as some of the major strengths in the implementation of this plan. Inadequate funding and over-reliance on the

exchequer for funding of the Authority's projects were noted as the major weaknesses. A review of the staffing level showed that the Authority is understaffed which hinders timely and effective service delivery. The rate at which the Authority adopts new and emerging technology in all its activities and processes was also identified.

3.1.4. Summary of Strengths and Weaknesses

The strengths and weaknesses are summarised in Table 3.

Table 3: Summary of strengths and weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative structures	• MECC & F give policy direction on environmental conservation, protection and management • NEMA is Established under an Act of Parliament through EMCA ,1999 that is aligned to the Constitution of Kenya 2010 • Existence of Environmental Regulations under EMCA for operationalization of the Act • Competent professional staff in the core technical areas • Entrenchment of Board of Management as a legal entity as provided by State Corporations Act • Good working relationships with MDACs • Existence of administrative structures in all 47 counties	• Pending regulatory frameworks (EMCA bill 2022 and regulations) • Lack of a harmonized compliance and enforcement approach between National and County Governments.
Internal Business Processes	• Standard operating procedures in our operations ISO 9001:2015 • Availability of the updated Citizen Service Delivery Charter • Internal policies and procedure manuals in place • ERP and licensing systems in place	• Inadequate infrastructure such as ICT, research laboratories and equipment. • Low level of automation of services.

Factor	Strengths	Weaknesses
Resources and capabilities	- Competent human capital - Designated NIE for AF and GCF. - NEMA is a Designated National Authority for carbon markets. - Customized licensing platform - Established and strengthened Centres of excellence in 15 Counties and others yet to be developed after the allocation of land. - Existing legal framework-EMCA and its regulations, Climate change act, Sustainable waste management Act (intangible resources) - Support from Development Partners - Resource mobilization strategy in place.	- Inadequate human, financial and physical resources (office space and vehicles) - Inadequate coordination frameworks with MDACs

3.1.5. Analysis of Past Performance

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

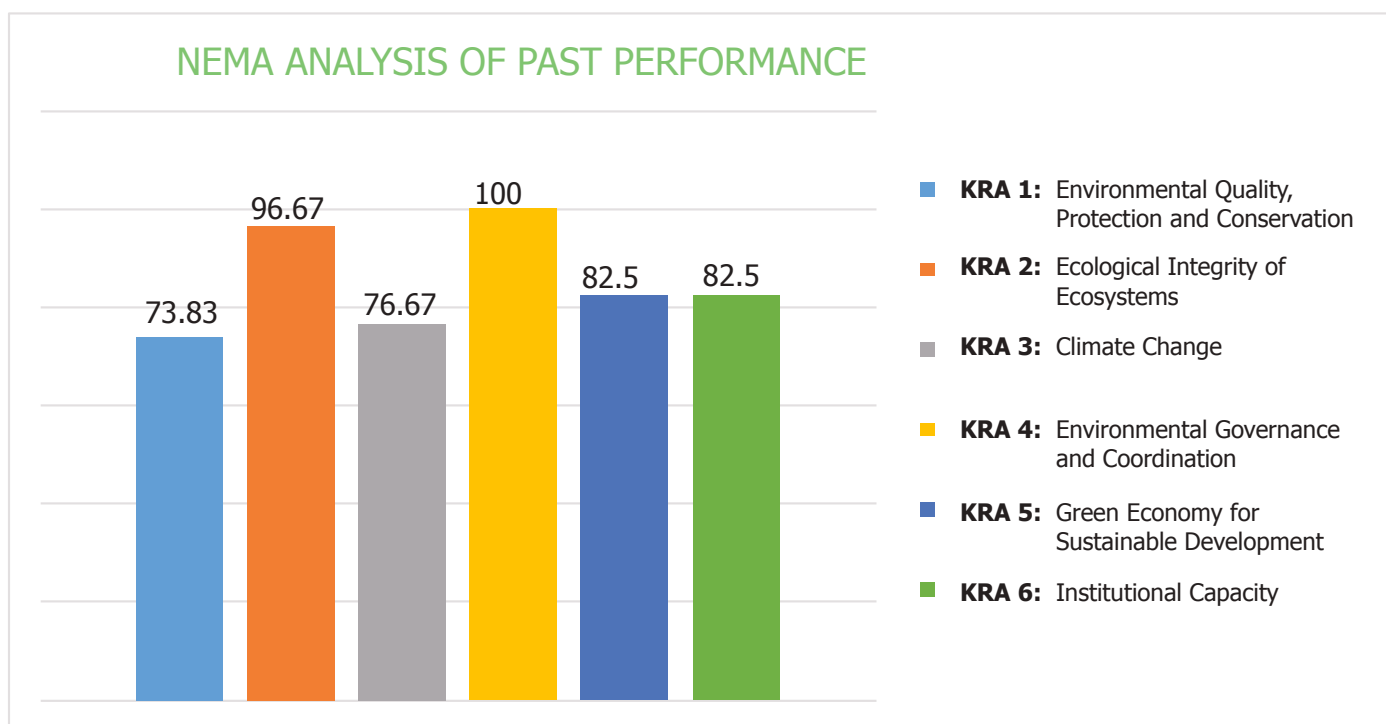


Figure 1: Overall Implementation Status

The Authority had identified the following Key Results Areas;

KRA1: Environmental Quality, Protection and Conservation;

KRA2: Ecological Integrity of Ecosystems;

KRA3: Climate Change;

KRA4: Environmental Governance and Coordination;

KRA5: Green Economy for Sustainable Development;

KRA6: Institutional Capacity.

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

Table 4: Detailed assessment on the implementation of the KRAs

S/No	Key Result Area	Strategic Objective	Achievement
1	Environmental Quality, Protection and Conservation	1.To improve the quality of the environment	92.9%
		2.To promote sustainable natural resource utilization	44. %
		3.To promote public behavioral change in environmental management	84.6%
2	Ecological Integrity of Ecosystems	4.To promote conservation and management of aquatic and terrestrial ecosystems	90%
		5. To promote conservation and management of environmentally significant areas	100%
		6.To restore selected degraded aquatic and terrestrial ecosystems	100%
3	Climate Change	7. To support reduction and monitoring of Green House Gases (GHG) emissions	100%
		8.To advance implementation of climate change duties into public and private entities	0%.
		9.To integrate climate risk and vulnerability assessment into all forms of assessment	100%
		10.To mobilize and deploy climate Finance	100%
		11. To support implementation of CCA, NAP, NDC, NCCAP	60%
		12. To promote programs on Carbon Neutrality	100%
4	Environmental Governance and Coordination	13. To Strengthen the regulatory framework for Environmental Management	100%
		14. To promote synergy in Management of Environmental Functions	100%
5	Green economy for Sustainable Development	15. To promote sustainable blue economy	73%
		16. To promote green economy	92 %
6	Institutional Capacity	17.To strengthen corporate governance	100%
		18. To enhance NEMA's corporate image	100%
		19. To strengthen human capital	82.4%
		20. To enhance financial sustainability of the Authority	91.7%
		21. To enhance service delivery	65.4%
		22. Risk Management	55.6%

3.1.5.1 Key Achievements

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

Table 5: Key Achievements

S/No.	Key Result Areas	Key Achievements
1	Environmental Quality, Protection and Conservation	- Prepared the 2019-2021 and 2022-2024 State of Environment report - Undertook ambient air quality in Five (5) major towns (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret) - Undertook 3530 inspections in all counties on enforcement of single-use plastic ban leading to 87 percent reduction of the banned single-use plastic in the environment - Issued 50,228 various Licenses (SPR: 4310,PSR: 14668,SR: 500,EDL: 2500, WMT/D/ Ex:5000 Others: ABS, ODS, AEL: 750,EAE: 22500) and undertook 19,814 inspection reports to regulate facilities - Undertook 12,403 No. of Environmental Audits - Coordinated preparation, review, and monitoring of National Environmental Action Plans (NEAP) - Successfully developed and submitted 8 environmental management plans for Gazettement, encompassing areas like Taita Hills Forests and Embu ESAs - Facilitation of environmental activities in formal institutions and ESD model schools. - Hosted the 12th African RCE conference meeting and conducted awareness programs for ESD and RCE - Developed and strengthened 15 green points in 15 counties
2	Ecological Integrity of Ecosystems	- Undertook 940 enforcement activities to monitor compliance with the provisions of EMCA Regulations on riparian reserves - Developed and submitted for gazettelement 12 integrated wetlands management plans - Coordinated stakeholders to implement Integrated Wetlands Management Plans 432 enforcement actions undertaken of relevant environmental legislation on rehabilitated sites 10 ESAs were inventoried 47 degraded water bodies inventoried 10 aquatic ecosystems restored and rehabilitated
3	Climate Change	3 regulatory frameworks developed and enforced for greenhouse gases - Supported review of assessments to integrate climate risk and vulnerability assessment - Developed strategic relations and partnerships with ten existing and new climate funding entities - Enhanced carbon neutrality programmes in institutions 14 Bankable project proposals were developed

S/No.	Key Result Areas	Key Achievements
4	Environmental Governance and Coordination	• 4 regulations reviewed and 3 new regulations developed in the period • Participated in the development of Country positions, negotiations and implementations of MEAs • Established an environmental supervisory and coordination mechanism for various stakeholders
5	Green Economy for Sustainable Development	• Promoted programs that reduce environmental health risks • Promoted cleaner production approaches to industry for reduction of waste segregation at source • Developed and implemented Extended Producers Responsibility (EPR) regulations for sustainable management of emerging waste streams including plastic and E-waste • Reduced environmental degradation in support to sustainable development • Promoted public awareness and education on Green economy
6	Institutional Capacity	• Mobilized resources for environmental conservation and management :(GCF, IUCN and AEH&PMP in place) and enhanced A in A from 176.1M in 2019 to 641.8M in 2023 • Improved Visibility and corporate image by developing and implementing corporate communications and corporate branding strategies • Reviewed and implemented the new organizational structure • Aligned skills & competencies of employees with the job description • Continuously undertook Training Needs Assessment • Offered 375 Internship and 435 attachments opportunities to youth • Monitored and evaluated the implementation of 44 NEMA programs and activities • Customer satisfaction survey undertaken and recommendations implemented • Retained ISO certification



3.1.5.2 Challenges

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

Table 6: Key Challenges and Mitigation Measures

Challenges	Issue(s)	Mitigation Strategy
Administrative	NEMA headquarters is currently housed in a rented premises with inadequate office space	• Establishment of NEMA headquarters and county offices
Staffing	Inadequate staffing levels	• Recruitment of staff • Strengthening and Optimizing internal capacity
Funding	Inadequate funding	• Enhance revenue streams through enforcement and compliance • Diversifying revenue streams • Partnerships with private sector • Lobby for more funding from GoK • Developing bankable proposals for funding
Technology	Unreliable/inadequate Internet Data Security and Privacy Concerns	• Upgrade ICT infrastructure and internet service • Invest in robust data security measures, including encryption, regular system audits, and disaster recovery plans
COVID-19 Pandemic	Delayed projects/programs implementation	• Embracing innovative practices

3.1.5.3 Lessons Learnt

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

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

- Strong partnerships, collaborations and stakeholder engagement is critical for achievement of the Authority's mandate.

3.2 Stakeholder Analysis

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

See overleaf for table 7

Table 7: Stakeholder Analysis

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
1	Staff	- Provide timely services - Receive feedback	- Commitment to the welfare - Excellent performance to be rewarded - Favourable terms and conditions of service and good working environment - Skills development and job progression - Efficient and effective human resource services - Participatory and fair appraisal - Capacity development through required training	- Improve productivity - Provide necessary skills and manpower - Exhibit good image of NEMA - Efficient and timely services to the citizenry and stakeholders - Adherence to policies, rules and regulations of NEMA - Efficient utilization of allocated resources
2	Board	Policy guidance and direction	- Efficient management of resources - Enhanced performance management as per set targets - Effective and efficient service delivery - Good corporate image	- Resource mobilization - Strategic guidance - Leadership - Policy guidance and direction - Oversight on implementation
3	MECC&F	Policy guidance and direction	- Efficient management of resources - Enhanced performance management as per set targets - Effective and efficient service delivery - Good corporate image	- Resource mobilization - Strategic guidance - Leadership - Policy guidance and direction - Oversight on implementation
4	Police	Enhance enforcement of environmental laws	- Capacity building on crimes that do not require involvement of environmental inspectors - Inspection reports where necessary	- Present better cases to DPP - Enforce selected environmental laws that do not require environmental inspector
5	ODPP	Prosecute environmental offences on behalf of the State through the Authority as the complainant	- Increased and Efficient prosecution of environmental offences - Strategic cooperation and liaison with the Authority	- Timely case file preparation - Drafting and presentation of charge sheets - Timely preparation and presentation of witnesses
6	Kenya Revenue Authority	Validation of data provided by producers on Extended Producer responsibility	Collaboration in information sharing with producers' compliance in EPR regulations	Triangulation of data provided by producers
7	Kenya Bureau of Standards	Development of environmental standards for diverse chemicals	Advisories on environmental priorities that require standards development and enforcement	Partnership in enforcement of environmental standards e.g., Lead in paints
8	Ministry Departments and Agencies	Collaborative partnerships in service delivery	Effective coordination and formulation of Government policies, plans and budgets	- Implementation of policies, plans and budgets that have been formulated - Timely reporting

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
9	County Governments	Partnerships with the Authority to implement devolved environmental functions	- Policy guidance on environment - Partnership in implementation of devolved environmental functions - Capacity building on environmental management. - Technical assistance and support	- Prudent implementation of environmental policies, legislation and regulations for both levels of Government - Partnership in implementation of national programmes and projects - Timely and quality provision of environmental services to the public
10	Academic Institutions	Conduct environmental research, provide knowledge, training and educate future experts	Collaboration on Environmental Research and Education	- Recognition of academic expertise and research contributions - Set the expectation of the Collaborative research
11	Research Institutions	Conduct environmental research and provide with expertise	- Share the generated data and information - Collaboration on Environmental Research and Projects and policy formulation	Training of Staff who are competent to deliver on the Authority's mandate
12	Public	- To corporate with state organs and conserve the environment for a clean and healthy environment - Seeking services and feedback	- Provide and clean environment - Respond to incidences and complaints promptly - Create regular awareness on environmental requirement - Public participation on environmental activities	- Stewardship with environmental laws - Partnership in environmental management - Report on environmental violations
13	Judiciary	Adjudicate on environmental dispute	- Comply with the orders of the court - Create awareness on environmental laws - Provide expert opinion on environmental matters - Investigate environmental crimes	- Judiciously hear and determine environmental case - Create jurisprudence on environmental matters
14	Private Sector	Participate and comply with the environmental laws	- Timely processing of their applications - Provide technical guidance - Fair and objective enforcement /when undertaking regulatory action	- Comply with environmental standards - Participate in environmental conservation - Expect them to explore and use best available environmental technologies/practices in pollution control
15	Kenya Alliance of Residents Associations	Advocacy, lobbying on environmental matters	- Create awareness on environmental requirements by the residents - Participate in environmental matters - Take into consideration the by-laws when making decisions resident within their jurisdiction	Safeguard the environment in their area

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
16	Business Memberships Organizations (KAM, KEPSA, KCCI, KNCC)	Advocacy and lobbying for their members interests	- Create awareness on environmental requirements by the residents - Participate in environmental matters - Take into consideration the by-laws when making decisions resident within their jurisdiction	Safeguard the environment in their area
17	Non-State Actors	- Mobilize resource for environmental conservation - Provide environmental advocacy - Capacity building on environmental issues - Implementation of programmes and activities	- Collaborate in environmental conservation - Endorsements on their proposals to facilitate registration and resource mobilization - To be involved in policy, Act, Regulations Standards and Guidelines - Provide relevant information when required	- Active participation and collaboration. - Adherence to environmental standards and regulations - Provide feedback on their areas of jurisdiction
18	Contractors, Suppliers and Merchants	Provide goods, works and services	- Timely payment for goods and service - Transparency in procurement process	- Provide quality goods, works and services - Timely delivery of goods and services - Adherence to contract specifications and terms of reference
19	Professional Bodies	Provide professional guidance	- Abide to professional ethics and code of conduct - Build capacity for their members	- Regulate their members - Provide continuous professional capacity building for their members
20	Development Partners and International Organizations	- Financial and Technical Support - Information sharing and reporting - Technology infrastructure support - Knowledge exchange and best environmental practices	- Prudent use of resources - Regular reporting - Cleaner and healthy environment - Good governance of environmental resources - Best environmental practices	- Financial support - Technical support - Cooperation on environmental matters - Timely disbursement of committed funds - Technical assistance to strengthen institutional capacity - Support specific programmes as per project programme

S/NO	Stakeholder	Role	Expectation of the stakeholder	Expectation of the Authority
21	Parliament	Enact laws and regulations	- Timely submission of draft policies - Timely response to parliamentary questions - Efficient utilization of allocated resources - Oversight	- Timely legislation of laws on environment - Adequate funding - Oversight
22	Media	Provide publicity	- Provision of timely, accurate and reliable information - Collaboration and partnership	- Enhanced awareness on environmental matters - Fair and responsible coverage and reporting
23	NET	Compliance with tribunals' directive	- Comply with environmental laws - Comply with tribunal and regulations directive	- Fair hearing - Timely determination of matters at the tribunal
24	NETFUND	- Mobilization of resources to facilitate research intended to further the requirements of environmental management - Capacity building and environmental awards	Prudent use of resources	- Mobilization of resources and support - Environmental research, capacity building and awards
25	NECC	Investigate allegations or complaints relating to the environment	Allegations or complaints against the Authority	Involvement in matters which the Committee is investigating
26	Independent Commissions	Oversight on mandate of the Authority	Ensure compliance with Commissions policy guidelines	- Guidance and collaboration in implementation of NEMA mandate - Timely dissemination of information
27	Environment Institute of Kenya (EIK)	- Provide necessary professional guidance - Enforce regulations and standards	Compliance by staff through registration, renewal and continuous professional development	Improved standards of technical expertise and professional management in the environment sector



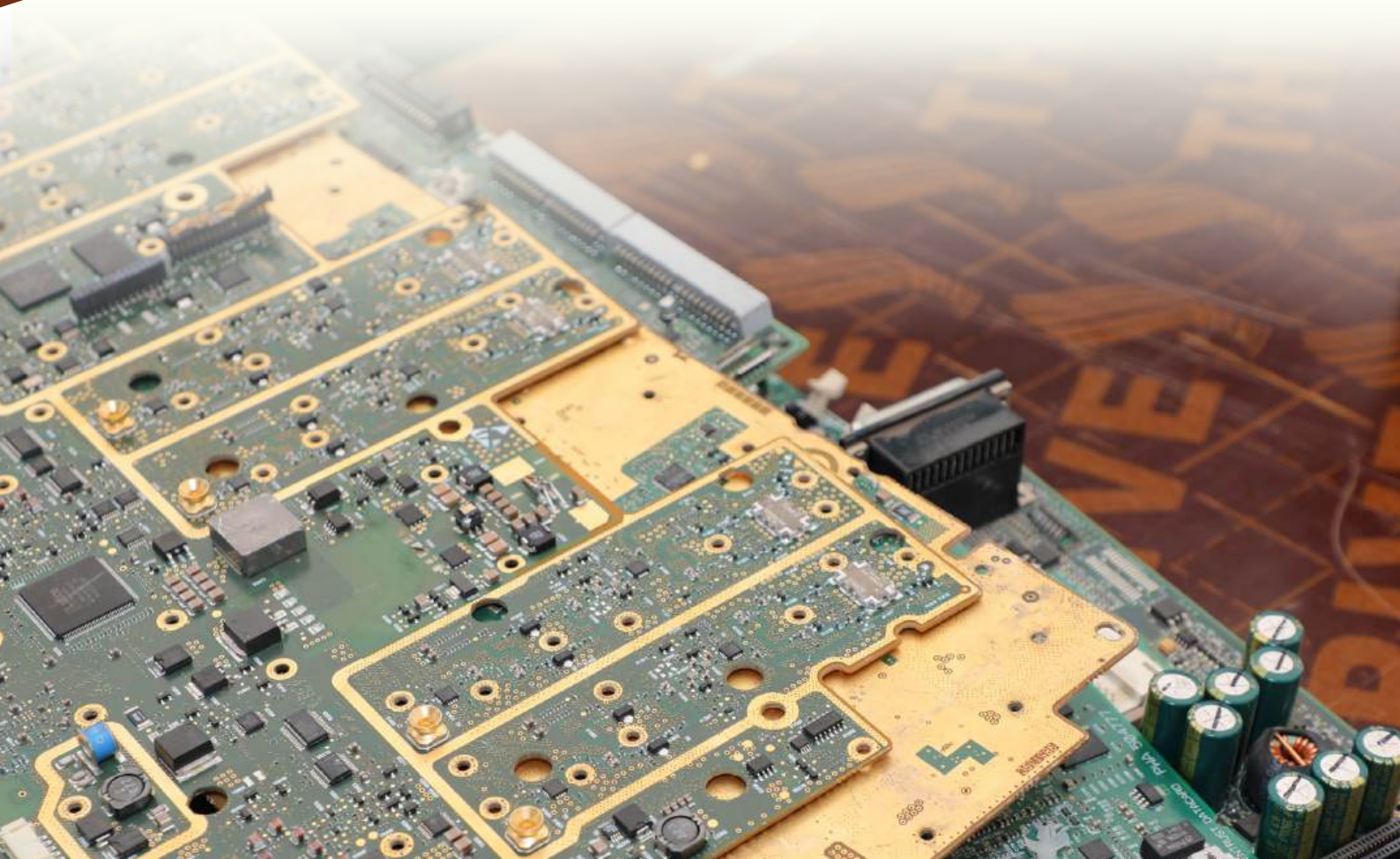
CHAPTER

4

STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Chapter Overview

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



4.1 Strategic Issues

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

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

4.2 Strategic Goals

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

Goal 1: Support low emissions and climate resilient development pathways

Goal 2: Sustained healthy ecosystems

Goal 3: Minimized levels of environmental pollution

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

Goal 5: Strengthen the institutional capacity

4.3 Key Result Areas

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

KRA 1: Climate change mitigation and adaptation

KRA 2: Protection, conservation and restoration ecosystems

KRA 3: Pollution prevention, management and control

KRA 4: Sustainable utilization of natural resources

KRA 5: Institutional capacity strengthened

Table 8: Strategic issues, goals and key result areas

S/ No	Strategic Issue	Goal	Key Result Areas
1	Climate change	Support low emissions and climate resilient development pathways	• Climate change adaptation and mitigation
2	Ecological integrity of ecosystems	Sustained healthy ecosystems	• Protection, conservation and restoration of ecosystems
3	Environmental Pollution	Minimized levels of environmental pollution	• Pollution prevention, management and control
4	Green and circular Economy	Accelerate adoption of resource-efficient and circular economy	• Sustainable utilization of natural resources
5	Institutional capacity	Strengthen the institutional capacity	• Institutional capacity strengthened



CHAPTER

5

STRATEGIC OBJECTIVES AND STRATEGIES

Chapter Overview

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

5.1 Strategic Objectives

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



Table 9: Outcomes and annual projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
KRA 1: Climate Change Adaptation and Mitigation							
SO1.1 To contribute to increased climate-resilient sustainable development	Improved resilience and adaptive capacity of vulnerable communities and ecosystems	% reduction with vulnerability or increased resilience to climate change	50	55	60	65	70
SO1.2: To contribute to the shift to low-emission sustainable development pathways	Reduced Green House Gas emissions	GHG emissions per year	97	95	94	92	90
KRA2: Protection, conservation and restoration of ecosystems							
SO2.1: To Enhance the Integrity of Ecosystems	Enhanced integrity of Ecosystems	Ha of wetlands restored and protected	60.62	62.7	64.8	66.9	69
SO2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects	Improved Environmental management	Environment Performance Index	60.62	62.7	64.8	66.9	69
SO2.3: To Promote Research, Investigation and Surveys in the field of environment	Improved knowledge on the status of the ecosystem	No. of research projects initiated	5	10	15	20	25
		No. of peer review publications	5	10	15	20	25
		% level of implementation of the Environmental research agenda	50	65	75	85	100
SO2.4: To Support implementation of Multilateral Environmental Agreements and obligations	Compliance with Multilateral Environmental Agreements and obligations	% of obligations fulfilled	100	100	100	100	100
KRA3:Pollution Prevention, Management and Control							
SO3.1: To reduce environmental pollution	Reduction in pollution levels	Air quality index	100	90	80	70	60
		% level of compliance and enforcement	25	30	40	50	60
		% reduction of plastic pollution	56.6	60	65	70	75
		volume of solid waste generated and collected in tonnes (T in Mn) in 47 counties	2	10	20	40	50

Strategic Objective	Outcome	Outcome Indicator	Projections				
			YR1	YR2	YR3	YR4	YR5
SO3.2: To promote public behavioural change on environmental management	Improved public awareness and behavioural change on environmental management	% increase in the number of people sensitized on environmental management	50	55	60	65	70
		% adoption of environmental sustainability practices by public/private entities	8.67	15	25	30	40
KRA 4: Sustainable utilization of Natural Resources							
SO4.1: To enhance blue economy initiatives to harness the potential of marine and inland water bodies	Improved quality of marine and inland water bodies	% reduction of pollution sources in marine and inland water bodies	40	45	50	55	60
SO4.2: To promote green and circular economy for enhanced resource use efficiency	Reduced amount of waste generated in the environment	No. of waste collectors identified and registered	168	200	250	300	350
		No. of companies adopting circular economy initiatives	100	120	140	160	180
SO4.3: To enhance integration of environmental considerations in environment and trade	Increased proposition of environmentally certified products in trade	% level of consumer awareness on eco-friendly products	100	100	100	100	100
KRA5: Institutional Capacity							
SO5.1: To strengthen corporate and environmental governance and coordination	Improved corporate environmental governance and coordination	No. of Environmental legislations, standards and guidelines reviewed/developed	1	1	1	1	1
SO5.2:To strengthen Human Capital	Enhanced human capital development	Employee satisfaction index	62	65	70	75	80
	Improved productivity measurement	Productivity index	1.5	1.8	2.0	2.3	2.5
SO5.3: To enhance financial sustainability of the Authority	Financial stability and sustainability	Amount of internally generated revenue (AIA) in millions(KShs)	900	2,200	2,500	2,800	3,000
		Amount of GOK funds disbursed(Recurrent/Development) in millions(KShs)	599	599	599	599	599
		Amount mobilized externally in in millions(KShs)	193	600	700	800	900
SO5.4: To enhance Corporate Planning and Performance Management	Improved performance rating	Composite score	3.2	3.0	2.8	2.6	2.4

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

5.2 Strategic Choices

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

Table 10: Strategic Objectives and Strategies

Key Result Area	Strategic Objectives	Strategies
1. Climate Change Adaptation and Mitigation	SO1.1: To contribute to increased climate-resilient sustainable development	1.1.1 Mainstreaming climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA) 1.1.2 Mobilization and deployment of climate finance 1.1.3 Supporting knowledge generation and sharing on climate change adaptation
	SO1.2: To contribute to the shift to low-emission sustainable development pathways	1.2.1 Monitoring, investigation and reporting on whether public and private entities are in compliance with their assigned climate change duties 1.2.2 Supporting implementation of National Determined Contribution (NDC) to the Paris Agreement 1.2.3 Strengthening institutional capacity of NEMA as the NDA for carbon markets

Key Result Area	Strategic Objectives	Strategies
2. Protection, conservation and restoration of ecosystems	SO2.1 To Enhance the Quality and Integrity of Ecosystems	2.1.1 Coordination on protection, conservation and restoration of ecosystems 2.1.2 Promotion of biodiversity conservation in key ecosystems 2.1.3 Coordination of lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plans
	SO2.2:To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects	2.2.1 Coordination of environmental planning in sectorial programs and plans 2.2.2 Mainstreaming GIS and other technologies in Environmental planning, awareness creation, monitoring and enforcement
	SO2.3:To Promote Research, Investigation and Surveys in the field of environment	2.3.1 Coordination, monitoring and dissemination of environmental research findings 2.3.2 Coordinating the implementation of the environmental research agenda
	SO2.4:To Support implementation of Multilateral Environmental Agreements and obligations	2.4.1 Advising the government on ratification and domestication of multi-lateral Environmental Agreements (MEAs)
3. Pollution prevention, management and control	SO.3,1: To reduce environmental pollution (land, water, noise and air)	3.1.1 Establishment of the baseline for environmental quality for land, water and air 3.1.2 Promotion of Natural resources accounting at the National and county levels 3.1.3 Coordinating the formulation and adoption of pollution control standards and guidelines 3.1.4 Greening the Authority operations 3.1.5 Enhancement on integration of pollution control measures and standards in the licensing regime 3.1.6 Strengthening the license conditions in the regimes 3.1.7 Enhancement of enforcement actions for pollution control 3.1.8 Enhancing compliance with environmental laws and regulations 3.1.9 Strengthening incident/ environmental crime detection
	SO 3.2 To promote public behavioural change on environmental management	3.2.1 Integration of environmental education in formal institutions 3.2.2 Promotion of environmental activities in various sectors 3.2.3 Promoting compliance to environmental laws and regulations 3.2.4 Promotion of education for sustainable development

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

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

CHAPTER

6

IMPLEMENTATION AND COORDINATION FRAMEWORK

Chapter Overview

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



6.1 Implementation Plan

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

6.1.1 Action Plan

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

6.1.2 Annual Work Plan and Budget

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

6.1.3 Performance Contracting

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

6.2 Coordination Framework

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

6.2.1 Institutional Framework

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

6.2.1.1 Environmental Services Directorate

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

6.2.1.2 Environmental Compliance Directorate

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

6.2.1.3 Environmental Enforcement Directorate

The Enforcement Directorate is established pursuant to Section 9 (2) Part V1, VII, IX, X, and X111 of EMCA 1999. Enforcing environmental laws is a central part of NEMA strategic plan aimed at ensuring a clean and healthy environment. The enforcement team works to ensure compliance with environmental requirements and standards set in EMCA 1999 and its subsidiary. Enforcement at NEMA is undertaken by environmental inspectors gazetted under section 117 of EMCA 1999. Through inspections and investigations, environmental inspectors will initiate criminal enforcement action against violators of environmental laws. The Directorate ensures a coordinated and a consistent approach towards enforcement across the country. Compliance to the Authority's environmental requirements is a key

delivery point for NEMA to register its presence in the whole country. The enforcement includes both criminal and preventative/remedial responses. For every offence, enforcement action is normally undertaken and enhanced by the NEMA Police Unit, a police force seconded to NEMA by the Inspector of Police. It consists of two departments namely: Inspectorate and Environmental Audit and Monitoring.

6.2.1.4 Corporate Services Directorate

The mandate of the Corporate Services Directorate is to provide leadership and coordination of Finance and Accounts, Human Resource Management and Development, Administration, Information and Communications Technology and Corporate Communications Departments.

6.2.1.5 Corporation Secretary & Legal Services Directorate

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

6.2.1.6 Internal Audit Directorate

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

and the governance processes.

6.2.1.7 Corporate Strategy and Planning Department

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

6.2.1.8 Supply Chain Management Department

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

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

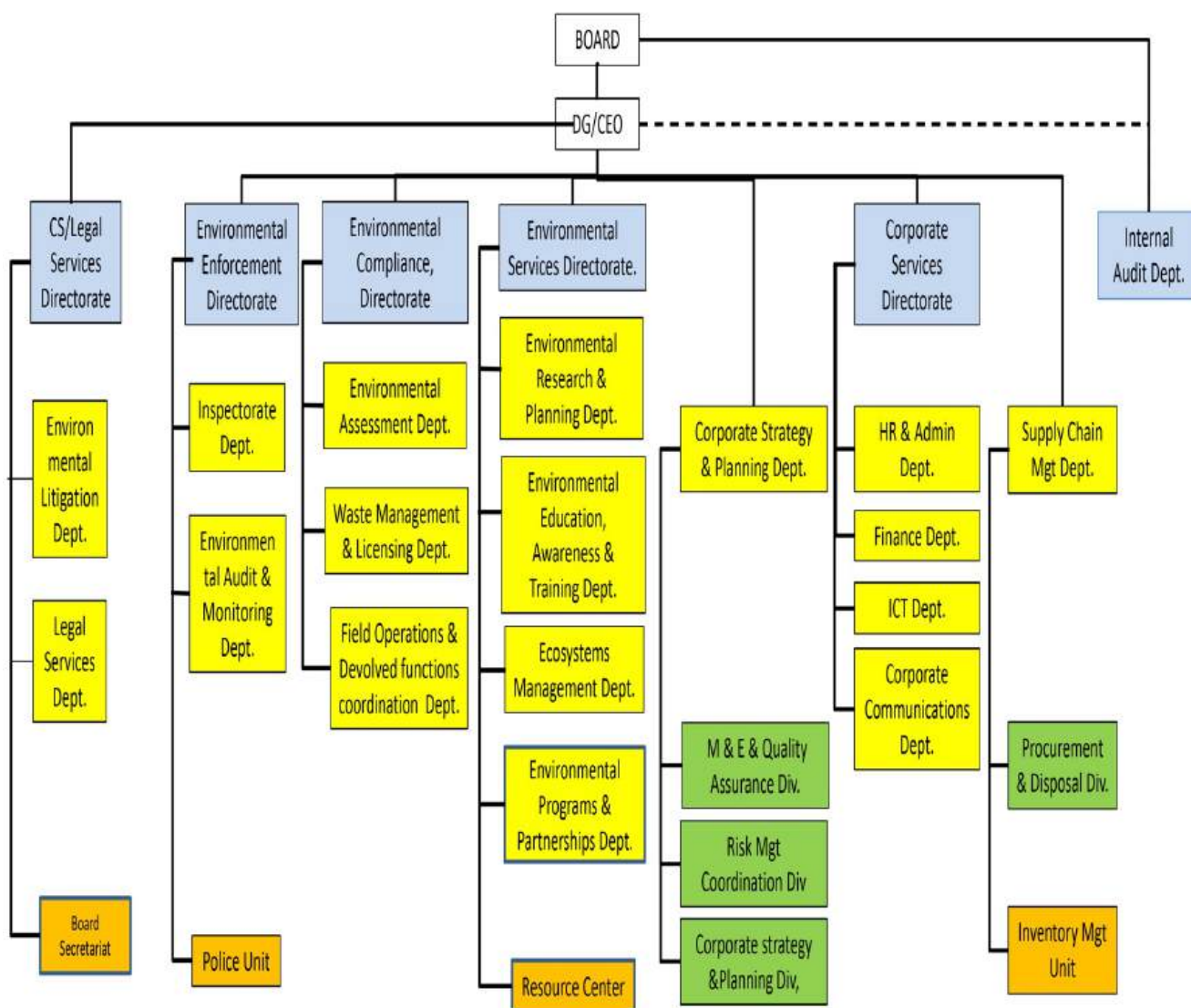


Figure 2: Organizational Structure

6.2.2 Staff Establishment, Skills Set and Competence Development

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

Staff Establishment

The Authority's approved staff establishment is four hundred and ninety five (495) against an in-post of three hundred and ninety eight (398). The optimal staffing levels for the Authority to achieve its broad mandate as stated in EMCA 1999 is three thousand three hundred and thirty four (3334). Table 11 summarises staff establishment.

Table 11: Staff Establishment

CADRE	APPROVED ESTABLISHMENT (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance (B-C)
Director General	1	1	1	0
Environment / Compliance Assistant/ Officers	170	1999	138	1861
Process Engineers	1	4	1	3
Civil Engineers	1	4	1	3
Quantity Surveyor	1	4	1	3
Environmental Enforcement Officers	37	426	34	392
Environmental Planning & Research Officers	22	72	19	53
Environmental Education Information & Awareness Officers	1	78	13	65
Ecosystems Officers (Marine, Terrestrial & Wetlands)	11	34	6	28
Environmental Programmes & Partnerships	5	10	3	7
Human Resource & Administration Assistants/Officers	15	28	12	16
Finance Officers	21	25	19	6
Internal Auditors	6	10	3	7
Strategy & Planning, M&E & Risk Management officers	13	13	3	10
ICT Officers	10	19	4	15
Supply Chain Management Assistant/Officers	10	26	6	20
Legal Assistant/Officers	15	28	9	19
Corporate Communications Officers	5	10	4	6
Office Administrators	28	40	18	22
Record Management Assistant/ Officers	3	12	2	10
Librarians	2	2	2	0
Graphic Designers	4	4	3	1
Receptionists	1	2	1	1
Drivers/Rider	75	92	70	22
Rider	1	314	1	313
Telephone Operators	2	2	2	0
Clerical Officers	7	15	7	8
Office Assistants	16	60	15	45
Total	495	3334	398	2936

Skills set and Competence Development

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

Table 12: Skills Set and Competence Development

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

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

Cadre	Skills Set	Skills Gap	Competence Development
Ecosystems Management officers	Bachelor's and Master's degree in any of the following disciplines; Aquatic Ecology (fresh water), Wetlands Management, Environmental science, Aquatic Engineering, Environmental Studies, Natural Resource Management, Range Management, Spatial Planning, Oceanography, Coastal and Marine Resources Management, Marine Ecology, Marine Management, Marine Spatial Planning or any other relevant field. Other required skills are; Analytical, Communication, interpersonal skills, resource mobilization and negotiation skills.	- Integrated coastal zone management -GIS & Remote Sensing -EIA -Report and proposal writing -Resource Mobilization	- Integrated coastal zone management course -GIS & Remote Sensing in-house training -EIA/EA course -Report and proposal writing program
HR & Administration officers/ Assistants	Diploma or Bachelor's and Master's Degree in any of the following disciplines, Social science, Sociology, Human Resource, Public/Business Administration, Social Science or any other relevant field. Other required skills are; Communication, Counselling, Coaching & Mentoring, Conflict resolution skills Strategic and innovative thinking, interpersonal skills, resource mobilization and negotiation skills	-Counselling -Data analysis & presentation -Security Management -Electronic records management -Problem solving & conflict resolution -Human resource management information system (HRMIS) -Mentoring & Coaching -Supervisory -Data Protection	-Counselling program -Data analysis & presentation in-house course -Security Management course -Electronic records management course -Problem solving & conflict resolution course -Human resource management program information system (HRMIS) course -Mentoring & Coaching course -Supervisory course -Continuous professional Development courses -Data Protection program
Finance Officers	Bachelor's and Master's degree in Accounting or Finance or its equivalent qualification from a recognized institution; Part III of the Certified Public Accountants (CPA) Examination or its equivalent qualification Other skills required are; Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills	-Taxation -Financial reporting -Risk Management -Advanced excel -Donor funds/grants management -Report writing.	- Capacity building on; Taxation -Financial reporting -Risk Management -Advanced excel -Donor funds/grants management -Report writing. -Continuous professional Development courses

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

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

6.2.3 Leadership

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

6.2.3.1 Strategic Theme Teams

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

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

6.2.4 Systems and Procedures

The Authority is ISO 9001:2015 certified to ensure implementation of key systems and processes. Periodic audits of key procedures and functions are undertaken to ensure compliance with the standard certification requirements. NEMA shall continue to invest in the establishment of robust internal systems, streamlined processes, and comprehensive Standard Operating Procedures (SOPs) which are key for efficient and effective implementation of the Strategic Plan.

6.3 Risk Management Framework

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

Table 13: Risk Management Framework

S/No.	Risk	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measure(s)
1.	Exposure to loss of critical organizational data and cyber threats	High	High	High	Set up and operationalize an off-site Disaster Recovery Site and Business Continuity Plan Invest adequately in new and updated technologies and ICT infrastructure, including training Procure high storage servers and devices Install adequate firewalls and robust antiviruses Strengthen and monitor access controls Regular servicing and maintenance of the data centre equipment and amenities

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

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

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

CHAPTER

7

RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

Chapter Overview

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



7.1 Financial Requirements

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

Table 14: Financial requirements for implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Y1	Y2	Y3	Y4	Y5	Total
KRA 1: Climate Change Adaptation and Mitigation	226	209.7	262.9	287	346	1331.6
KRA 2: Protect, conserve and restore ecosystems	399.5	474.2	474	640.5	546.1	2534.3
KRA 3: Pollution prevention, management and control	459	713	772.5	853.5	969.5	3767.5
KRA 4: Sustainable utilization of Natural Resources	212.5	338	422.5	398	430.5	1801.5
KRA 5: Institutional Capacity	1702.1	2153	2185.8	2700.8	2686.2	11428
Administrative cost	220	264	317	380	456	1637
Total	3219.1	4152	4434.7	5259.8	5434.3	22499.9

Table 15: Resource Gaps

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

7.2 Resource Mobilization Strategy

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

i. Internal revenue streams (AIA)

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

ii. Government Financing

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

iii. Development partners.

The Authority will continually explore and engage development partners as a resource mobilization strategy to supplement the determined resource

gaps. The Authority has been supported by the World Bank, GEF, GCF, UNEP, UNDP, DANIDA, GIZ and JICA among others. To achieve this, the authority shall continue to develop bankable project proposals for funding.

7.3 Resource Management

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

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

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

CHAPTER 8

MONITORING, EVALUATION AND REPORTING

Chapter Overview

This chapter outlines the Monitoring, Evaluation and Reporting Framework.



8.1 Monitoring Framework

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

8.2 Performance Standards

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

8.3 Evaluation Framework

This evaluation framework provides a basis for assessing the level and extent of achievement of

Table 16- Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Climate Change Adaptation and Mitigation	Enhanced resilience and reduced Green-house Gas Emissions for Sustainable development	No. of people with reduced vulnerability or increased resilience to climate change	3,000	2023	4,000	5,000
		GHG emissions per year (Co2emt)	89	2023	94	90
KRA 2: Protection, conservation and restoration of ecosystems	Well-protected, conserved and efficiently managed ecosystems	Ha of wetlands restored and protected	60.62	2019	64.8	69
		Environment Performance Index	60.62	2019	64.8	69
		No. of research projects initiated	5	2022	15	25
		% level of implementation of the Environmental research agenda	50	2022	75	100
		% of obligations fulfilled	100		100	100

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 3: Pollution prevention, management and control	Environmental pollution levels minimized	Air quality index	100	2022	80	60
		% level of compliance and enforcement	25	2022	40	60
		% reduction of plastic pollution	56.6	2021	65	75
		volume of solid waste generated and collected in tonnes (T in Mn) in 47 Counties	2	2022	20	50
		% increase in the number of people sensitized on environmental management	50	2022	60	70
		% adoption of environmental sustainability practices by public/private entities	8	2022	25	40
KRA 4: Sustainable utilization of Natural Resources	Improved solid waste management	Quantity of solid waste collected	0	2023	40	60
		% Level of consumer awareness on eco-friendly products	100	2022	100	100
KRA 5: Institutional Capacity	Improved productivity and effectiveness in service delivery	% of environmental legislations, standards and guidelines reviewed/developed	100	2023	100	100
		Employee satisfaction index	62	2022	70	80
		Amount of internally generated revenue (AIA) in (KShs) millions	683	2023	2500	3000
		Amount of GOK funds disbursed(Recurrent/Development) in (KShs) millions	599	2023	599	599
		Amount mobilized externally in (KShs) millions	193	2023	700	900
		Composite score	3.2	2023	2.8	2.4
		% of services and processes Automated	65	2023	75	85
		Customer satisfaction index	47	2021	57	67
		Low level of risk	Low	2023	low	low

the objectives towards attainment of strategic goals along respective KRAs. For effective realization of this strategic plan, the Authority identified various outcome indicators, baselines, annual work plans

and targets specified in the implementation matrix that link to each key result area.

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

8.3.1 Mid-Term Evaluation

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

8.3.2 End-Term Evaluation

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

8.4 Reporting Framework and Feedback Mechanism

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

The reporting will be done through;

a) Quarterly progress reports: The management will hold quarterly meetings to review the implementation status of the plan. The quarterly reports will also be presented to the Board of Management for deliberations and decision making.

b) Annual reports: At the end of every financial year, an annual strategic plan implementation review will be carried out to establish the achievement levels, challenges faced during implementation, lessons learnt, recommendations and suggestions on appropriate remedial measures.

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

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

Table 17: Quarterly Progress Reporting Template

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

Table 18: Yearly Progress Reporting Template

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

Table 19: Evaluation Reporting Template

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

ANNEX I: IMPLEMENTATION MATRIX

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Implementation Matrix

S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Climate Change Action																	
Strategic Goal: Support climate change mitigation and adaptation actions																	
KRA 1: Climate Change Mitigation and Adaptation																	
Outcome: Enhanced resilience and reduced Greenhouse Gas Emissions for Sustainable development																	
Strategic Objective 1.1: To contribute to increased climate-resilient sustainable development																	
1.1.1	Mainstreaming climate risk and vulnerability in all forms of environmental assessments (SEA, ESIA, EA)	Develop a framework for mainstreaming climate risk and vulnerability	Climate risk and vulnerability framework developed	Climate risk and vulnerability framework	1	1					15					DES	DEC DEE
		Implement and monitor the climate risk and vulnerability framework	Monitoring reports	No. of reports	4	1	1	1	1	1		2.5	3	3.5	4	DES	DEC DEE DLS
1.1.2	Mobilization and deployment of climate finance	Undertake and disseminate research findings and knowledge on Adaptation actions/programmes to stakeholders	Research findings undertaken and disseminated	No. of research	25	5	5	5	5	5	6	7.2	9	10	12	DES	EPRC
		Develop strategic relations and partnerships with existing and new climate funding entities	MoUs, FoCs and Accreditation agreements	No. of MoUs/FoCs/AA	10	2	2	2	2	2	10	11.5	12.5	13.5	15	P&P	DES, DEC, LEGAL, DEE.
		Build appropriate internal capacities	staff trained	No. of staff trained	100	20	20	20	20	20	5	6.5	7	7.5	8	P&P	DES, DEC, DLS, DEE.

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
1.1.3	Supporting knowledge generation and sharing on climate change adaptation	Undertake research on indigenous and local community led adaptation strategies	Indigenous and Community led adaptation strategies research undertaken	No. of adaptation strategies documented	5	1	1	1	1	1	5	6	6.5	7	7.5	EP RC	
		Map adaptation projects across the country	Adaptation projects Mapped across the country	No. of adaptation projects mapped	5	1	1	1	1	1	5	6.5	7	7.5	8	EP RC	GIS
		Undertake national climate risks and vulnerability mapping	National Climate risks and vulnerability profiles established	No. of profiles	15	3	3	3	3	3	5	6	6.5	7	7.5	EP RC	DEC, EMD, DEE
SUB -TOTALS											51	46.2	51.5	56	62		
Strategic Objective 1.2: To contribute to the shift to low-emission sustainable development pathways																	
1.2.1	Monitoring, investigation and reporting on whether public and private entities are in compliance with their assigned climate change duties	Establish compliance levels with climate change duties and obligation in public and private entities	Comprehensive climate compliance report for public and private entities	No. of climate compliance reports	40	8	8	8	8	8	5	6.5	8.45	10	12	DEC	
		Capacity build MDACs on climate change obligations	MDACs capacity built on climate change	No. of MDACs	200	40	40	40	40	40	10	12	13.5	15	16.5	EEAT	
		Strengthen Capacity in GHG monitoring and reporting	Build capacity in GHG monitoring	No. of staff	50	10	10	10	10	10	6	7.5	8	8.5	9	DEC	DES
			Equipment procured to undertake GHG monitoring	No. of equipment	57	17	10	10	10	10	5	6.5	8.45	10	13	DEC	DES

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Targe t for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lea d	Support
1.2.2	Supporting implementation of National Policy Determined Contributions (NDCs) to the Paris Agreement																
		Undertake Monitoring, Reporting and Verification (MRV) of climate change using an established system	Comprehensive report on Climate change	No. of Comprehensive MRV reports produced annually	40	8	8	8	8	8	10	12	13.5	15	16.5	DEC	DDFO
		Provide technical backstopping in the implementation of mitigation and adaptive interventions	Improved implementation of Mitigation and Adaptive interventions	Percentage increase in the adoption and implementation	20	4	4	4	4	4	5	6.5	8	9.5	11	DEC	DDFO
		Disseminate monitoring findings on mitigation actions/programmes to stakeholders for compliance	Stakeholders capacity built	No. of stakeholders capacity built	250	50	50	50	50	50	3	5	6.5	8	9.5	DEC	DDFO
		Undertake research on indigenous and community led mitigation strategies	Reports on community led mitigation strategies	No. of mitigation strategies documented	5	1	1	1	1	1	5	6.5	8.5	10	11.5	EP RC	
		Capacity build various stakeholders on Climate Change	Various stakeholders capacity built on carbon neutrality	No. of stakeholders capacity built	40	8	8	8	8	8	8	8.5	9	9.5	10	P&P	EEA&T
			NEMA staff capacity built on climate change negotiations	No. of NEMA staff capacity built	150	30	30	30	30	30	10	11.5	13	14.5	16	P&P	EEA&T

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Targe t for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lea d	Support
1.2.3	Strengthening institutional capacity of NEMA as the DNA for carbon markets	Establish Designated National Authority Office Facilitate participation of stakeholders on carbon markets	Environment al experts, Reviewers and sector leads capacity built	No. of reviewers capacity built	75	15	15	15	15	15	4	5	6.5	8	9.5	EEA &T	DEC
			Update lead experts on emerging environment al assessments of audit issues	No. of lead experts updated.	1,000	200	200	200	200	20	5	6.5	8	9.5	11	DE C	EEA&T
			County Governments Environment Staff Capacity on build Climate Change	No. of County government s environmen t staff capacity built	500	100	100	100	100	10	5	6.5	8	9.5	11.5	EEA &T	P&P
			DNA office established	DNA office	1	1											DE S
			Stakeholders sensitized on Key information on carbon markets	No. of stakeholder s	40000	300 00	500 00	700 00	100 000	15 00 00	15	18	20	23	28	P& P	EEA&T
			Inter- ministerial committee constituted and capacity build	No. of Committees constituted & trained	20	4	4	4	4	4	8	10	13	15	17	P& P	
			Guidelines to facilitate Carbon Markets developed	No. of Guidelines	3	1		1		1	10		13		15	DE S	EPRC, P&P

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		Consideration and approval of carbon projects	Letters of no objection	No. of letters	20	2	3	4	5	6	4	6	8	10	12		P&P	
		Monitor registered carbon projects for compliance	Letters of approval	No. of letters	12	1	2	2	3	4	2	4	4	6	8		P&P	
			Monitoring reports	No. of reports	6			1	2	3			4	5	7		P&P	
			Maintain and update the National carbon registry	National carbon registry maintained and updated	National carbon registry	5	1	1	1	1	1	20	25	30	35	40		P&P
SUB -TOTALS							17	16	21	23	284							
Strategic Issue: Ecological Integrity of Ecosystems																		
Strategic Goal: Sustained healthy ecosystems																		
KRA 2: Protection, conservation and restoration of ecosystems																		
Outcome: Well-protected, conserved and efficiently managed ecosystems																		
Strategic Objective 2.1: To Enhance the Quality and Integrity of Ecosystems																		
2.1.1	Coordination, protection, conservation and restoration of ecosystems	Undertake baseline research/assessment on land degradation in Kenya	Baseline research on land degradation undertaken	No. of baseline reports/maps	5	1	1	1	1	1	8	10	12	14	16	EP RC	EMD	
		Assessment of pollution load on water bodies	No. of reports	50	10	10	10	10	10	10	5	6	8	10	12	EP RC	DEE, DEC, EMD	
			Ecosystem degradation assessed	No. of assessment reports	50	10	10	10	10	10	10	10	11	12	14	15.6	EP RC	EMD
			Land degradation status in major watersheds assessed	No. of watersheds reports	5	1	1	1	1	1	1	5	6.5	8	10	13	EM D	EPRC

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
2.1.2	Promotion of biodiversity conservation in key ecosystems	Assess the state of aquatic and terrestrial resources in the country	State of aquatic and terrestrial ecosystems assessed	No. of reports	5	1	1	1	1	1	10	13	15	17	19	EMD	GIS
		Restore degraded aquatic and terrestrial ecosystems in the country	Restored ecosystems	No. of ecosystems	5	1	1	1	1	1	10	13	15.5	18	20.5	EMD	EPRC
		Restore and rehabilitate wetlands as nature based solutions to climate change	Wetlands restored and rehabilitated	No. of wetland restored	15	3	3	3	3	3	15	16.5	18	19.5	22	EMD	EPRC
		Identify and inventory biological diversity of Kenya	Inventory of biological diversity of Kenya	No. of biodiversity inventories	235	47	47	47	47	47	8	9.5	12	15.5	17	DEC	DFO, EMD, EPRC
		Upgrade the National biodiversity clearing house with data sources features	National biodiversity clearing house	No. of data sources and features available	50	10	10	10	10	10	5	6.5	8	9.5	11	EEAT	EPRC, DEC
		Carry out pollution tracking for Lotic and Lentic ecosystems	Pollution report	No. of pollution reports	100	20	20	20	20	20	10	11.5	13	15.5	17	EMD	DEE, EPRC
		Undertake soil conservation activities in collaboration with lead agencies and stakeholders	Report on soil conservation	No. of reports	5	1	1	1	1	1	7	8.5	10	11.5	13	EMD	
		Carry out a comprehensive survey to access the current state of biodiversity	Surveys carry out	No. of surveys	2		1		1			5		8		DEC	
		Identify key species and the ecosystems	Key species and the ecosystems identified	No. of species	500	100	100	100	100	100	10.5	12	13.5	15	16.5	DEC	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		Develop guidelines for monitoring biodiversity (access, utilization and benefit sharing)	Guidelines developed	No. of guidelines	3		1	1	1			5	7	9		DEC		
2.1.3	Coordination of lead agencies and stakeholders in preparation, implementation and monitoring of ecosystems management plan	Assess the level of encroachment of selected riparian zones	Assessment of reports of selected riparian zones	No. of reports/maps	5	1	1	1	1	1	5	7	9.5	11	13.5	EP RC		
		Rehabilitation of 500 Kms riparian areas	Riparian areas rehabilitated	No. of Kms	500	100	100	100	100	100	100	15	17.5	20	23.5	28		
		Identify selected ESAs	Selected ESAs identified	No. of selected ESA	5	1	1	1	1	1	1	10	13.5	15.5	18	20.5	EP RC	
		Prepare and implement ecosystems management plans	Ecosystem management plans prepared and implemented	No. of plans prepared and implemented	5	1	1	1	1	1	1	5	7	9.5	11.5	13	EM D	
		Monitoring on the implementation of ecosystem management plans	Monitoring reports on implementation of EMPs	No. of monitoring reports	5	1	1	1	1	1	1	5	7	9.5	11.5	13	EP RC	EMD
		Inventorize wetland and marine ecosystems in the country	National wetlands and marine ecosystem map and register produced	No. of maps and registers produced	47	10	10	10	10	7	12	13.5	15	17.5	11	EM D	EPRC	
		Develop ICZM action plan	ICZM Action plan developed	ICZM Action plan	1		1					15				EM D	EPRC	
		Monitor the status of aquatic and terrestrial ecosystems	Status of aquatic and terrestrial ecosystems monitored	No. of Reports	5	1	1	1	1	1	7.5	9	10.5	12	13.5	EM D	DEC EPRC	

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Coordinate preparation of Environment of State (SOE) and State of the Coast (SOC) reports	The state of the environment and the state of coast reports	No. of reports	2		1		1			15		20		EP RC EM D	DEC, DEE, DLS
			County State of Environment reports/performance index developed	No. of performance Index reports	94	47			47		65			85		EP RC	DEC, DEE, DLS
SUB -TOTALS																	
Strategic Objectives 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects																	
2.2.1	Coordination of environmental planning in sectoral programs and plans	Develop NEAP	NEAP report	No. of reports	1		1					15				EP RC	
		Undertake mid-term review of NEAP	Reviewed NEAP report	Report	1			1						8		EP RC	
		Develop and disseminate simplified and abridged versions of NEAP	Abridged NEAP developed and disseminated	No. of reports	1		1					8				EP RC	
		Review and update EAP guidelines	Updated EAP guidelines	No. of guidelines updated	1	1					8					EP RC	
		Sensitize the county Governments on the EAP guidelines	Reports	No. of CECS sensitized	47	47	47	47	47	47	8	9.5	11	12.5	14	EP RC	EEA&T
		Provide technical support to Counties on development of CEAPs	CEAPs developed	No. of CEAPs developed	47	10	10	10	10	7	10	11.5	13	14.5	10	EP RC	
		Monitor the implementation of NEAP & CEAPs in selected counties	Implementation of NEAP and CEAPs monitored	No. of monitoring reports	48	10	10	10	10	8	11.5	13	14.5	16	11	EP RC	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Build capacities of counties devolved environmental functions	Counties capacity built on environmental functions manual and curriculum	No. of counties	47	10	10	10	10	7	2	3	3	3	2	EEA T	
		Asses the status of implementation of Land Degradation Neutrality (LDN) voluntary targets	LDN implementation status report	No. of reports	5	1	1	1	1	1	6	7.5	9	11.5	13	EP RC	
		Review and align National Action Program (NAP) to UNCCD Strategic Framework and voluntary LDN targets	Reviewed NAP	No. of NAPs reviewed	1		1					4				EP RC	
		Capacity build County Governments staff on SEAs	Each County Government to develop SEA for PPP's	No. of SEAs Developed	235	47	47	47	47	47	12.5	15	16.5	18	11	DE C	DDFO
2.2.2	Mainstreaming GIS and other technologies in Environmental planning, awareness creation, monitoring and enforcement	Digitize research data spatially	Digital database	Data base digitized	1			1					8			EP RC	DEC, EMD, DEE
		Mapping and inventory of regulated facilities	Updated database & maps	No. of databases and maps	47	10	10	10	10	7	8	9.5	10.5	12	9	EP RC	DEC, EMD, DEE
SUB -TOTALS											64	106	82.5	92.5	68		

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objectives 2.3: To Promote Research, Investigation and Surveys in the field of environment																	
2.3.1	Coordination, monitoring and dissemination of environmental research findings	Participate in environmental research & dissemination of findings	Research reports	No. of Research Reports	20	4	4	4	4	4	12	13.5	15	17.5	20	EP RC	DEC, EEA&T
2.3.2	Coordinating the implementation of the environmental research agenda	Collaborate in environmental research with diverse agencies Disseminate research data trends with relevant stakeholders nationally and internationally	Joint research projects Research data trends disseminated	No. of Joint research projects No. of dissemination reports	5 20	1 4	1 4	1 4	1 4	1 4	8 10	9.5 11.5	10.5 13	12 14.5	13.5 16	EP RC EP RC	
		Capacity build on Environmental sustainability Organize national environmental research conferences	Agencies capacity built Conference	No. of agencies capacity built No. of conferences	20 5	4 1	4 1	4 1	4 1	4 1	8 20	9.5 23	11 26	12.5 29	14 31	EP RC EP RC	EEAT
SUB -TOTALS											58	67	75.5	85.5	94.5		
Strategic Objective 2.4: To Support Implementation of Multilateral Environmental Agreements and obligations																	
2.4.1	Advising the government on ratification and	Review provisions of new MEAs in order to advise government on ratification.	MEAs ratified	No. of MEAs ratified	3	1	1	1	1	1	8	10	12			DEC, DEE, DES	DLS

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	domestication of multi-lateral Environmental Agreements (MEAs)	Develop relevant environmental legislations, policies and plans to domesticate MEAs	Policies and legislations to domesticate MEAs developed	No. of policies and legislations developed	3		1	1		1			3	4.5	6	DE C, DE E, DE S	DLS	
		Contribute to the development of country position and papers in negotiations of MEAs and National reporting on MEAs	COPs participated	No of COPs participated	25	5	5	5	5	5		7.5	9	11.5	13	14.5	DE C, DE E, DE S	DLS
			Country papers developed	No. of papers developed	25	5	5	5	5	5		8	10	12	14	16	DE C, DE E, DE S	DLS
			National reports prepared	No. of reports	25	5	5	5	5	5		8	10	12	14	16	DE C, DE E, DE S	DLS
		Perform international Obligations under MEAs including commemoration of WED, WWD, WDD, WOD, WBD, WCD	International obligations under MEAs performed	No. of MEAs supports	30	6	6	6	6	6		18	20	22	24	26	DE C, DE E, DE S	DLS
SUB -TOTALS						49.5	62	74	65	78.5								
Strategic Issue: Environmental Pollution																		
Strategic Goal: Minimized levels of environmental pollution																		
KRA 3: Pollution prevention, management and control																		
Outcome: Environmental pollution levels minimized																		
Strategic Objective 3.1: To Reduce environmental pollution (land, water, noise and air)																		

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
3.1.1	Establishment of the baseline for environmental quality for land, water and air	Undertake research on water quality in major water basins	Water quality database established	Baseline reports	5	1	1	1	1	1	8.5	9	9.5	10	10.5	EP RC	DEE, DEC	
		Undertake research on sustainable waste management	Research on sustainable waste management undertaken	No. of reports	5	1	1	1	1	1	5	6.5	8	9.5	11	EP RC	DEC	
		Implement the research findings on waste management	Implement the research findings on waste management	Percentage of compliance and waste enforcement	100	100	100	100	100	100	10	10	13	15	17	19	DEE	DEC
			Undertake mapping and inventory of environmental chemical pollution hotspots (sites, facilities, town etc.) and sectors	Mapping reports and database maps	No. of reports and database maps	4	1	1	1	1	1	1	10	13	15	18	DEE, EPRC, GIS	
		Establish a national waste information/accounting system	Waste information/accounting system established	System developed	1									35			DEE, GIS, ICT	
		Undertake ambient air quality monitoring in eight urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Thika, Athi-River and Kitengela)	Ambient air quality monitoring reports	No. of reports	40	8	8	8	8	8	8	5	8	10	12	14	EP RC	DEC
	Facilitate environmental compliance through cross referencing of lab analysis data from facilities	Data from facilities validated	No. of analysis reports validated	50	10	10	10	10	10	8	10	12	14	16	DEE			

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Establish a National Reference Laboratory for analysis of environmental chemical pollutants	National Reference lab established	No. of National Reference Lab	1		1	1	1	1		55	70	90	115	DE C	DEE, EPRC
		Laboratory equipment calibration and maintenance	Laboratory equipment Calibrated and maintained	No of equipment	75	15	15	15	15	15	12	15	18	20	23	DE C	
		Designation and monitoring of analytical reference laboratories	Analytical and reference laboratories designated and monitored	No. of laboratories	50	10	10	10	10	10	4	6	8	10	12	DE C	
		Develop Experimental proficiency test program for the designated laboratories	Experimental proficiency test program for air and water quality designated laboratories	No. of analytical and reference laboratories	50	10	10	10	10	10	5	6	8	10	12	DE C	
		Monitor pollution patterns in water bodies including marine litter and marine plastics	Water bodies pollution patterns monitored	No. of water bodies monitored	50	10	10	10	10	10	15	18	22	26	28	EM D	DEE, DEC
		Thwake River Upstream Clean up Pollution Control and Catchment Management	Effluent discharges and solid waste in the Athi-Galana-Sabaki River system reduced	No. of effluent discharges identified and stopped along the river system	2000	400	400	400	400	400	10	12.5	14	16.5	18	DE E	

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						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
				% of illegal dump sites along the river removed	75	20	30	40	65	75	100	150	100	100	100	DE E	
		Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners	Analysis of dumpsites and its surrounding in the 47 counties undertaken	Database	50	10	10	10	10	10	5	7.5	9	12	15	EP RC	DEC
3.1.2	Promoti on of Natural resource s accounti ng at the National and County levels	Develop appropriate Environmental/Natural Resources framework/Accounts for Kenya in selected sectors	Sector specific Environmental/Natural Resources framework/Accounts developed	No. of Environmen tal reports, databases.	5	1	1	1	1	1	10	12. 5	15	17. 5	20	EP RC	DEC
		Collection of relevant data and piloting of the developed frameworks and accounts	Database developed	Reports	100	20	20	20	20	20	10	12. 5	15	17. 5	20	EP RC	
		Digitization of the developed frameworks/Accounts	Successful digitization of the developed environment al/natural resources frameworks and accounts	No. of frameworks and accounts fully digitized	5	1	1	1	1	1	5	8	10	13	15	EP RC	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
3.1.3	Coordinating the formulation and adoption of pollution control standards and guidelines	Develop and implement pollution control standards and guidelines in priority sectors	Pollution control standards and guidelines in priority sectors developed and implemented	No. of guidelines	1	1						5				DEC		
		Develop and implement Anti-Microbial Resistance (AMR) Surveillance and inspection manuals and plans for Environment sector	Manual developed and AMR action plan implemented	Activity Reports	5		2	1	1	1	1		7	2.5	3	3.5	DEC	DEE, EPRC, EEA&T
		Sensitize the public on pollution control and waste management	Improved public behaviour towards pollution control and waste management	No. of stakeholders	2000	400	400	400	400	400	400	8	10	12	14	16	EEA &T	
3.1.4	Greening the Authority operations	Undertake Environmental and Social Risk (ESR) baseline assessment of the Authority	ESR baseline undertaken	Baseline report	1	1						5				DEC		
		Integrate environmental sustainability practices in NEMA operations	Environmental sustainability practices adopted in the Authority	No. of green innovations implemented	4		1	1	1	1	1		5	7	10	15	EEA &T	
3.1.5	Enhancement on integration	Develop pollution control licensing conditions and	Pollution control licensing	No. of licenses conditions	8		4	4				10	12			DEC		

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target						Budget (Ksh. Mn)				Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	on pollution control measures and standards in the licensing regime	guidelines aimed at pollution prevention in various regimes	conditions and guidelines developed	and guidelines													
3.1.6	Strengthening the license conditions in the regimes	Process various regimes with pollution control measures and standards	Various licenses regimes with pollution control measures and standards processed	No. of licenses	20,000	3,000	3,500	4,000	4,500	5,000	5	7	8	10	12	DEC	
		Test emissions for mobile sources	Reduced air pollution	No. of mobile sources tested	50,000	10,000	10,000	10,000	10,000	10,000	10	12,500	15	17,500	20	DEC	DEC
		Undertake compliance monitoring	Compliance Monitoring undertaken	No. of facilities monitored	1500	300	300	300	300	300	10	11,500	13	14,500	16	DEC	DEC
3.1.7	Enhancement of enforcement actions for pollution control	Undertake Environmental Control Audits	Environmental Audits undertaken	No. of Facilities audited	25,000	5000	5000	5000	5000	5000	10	12,500	15	17,500	20	DEC	DEC
		Undertake continuous control inspections and prosecutions countrywide	Enforcement actions undertaken countrywide	No. of enforcement actions undertaken	15000	2000	2500	3000	3500	4000	9.5	12	15	18	20	DEC	DEC
		Enforce single use plastic ban countrywide	Plastic pollution reduced from 56.6% to 75%	% level of reduction	75	56.6	60	64	70	75	30	33	38	44	52	DEC	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Undertake technical back stopping and coordinate lead on agencies environmental compliance and enforcement	Technical back stopping and coordination of lead agencies on environment al enforcement undertaken	No. of technical backstopping undertaken	10	2	2	2	2	2	5	6.5	8	9.5	11	DE	E
			Reduced environment crimes in the regions	Enforcement reports	60	8	10	12	14	16	5	7	9	11	13	DE	E
			National police service sensitized on environment al enforcement	No. of Sensitization Forum	5	1	1	1	1	1	3	4.5	6	7.5	9	DE	E
3.1.8	Enhancing compliance with environmental laws and regulations	Undertake investigations and co-operation in prosecution of environmental offenders	Environmental laws and regulations enforced	% of environmental offences investigated and submitted for prosecution	100	100	100	100	100	100	10	11.5	13	14.5	16	DL	S
3.1.9	Strengthening incident / environmental crime detection	Classify and attend to environmental incidences	Reduced number of Environmental crimes	% of environmental incidences attended	100	100	100	100	100	100	6	8	10	12	15	DE	E
SUB -TOTALS						324	527.5	575	613	705							

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Objective 3.2: To promote public behavioural change on Environmental Management																	
3.2.1	Integration of environmental education in formal institutions	Facilitate climate change co-curricular activities for learning institutions	Climate change co-curricular activities facilitated	No. of co-curricular activities facilitated	500	100	100	100	100	100	5	6.5	8	9.5	11	EEA T	
		Capacity building for teacher educators on environmental management	Teacher educators on environmental management capacity built	No. of teacher educators	1,000	200	200	200	200	200	4	5.5	7	8.5	10	EEA T	
		Develop and disseminate Information, Communication and Education (IEC) materials	Information, Communication and Education (IEC) materials developed and disseminated	No. of (IEC) materials	20	4	4	4	4	4	8	10	12	13	16	EEA T	
		Create, acquire and maintain environmental education materials for library and resource centres	Education materials created	No. of materials	100	20	20	20	20	20	5.5	6.5	7.5	8.5	9.5	EEA T	
3.2.2	Promotion of environmental activities in various sectors		E-journals acquired	No. of journals	50	10	10	10	10	10	2	2.5	3	3.5	4	EEA T	
		Library and resource centres maintained	Library and resource centres maintained	No. of library and resource centres	48	48	48	48	48	48	4	6	8	10	12	EEA T	
		Sector specific environmental programmes developed	Sector specific environmental programmes developed	No. of programmes	10	2	2	2	2	2	5	6	8	10	12	EEA T	DEC, DEE, EMD, EPRC
		Mainstreaming chemical	Chemical management	No. of strategy	1		1					6				DEC	DEE

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	management in all institutions	strategy developed	No. of guidelines	1		1						4				DE C	DEE
		Institutions mainstreamed on chemical management	No. of institutions	50	10	10	10	10	10	10	11.5	12	12.5	13	13.5	DE C	EEAT
	Strengthen awareness and education on sound chemical management in all institutions	Institutions strengthened on chemical management	No. of institutions	500	100	100	100	100	100	100	8	10	12	14	16	EEA T	DEC, ICT, DCC
		Centres of excellence constructed	No. of centres of excellence	10	2	2	2	2	2	2	24	30	35	43	50	DC S	SCM
	Implement the centres of excellence operational strategy	Green Points centres strengthened	No. of green points centres	15	3	3	3	3	3	3	5	6	8	9	11	EEA T	DCS
		Various sectors on environmental management trained	No. of sectors	25	5	5	5	5	5	5	5	6	8	10	12	EEA T	DEC, DEE, EMD
	Engage the public on environmental activities	The public engaged on environmental activities	No. of people	2,500,000	500,000	500,000	500,000	500,000	500,000	500,000	8	10	12	14	15	EEA T	DEC
		Sector specific templates for inspections	No. of templates	10	2	2	2	2	2	2	5	5.5	6.5	7	7.5	DE E	DEC
		Undertake bi-annual conference on environment	Conference held	No. of conferences	2	1	1	1	1	1		10		11		EEA T	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Enhance collaboration framework with Ministries, Counties, Departments and Agencies (MCDA)	Strengthened collaboration framework with MCDA, for effective pollution prevention, management, and control efforts	No. of collaboration frameworks	15	3	3	3	3	3	8	10	11	12	15	DEC	DFO, EEA&T
3.2.3	Promoting compliance to environmental laws and regulations	Undertake training on Basic Enforcement Course (BEC) and gazette for NEMA and county government staff	Basic Enforcement Course (BEC) for NEMA and county staff undertaken	No. of BEC trainings	10	2	2	2	2	2	5	6.5	8	9.5	11	EEAT	DEE
		Monitor implementation of EIA/EA and SEA curriculum by training institution	Monitoring and implementation on reports	No. of reports	10	2	2	2	2	2	5	6.5	7	7.5	8	EEAT	
		Undertake principles of compliance and Enforcement for NEMA and county staff	Principles of compliance and Enforcement undertaken	No. of staff	250	50	50	50	50	50	5	6	8	9.5	11	EEAT	DEE
		Sensitize the regulated community on environmental laws and MEAS	Regulated communities sensitized on environmental laws and MEAS	No. of regulated communities	50	10	10	10	10	10	4	5	6	7	8	EEAT	DEE
		Undertake compliance promotion programmes for industries	Compliance promotion programmes for industries undertaken	No. of Compliance programmes	10	2	2	2	2	2	4	4.5	5	5.5	6	EEAT	DEE

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
3.2.4	Promotion of education for sustainable development	Undertake ESD and RCE awareness programmes	ESD and RCE awareness programmes undertaken	No. of ESD and RCE programmes	20	4	4	4	4	4	4	4.5	5	5.5	6	EEAT	DEE
SUB -TOTALS																	
Strategic Issue: Green and Circular Economy																	
Strategic Goal: Accelerated adoption of low-carbon, resource-efficient development pathways and enhance environmental consideration into economic decision making																	
KRA 4: Sustainable utilization of Natural Resources																	
Outcome: Natural resources utilized sustainably																	
Strategic Objective 4.1: To enhance blue economy initiatives																	
4.1.1	Promotion of appropriate technologies, innovations and best environmental practices	Engage stakeholders in better utilization of natural resources	Increased collaboration & partnerships in utilization of NRS	No. of collaborations & partnerships built	20	4	4	4	4	4	8	8.5	9	9.5	10	DEC	DDFO
		Develop guidelines on cage fish farming	Guidelines on cage fish farming developed	No. of guidelines	8		1					6				DEC	
4.1.2	Promoting collaboration, partners	Dissemination of best practices to the lead agencies and stakeholders on utilization of natural resources	Dissemination report on best practices	No. of dissemination reports	5	1	1	1	1	1	5	5.5	6	6.5	7	EMD	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.1.3	information sharing and knowledge management in best practice of utilization of natural resources	Develop tools and instruments of the Economics of Environmental Policy for Blue Economy	Improved resource management, enhanced conservation efforts, and strengthened stakeholder engagement	No. of blue economic instruments developed	30	6	6	6	6	6	8	8.5	9	9.5	10	EM D	DDFO, DLS, EPRC
		Carry out inspections on point & non-point source pollution of aquatic ecosystems	Reduced land based pollution sources on aquatic ecosystems	No. of enforcement actions	2000	400	400	400	400	400	12	13.5	15	16.5	18	EM D	DEC, DEE
		Develop Marine Plan Spatial guidelines	Marine Plan Spatial guidelines developed	No. of guidelines developed	1	1					5					EM D	
4.1.4	Enhancing the quality and quantity of water for sustainable development	Carry out inspections on water quality in each County	Inspection reports	No. of inspections reports	2000	400	400	400	400	400	10	11.5	13	14.5	16	DEE	DEC

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.1.5	Building capacity in marine litter management and aquatic resource utilization on the communities living around marine and inland water bodies	Capacity building on aquatic resource utilization	Improved aquatic resource utilization	No. of aquatic community stakeholders engaged	20	4	4	4	4	4	6	6.5	7	7.5	8	EM D	EEA&T
		Training of local communities on relevant governance structure, policies, regulations and appropriate technologies	Training report	No. of training reports	10	2	2	2	2	2	4	4.5	5	5.5	6	EM D	EEA&T
Sub - Totals											53	69.5	64	69.5	75		
Strategic objective 4.2: To promote green and circular economy for enhanced resource use and efficiency																	
4.2.1	Enhancement of policy and regulatory framework aimed at promoting transition to green and circular economy	Identify and address policy and regulatory gaps aimed at enhancing uptake of circular economy practices and technologies in Kenya	Policies, legislations and guidelines developed	No. of policies, legislations and guidelines	10	2	2	2	2	2	5	5.5	6	6.5	7	DE C	DES, DEE, DLS
		Propose and lobby for appropriate fiscal incentives to catalyse green and circular economy transition in conjunction with relevant stakeholders	Businesses and industries incentivized and adopting green and circular economy initiatives	No. of Businesses and Industries incentivized	600	120	120	120	120	120	5	6.5	8	9.5	11	DES	DEC

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target						Budget (Ksh. Mn)				Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.2.2	Promotion of economic instruments in environmental management	Align policies, standards and guidelines to support and integrate circular economy practices and technologies into Kenya's economic and environmental framework.	policies, standards and guidelines aligned	No. of policies, standards and guidelines	10	2	2	2	2	2	3	3.5	4	4.5	5	DES	DLS, DEC
4.2.3	Implementation of Green and Circular economy initiatives	Establish E-Waste recycling facility	E-waste demonstration pilot at Konza Technopolis City	No. of Demonstration pilots	2	1	1					55	95			DEC	AEHPMP
		Develop standards and guidelines to execute NEMA's roles in EPR implementation	Standards and guidelines to execute EPR implementation on developed	No. of EPR guidelines and standards	10	2	2	2	2	2	5	5.5	6	6.5	7	DEC	DEE, DLS
		Roll out EPR for Waste Management	EPR for waste management rolled	Percentage of EPR Roll out	100	20	20	20	20	20	10	11.5	13	14.5	16	DEC	DEE, DLS
		Register waste collectors cooperatives	Waste collectors cooperative registered	No. of Waste collectors cooperatives	94	20	20	20	20	14	10	10.5	11	11.5	12	DEC	EEA & T
		Linking waste collectors cooperatives to secondary markets	waste collectors cooperatives linked to secondary markets	No. of waste collectors cooperatives	100	20	20	20	20	20	8	9.5	11	12.5	13	DEC	EEA&T
		Coordinate the establishment and operationalization of	MRF guidelines developed/reviewed	No. of guidelines	2	1		1			5		3			DEC	

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S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Material Recovery Facilities (MRF)	Guidelines implemented	Percentage implementation of the guidelines	100	20	40	60	80	100	4	5.5	7	8.5	10	DEC	
			MRFs Architectural designs developed	Architectural design	1		1					15				DEC	
		Construct waste demonstration centres	Model MRFs established	No. of model MRFs	5			1	2	2			20	45	50	DEC	
			waste demonstration centres constructed	No. of waste segregation centres constructed	5	1	1	1	1	1	2	2	2	2	2	DEC	
4.2.4	Promotion of awareness creation on green and circular	Establish community-Based/owned recycling chain	Community-Based/owned plastic recycling value chain established	No. of plastic recycling value chains	1350	200	200	300	300	350	5	5	5	5	5	DEC	
		Undertake enforcement actions on waste segregation at source	Waste segregation at source enforced	No. of enforcement actions	4000	600	700	800	900	1000	6	7	8	9	10	DEC	
		Create awareness and build technical capacity for waste prevention, segregation at source, recycling and industrial symbiosis	Enhanced awareness and improved technical skills among community members	No. of people sensitized	500,000	100,000	100,000	100,000	100,000	100,000	18	23	28	33	38	DEC	EEA&T

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						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	economy	Public education and awareness forums e.g./i.e. Loop Forum	Increased public awareness and engagement in community issues through informative discussions and knowledge-sharing at the Loop Forum.	No. of community members	500	100	100	100	100	100	4	4.5	5	5.5	6	EEA & T	DEC
		Promote Education for Sustainable Development	Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision-making among the target	Increased integration of sustainable development concepts in curriculum, educational institutions, and community programs	Percentage increase	20	40	60	80	100	4	6.5	9	11.5	14	EEA & T	DEC
		Capacity build stakeholders on green and circular economy initiatives	Improved adoption of green circular economy initiatives	No. of green & circular economy initiatives adopted	2000	400	400	400	400	400	8	9	10	11	12	EEA & T	DEC

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
4.2.5	Mainstreaming waste management	Capacity build waste service providers on composting and material recovery from waste and promoting waste segregation at the source	40 waste service providers trained on waste recovery	No. of service providers trained	200	40	40	40	40	40	2	2.5	3	3.5	4	EEAT	DEC
		Establish County solid waste management facilities with ten minimum points	County solid waste management facilities with 10 minimum points established	No. of waste management facilities with minimum points	38	4	6	8	10	10	40	60	80	100	100	DEC	
		Promote four waste management value chains	Streamlined waste management	Reports on the four value chains	4		1	1	1	1		1.5	2	2.5	3	EEAT	DEC, DEE
4.2.6	Promoting adoption of cleaner technologies	Capacity building of stakeholders and communities on cleaner technologies	Increased uptake of cleaner technologies	No of clean technologies adopted	1000	200	200	200	200	200	5.5	6.5	7.5	8.5	9.5	EEAT	DEC, DEE
Sub - Totals											14 9.5	25 5.5	34 3.5	31 0.5	334 .5		
Strategic Objective 4.3: To enhance integration of environmental considerations in environment and trade																	
4.3.1	Promoting integration of environmental considerations in Kenya's trade negotiations	Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others	Environmental Considerations integrated in National, Regional and International processes and meetings on Trade participation	No. of Reports	45	9	9	9	9	9	10	13	15	18	21	EP RC	DLS
Sub - Totals											10	13	15	18	21		

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S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Institutional Capacity																	
Strategic Goal: Strengthened the institutional capacity of NEMA																	
KRA 5: Institutional Capacity																	
Outcome: Improved productivity and effectiveness in service delivery																	
Strategic Objective 5.1: To strengthen corporate and environmental governance and coordination																	
5.1.1	Enhancement of Board oversight role	Facilitate Board meetings Mobilize financial and human resources	Board meetings facilitated Enhanced Financial and Human Resources	Quarterly Board reports % of Financial and Human Resources mobilized	20 100	4	4	4	4	4	30	30	35	40	45	DCS	DLS
5.1.2	Strengthening the Regulatory framework for Environmental Management	Review existing environmental legislation and guidelines Develop new environmental legislation Advise on legislative and other measures for management of the environment Create awareness on environmental legislations and guidelines	Environmental legislations and guidelines reviewed Environmental legislations and guidelines developed Legislative and other measures for management of the environment advisory issued Sensitization on environmental legislations and	No. of environmental legislations and guidelines reviewed No. of environmental legislations and guidelines developed % of advisory opinions on management of the environment offered No. of persons sensitized on environmental	5 5 100 250	1	1	1	1	1	2	2.5	3	3.5	4	DLS	DEC, DES

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						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
			guidelines undertaken	legislations and guidelines													
Sub - Totals																	
Strategic Objective 5.2: To Strengthen Human Capital																	
5.2.1	Attaining and maintaining optimal staffing levels	Review organization structure to align with the Strategic Plan (FY 2023-2027)	Aligned organization structure	Report	1	1					3					HR & A	
		Review staff establishment to align with the Strategic Plan (FY 2023-2027)	Reviewed staff establishment	Report	1	1						2				HR & A	
		Undertake work load analysis and skills audit	Work load analysis and skills audit report undertaken	Report	1	1						1				HR & A	
		Align skills with the jobs	Jobs aligned to skills	No. of jobs aligned to skills	100	50	50				0.3	0.5				HR & A	
		Identify services for outsourcing	Services identified	No. of services outsourced	25	5	5	5	5	5	5.5	6	7.5	8	8.5	HR & A	SCM
5.2.2	Enhancement of staff welfare/Talent Management	Develop Annual recruitment plan	Recruitment plan developed	Recruitment plan	5	1	1	1	1	1	3	3.6	4.32	5.184	6.2208	DCS	
		Recruit staff as per the plan	Staff recruited	No. of Staff recruited	600	120	120	120	120	120	40	48	57.6	69.12	82.944	DCS	DDHR & A
		Review HR Manual and Career guidelines	Reviewed HR Manual & Career guidelines	Approved HR Manual and Career guidelines	2		1	1				3	5			DCS	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Operationalize Mortgage and car loan schemes	Mortgage and car loan schemes operationalized	Mortgage and car loan schemes in place	2		1		1				150	300		HR &A	
		Train and develop staff	Staff trained	No. of staff trained	1000	100	200	300	200	20	8	9.5	11	12.5	14	HR &A	
		Undertake training impact assessment	Training impact assessment undertaken	Report	2		1		1			1		1		HR &A	
		Implement Internship and attachment programs	Internship and attachment programs implemented	No. of interns and attachés hosted	1500	300	300	300	300	30	0.5	0.7	0.9	1.1	1.3	HR &A	
		Provide employee assistance programs	Employee assistance programs provided	No. of programs provided	5	1	1	1	1	1	0.3	0.5	0.7	0.9	1.1	HR &A	
		Establish NEMA pension scheme	NEMA Pension scheme reviewed	NEMA pension scheme in place	1		1					3				HR &A	
		Conduct employee engagement survey	Employee engagement survey conducted	Report	2		1			1		0.8			1	HR &A	
		Implement recommendations of the survey	Staff survey recommendations implemented	Implementation report	2		1			1		1			1.5	HR &A	
		Develop reward and sanction framework	Reward and sanction framework developed	Approved reward and sanction framework	1			1					2			HR &A	
		Sensitize staff on the framework	Staff sensitized	No. of staff sensitized	100%	50	20	10	10	10	10	0.3	0.5	0.8	1	1.3	HR &A
5.2.3	Enhance performance and productivity	Set targets for all staff at the beginning of every financial year	Signed targets	% of signed targets	100	100	100	100	100	10	2	2.4	2.9	3.5	4.1	HR &A	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.2.4		Undertake annual performance appraisal	Appraisal undertaken	No. of staff appraised	100%	100	100	100	100	100	5	6	7.2	8.5	9.5	HR &A	
		Reward and sanction good/poor performers	Staff rewarded/sanctioned	No. of staff rewarded/sanctioned	200	40	40	40	40	40	1	1.2	1.4	1.8	2.1	HR &A	
		mainstreaming productivity	Productivity mainstreamed	% of Productivity mainstreamed	100	100	100	100	100	100	2	2.7	3.4	4.3	5.1	HR &A	
		Nature positive corporate culture through culture change programs	Culture change programs instituted	No. of culture change programs	10	2	2	2	2	2	0.6	0.8	1	1.2	1.4	HR &A	
		Provide adequate, healthy and secure office space	Adequate, healthy and safe office space provided	NEMA HQ and 9 NEMA County offices	10	2	2	2	2	2	150	195	235	280	340	HR &A	
	Provision of conducive work environment	Repair, maintain and refurbish NEMA buildings	NEMA buildings refurbished and maintained.	Well maintained buildings	48	8	10	10	10	10	5	6	7.2	8.6	10.4	HR &A	
		Provide office tools and equipment	Office tools and equipment provided	% of tools and equipment provided	100	100	100	100	100	100	25	30	35	40	45	HR &A	
		Procure vehicles for the Authority	Vehicles procured	No. of vehicles procured	50	10	10	10	10	10	100	105	110	115	120	HR &A	
		Provide staff with protective gear and uniforms	Protective gear and staff uniform provided	No. of staff provided with protective gear and/or uniform	200	40	40	40	40	40	1	1.2	1.4	1.7	2.1	HR &A	
		Implement Records management policy	Records management policy implemented	% level of implementation	100	20	40	60	80	100	5	6	7.2	8.7	10.4	HR &A	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		Undertake work place audit	Work place audit undertaken	Report,	2		1		1			2		3		HR &A		
		Implement recommendations of the audit	Audit recommendations Implemented	% of recommendations implemented.	100		25	25	25	25		5	6	7.2	8.6	HR &A		
5.2.5	Successful on planning and management	Develop succession management strategy	Succession management strategy developed	Approved succession management strategy	1		1					1				HR &A		
		Develop Implementation plan	Implementation plan	% of Implementation	100		25	25	25	25	25		2	2.4	2.9	3.5	HR &A	
		Develop and implement mentoring and coaching guidelines	Mentoring and coaching guidelines developed	Approved guideline	1		1						1				HR &A	
			Guidelines implemented	% of implementation	100			50	80	100	100			1.5	1	0.8	HR &A	
5.2.6	Mainstreaming cross cutting policies	Mainstream Gender, HIV/AIDS & Disability, National values & principals of governance and prevent Corruption and Alcohol & drug abuse.	Cross cutting issues mainstreamed	% of cross cutting issues mainstreamed	100	100	100	100	100	100	4	4.2	4.4	4.6	4.8	HR &A		
Sub – Totals											15 20	18 71.7	19 03.8	24 18.1	235 8.8			
Strategic Objective 5.3: To enhance financial sustainability of the Authority																		
5.3.1	Strengthening institutional capacity on financial	Increase the Appropriation Aid (A-I-A)	Appropriation in Aid increased	Amount collected (Kshs. Mn)	10,800	1,500	1,800	2,000	2,500	3,000	15	20	25	30	35	DD F		

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	sustainability																
5.3.2	Engage government to prioritize funding the Authority's program	Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums.	Engagement and participating in budget negotiations and sector working forums done	Funds allocated (Kshs. Mn)	8,000	1,000	1,200	1,600	1,800	2,400	10	15	20	25	30	DDF	
5.3.3	Promotion of innovative financing	Operationalize and Monitor the Deposit Bonds mechanism	Deposit Bonds mechanism operationalized and monitored	Amount collected (Ksh. Mn)	540	75	90	100	125	150	5	7	9	11	13	DDF	
5.3.4	Mobilization of funds from development partners	Establish a resource mobilization coordination unit	Resource mobilization coordination unit established	No. of Resource mobilization coordination unit	1		1					1.5				P&P	
		Build capacity of staff to develop bankable proposals	Staff trained on development of bankable project proposals	No. of staff trained	50	10	10	10	10	10	0.5	0.6	0.7	0.8	0.9	P&P	
		Develop Bankable project proposals	Bankable project proposals developed	No. of proposals	6	1	2	1	1	1	1.2	2.5	1.2	1.2	1.2	P&P	
5.3.5	Ensuring effective and efficient utilization of financial	Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and best financial management practices	Financial and Audit reports	No. of reports	20	4	4	4	4	4	2	2.5	3	3.5	4	DDF	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	resources	Strengthening internal financial control systems	Adherence to financial manual /Audit Reports	% of adherence	100	100	100	100	100	100	3	3.5	4	4.5	5	DDF	
		Promotion of efficient use of available resources	Adherence to the Approved budgets	% of adherence	100	100	100	100	100	100	3	3.5	4	4.5	5	DCS	
5.3.6	Strengthening strategic engagement with bilateral and multilateral development partners	Enhance capacity on development and marketing of fundraising concepts and proposals	Train staff on development and marketing of fund raising concepts	No. of staff trained	50	10	10	10	10	10	0.5	0.6	0.7	0.8	0.9	P&P	
		Engage the current development partners and negotiate for increase of NEMA allocation	Development partners engaged and negotiation for increase of NEMA allocation done	Amount raised (Ksh. Mn)	500	100	100	100	100	100	3	3.5	4	4.5	5	P&P	
5.3.7	Enhancement of Supply Chain efficiency and sustainability	Demand oriented planning	Approved Procurement Plan	No. of Approved procurement plan	5	1	1	1	1	1	0.2	0.3	0.4	0.5	0.6	SCM	
			Statutory Reports	No. of Statutory Reports	20	4	4	4	4	4	0.5	0.6	0.7	0.8	0.9	SCM	
		Build a strong partnership with the suppliers	Market Survey Report	No. of report	5	1	1	1	1	1	0.2	0.3	0.4	0.5	0.6	SCM	
			Prequalified List of Suppliers & Annual Tenders	No. of prequalified list of suppliers & Annual Tenders	5	1	1	1	1	1	3.2	3.5	3.8	4.1	4.4	SCM	

ANNEX I: IMPLEMENTATION MATRIX

S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		Sensitization of Suppliers Procurement Opportunities	Sensitization Report	No. of Sensitization report	5	1	1	1	1	1	1	1.2	1.4	1.6	1.8	SCM	
		Asset and inventory management.	Stock take reports	No. of Stock take reports	20	4	4	4	4	4	0.2	0.3	0.4	0.5	0.6	SCM	
			Approved Disposal Plan	No. of approved disposal Plan	5	1	1	1	1	1	0.5	0.6	0.7	0.8	0.9	SCM	
		Contract management	Approved Contracts	No. of Approved contracts	100	100	100	100	100	100	2	2.5	3	3.5	4	SCM	
			Implementation Reports	No. of implementation reports	5	1	1	1	1	1	1	1.3	1.6	1.9	2.2	SCM	
Sub - Totals						52	70.8	84	100	116							
Strategic Objective 5.4: To enhance Corporate Planning and Performance Management																	
5.4.1	Coordination on the development/review and implementation of the Strategic Plan	Review 2023-2027 Strategic Plan periodically	The Strategic Plan reviewed	Reviewed Strategic plan	1			1						10			CS &P
		Monitor the implementation of the 2023-2027 strategic plan	Approved annual and quarterly Work plans	No. of work plans	25	5	5	5	5	5	2.5	2.6	2.7	2.8	2.9		CS &P
			Annual and Quarterly progress reports	No. of progress reports	25	5	5	5	5	5	2.5	2.6	2.7	2.8	2.9		CS &P
		Monitor and Evaluate Authority's programmes, projects and activities	M&E reports	No. of M&E reports	25	5	5	5	5	5	3	3.2	3.4	3.6	3.8		CS &P
			M&E system, (NIMES) automated	No. of systems automated	1			1					9				CS &P
		Review M&E policy	M&E Policy reviewed	M&E Policy document	1		1					3.5				CS &P	
		Develop 2028-2032 Strategic Planning	Strategic Plan developed	Strategic plan	1					1					15	CS &P	

ANNEX I: IMPLEMENTATION MATRIX

S/N	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
5.4.2	Coordination of performance Contracting	Prepare and monitor the implementation of the Authority's Performance Contracts	Signed Performance Contracts	No. of signed Performance contracts	5	1	1	1	1	1	1	1.2	1.4	1.6	1.8	CS &P	
			Quarterly Performance Contracts reports prepared	No. of PC reports	20	4	4	4	4	4	2	2.3	2.6	2.9	3.2	CS &P	
5.4.3	Coordination of QMS 9001:2015 implementation and establishment of EMS 14001:2015	Review and implement the Authority's Standard Operating Procedures	Departmental SOPs reviewed	No. of SOPs	14			14					7			CS &P	
			Level of implementation of the Authority's SOPs	Percentage of implementation	100	100	100	100	100	100	1.5	1.8	2.1	2.4	2.7	CS &P	
		Retain ISO certification	Periodic Audits undertaken	No. of Audit reports	10	2	2	2	2	2	2.2	2.4	2.6	2.8	3	CS &P	
			Periodic ISO surveillance Audits undertaken	No. of surveillance Audits reports	5	1	1	1	1	1	1.5	1.7	1.9	2.1	2.3	CS &P	
			ISO 9001:2015 trainings undertaken	No. of trainings	2	1			1		4			4.6		CS &P	
		Establish and implement EMS 14001:2015 standards	EMS 14001:2015 established and implemented	No. of EMS 14001:2015	1			1					8			CS &P	
Sub - Totals											40.4	42.6	53.4	25.6	37.6		
Strategic Objective 5.5: To leverage on ICT to automate service delivery																	
5.5.1	Enhancement of digitization and data analytics	Map out all business processes	Report of Business Processes Mapped out	No. of Reports	1	1					0.5					DICT	
		Procure new integrated ERP and Licensing System	Integrated ERP and	No. of Integrated Systems	1		1					35				DICT	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
			Licensing System															
		Procure Electronic Document Management System (EDMS)	Digitized Filing System	System	1				1				10				DICT	EA&T
		Implement Application Programming Interfaces (APIs) for Internal and External Systems Integrations	Integrated Systems	No. of APIs	2		1		1			2		3			DICT	
		Develop Service Delivery Channels (Apps, SMS Query and Portals)	Service Delivery Channels	No. of Service Delivery channels developed	2		1		1			1.5		2			DICT	DICT
		Implementation of Data Analytics tools	Enhanced Environmental Data Analysis & Informed Decision Making	No. of Data Analytic Tools	1				1					1.5			DICT	
5.5.2	Upgrading of ICT infrastructure and service development	Integrate GIS and remote sensing tools in environmental compliance	GIS and remote sensing tools integrated	Reports	5	1	1	1	1	1	6	6.5	7	7.5	8		EP RC	DICT
		Identify and utilize available opportunities for shared Government Infrastructure (data centres, web hosting, software, fibre connectivity etc.)	Utilized Shared Government Infrastructure	No. of Shared Government Infrastructure Utilized	3		1	1	1			1	1.5	2			DICT	
		Upgrade/Maintenance of Internet Infrastructure	Reliable Internet Connectivity/Speeds	Percentage of Internet Uptime	100	100	100	100	100	100	3.5	4	4.5	5	5.5		DICT	

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		Procurement of ICT equipment	Updated ICT Asset Register	No. of Computers	100		50	50					5	5.5			DICT	
			Licensed Hardware	No. of Licenses	332		108	58	58	108			8	6	7	8.5	DICT	
		Undertake & Implement Network Audit	Network Audit Report	% Implementation	30		10	10	10	10			1	1.5	2		DICT	
		Nationwide Implementation of Voice Over IP (VoIP)	Reliable Telephone/Office Communication in region and county offices implemented	No. of Regional and County Offices	59	11	12	12	12	12	12	1	2	2.4	2.9	3.5	DICT	
5.5.3	Enhance ment of Data protecti on and Informa tion Security	Acquire and Implement Modern Technologies that are relevant to Authority's needs - AI, IoT, Machine Learning	Successful Adoption and Integration of Modern Technologies	No. of Modern Technologies implemented	2		1			1		6			8	DICT		
		Implement Information Security Management System (ISMS) Policy	International Standard Accreditation for Information System	ISO/IEC 27001:2022 Certification	1					1						2.5	DICT	
		Develop a Business Continuity Plan	Business Continuity Plan	Report	1	1						2					DICT	
		Improve Disaster Recovery and Security	Critical Services with tested plans	No. of Tested Plans	15	3	3	3	3	3	3	2	2.4	2.9	3.5	4.1	DICT	
Sub - Totals											15	74.4	41.3	36.4	40.1			
Strategic Objective 5.6: To enhance corporate image																		
5.6.1	Improve ment on visibility and	Revise and implement communication strategy	Communication on Strategy	No. of Implementation plans	1	1					1					DC		

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility							
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support						
	corporate image at National and County levels	Undertake integrated media campaigns on environmental management activities	Improved visibility	No. of campaigns undertaken	20	4	4	4	4	4	1.2	1.4	1.6	1.8	2	DDC							
		Establish and operationalize NEMA TV	NEMA TV	No. of NEMA TV established and operationalized	4		1	1	1	1		10	12	14	16	DDC							
		Show case best environmental practices by producing content for NEMA online handles	Best environmental practices documented	No. of practices documented	20	4	4	4	4	4	1	1.5	2	2.5	3	DDC							
		Produce non-technical publications	Corporate publications	No. of publications produced	10	2	2	2	2	2	0.5	0.8	1	1.2	1.4	DDC							
		Implement branding guidelines	Enhanced brand visibility	No. of branded merchandise	20	4	4	4	4	4	3.5	4	4.5	5	5.5	DDC							
5.6.2	Enhancement of customer experience	Identify and implement CSR activities	CSR plans	No. of CSR plans executed	5	1	1	1	1	1	1.5	2	2.5	3	3.5	DDC							
		Implement Service Charter	Implementation monitoring Reports	Quarterly implementation status reports	20	4	4	4	4	4	3	3.4	3.8	4.2	4.6	DDC							
		Undertake customer satisfaction survey	Survey Report	Customer satisfaction index	2		1			1		1			1.5	DDC							
		Implement customer satisfaction survey findings	Implementation Reports	Percentage of findings implemented	20	4	4	4	4	4	2	2.4	2.9	3.5	4.1	DDC							
Sub - Totals																	13.7	26.5	30.3	35.2	41.6		
Strategic Objective 5.7: Risk management and assurance																							

ANNEX I: IMPLEMENTATION MATRIX

S/N o	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility		
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
5.7.1	Improve ment on effective ness of internal controls, risk manage ment and governance process es	Undertake review of internal controls	Effective systems of internal control, risk management and governance processes	No. of Audit Reports	60	12	12	12	12	12	3	3.5	4	4.5	5	DI		
		Undertake Audit of Information Systems		No. of Audit Reports	2		1				1.5		2		DI			
		Undertake Governance Audit		No. of Governance Compliance Audit Reports	5	1	1	1	1	2	2.2	2.4	2.6	2.8	DL			
		Undertake Legal Compliance Audit		No. of Legal Compliance Audit Reports	2		1				1.5		2		DL			
5.7.2	Reducti on of risk exposur e in the operatio ns of the Authorit y	Defend the Authority in civil litigation and court cases where the Authority is sued or named as a party	Authority's Civil litigation and court cases defended	% of court cases defended	100	100	100	100	100	100	3.5	4	4.5	5	5.5	DL		
		Review and Implement the IRMF	Reviewed IRMF	Reviewed IRMF document	2	1					1	1.5				2	CS	
			staff sensitized on the reviewed IRMF	No. of staff sensitized	420	50	120	120	80	50	0.5	1.2	1.2	0.8	0.5	CS		
			Implement the IRMF	% of Implementation	100	100	100	100	100	100	1	1.2	1.4	1.6	1.8	CS		
											11.5	15.1	13.5	18.5	17.6			
Sub - Totals																		

ANNEX II: Terms of Reference for the Strategic Theme Teams

Preamble

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

Purpose of the Strategic Theme Team

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

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

Role and Responsibilities of the Strategic Theme Teams

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

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

Membership

1. The membership consists of the directors and deputy directors of various directorates/departments.
2. The chairpersons shall be the Director in charge of the thematic area.
3. The STTs members shall appoint a vice chair and a Secretary for each theme team meetings.
4. The chairperson may co-opt a member into the STTs as the need arises to help fulfil the duties and obligations.
5. Members shall regularly attend the STTs meetings and effectively participate in the conduct of the business.
6. The Director General shall be an Ex-official member to all the STTs.
7. The STTs shall meet quarterly to ensure effectiveness and efficiency in discharging its functions.
8. The STTs shall convene special meetings on need basis.
9. The quorum necessary for a STT meeting shall be more than half of the membership.
10. The Secretary shall be responsible for preparation of notices of meetings, agenda and circulation of the relevant papers at least seven (7) days before a meeting.
11. The Secretary shall take minutes of the resolutions of all STTs' meetings.
12. The secretary shall ensure that minutes are approved and signed by the Chairperson for circulation.

Reporting

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

Review of the Terms of Reference

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

ANNEX III: STRATEGIC THEME TEAMS

NO.	Theme	Chair-person	Members
	Climate Change	Director Environmental Services	Director Environmental Compliance Director Environmental Enforcement Director Corporate Services Director Legal Services Deputy Director Programmes and Partnerships Deputy Director Environmental Planning and Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training Deputy Director Environmental Enforcement Deputy Director Field Operations Deputy Director Waste and Chemicals Deputy Director Environmental Assessment
	Eco-logical Integrity of Eco-systems	Director Environmental Services	Director Environmental Compliance Director Environmental Enforcement Director Corporate Services Director Legal Services Deputy Director Programmes and Partnerships Deputy Director Environmental Enforcement Deputy Director Environmental Planning and Research Coordination Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training Deputy Director Field Operations Deputy Director Waste and Chemicals Deputy Director Environmental Assessment

ANNEX III: STRATEGIC THEME TEAMS

	Environ- mental Pollution	Director Environ- mental Compli- ance	Director Environmental Enforcement Director Environmental Services Director Corporate Services Director Legal Services Deputy Director Environmental Assessment Deputy Director Waste and Chemicals Deputy Director Environmental Enforcement Deputy Director Field Operations Deputy Director Environmental Planning And Research Coordi- nation Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training
	Green and Circular Economy	Director Environ- mental Enforce- ment	Director Environmental Services Director Environmental Compliance Director Corporate Services Director Legal Services Deputy Director Environmental Enforcement Deputy Director Environmental Assessment Deputy Director Waste and Chemicals Deputy Director Field Operations Deputy Director Programmes and Partnerships Deputy Director Environmental Planning and Research Coordi- nation Deputy Director Ecosystems Managements Deputy Director Environmental Education Awareness and Training

ANNEX III: STRATEGIC THEME TEAMSW

	Institutional Capacity	Director Corporate Services	Director Legal Services Director Internal Audit Deputy Director Finance Deputy Director Internal Audit Deputy Director Human Resource and Administration Deputy Director Corporate Communication Deputy Director Information Communication Technology Manager Supply Chain Management Manager Corporate Strategy and Planning Deputy Director Programmes and Partnerships
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THE STRATEGIC PLAN DEVELOPMENT COMMITTEE MEMBERS

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

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