REPUBLIC OF KENYA

# NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

## REPORT ON MID-TERM REVIEW OF THE STRATEGIC PLAN

## (2023-2027)

***'Our Environment, Our life, Our Responsibility'***

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**OCTOBER 2026**

KENYA VISION 2030

## 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*

*Teamwork*

*Inclusivity*

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# FOREWORD



The National Environment Management Authority (NEMA) is a State Corporation established under Section 7 of the Environmental Management and Co-ordination Act, Cap. 387, with its mandate provided under Section 9 of the Act. The Authority is responsible for exercising general supervision and coordination over all matters relating to the environment and serving as the principal instrument of Government in implementing environmental policies. The Board of Management will continue to provide policy direction and oversight to ensure that implementation of the Strategic Plan (2023-2027) advances the constitutional right to a clean and healthy environment and remains aligned with Kenya Vision 2030 and its Fourth Medium Term Plan (2023-2027), the Bottom-Up Economic Transformation Agenda (2022-2027) and relevant regional, continental and global commitments.

The Mid-Term Review was undertaken following completion of the first half of the Plan period to determine the continued relevance of the Authority's strategic direction; assess the adequacy of implementation arrangements and identify adjustments required during the remaining plan period. The review was also necessary to respond to changes in the policy, legal, institutional, environmental, technological and fiscal operating environment and to strengthen alignment between strategic priorities, available resources and emerging national development priorities. It provides an evidence-based framework for improving accountability, institutional responsiveness, resource prioritization and effective service delivery.

The Board endorses the recommendations of the review and commits to providing the governance and oversight required for their implementation. The Board will ensure that the recommendations are translated into time-bound actions, incorporated into annual work plans, budgets and performance contracts, and monitored through regular progress reviews. Emphasis will be placed on strengthening resource mobilization, institutional capacity, digital transformation, environmental regulation, monitoring and evaluation, enterprise risk management and strategic partnerships. The Board further commits to prudent stewardship of public resources, timely resolution of implementation constraints and sustained collaboration with National Government institutions, County Governments, lead agencies, the private sector, development partners and communities towards realization of a clean, healthy and sustainably managed environment for a prosperous nation.

**Mr. Emilio Mugo**
**Chairman, Board of Directors**

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## PREFACE AND ACKNOWLEDGEMENT



This Report presents the findings of the Mid-Term Review of the National Environment Management Authority Strategic Plan (2023-2027), covering the implementation period from July 2023 to December 2025. The review assessed progress towards achievement of the planned outputs and outcomes across the five (5) 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. The review established that the Authority attained an overall output performance of 60.1 percent against the mid-term targets, and that the strategic direction of the Plan remains relevant. It also identified performance gaps arising from financial and staffing constraints, procurement delays, delays in finalization of policy and regulatory instruments, inadequate operational equipment and weaknesses in coordination, monitoring and reporting.

The review was undertaken in accordance with the Guidelines for the Mid-Term Review of Fifth-Generation Strategic Plans (2023-2027) issued by the State Department for Economic Planning. It adopted a participatory, consultative and evidence-based approach coordinated by the Corporate Strategy and Planning Department and supported by a Strategic Plan Review Committee comprising representatives from the Authority's delivery units. Planned targets were compared with actual achievements and supporting evidence, while consultations were undertaken with responsible officers to verify performance, establish the causes of variances and identify risks, lessons learnt and corrective interventions. The findings were subsequently subjected to technical review and validation by Management and the Board of Directors.

I wish to acknowledge the Board of Management for its policy direction and oversight throughout the review process and the Management team for providing leadership, technical guidance and the institutional support required to complete the exercise. I further appreciate the Corporate Strategy and Planning Department, all Directorates, Departments, regional and field offices for providing performance information, documentary evidence and professional input during data collection, analysis and validation. The Authority is equally grateful to the State Department for Economic Planning for providing the review guidelines and technical guidance; the State Department for Environment and Climate Change; County Governments; lead agencies; regulated entities; development partners; research institutions; private sector; communities and other stakeholders whose cooperation and contributions supported implementation and review of the Strategic Plan. I call upon all implementation units and stakeholders to sustain this collaboration and support timely implementation of the recommendations contained in this Report.

**Dr. Mamo B. Mamo, PhD, EBS**
**Director General**

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| A-I-A | Appropriation-in-Aid |
| AEHPMP | Africa Environmental Health and Pollution Management Project |
| AF | Adaptation Fund |
| AI | Artificial Intelligence |
| AMR | Antimicrobial Resistance |
| API | Application Programming Interface |
| BETA | Bottom-Up Economic Transformation Agenda |
| CEAP | County Environment Action Plan |
| CER | Certified Emission Reduction |
| CRVA | Climate Risk and Vulnerability Analysis |
| CS&P | Corporate Strategy and Planning |
| DNA | Designated National Authority |
| EA | Environmental Audit |
| EDMS | Electronic Document Management System |
| EIA | Environmental Impact Assessment |
| e-GP | Electronic Government Procurement |
| EMCA | Environmental Management and Co-ordination Act |
| EMS | Environmental Management System |
| ENVIS | Environment Information System |
| EPR | Extended Producer Responsibility |
| EPRC | Environmental Planning and Research Coordination |
| ESA | Environmental Significant Area |
| ESIA | Environmental and Social Impact Assessment |
| GHG | Greenhouse Gas |
| GIS | Geographic Information System |

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|---|---|
| ICZM | Integrated Coastal Zone Management |
| IoT | Internet of Things |
| IRMF | Institutional Risk Management Framework |
| ISO | International Organization for Standardization |
| ISO/IEC | International Organization for Standardization/International Electrotechnical Commission |
| IETA | International Emissions Trading Association |
| IUCN | International Union for Conservation of Nature |
| KCCAP | Kenya Climate Change Adaptation Programme |
| KOCEMS | Kenya Online Continuous Emission Monitoring System |
| MDAC | Ministries, Departments, Agencies and Counties |
| MEA | Multilateral Environmental Agreement |
| MRF | Material Recovery Facility |
| MRV | Monitoring, Reporting and Verification |
| MTP IV | Fourth Medium Term Plan |
| NDC | Nationally Determined Contribution |
| NEAP | National Environment Action Plan |
| NEMA | National Environment Management Authority |
| NIMES | National Integrated Monitoring and Evaluation System |
| SEA | Strategic Environmental Assessment |
| SESA | Strategic Environmental and Social Assessment |
| VoIP | Voice over Internet Protocol |

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## KEY CONCEPTS AND TERMINOLOGIES

**Adaptation Villages:** Climate-adaptation centres established through the KCCAP Adaptation Fund Programme to demonstrate adaptation practices, support farmer field training and provide rescue centres in flood-prone areas.

**Climate Monitoring, Reporting and Verification:** The systems and reports used to track greenhouse-gas emissions, assess mitigation and climate outcomes, and support evidence-based climate decision-making.

**Designated National Authority for Carbon Markets:** The NEMA office responsible for discharging functions assigned under the Climate Change (Carbon Markets) Regulations, 2024, including consideration of carbon-project documentation and communication of decisions to proponents.

**Environmental Action Plans:** The National Environment Action Plan and County Environment Action Plans through which environmental priorities are integrated into national and county planning.

**Environmental Impact Assessment and Environmental Audit:** Regulatory assessment and follow-up audit processes administered by NEMA through environmental licensing, facility audits and compliance monitoring.

**Environmental Management Information System:** NEMA's digital environmental-services and licensing system used to process and track applications, support compliance monitoring, facilitate payments and revenue collection, and integrate regulatory services with other Government platforms.

**Environmental Significant Areas:** Priority areas identified by NEMA for targeted environmental assessment, planning, protection and management under its ecosystem conservation interventions.

**Extended Producer Responsibility:** A regulatory arrangement implemented by NEMA through registration, import licensing, standards, guidelines and compliance measures to strengthen sustainable waste management, material recovery and circular-economy practices.

**Kenya National Carbon Registry:** The digital system developed and operationalized by NEMA to maintain national carbon-market information and support implementation of the Registry functions provided under the carbon-market regulatory framework.

**Lead Agencies:** National and County Government institutions with sectoral responsibilities that affect environmental management and whose activities NEMA coordinates, monitors or technically supports in relation to environmental compliance and enforcement.

**Regulated Entities:** Industries, infrastructure projects, construction activities, manufacturers, waste-management operators and other persons or organizations subject to NEMA's licensing, inspection, compliance-monitoring and enforcement requirements.

**Strategic Environmental Assessment:** The mechanism used to integrate environmental considerations into policies, plans, programmes and projects, supported through institutional coordination and capacity development at national and county levels.

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## EXECUTIVE SUMMARY

The Mid-Term Review (MTR) of the National Environment Management Authority (NEMA) Strategic Plan (2023-2027) assessed implementation progress during the period July 2023 to December 2025; continued relevance of the Plan; and corrective measures required for the remaining plan period. The review adopted a participatory and evidence-based approach involving analysis of planning, performance, financial, audit, risk and other institutional records, complemented by consultations and validation with delivery units, Management, the Board and other stakeholders. The review confirmed that the Plan remains aligned with NEMA's statutory mandate, the Kenya Vision 2030 and its Fourth Medium Term Plan (2023-2027), the Bottom-Up Economic Transformation Agenda (2022-2027) and relevant regional, continental and global development frameworks.

The Authority recorded moderate progress, attaining an overall output performance of 60.1 percent against its mid-term targets. KRA 1 - Climate Change Mitigation and Adaptation recorded 72.2 percent; KRA 5- Institutional Capacity, 67.2 percent; KRA 3 - Pollution Prevention, Management and Control, 62.7 percent; KRA 2 - Protection, Conservation and Restoration of Ecosystems, 50.9 percent; and KRA 4 - Sustainable Utilization of Natural Resources, 47.6 percent. Key achievements included strengthened climate governance and finance, ecosystem and wetland restoration, pollution-control licensing and enforcement, environmental regulatory instruments, Extended Producer Responsibility and Material Recovery Facilities, digital services, institutional governance and performance management. Progress was also recorded in climate resilience, environmental research, multilateral environmental obligations, reduction of plastic pollution, stakeholder awareness, customer and employee satisfaction, resource mobilization, service automation and institutional risk management.

Implementation was constrained by financial and staffing gaps, procurement delays arising from the transition to e-Government Procurement, delay in finalization of policy and regulatory instruments, inadequate equipment, and weaknesses in coordination, monitoring and reporting. The Authority received Ksh.6.348 billion against requirements of Ksh.11.749 billion, resulting in a resource-allocation gap of Ksh.5.401 billion, while expenditure exceeded allocation by Ksh. 3.464 billion, largely due to court awards that increased pending bills. Notwithstanding these constraints, the review confirmed that the Plan remains relevant and recommended time-bound performance recovery plans; prioritization of climate, ecosystem, pollution-control, blue and circular-economy interventions; completion of pending policy and regulatory instruments; strengthened resource mobilization and expenditure management; phased recruitment and competency development; accelerated digital transformation; and enhanced monitoring, risk management, governance, business continuity and strategic partnerships.

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# CHAPTER ONE

# INTRODUCTION

*This chapter presents an introduction to the Mid-Term Review (MTR) of the National Environment Management Authority Strategic Plan (2023-2027) consisting of background information, justification, objectives, scope and methodology used to undertake the MTR.*

## 1.1 Background

The National Environment Management Authority (NEMA) is a State Corporation established under Section 7 of the Environmental Management and Co-ordination Act (EMCA), Cap. 387, to exercise general supervision and coordination over environmental matters and serve as the principal instrument of Government in implementing environmental policies. According to Executive Order No. 1 of 2025, the Authority operates under the State Department for Environment and Climate Change within the Ministry of Environment, Climate Change and Forestry. Through its regulatory, coordination, compliance and enforcement functions, NEMA supports realization of the constitutional right to a clean and healthy environment and promotes sustainable national development.

In strengthening delivery of its mandate, the Authority developed its Strategic Plan for the period 2023-2027, which provides its strategic direction, priorities, programmes, resource requirements and performance targets for the five-year period. The Plan is aligned with the Constitution of Kenya, particularly Articles 42 on the right to a clean and healthy environment, 69 on obligations relating to the environment and 70 on Enforcement of environmental rights; the Climate Change Act, Cap. 387A; the Sustainable Waste Management Act, Cap. 387C; Kenya Vision 2030 and its Fourth Medium Term Plan (MTP IV) 2023-2027; and the Bottom-Up Economic Transformation Agenda (BETA) 2022-2027. The Plan is also aligned with the East African Community Vision 2050, African Union Agenda 2063 and the United Nations 2030 Agenda for Sustainable Development.

During the first half of the Plan period, the Authority focused on climate change adaptation and mitigation; protection, conservation and restoration of ecosystems; pollution prevention, management and control; sustainable utilization of natural resources; and institutional capacity. Implementation took place within a changing environment characterized by climate-related risks, ecosystem degradation, increasing pollution and waste generation, rapid technological change, urbanization, fiscal constraints and evolving stakeholder expectations. Although NEMA's statutory mandate remained unchanged, emerging regulations and policy directives increased its operational responsibilities in areas such as sustainable waste management, extended producer responsibility, carbon markets, climate-change compliance and digital regulatory services, necessitating adjustments to its implementation approaches and institutional systems.

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### 1.2 Justification

The MTR of the Plan was undertaken following completion of the first half of the Plan period, covering July 2023 to December 2025, and in compliance with Economic Planning Circular No. 5/2026 dated 23rd March 2026. Undertaking the Review at this stage was necessary to establish implementation progress before commencement of the remaining period, determine the extent to which the Authority was achieving its strategic objectives, outputs, outcomes and performance targets, and provide sufficient time to institute corrective measures in FY 2026/27 and FY 2027/28. The Review was timely given changes in NEMA's operating environment, including increasing climate-related risks, ecosystem degradation, rising pollution and waste generation, operationalization of carbon-market and extended producer responsibility requirements, rapid technological change, fiscal constraints, staffing and technical-capacity gaps and heightened stakeholder and public-sector accountability expectations. It therefore provided an evidence-based basis for identifying achievements, implementation challenges, emerging issues, lessons learnt and pending priorities; confirming the continued relevance of the Plan; and realigning strategies, targets, resources and institutional arrangements to accelerate delivery of the Authority's mandate during the remaining Plan period.

### 1.3 Objectives of the Mid-Term Review

The MTR assessed the progress made towards the achievement of the set strategic objectives and targets during the midterm period. Specifically, the review sought to:

i. Assess the progress made in the implementation of the Plan against the set targets;
ii. Evaluate the relevance, effectiveness, efficiency and sustainability of the strategies, programmes and activities being implemented;
iii. Identify and collate achievements, lessons learnt, challenges, gaps, emerging issues and priority activities for the remaining plan period;
iv. Assess the alignment of the Plan with current national development priorities, policies, legal frameworks and sector developments; and
v. Identify corrective measures, policy adjustments, and strategic interventions to guide implementation of the Plan in the remaining period.

### 1.4 Scope of Review

The MTR covered the period July 2023 to December 2025, representing the first half of the Strategic Plan's implementation period. The Review assessed progress towards achievement of the Authority's strategic objectives, outputs, outcomes and performance targets across the five (5) Key Result Areas (KRAs), 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. It also examined the continued relevance of the Plan through content analysis; assessed institutional and

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financial performance and the administrative use of the Plan; identified achievements, implementation challenges, emerging issues, risks, lessons learnt and pending priorities; and proposed interventions for the remaining Plan period. The MTR Report will serve as an institutional reference for decision-making, planning, budgeting, performance monitoring, reporting, resource allocation and implementation oversight by the Board of Directors, Management, the parent Ministry, the National Treasury, the Inspectorate of State Corporations, lead agencies, development partners and other stakeholders.

### 1.5 Methodology and Evaluation Criteria

The MTR process was coordinated by the Corporate Strategy and Planning Department and undertaken in accordance with the Guidelines for Undertaking MTRs of Fifth-Generation Strategic Plans (2023-2027) issued by the State Department for Economic Planning. It was conducted through four (4) phases: preparation; data collection, analysis and report preparation; validation; approval and dissemination. A participatory approach was adopted, involving administration of performance-review templates to responsible delivery units and a desk review of the Strategic Plan, annual work plans and budgets, performance contracts, quarterly and annual performance reports, financial and audit reports, Board and Management records, policy and legal instruments, programme and project reports, risk registers and other relevant institutional records. The Review applied descriptive and diagnostic approaches to assess implementation progress against approved targets and to examine the influence of changes in the Authority's internal and external operating environment.

Planned interventions and cumulative mid-term targets were compared with actual achievements reported in the implementation and outcome performance matrices. Consultations were undertaken with responsible officers to verify reported results, explain performance variances and establish the factors contributing to achievement, overachievement or underachievement. The Review assessed performance using the criteria of relevance, effectiveness, efficiency, timeliness and sustainability, while also examining the adequacy of institutional capacity, resource utilization, governance arrangements and risk-mitigation measures. The findings were subjected to technical, Management and stakeholder validation before consideration and approval by the Board of Management. Feedback from the validation and approval processes informed finalization and dissemination of the MTR Report.

### 1.6 Organization of the Report

This MTR Report is organized into five (5) chapters. Chapter One provides the introduction to the review, including the background information, justification, objectives, scope, methodology and evaluation criteria used in undertaking the review. Chapter Two presents the content analysis of the Strategic Plan, assessing the relevance, adequacy and responsiveness of each chapter of the Plan in light of

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the evolving operating environment and implementation experiences. Chapter Three presents the performance review, highlighting progress made towards achievement of the strategic objectives, key achievements, outcome and output performance across the KRAs, pending priorities and priority interventions for the remaining plan period. Chapter Four outlines the key implementation challenges, emerging issues and lessons learnt, and Chapter Five presents the conclusion and recommendations which inform the proposed adjustments necessary to strengthen implementation of the Plan. In addition, the report contains detailed analysis of performance at output and outcome levels inform of appendices.

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# CHAPTER TWO

# STRATEGIC PLAN CONTENT ANALYSIS

*This chapter presents an analysis of the content of the Strategic Plan. The analysis assessed the relevance of each chapter of the Plan in light of emerging operational realities, policy reforms and implementation experience, identifying gaps and providing recommendations aimed at strengthening the implementation of the Plan during the remaining period. The analysis per chapter of the Plan is presented in the sections below.*

## 2.1 Strategy as an imperative for NEMA's success

The MTR provided a renewed and revitalized pathway aimed at consolidating the gains since the development of the Plan and repositioning the Authority to effectively deliver on its mandate as provided in EMCA, Cap. 387. The Authority has demonstrated commitment to its strategic issues and KRAs and will continue to foster a proactive approach in addressing environmental challenges through evidence informed decision making, strategic resource allocation and enhanced stakeholder engagement during the remaining plan period. The Authority's strategies are informed by its past performance, the Constitution of Kenya, sector laws and policies, the Kenya Vision 2030 and its MTP IV, BETA, and global, continental, and regional policy frameworks, with the aim of enhancing efficiency and effectiveness in achieving its strategic goals and objectives.

The Authority remains committed to delivering the strategic goals and objectives committed in the Plan, including the adjustments introduced through the MTR process. The Plan continues to provide the framework for the development of annual work plans and performance contracts, which serve as the basis for monitoring and evaluating the Authority's performance. During implementation, annual strategic plan targets will be cascaded to Directorates, Departments and Units to inform the preparation of respective work plans and staff performance targets.

## 2.2 The Context of strategic planning

The Plan is anchored on the provisions of the Constitution of Kenya, Public Finance Management (PFM) Act, Cap. 412A, EMCA, Cap. 387, MTP IV of the Kenya Vision 2030, and the BETA. Through its regulatory, compliance and enforcement mandate, NEMA contributes to national economic transformation and climate action priorities under these frameworks, promotes prudent management of public resources in accordance with the PFM Act, Cap. 412A, and safeguards the constitutional right to a clean and healthy environment.

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During the review period, NEMA advanced these priorities through a range of regulatory and institutional interventions. The Authority's accreditation as a Designated National Authority (DNA) for carbon markets, and National Implementing Entity has enabled NEMA to undertake functions that support climate action and economic transformation priorities under BETA and MTP IV. The gazettement of the 2024 EMCA Regulations, covering Extended Producer Responsibility (EPR), water quality, waste management, sand harvesting, air quality, plastic packaging, toxic and hazardous chemicals, and controlled substances, together with the Climate Change (Carbon Markets) Regulations, 2024, strengthened the regulatory framework for climate action, pollution prevention and control, and circular-economy activities. In addition, the automation of EPR registration and import licensing, undertaken in partnership with KenTrade and the Kenya Revenue Authority (KRA), enhanced regulatory efficiency and revenue collection, supporting prudent resource mobilization and utilization.

In 2025, the Authority further advanced the development and review of regulatory instruments, including the draft E-Waste Regulations 2025, and the Environmental (SEA, IIA and Audit) Regulations, 2025. These instruments are expected to strengthen the environmental regulatory framework, enhance NEMA's capacity to address emerging environmental risks, and reinforce the Plan's focus on climate action, pollution prevention and control, ecosystem protection, sustainable resource utilization, and the transition towards a circular economy. Collectively, these interventions demonstrate NEMA's continued contribution to operationalizing the constitutional right to a clean and healthy environment under Articles 42, 69 and 70 of the Constitution, while supporting national climate, environmental sustainability and economic transformation priorities.

### 2.3 Strategic Direction

The Authority's strategic direction remains anchored on its statutory mandate under the EMCA, Cap 387. NEMA is mandated to exercise general supervision and coordination over all matters relating to the environment and serves as the principal Government institution responsible for implementing environmental policies. The review established that the Authority's mandate, vision, mission and strategic goals remain relevant and sufficient to guide implementation of the Plan.

### 2.4 Situational Analysis

The review reassessed the internal and external environment within which NEMA operates, with a view to determining progress, challenges, and emerging issues affecting the implementation of the Plan.

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### 2.4.1 Macro-Environment

The review reassessed the Authority's Macro-environment to identify new developments in the PESTEL analysis. Table 2.1 presents a summary of changes in the PESTEL factors that have emerged during implementation of the Plan.

**Table 2.1: Summary of change in PESTEL Analysis**

| Category | Summary of the Change |
|---|---|
| Political | Political influence in environmental management. |
| Economic | i. Infrastructural development projects which improved revenue sources; and<br>ii. Macroeconomic instability. |
| Social | i. Social-cultural change;<br>ii. Increased citizen awareness of their rights and stewardship; and<br>iii. Integration of Environmental management in Competency-Based Education. |
| Technological | i. Implementation of e-Government;<br>ii. Technological advancements supporting the transition to a circular economy; and<br>iii. Internet of Things (IoT) and Artificial Intelligence (AI). |
| Environmental | i. The three (3) planetary crises of climate change, biodiversity loss and pollution; and<br>ii. Venture into the blue economy. |
| Legal | Emerging regulatory frameworks - Domestication of MEAs; and other national and regional obligations. |

### 2.4.2 Micro-Environment

The review assessed changes in NEMA's immediate operational environment and established that the expansion of environmental regulations has broadened the scope of regulated entities. This has increased demand for licensing, inspections, compliance monitoring, enforcement and technical support without a commensurate increase in staffing, equipment, vehicles and other operational resources. The Authority's ability to attract and retain specialized environmental, legal, ICT and technical skills has also been affected by competition in the labour market. Financial constraints, inflationary pressures, pending bills and other obligations have reduced the purchasing power of approved budgets, constrained cash flow and the timely settlement of supplier obligations, and reprioritization of resources from planned interventions to emerging and statutory obligations.

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Although the transition to the e-Government Procurement (e-GP) system has strengthened transparency and accountability, implementation challenges during the transition have increased procurement lead times for vehicles, ICT equipment, consultancy services and other operational requirements, resulting in delays in programme implementation. Growth in industrial, infrastructure, construction, manufacturing and waste-management activities has further expanded the compliance workload, while varying compliance levels, limited awareness of regulatory requirements and resistance to enforcement have increased the need for risk-based monitoring, targeted enforcement and sustained stakeholder engagement. Coordination with lead agencies, county governments and other public institutions remains critical, but overlaps in mandates, uneven institutional capacity and limited uptake of devolved environmental functions continue to affect coordinated environmental management and enforcement.

Conversely, partnerships with development partners, research institutions and the private sector provide opportunities for technical assistance, innovation, capacity development and resource mobilization. The increasing complexity of environmental decisions and enforcement actions has also heightened exposure to litigation, with implications for financial and human resources and implementation timelines, underscoring the need for evidence-based decision-making, proper documentation, robust regulatory processes and early legal review. While digitalization and improved information-management systems have enhanced operational efficiency, their effectiveness continues to depend on adequate infrastructure, connectivity, interoperability, maintenance and staff capacity, while inadequate office space, vehicles, field equipment and specialized monitoring tools constrain service delivery, particularly compliance monitoring and enforcement across the country.

### 2.4.3 Internal Environment

The Authority has made progress in strengthening its internal capacity through adoption of digital systems while also benefiting from a skilled and experienced workforce supported by the ongoing capacity building initiatives. The Authority has a network of offices across the 47 counties which has decentralized service delivery. A summary of the changes in SWOT analysis is presented in Table 2.2.

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**Table 2.2: Summary of change in SWOT Analysis**

| Factor | Summary of Change |
|---|---|
| Strengths | i. Development of the ENVIS and ERP systems;<br>ii. Enactment of the revised EMCA regulations;<br>iii. Skilled workforce;<br>iv. ISO 9001:2015 certification;<br>v. Review of organizational structure and other HR instruments;<br>vi. Accreditation of NEMA as a DNA for carbon markets, and national implementing entity;<br>vii. Automation of EPR registration and import licensing in consultation with KenTrade and KRA Customs has increased revenue;<br>viii. Operationalization of the NEMA TV which has enhanced awareness and visibility of the Authority; and<br>ix. Establishment of Kenya Online Continuous Emission Monitoring (KOCEMS) which has enhanced real time monitoring of emissions. |
| Opportunities | i. Enhanced enforcement in collaboration with National Police Service (NPS);<br>ii. Enhanced partnerships and collaborations;<br>iii. Government shared infrastructure (platforms);<br>iv. Presidential Directives on Asbestos through Gazette Notice No. 7332 of 2025;<br>v. Good working relationships with MDACs; and<br>vi. Strengthened resource mobilization |
| Weakness | i. Inadequate office space, equipment, tools and vehicles; and<br>ii. Inadequate financial resources. |
| Threats | i. Duplication of enforcement powers by MDACs;<br>ii. Low uptake of devolved environmental functions;<br>iii. Overlaps in regulatory powers between NEMA and lead agencies; and<br>iv. Emerging legal procedures and Agencies that dilute the NEMA mandate. |

### 2.5 Strategic Issues, Goals and Key Result Areas

The review established that the existing five (5) KRAs: Climate Change Adaptation and Mitigation; Protection, conservation and restoration of ecosystems; Pollution prevention, management and control; Sustainable utilization of Natural Resources; and Institutional Capacity remain relevant, sufficient and aligned with their respective strategic issues and goals. The KRAs continue to adequately address the

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Authority's priority areas and provide a framework to guide implementation of the Plan during the remaining period.

### 2.6 Strategic Objectives and Strategies

The review established that the Authority's existing strategic objectives and strategies remain relevant, sufficient and aligned to the KRAs. The existing strategies will therefore continue to be implemented during the remaining plan period.

### 2.7 Review of Organizational Structure, Staff Establishment, Skills Set, and Competence Development

The review assessed changes in the Authority's organizational structure, staff establishment, skills profile and competence-development arrangements to determine their adequacy in supporting implementation of the Plan. The review established that NEMA has a revised organizational structure that provides environmental compliance, enforcement and regulation, environmental services, legal and Board management services, corporate services, corporate planning, corporate communication, supply chain management and internal audit. The structure provides a functional basis for coordinating the Authority's expanding regulatory, compliance, climate-change, ecosystem-management, research, resource-mobilization and corporate-support responsibilities. However, effective operationalization of the structure remains dependent on adequate staffing, appropriate deployment of personnel and sustained development of the technical, managerial and leadership competencies required to deliver the Authority's mandate.

#### a) Review of Organizational Structure and Staff Establishment

The current organizational structure aligns the Authority's technical and corporate-support functions under defined accountability arrangements and is intended to strengthen specialization, coordination, oversight and service delivery. It provides dedicated functions for climate change and carbon markets, pollution control and chemical management, environmental assessment, enforcement and field services, environmental audit and monitoring, planning and research, environmental education and awareness, ecosystem management, resource mobilization and partnerships, legal services, human-resource management, finance, administration and information and communication technology. Figure 2.1 presents the current approved organizational structure.

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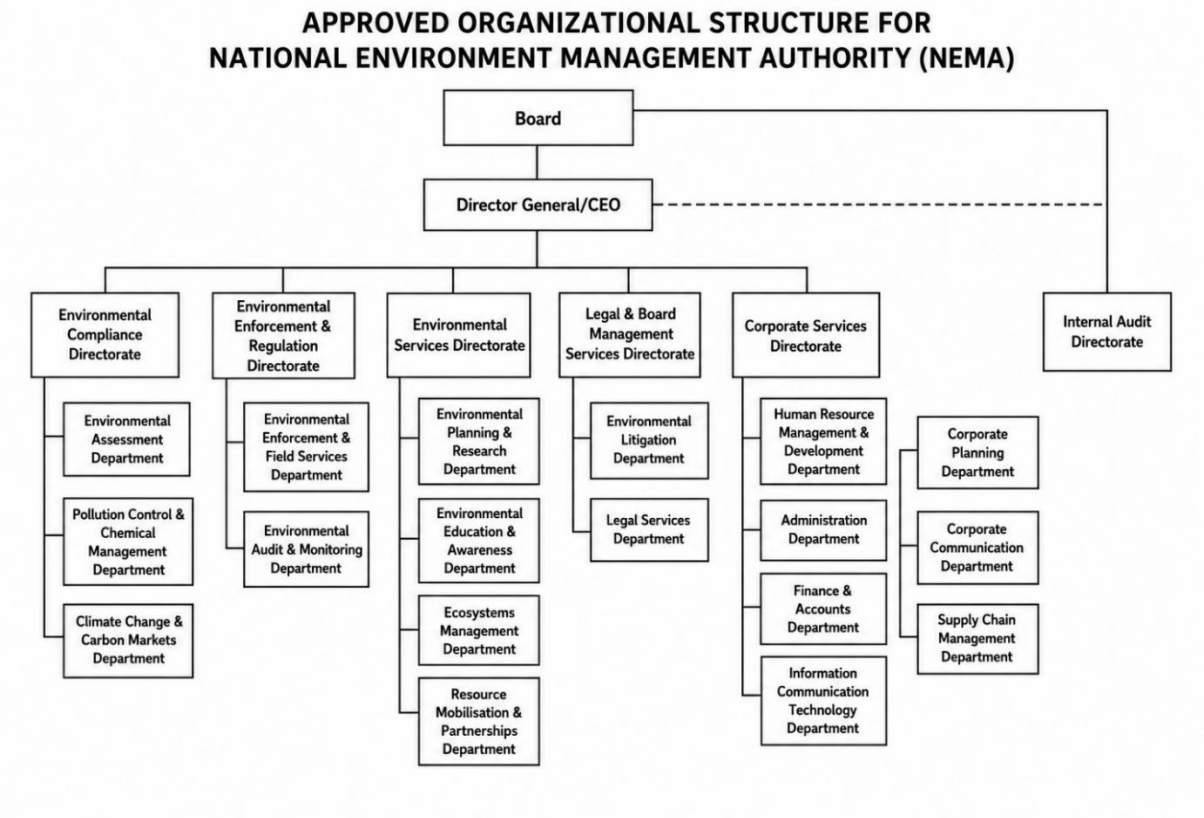



***Figure 2.1: Current Organization Structure***

The approved staff establishment comprises 686 positions. Staffing increased from 413 officers at the beginning of the Plan period to 496 officers at the mid-term, representing a net increase of 83 officers, which translates to 20.1 percent. Therefore, the staffing level improved from 60.2 percent to 72.3 percent of the approved establishment, while the staffing gap declined from 273 to 190 positions. Notwithstanding this progress, the remaining deficit of 190 officers, equivalent to 27.7 percent of the approved establishment, continues to constrain implementation of the Authority's expanding mandate.

The most significant gap was recorded among Environment Officers, where 269 of the approved 446 positions were filled, leaving 177 vacancies, equivalent to 39.7 percent of the cadre establishment and 93.2 percent of the Authority's net staffing deficit. Other notable shortages were recorded among Office Assistants, Legal Officers, Clerical Officers, Artisans, Administration Officers, ICT Officers, Librarians and laboratory personnel. Conversely, staffing exceeded the approved establishment in ecosystem-management, finance, corporate-planning, office-administration and driver cadres, indicating the need for rationalization or redeployment of staff to address priority functional gaps. Table 2.3 summarizes the changes in staff establishment between the beginning of the Plan period and the mid-term.

**Table 2.3: Summary of changes in the Staff Establishment**

| Cadre | Approved Establishment (A) | In-Post at the beginning (B) | In-Post at the mid-term (C) | Variance (A-C) | Remarks |
|---|---|---|---|---|---|
| Environment Officers | 446 | 222 | 269 | 177 | As at mid-term, the staffing gap is 190 positions, which is equivalent to 27.7 percent of the approved establishment. |
| Ecosystem Management Officers | 10 | 3 | 13 | (7) | |
| Legal Officers | 14 | 9 | 8 | 6 | |
| Finance Officers/ Accountants | 20 | 23 | 22 | (2) | |
| Human Resource Officers | 13 | 7 | 11 | 2 | |
| Administration Officers | 8 | 6 | 5 | 3 | |
| Corporate Communication | 10 | 7 | 10 | 0 | |
| Supply Chain Management Officers | 13 | 6 | 13 | 0 | |
| ICT Officers | 13 | 5 | 10 | 3 | |
| Corporate Planning Officers | 10 | 2 | 12 | (2) | |
| Internal Auditors | 5 | 3 | 5 | 0 | |
| Librarians | 7 | 2 | 4 | 3 | |
| Lab Technologist | 3 | 0 | 1 | 2 | |
| Records Management Officers | 4 | 2 | 3 | 1 | |
| Office Administrators | 16 | 22 | 19 | (3) | |
| Drivers | 56 | 73 | 73 | (17) | |
| Office Assistants | 27 | 16 | 17 | 10 | |
| Clerical Officers | 7 | 5 | 1 | 6 | |
| Artisans | 4 | 0 | 0 | 4 | |
| **Total** | **686** | **413** | **496** | **190** | |

***Note:*** *Variance has been computed as approved establishment less in-post staffing at mid-term.*

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### b) Review of Skills Set and Competence Development

The review further assessed implementation of staff training and competence-development interventions during the review period. The training covered specialized environmental and regulatory skills, enforcement and compliance, leadership and management, public finance and procurement, ICT and information security, data analysis, climate action, green and circular economy, and continuing professional development.

During the review period, the Authority trained 261officers against a target of 354, representing an overall achievement of 73.7 percent and a shortfall of 93. 23 of the 29 training areas were fully implemented, four (4) were partially implemented and two (2) were not implemented. Achievement was recorded in several specialized and professional areas, including mine-waste management, UPOPs analysis and toxicology, EPR, chemicals management, green and circular economy, climate-action financing, e-GP, procurement practice, network security and professional conferences. The largest shortfalls were recorded in the SLDP (31), Basic Enforcement Course and Principles of Environmental Compliance (21), EIA/EA training (21), Senior Management Course (15) and Public-Sector Financial Management (4). These gaps were mainly attributed to inadequate funding and work exigencies. The Authority should therefore complete the outstanding programmes during FY 2026/27, prioritizing statutory and technical competencies alongside leadership, management and financial-management capabilities. Table 2.4 presents the planned and actual training undertaken during the review period.

**Table 2.4: Summary of changes in skill sets and competence development**

| Skill Sets | Training Target (No.) | Actual Trained (No.) | Variance | Remarks |
|---|---|---|---|---|
| Mine Waste and Mine Wastewater Management | 12 | 12 | 0 | The Authority trained 261officers against a target of 354, representing an overall achievement of 73.7 percent and a shortfall of 93. 23 of the 29 identified training areas were fully implemented. |
| UPOPS Analysis and Toxicology | 78 | 78 | 0 | |
| EPR | 11 | 11 | 0 | |
| Basic Enforcement Course (BEC) and Principles of Environmental Compliance (PEC) | 53 | 32 | 21 | |
| Environmental Impact Assessment/Environmental Audit (EIA/EA) | 22 | 1 | 21 | |
| Developing Strategies for National Chemicals Management | 2 | 2 | 0 | |
| Green and Circular Economy | 2 | 2 | 0 | |
| Capacity Building Workshop on Tools and | 2 | 2 | 0 | |

| Skill Sets | Training Target (No.) | Actual Trained (No.) | Variance | Remarks |
|---|---|---|---|---|
| Approaches for Responsible Governance of Natural Resources and Environment | | | | |
| Financing Climate Action | 1 | 1 | 0 | |
| Mining Governance in Africa | 1 | 1 | 0 | |
| e-GP | 10 | 10 | 0 | |
| Strategic Leadership Development Programme (SLDP) | 31 | 0 | 31 | |
| Senior Management Course (SMC) | 24 | 9 | 15 | |
| Defensive Driving | 12 | 12 | 0 | |
| Training for Executive Office Administrators | 7 | 7 | 0 | |
| Advanced Excel Modelling | 4 | 3 | 1 | |
| Public Sector Finance Management | 4 | 0 | 4 | |
| Pre-retirement Training | 25 | 25 | 0 | |
| Gender Equality and Social Inclusion/Gender Based Violence | 3 | 3 | 0 | |
| Learning Mission on *"Decent Jobs Creation in Environmental Conservation"* | 1 | 1 | 0 | |
| Environmental Governance at Local Level | 1 | 1 | 0 | |
| Preparation of Tender Documents | 4 | 4 | 0 | |
| Procurement of Complex and Specialized Projects | 3 | 3 | 0 | |
| 4th Strategic Leadership Conference | 3 | 3 | 0 | |
| Network Security and Information Control | 4 | 4 | 0 | |
| Public Procurement Information Portal | 2 | 2 | 0 | |
| ICPAK Annual Seminars | 22 | 22 | 0 | |
| Annual IHRM Conferences/Congress | 8 | 8 | 0 | |
| Kenya Library Association Conference | 2 | 2 | 0 | |
| **Total** | **354** | **261** | **93** | |

The skills-gap assessment further identified cadre-specific competence requirements that should guide preparation of a costed and prioritized

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competence-development programme for the remaining Plan period. The recurring gaps relate to environmental investigation and assessment; enforcement and compliance; GIS and remote sensing; data analysis and visualization; project planning, monitoring and evaluation; research and proposal development; resource mobilization; climate change and carbon markets; sustainability reporting; ICT governance and cybersecurity; financial and risk management; communication; and managerial and leadership development. Appendix I presents the proposed competence-development interventions by cadre.

### 2.8 Review of Leadership and Governance

Assessment of the Authority's leadership and governance emphasized on alignment with national development priorities such as security enhancement, digital transformation and improved public service delivery. In addition, the Authority has made progress in digital transformation and expanded citizen engagement.

#### 2.8.1 Review of Systems and Procedures

The Authority has continued to improve its systems and procedures to enhance efficiency in service delivery. Table 2.5 provides a review of the Authority's systems and procedures.

**Table 2.5: Review of systems and procedures**

| System/Procedure | Previous System | New System | Impact |
|---|---|---|---|
| Environment Impact Assessment (EIA) process | Partially Automated: NEMA Licensing System automated the business process, but the Licenses/Permits were manual and collected from NEMA Offices. | Fully Automated: ENVIS EIA process has automated the entire business process including online access to Decision Letters (Licenses/Permits, Issue Letters, Acknowledgement Letters). In addition, ENVIS EIA process has automated the process of receiving comments from Lead Agency which was manual in the Legacy System. | Enhanced efficiency; improved Know Your Customer (KYC) through a valid Facility Register.<br><br>Automation of receipt of comments by Lead Agencies has improved turnaround times; provided audit trails which are critical documentation which may be useful in Environmental Court Cases |

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| System/Procedure | Previous System | New System | Impact |
|---|---|---|---|
| Carbon Credit Application and Permit process | Manual | Fully Automated: In FY 2024/225 - this was initially developed and implemented on E-citizen; and in FY 2025/26 - through support of GiZ, this process was automated and implemented through development and operationalization of National Carbon Registry. | Enhanced efficiency in the Licensing Process; and increased revenue collection |
| Sand Harvesting Application and Permit process | Manual | Fully Automated: In FY 2024/25 - this has been developed and implemented on E-Citizen | Enhanced efficiency in the Licensing Process; and increased revenue collection |
| Chemical Application License and Permit process | Manual | Fully Automated: Implementation in Q2 of FY 2025/26 through ENVIS | Enhanced efficiency in the Licensing Process; increased revenue collection |
| Plastic License process | Manual | Fully Automated: Implemented in Q2 of FY 2025/26 through ENVIS | Enhanced efficiency in the Licensing Process; and increased revenue collection |
| Facility Inspection Process | Manual | Fully Automated: Implemented in Q2 of FY 2025/26 through ENVIS | Improved efficiency and audit trails on inspection activities. |
| Environment Audit | Manual | Fully Automated: Implemented in Q2 of FY 2025/26 through ENVIS | Improved efficiency and audit trails on audit activities. |
| Extended Producer Registration Certificate Issuance | Manual | Fully Automated: Done on E-Citizen and KenTrade in FY 2024/25 | Enhanced efficiency in the Licensing Process; and increased revenue collection |
| Employee Self Service (Imprest and Imprest Surrender) | Partially Automated: In the Legacy System, this process was manual for Field Officers | Fully Automated through the recently acquired ERP. This process is fully automated for both HQ and Field Offices | Reduced turnaround times for imprest application and surrender. |

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| System/Procedure | Previous System | New System | Impact |
|---|---|---|---|
| Employee Self Service (Memo) | Manual | Fully Automated through the recently acquired ERP. This process is fully automated for internal communication and approval processes. | Improved efficiency and audit trails on workplan activities. |
| Recruitment Process | Partial Automated: The Legacy System through the Recruitment Portal had automated the application Process only. | Fully Automated through the recently acquired ERP. This process has fully automated the entire Recruitment lifecycle. | Enhanced efficiency, transparency and accountability. |

### 2.8.2 Review of Risk Management Framework

The review evaluated the effectiveness and responsiveness of NEMA's Risk Management Framework. It compared anticipated risks against actual operational realities, identified unforeseen risks that emerged during implementation, and mapped out emerging risks for the remaining plan period. The review established that 12 high-severity risks across eight (8) categories materialized during the first half of the Plan period. These included loss of critical organizational data following power interruptions; inadequate or obsolete technical capacity, equipment and systems; internet and licensing-system failures; delays in procurement and acquisition of working tools arising from challenges in the transition to e-GP; backlogs in processing applications; inconsistent interpretation and application of licensing requirements; inadequate staffing and excessive workloads; employee mental-health and psycho-social concerns; inadequate financial resources; negative public perception arising from service delays and inconsistent regulatory decisions; and exposure of staff, human life and Authority assets to security incidents, fires, accidents and other hazards during compliance and enforcement activities.

The emerging risk environment is increasingly shaped by NEMA's growing dependence on digital regulatory platforms and cloud infrastructure, continued e-GP uptake challenges, rapid obsolescence of specialized equipment, increasing demand for timely and consistent environmental licensing, evolving regulatory requirements, constrained financial and human resources, and heightened staff-welfare and field-safety concerns. During the remaining Plan period, these risks may persist or intensify through further data loss and system downtime, procurement bottlenecks, equipment shortages, accumulation of application

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backlogs, failure to meet statutory service timelines, inconsistent regulatory decisions, legal disputes, loss of stakeholder confidence, reduced staff productivity, delayed implementation of strategic programmes and increased exposure to operational and security incidents.

The Authority should therefore strengthen data backup, cloud storage, ICT redundancy, preventive maintenance and incident-recovery arrangements; prepare and finance equipment lifecycle and replacement plans; enhance e-GP capacity and timely procurement of critical requirements; standardize licensing procedures, checklists and decision templates; use ENVIS for end-to-end application tracking and monitoring turnaround times; fill critical vacancies, rationalize workloads and strengthen staff competency, wellness and occupational safety programmes; enhance resource mobilization, revenue collection, budget monitoring and expenditure controls; and strengthen security, fleet management, emergency preparedness and business-continuity arrangements. These mitigation measures should be incorporated into the institutional risk register, annual work plans, budgets, procurement plans and performance contracts, with risk ownership, implementation timelines, measurable indicators and quarterly oversight by Management and the Board. Appendix II presents a detailed review of the risk management framework.

### 2.9 Resource Requirements and Mobilization Strategies

The review assessed the adequacy of the resource requirements, resource allocation trends, expenditure performance and resource mobilization strategies in supporting implementation of the Plan. The review established that although the Plan provides an appropriate financing framework for implementation of the Authority's strategic priorities, the Plan remains underfunded due to actual resource allocations falling below the projected financial requirements. While the Authority demonstrated prudent financial management and efficient utilization of available resources during the review period, inadequate funding constrained implementation of some strategic interventions.

#### 2.9.1 Financial Requirements, Allocations and Expenditure

Table 2.6 presents the resource requirements, allocations and expenditure for NEMA during the review period. The Authority estimated a total resource requirement of Ksh.11.749 billion to optimally implement its programmes and activities. Against this requirement, Ksh.6.348 billion was allocated, while expenditure amounted to Ksh.9.812 billion. The expenditure exceeded the allocation by Ksh.3.464 million, resulting in an expenditure-to-allocation ratio of 154.6 percent. The variance is attributable to court awards which increased the Authority’s pending bills.

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**Table 2.6: Financial Resource Requirement, Allocation and Expenditure in the Mid-Term**

| Cost Item | Resource Requirement (KSh. Millions) | | | | Allocated (KSh. Millions) | | | | Expenditure (KSh. Millions) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Y1-2023/2024 | Y2-2024/25 | Mid-Year 3-2025/26 | Total | Y1-2023/24 | Y2-2024/25 | Mid-Year 3-2025/26 | Total | Y1-2023/24 | Y2-2024/25 | Mid-Year 3-2025/26 | Total |
| Recurrent | 2,400 | 2,510 | 3,135 | 8,045 | 1,719 | 1,409 | 1,590 | 4,718 | 1,703 | 5,587 | 1,903 | 9,193 |
| Development | 1,025 | 1,389 | 1,290 | 3,704 | 363 | 641 | 626 | 1,630 | 275 | 145 | 199 | 619 |
| **Total** | **3,425** | **3,899** | **4,425** | **11,749** | **2,082** | **2,050** | **2,216** | **6,348** | **1,978** | **5,732** | **2,102** | **9,812** |

Table 2.7 on resource expenditure analysis indicates significant variations between approved allocations and actual expenditure during the review period. In Year 1 (FY 2023/24), the Authority utilized Ksh.1.978 billion against an allocation of Ksh.2.082 billion, representing a 95 percent absorption rate, with the unutilized balance mainly attributed to delays in disbursement of development partner funds. In Year 2 (FY 2024/25), expenditure increased substantially to Ksh. 5.733 billion against an allocation of Ksh.2.050 billion, resulting in an absorption rate of 280 percent, largely due to increased expenditure arising from court awards against the Authority. During the first half of Year 3 (FY 2025/26), Ksh.1,051 billion was spent against Ksh.952 million allocated, representing 110 percent absorption.

**Table 2.7: Resource Expenditure**

| Financial year | Resources allocated (Ksh. Mn) | Expenditure (Ksh. Mn) | Variance (Ksh. Mn) | Remarks |
|---|---|---|---|---|
| FY 2023/24 | 2,082 | 1,978 | 104 | Delay in disbursement of development partner funds. |
| FY 2024/25 | 2,050 | 5,732 | (3,682) | Pending bills especially court awards |
| Mid FY 2025/26 | 2,216 | 2,102 | 114 | Delay in disbursement of development partner funds. |
| **Total** | **6,348** | **9,812** | **(3,464)** | |

Table 2.8 on the projected resource requirements demonstrates that KRA 5 (Institutional capacity) accounts for the largest share of the Plan resource

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requirements at Ksh.9.318 billion, reflecting the significant investment required to strengthen the Authority's institutional capacity. KRA 1 on climate change mitigation and adaptation requires Ksh.3.269 billion, while KRA 3 on pollution prevention, management and control requires Ksh.2.956 billion. KRA 2 requires Ksh.2.227 billion for protection, conservation and restoration of ecosystems, while KRA 4 requires Ksh.934 million for sustainable utilization of natural resources. Programme support and other institutional expenditure account for the remaining projected requirements. Overall, the Plan required an estimated Ksh.23.276 billion over the five-year implementation period.

**Table 2.8: Resource Requirements by Key Result Area**

| Key Result Area | Resource Requirements (Ksh. Mn) | | | | | |
|---|---|---|---|---|---|---|
| | Year 1 - 2023/24 | Year 2 - 2024/25 | Year 3 - 2025/26 | Year 4 - 2026/27 | Year 5 - 2027/28 | Total |
| KRA 1: Climate change mitigation and adaptation | 216 | 73 | 821 | 1,813 | 346 | 3,269 |
| KRA 2: Protection, conservation and restoration of ecosystems | 10 | 892 | 243 | 536 | 546 | 2,227 |
| KRA 3: Pollution prevention, management and control | 103 | 96 | 166 | 1,621 | 970 | 2,956 |
| KRA 4: Sustainable utilization of natural resources | 260 | 129 | 35 | 79 | 431 | 934 |
| KRA 5: Institutional capacity | 618 | 437 | 855 | 4,266 | 3,142 | 9,318 |
| PE | 967 | 1,020 | 1,240 | 1,346 | | 4,573 |
| **Total** | **2,174** | **2,647** | **3,360** | **9,661** | **5,434** | **23,276** |

Figure 2.2 presents the trend analysis of projected resource requirements against projected financial allocations over the Plan period, highlighting the widening gap between planned financing needs and available resources.

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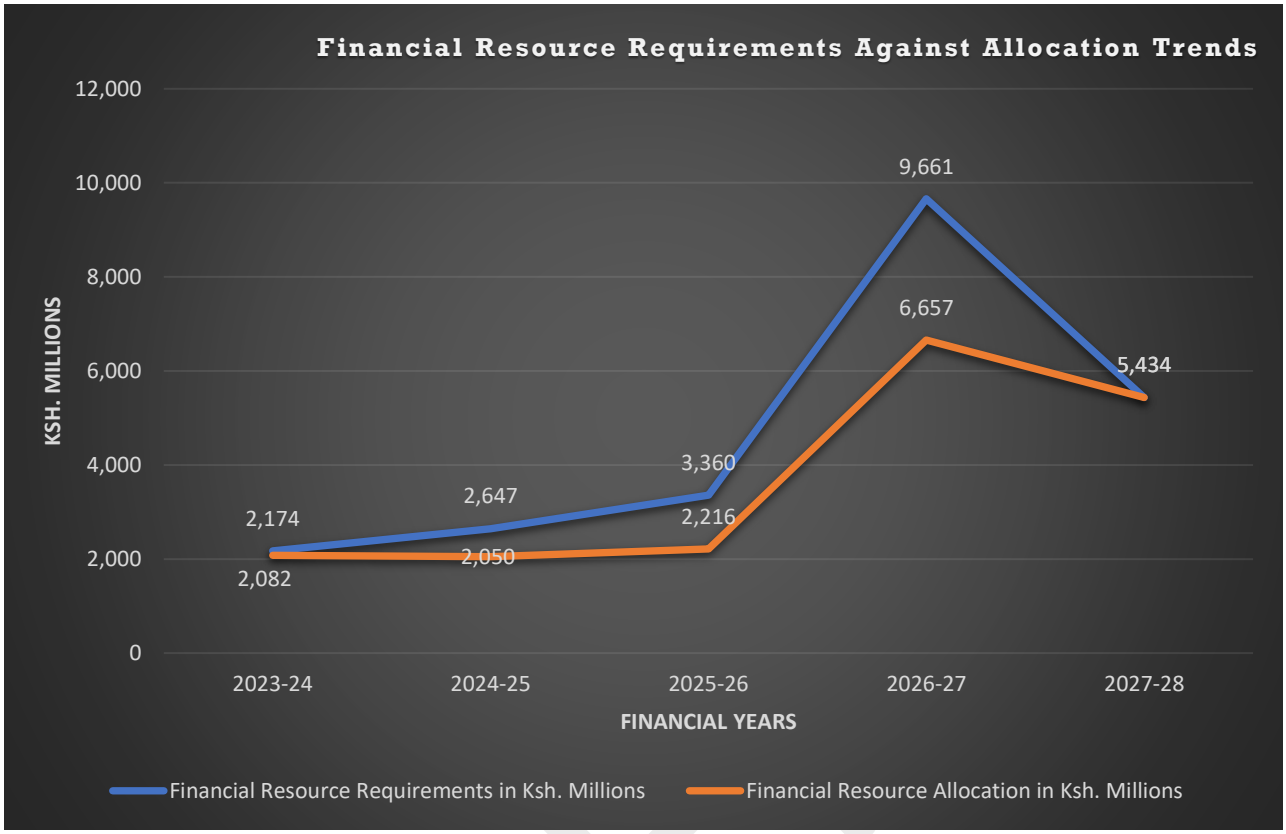



***Figure 2.2: Analysis of Financial Resource Requirements against allocation Trends***

Table 2.9 shows how the projected financial resources are expected to vary across the five (5) years of the Plan. Recurrent expenditure is projected to increase from Ksh.1.719 billion in Year 1 (FY 2023/24) to Ksh.5.434 billion in Year 5 (FY 2027/28), while development expenditure varies across the period, with the highest projection of Ksh.2.896 billion in Year 4. Overall, total projected expenditure ranges from Ksh.2.050 billion in Year 2 (FY 2024/25) to Ksh.6.657 billion in Year 4 (FY 2026/27).

**Table 2.9: Financial Resources Allocation**

| Expenditure | Projected Estimates (Ksh. Mn) | | | | |
|---|---|---|---|---|---|
| | Year 1 - 2023/24 | Year 2 - 2024/25 | Year 3 - 2025/26 | Year 4 - 2026/27 | Year 5 - 2027/28 |
| Recurrent | 1,719 | 1,409 | 1,590 | 3,761 | 5,434 |
| Development | 363 | 641 | 626 | 2,896 | - |
| **Total** | 2,082 | 2,050 | 2,216 | 6,657 | 5,434 |

### 2.9.2 Resource Mobilization Strategies

The Authority continues to strengthen resource mobilization through participation in the Sector Working Group (SWG) under the Environment Protection, Water and Natural Resources Sector, while pursuing diversified sources of financing to support implementation of the Plan. During the review period, NEMA enhanced its Appropriation-in-Aid (A-I-A) through expanded environmental licensing and regulatory revenue streams, including EPR, plastic control and sand harvesting.

The Authority has also leveraged technology, particularly the ENVIS licensing system, to improve efficiency, transparency and tracking of licensing and revenue collection. These initiatives are aligned with the Plan's strategy of diversifying internal revenue streams and leveraging technology to enhance revenue collection.

In addition, the Authority continues to mobilize external resources through partnerships with development partners, including the Green Climate Fund, Adaptation Fund, GEF, JICA, World Bank, UNEP, UNDP and GIZ, among others, to complement Government financing and support implementation of priority programmes and projects. To strengthen resource mobilization for the Authority, priority should be given to EPR, plastic control, sand harvesting and other emerging revenue opportunities, supported by the continued enhancement of the ENVIS system.

### 2.10 Monitoring, Evaluation and Reporting Framework

The review established that the Authority's Monitoring, Evaluation and Reporting Framework provides the basis for tracking implementation progress, assessing performance, strengthening accountability and supporting evidence-based decision-making.

#### a) Monitoring Framework

The Plan anchors monitoring on corporate annual and quarterly work plans, with progress measured against targets and reported quarterly and annually. Heads of Directorates/Departments are responsible for data collection, aggregation, analysis and reporting. The M&E function itself sits within the Corporate Strategy and Planning department. The M&E Framework has not been developed since the start of the Plan period, therefore there is need to develop an Institutional M&E Framework to guide tracking and reporting on implementation of the Plan.

#### b) Evaluation Framework

The Plan committed the Authority to a mid-term evaluation and an end-term evaluation to assess progress and inform development of the next Plan. The evaluation framework is meant to be anchored on an Outcome Performance Matrix (baselines, mid-term and end-term targets per KRA).

#### c) Reporting Framework and Feedback Mechanism

The Plan provides quarterly progress reports reviewed by management and the Board, and annual reports establishing achievement levels, challenges, lessons learnt and corrective measures, using standard quarterly, yearly and evaluation reporting templates. Adherence to the Kenya National Monitoring and Evaluation Policy, 2022 and to reporting into national frameworks (NIMES, and PIMS) requires the automation of the Authority's M&E system.

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The integration was expected to be completed by the third year (FY 2025/26) of the Plan, but it is still pending due to financial constraints. Reporting therefore continues to rely on manual and semi-automated processes, slowing evidence collection and feedback to decision-makers. The Authority should track NIMES integration of the M&E system to improve the timeliness, accuracy and accessibility of performance data for quarterly and annual reporting. In addition, the Authority should strengthen its feedback loop by ensuring quarterly M&E reports consistently translate into documented corrective interventions tracked at subsequent Board and management review meetings.

### 2.11 Analysis on the Administrative use of the Strategic Plan

During the review period, the Authority prepared annual workplans and performance contracts aligned to the planning, budgeting and implementation of projects and programmes. The plans enabled coordination of activities across departments and ensured prudent use of resources. However, the implementation was affected by budgetary constraints, delays in exchequer releases and procurement challenges which led to partial or delayed execution of some planned activities. Table 2.10 provides an analysis of the alignment between the annual workplans and the strategic plan.

**Table 2.10: Analysis on the Administrative use of the Strategic Plan**

| AWP (Operational – not administrative activities) | Total number of Activities | No. of Activities in the SP | No. of Activities not in the SP | Reason for Variance |
|---|---|---|---|---|
| AWP - Y1 2023/24 | 234 | 234 | 0 | All the activities in the annual workplans are aligned to the strategic plan. The key activities in the strategic plan were implemented through operational sub-activities in the annual workplans. The annual workplans informed the budgets and performance contracts. |
| AWP – Y2 2024/25 | 342 | 342 | 0 | |
| AWP – Y3 2025/26 | 278 | 278 | 0 | |
| **Total** | **854** | **854** | **0** | |

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# CHAPTER THREE

# PERFORMANCE REVIEW

*This chapter presents the findings from the review and highlights the key achievements realized during the first half of the plan implementation period, the progress made towards the realization of the strategic objectives and the set targets.*

## 3.1 Analysis of Performance

The midterm performance review assessed the extent to which the Authority had implemented the Plan during the review period and the progress made towards achieving the planned outputs and outcomes. The review compared the planned outputs and outcomes under each strategic objective with the actual achievements. This provided an evidence base for identifying areas of progress, implementation gaps, emerging challenges and priorities requiring corrective action during the remaining plan period.

### 3.1.1 Performance by Key Result Areas (Output level)

The Authority achieved an overall score of 60.1 percent against the mid-term targets, resulting in an overall short fall of 39.9 percent. KRA 1 recorded the highest performance at 72 percent, reflecting relatively good progress in Climate Change Mitigation and Adaptation. KRA 5 followed at 67.2 percent, indicating progress in strengthening the Authority's capacity in implementation of its mandate. In contrast, KRA 3, KRA 2 and KRA 4 recorded achievements of 62.7 percent, 50.9 percent and 47.6 percent respectively, indicating substantial implementation gaps in protection, conservation and restoration of ecosystems; and sustainable utilization of natural resources. Corrective measures should focus on accountability for delayed outputs, stronger coordination, improved resource alignment, enhanced monitoring, reporting and prioritization of activities that can generate measurable results within the remaining implementation period. Figure 3.1 presents the analysis of performance by KRAs

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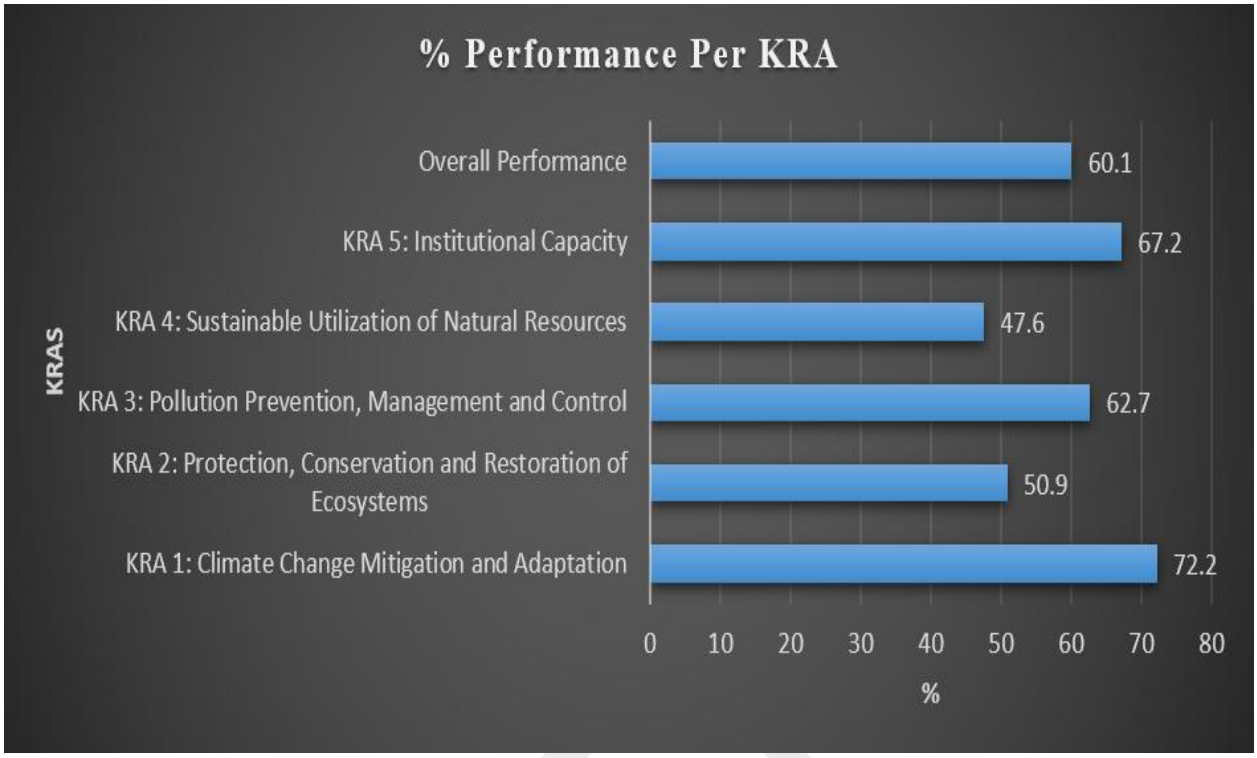



**Figure 3.1: Analysis of Performance Per KRA**

**KRA 1: Climate Change, Mitigation and Adaptation**

KRA 1 recorded an average achievement of 72.2 percent, representing short fall of 27.8 percent. The performance reflects progress in supporting climate-resilient development and the transition to low-emission pathways, particularly through climate risk assessment, climate finance mobilization, capacity building, greenhouse gas monitoring and development of carbon market systems. However, implementation gaps remained in climate risk and vulnerability mapping, adaptation project mapping, greenhouse gas monitoring equipment and selected technical and capacity-building interventions. The remaining period should therefore focus on completing the outstanding interventions and strengthening implementation of priority climate actions.

**KRA 2: Protection, Conservation and Restoration of Ecosystems**

KRA 2 recorded an average achievement of 50.9 percent, representing a short fall of 49.1 percent. Performance was mixed, with progress in ecosystem restoration, environmental research and fulfilment of multilateral environmental obligations, while environmental mainstreaming and implementation of the Environmental Research Agenda remained below target. The results point to the need for stronger implementation and follow-through of ecosystem management and environmental mainstreaming interventions. During the remaining period, the Authority should prioritize the outstanding interventions, accelerate implementation of the Environmental Research Agenda and strengthen monitoring and reporting of results.

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**KRA 3: Pollution Prevention, Management and Control**

KRA 3 recorded an average achievement of 62.7 percent, with a short fall of 37.3 percent. The performance indicates progress in reducing environmental pollution compared to the promotion of public behavioural change on environmental management. However, achievement remained below the planned targets, pointing to the need for continued strengthening of compliance, enforcement, monitoring and pollution-control interventions in support of improved environmental quality. Going forward, the Authority should strengthen resource mobilization, enhance stakeholder coordination and partnerships, optimize the use of the ENVIS and build staff capacity.

**KRA 4: Sustainable Utilization of Natural Resources**

KRA 4 recorded an average achievement of 47.6 percent, representing a short fall of 52.4 percent. Solid regulatory and infrastructure gains under Blue Economy, and Green and Circular Economy initiatives were significantly diluted by weak community-level uptake, delay in finalization of policy instruments, and reporting gaps under Environment and Trade Integration. The short fall is driven by unfinalized guidelines (Marine Spatial Plan, cage fish farming, MRF guidelines), slow community and market-linkage activities and inconsistent tracking of international engagements. In the remaining Plan period, the Authority is required to prioritize completion of outstanding policy instruments, strengthening community and market-facing interventions in the circular economy value chain and institutionalizing structured reporting for environmental diplomacy engagements to ensure NEMA's contributions are accurately captured.

**KRA 5: Institutional Capacity**

KRA 5 achieved an average performance score of 67.2 percent of its planned mid-term targets, representing a shortfall of 32.8 percent. Financial sustainability and risk management and assurance recorded higher performance, whereas human capital and corporate planning and performance management lagged. Several institutional capacity initiatives were carried out during the review period, covering human resource development, mobilisation of financial resources, corporate planning and performance functions, ICT and automation efforts, and risk management. Moving forward, the Authority needs to focus on completing the outstanding activities, especially those falling under Human Capital, Corporate Planning and Performance Management, and ICT, and should also tighten oversight of implementation timelines so that the remaining outputs are delivered within the remaining plan period.

A detailed analysis of performance at output and strategic objective levels is presented in Appendices III and IV.

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### 3.1.2 Performance at Outcome Level

The Authority recorded moderate but uneven progress, with notable achievements in climate resilience, environmental research, fulfilment of Multilateral Environmental Agreement obligations, pollution control and compliance, reduction of plastic pollution, environmental awareness, employee satisfaction, productivity, resource mobilization, service automation, customer satisfaction and institutional risk management. However, performance remained below target in reduction of greenhouse-gas emissions, wetland restoration, implementation of the Environmental Research Agenda, pollution reduction in marine and inland water bodies, circular-economy initiatives, development of regulatory instruments, internally generated revenue and Government funding. Assessment of some outcomes was further constrained by outdated, inconsistent data, particularly for the Environmental Performance Index, waste-sector indicators and consumer awareness. The results demonstrate progress in translating interventions into outcomes, but accelerated implementation and strengthened outcome-data collection, validation and reporting are required during the remaining Plan period. A detailed analysis of performance at the outcome level is presented in Appendix V.

### 3.1.3 Overall Performance at Output and Outcome Levels

The review indicated that the Authority made moderate progress towards achievement of its Plan targets during the first half of the implementation period, recording an overall output performance of 60.1 percent. At the output level, performance was mainly driven by achievements in climate-risk assessment, climate-finance mobilization, greenhouse-gas monitoring, development of carbon-market systems, environmental compliance and enforcement, pollution and waste management, resource mobilization, service automation, institutional governance and stakeholder engagement.

At the outcome level, progress was recorded in climate resilience, environmental research, fulfilment of Multilateral Environmental Agreement obligations, reduction of plastic pollution, environmental awareness, employee and customer satisfaction, productivity, external resource mobilization, automation of services and institutional risk management. However, overall performance remained below target due to inadequate financial and human resources, procurement delays associated with the transition to the e-GP, incomplete policy and regulatory instruments, capacity and equipment gaps, and weaknesses in coordination, monitoring and reporting. Therefore, the Authority should strengthen resource mobilization and institutional capacity, accelerate regulatory and digital reforms, deepen stakeholder collaboration and enhance outcome-based monitoring to improve achievement of the remaining Plan outputs and outcomes.

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### 3.2 Key Achievements

Based on the mid-term performance assessment, the Authority recorded key achievements across the five (5) KRAs. These achievements are presented in Table 3.1.

**Table 11: Key Achievements**

| Key Results Area | Key Achievements |
|---|---|
| KRA 1: Climate Change Mitigation and Adaptation | i. Strengthened the institutional framework for climate action through development of a climate Risk and Vulnerability Analysis framework;<br>ii. Establishment of the Designated National Authority (DNA) Office and development and operationalization of the Digital Kenya National Carbon Registry, Processing of 66 Project Concept Notes and provision of proponents with Records of Decisions;<br>iii. Development of various policies and legislative frameworks: Climate Change Act, Cap. 387A (revised in Sep 2023 to incorporate carbon markets governance); Climate Change (Carbon Markets) Regulations 2024; Climate Change (Non-Market Approaches) Regulations 2026; and Carbon Markets in Kenya: A simplified Community Guide and Community Guidebook on carbon markets;<br>iv. Advanced climate finance mobilization and partnerships through expanded engagement with climate finance institutions and strategic partners, exceeding the planned partnership target;<br>v. Capacity building of County Governments on climate change and carbon markets in FY 2024/25 - 47 CECM in charge of Environment, Climate Change and Water; 47 County Assembly Clerks; 47 County Directors of Environment and Climate Change and 5 Governors (members of the Environment and Climate Change Committee of the COG) and 15 staff of the COG;<br>vi. Enhanced climate monitoring, reporting and verification (MRV) through production of climate change MRV reports and strengthened capacity for greenhouse gas monitoring; and<br>vii. Construction of 36 adaptation villages through the KCCAP Adaptation Fund Programme that are not only centers of excellence for adaptation practices but are now serving flood prone areas as rescue centers during the rainy season and farmer field training centers. |
| KRA 2: Protection, Conservation and Restoration of Ecosystems | i. Assessments and monitoring of aquatic and terrestrial ecosystems were undertaken, with pollution tracking covering 36 lentic and 19 lotic ecosystems;<br>ii. 13 ecosystems were restored and rehabilitated against a mid-term target of 3, while 12 wetlands and degraded riparian and mangrove areas were restored and rehabilitated against a target of 6;<br>iii. Ecosystem management plans were prepared or initiated for several priority ecosystems, including Mporoko, Marura, Ondiri, Ewaso Narok, Gambella, Olbolosat, Saiwa, Sabaki Estuary and Tana Delta;<br>iv. A national wetlands and marine ecosystem map covering the 47 counties was developed, alongside shoreline and mangrove ecosystem GIS information. The NEAP was |

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| Key Results Area | Key Achievements |
|---|---|
| | reviewed, NEAP preparation guidelines were developed, EAP guidelines were reviewed and updated, and the Draft State of Environment Report 2025–2027 was prepared;<br>v. Environmental research and collaborative studies were undertaken with institutions including WRA and ILRI, including ambient air quality assessments in six urban areas. Research findings were disseminated through national and international platforms, including the Pan African Environment, Climate Change and Health Conference, which strengthened collaboration across environment, climate change and health sectors; and<br>vi. NEMA participated in 18 COPs, supported the preparation of 10 country position papers, and fulfilled international environmental obligations through national environmental commemorations and related activities. |
| KRA 3: Pollution prevention, management and control | i. Processed and regulated various licensing regimes with pollution control measures and standards;<br>ii. Conducted continuous pollution control inspections and enforcement actions;<br>iii. Undertook 3,030 compliance monitoring inspections across the country; and<br>iv. Engaged the public on behavior change in environmental management including; WED, World Cleanup Day, Wetland Day, enhanced public participation in environmental activities such as, youth engagement in environmental activities and adoption of best practices in environmental management. |
| KRA 4: Sustainable utilization of Natural Resources | i. Conducted 3827 Water-quality inspections against a target of 1000;<br>ii. Development of 8 policy and regulatory instruments against a target of 5 which include the National Solid Waste Management Strategy, EPR guidelines, Sand Harvesting regulations, Chemical regulations, deposit bonds regulations, plastic management regulations, Carbon market regulations and EPR regulations;<br>iii. Establishment of 5 Material Recovery Facilities (MRFs) against a target of 1;<br>iv. Trained 170 waste service providers against a target of 100; and<br>v. Developed and rolled out 5 EPR standard/guidelines for waste management. |
| KRA 5: Institutional Capacity | i. Strengthened the environmental regulatory framework through submission of the Wetlands Regulations for approval and nationwide sensitization on E-Waste, Environmental Audit and Wetlands Regulations;<br>ii. Strengthened internal controls, risk management, governance processes, corporate planning and performance management;<br>iii. Advanced digital transformation through implementation of ENVIS, increased internet connectivity from 30 Mbps to 200 Mbps and digitization of business processes through e-Citizen; |

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| Key Results Area | Key Achievements |
|---|---|
| | iv. Strengthened procurement efficiency, transparency and accountability through adoption of e-procurement, improved supplier management and enhanced alignment of procurement plans with work plans and budgets; and<br>v. Improved the Authority's visibility and customer responsiveness through expanded digital communication platforms, a revamped website, NEMA Online TV, increased social media reach and digitized customer feedback. |

### 3.3 Additional Achievements

Asbestos waste management was incorporated through a presidential directive in the review period. The Authority licensed asbestos disposal sites and conducted control audits on facilities licensed to handle asbestos waste. Table 3.2 presents additional achievements for KRA 3 - Pollution Prevention, Management and Control.

**Table 12: Additional Achievements**

| Key Result Area | Additional Achievements |
|---|---|
| KRA 3: Pollution Prevention, Management and Control | i. Processed licensing of 49 asbestos disposal sites and appropriate environmental and social safeguards triggered; and<br>ii. Undertook control audit to facilities licensed to handle asbestos waste. |

### 3.4 Schedule Performance

As the Authority enters the remaining period of the Plan, completion of the outstanding milestones will be critical to consolidating implementation and strengthening delivery of its environmental mandate. The review identified 67 pending milestones across the five (5) KRAs. Under KRA 1, the priority is continued operationalization of the Designated National Authority and Carbon Registry. KRA 2 priorities include completion of the national biodiversity inventory, biodiversity monitoring guidelines, ecosystem and riparian rehabilitation initiatives, county environmental planning, strategic environmental assessments, environmental research, domestication of Multilateral Environmental Agreements and digitization of environmental information. KRA 3 priorities focus on dumpsite soil-quality analysis, digitization of environmental frameworks and accounts, air-quality monitoring, mobile-source emissions testing, compliance capacity development and sound chemicals management.

The pending milestones under KRA 4 cover the blue economy, sustainable natural-resource utilization, aquatic pollution control, circular-economy policies and incentives, EPR, waste-collector registration, Material Recovery Facilities, recycling value chains, waste segregation, environmental education and county waste-management facilities. Under KRA 5, the priorities relate to environmental

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legislation, staffing and staff development, employee welfare, revenue mobilization, budgeting, e-Government Procurement, ICT infrastructure, information security, business continuity, disaster recovery, customer service and institutional risk management. The proposed interventions emphasize completion and operationalization of outstanding frameworks, strengthening of institutional and stakeholder capacity, improved resource mobilization and accelerated digitization of regulatory and administrative processes. Description of pending priorities per KRA, alongside the corresponding proposed interventions for the remaining plan period are presented in Appendix VI.

### 3.4.1 Priority Activities for the Remaining Plan Period

Following the assessment of implementation progress at the midpoint of the Plan, the Authority identified priority interventions required to complete pending milestones, respond to emerging environmental and institutional demands, and accelerate achievement of the remaining Plan targets. The priorities comprise 169 activities with an estimated resource requirement of Ksh.5.35 billion, allocated across KRA 1 - Ksh.72 million; KRA 2 - Ksh.313 million; KRA 3 - Ksh.2.016 billion; KRA 4 - Ksh.1.1257 billion; and KRA 5 - Ksh.1.8235 billion.

The financing profile places emphasis on pollution prevention and control and institutional capacity, including environmental monitoring, laboratory infrastructure, compliance and enforcement, waste and chemicals management, staffing, financial sustainability, digital transformation, governance, monitoring and evaluation, and risk management. Other priorities cover operationalization of the DNA and Kenya National Carbon Registry; ecosystem and biodiversity assessment and restoration; implementation of Multilateral Environmental Agreements; Blue Economy interventions; circular-economy policies and incentives; EPR; waste-recovery infrastructure; and stakeholder capacity development. Effective implementation will require adequate financing, coordinated institutional delivery, strengthened partnerships and sustained monitoring of results. Detailed description of priority activities and budget requirements for the remaining plan period is presented in Appendix VII.

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# CHAPTER FOUR

# CHALLENGES, EMERGING ISSUES AND LESSONS LEARNT

*This chapter provides the key challenges, emerging issues and lessons learnt during the first half of the plan implementation period.*

## 4.1 Challenges

The review analyzed the challenges experienced during the first half of the implementation of the Plan. The analysis captured for each of the challenges encountered, the underlying causes and the impact of the challenge as well as the proposed solutions as presented in Table 4.1.

**Table 4.13: Challenges**

| S/No. | Challenge Encountered | Effect/ Impact | Proposed Solution |
|---|---|---|---|
| 1. | Inadequate financial resources for implementation of programmes and projects. | Delayed implementation and limited scaling of several planned activities | Strengthen resource mobilization, increased enforcement to generate more revenue and diversify revenue streams. |
| 2. | Inadequate staffing and technical capacity | Existing staff are overstretched, resulting in increased workload. | Address critical staffing gaps and implement targeted continuous professional development |
| 3. | Public resistance and low level of awareness on regulatory and policy changes | Delayed implementation and low compliance with environmental regulations and policies which undermines the achievement of environmental management goals and limits environmental governance at the county level. | Enhance public awareness and participation, stakeholder engagement, environmental education and sensitization programmes during policy and regulatory development and implementation. |
| 4. | Limited fulfillments of environmental roles by lead agencies. | Weak coordination and enforcement, leading to duplication of efforts and slow achievement of environmental | Strengthen inter-agency coordination and enhance accountability mechanisms for lead agencies. |

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| S/No. | Challenge Encountered | Effect/ Impact | Proposed Solution |
|---|---|---|---|
| | | management objectives. | |
| 5. | Low uptake in the devolved environmental functions | Undermines the achievement of environmental management goals and limits environmental governance at the county level. | Strengthen engagement and capacity building of county governments and lead agencies on their environmental management roles. |
| 6. | Persistent trade-offs in the implementation of environmental policies | Duplication of roles in implementation of environmental policies which contributes to low levels of compliance. | Strengthen synergies in the implementation of environmental policies through enhanced inter-governmental and policy level coordination. |
| 7. | Delays in development of guidelines and regulatory instruments | Delays in stakeholder validation, finalization and implementation of guidelines and regulatory instruments | Fast track stakeholder validation, finalization, publication and dissemination of guidelines and regulatory instruments |
| 8. | Increasing cybersecurity and data protection risks | Increased exposure to cyber threats, data breaches, system disruptions and potential loss or compromise of institutional information. | Strengthen cybersecurity controls, undertake routine information systems audits, enhance data protection measures and leverage secure Government infrastructure and shared services. |
| 9. | Rising Court Awards | Increased financial liabilities | Strengthen the management of litigations |

### 4.2 Emerging Issues

Table 4.2 provides emerging issues over the mid-term period, highlighting potential implications and proposing strategic response to improve overall performance over the remaining plan period.

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**Table 14.2: Emerging Issues**

| S/No. | Issue | Potential implications on the Strategic Plan | Strategic Response |
|---|---|---|---|
| 1. | Enactment of regulations e.g. EPR, Sand Harvesting, Carbon Markets regulations, Extended Producer Responsibility (EPR) and evolving waste-management regulatory requirements. | Enhanced internal revenue generation; and increased demand on NEMA to coordinate implementation, compliance, stakeholder engagements and enforcement of the regulations. | Strengthen implementation, compliance monitoring and enforcement of the regulations |
| 2. | Adoption of e-GP | Delay in procurement of goods and services. | Fast track full transition to e-GP. |

### 4.3 Lessons Learnt

Table 4.3 provides key lessons learnt over the mid-term implementation period, highlighting recommended actions to improve overall performance over the remaining plan period.

**Table 15: Lessons Learnt**

| S/No. | Lesson Learnt | Recommended Action |
|---|---|---|
| 1. | Effective climate action requires strong institutional coordination and implementation frameworks to translate policy commitments into measurable results. | Strengthen institutional coordination and implementation frameworks to improve accountability, coherence and delivery of climate change programmes. |
| 2. | Reliable climate data and MRV systems are essential for tracking emissions, assessing mitigation outcomes and supporting evidence-based decision-making. | i. Strengthen climate data and MRV systems to improve MRVs on emissions and climate outcomes.<br>ii. Prioritize interoperable environmental information systems, GIS-based inventories and routine updating of ecosystem and biodiversity data. |

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| S/No. | Lesson Learnt | Recommended Action |
|---|---|---|
| 3. | Climate interventions should increasingly be assessed against measurable outcomes and impacts. | Institutionalize outcome-based performance evaluation to assess the effectiveness and impact of climate interventions |
| 4. | Carbon markets have emerged as a growing climate finance mobilization area that yields sustainable development co-benefits, job creation, improved air quality, poverty reduction and digital transformation through usage of IoT for the digital Kenya National Carbon Registry, MRVs of carbon emissions, inter alia | Strengthen the capacity of the DNA office. |

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# CHAPTER FIVE

# CONCLUSION AND RECOMMENDATIONS

*This chapter presents the conclusion and recommendations for the MTR of the Plan.*

## 5.1 Conclusion

The MTR was undertaken through a participatory and evidence-based assessment of implementation of the Plan for the period July 2023 to December 2025. The Authority made moderate but uneven progress in implementing the Plan, attaining an overall output performance of 60.1 percent against the mid-term targets. Performance was comparatively higher in Climate Change Mitigation and Adaptation, Institutional Capacity, and Pollution Prevention, Management and Control, but lower in Protection, Conservation and Restoration of Ecosystems and Sustainable Utilization of Natural Resources. Notable progress was recorded in climate governance and finance, environmental compliance and enforcement, pollution and waste management, digital services, resource mobilization and institutional governance. However, none of the five (5) KRAs attained its aggregate output target, while gaps remained in reduction of greenhouse-gas emission, ecosystem restoration, environmental research, circular-economy initiatives, regulatory development and institutional financing.

Implementation of the Plan was constrained by inadequate financial and human resources, procurement delays associated with the transition to e-GP, delay in finalization of policy and regulatory instruments, equipment and technical-capacity gaps, and weaknesses in coordination, monitoring and reporting. The Plan remains relevant in guiding delivery of the Authority mandate, but achievement of the remaining targets will require accelerated implementation of pending priorities, strengthened resource mobilization and institutional capacity, finalization of regulatory and digital reforms, enhanced accountability and risk management, and sustained focus on measurable outputs and outcomes.

## 5.2 Recommendations

In view of the findings, the Authority should prioritize the following recommendations to guide implementation of the Plan in the remaining period:

i. *Strengthen climate action, ecosystem restoration and environmental knowledge management:* There is need for full operationalization of the DNA and Kenya National Carbon Registry and strengthen climate-data and MRV systems. Complete the national biodiversity inventory, ecosystem management plans and restoration of priority wetlands, riparian areas and degraded ecosystems, while accelerating implementation of the Environmental Research Agenda and Multilateral Environmental Agreement obligations.

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ii. *Scale-up pollution control and sustainable natural-resource interventions:* Strengthen environmental inspections, audits, compliance monitoring and enforcement relating to air, water, soil, chemicals, plastics, waste and mobile-source emissions. Establish the National Reference Laboratory, expand environmental monitoring and operationalize waste-information systems. Accelerate Blue Economy and circular-economy initiatives, including EPR, Material Recovery Facilities, waste-collector registration, recycling value chains and waste segregation.

iii. *Finalize and implement pending policy and regulatory instruments:* Establish a coordinated schedule for drafting, stakeholder consultation, legal review, approval, publication and implementation of outstanding legislation, regulations, standards and guidelines. Strengthen sensitization of staff, regulated entities, County Governments and communities and enhance intergovernmental and inter-agency coordination to improve compliance and accountability for environmental functions.

iv. *Strengthen resource mobilization and management:* Integrate the estimated Ksh.5.35 billion resource requirement for the remaining priorities into annual budgets and Medium-Term Expenditure Framework submissions. Enhance revenue collection through approved regulatory streams, address e-Citizen and ENVIS system challenges, develop bankable proposals and strengthen development-partner engagement. Improve expenditure controls, management of pending bills and court liabilities, e-GP implementation, contract management and asset management.

v. *Operationalize the organizational structure:* Implement phased recruitment to address the staffing deficit of 190 officers, prioritizing the 177 vacant Environment Officer positions and other critical technical cadres. Rationalize staff deployment, complete outstanding competency-development programmes, assess training impact and strengthen succession planning, mentoring, coaching, employee welfare, workplace improvement and appropriate outsourcing of selected services.

vi. *Accelerate digital transformation and results-based monitoring:* Integrate ENVIS with relevant Government platforms, implement the Electronic Document Management System, procure priority ICT equipment and licenses, and complete the network audit and Voice over IP rollout. Develop and operationalize an Institutional M&E Framework, automate performance reporting, strengthen outcome-data quality, integrate reporting with NIMES and PIMS, implement customer-satisfaction findings and undertake End-Term Evaluation of the Plan.

vii. *Strengthen governance, risk management and institutional resilience:* Finalize and implement the Institutional Risk Management Framework and update

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the risk register to address the 12 high-severity risks identified during the review. Assign risk owners, timelines and measurable indicators; strengthen internal controls, audits and litigation management; and operationalize cybersecurity, data protection, ISO/IEC 27001:2022, data backup, business-continuity, disaster-recovery, occupational-safety and emergency-preparedness arrangements.

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# APPENDICES

## Appendix I: Proposed Competence Development

| Cadre | Skills gap | Proposed Competence Development |
|---|---|---|
| Environmental Compliance, Environment Officers/ Environment Assistants | i. Environmental investigation & assessment<br>ii. GIS/GPS<br>iii. Leadership<br>iv. Basic enforcement<br>v. Project planning<br>vi. Report writing<br>vii. Data analysis (SPSS) | i. Environmental Impact Assessment/Environmental Audit (EIA/EA).<br>ii. GIS/GPS course.<br>iii. Basic Enforcement Course (BEC)<br>iv. Principles of Environmental Compliance Course (PEC).<br>v. Project Planning and Management training.<br>vi. Environmental and Social Safeguards.<br>vii. Data Analysis and interpretation.<br>viii. Green Growth and Circular Economy.<br>ix. Carbon Credit and Carbon Markets.<br>x. Climate Change Mitigation and Adaptation.<br>xi. Environmental Licensing.<br>xii. Strategic Environmental Assessment (SEA).<br>xiii. Air pollution control.<br>xiv. Sustainability reporting.<br>xv. Management and Leadership Training. |
| Environmental Enforcement Officers | i. Proposal writing-Environmental investigation<br>ii. GIS/GPS use<br>iii. Project Planning<br>iv. EIA/EA<br>v. Basic Enforcement Course<br>vi. Principles of Compliance Report writing | i. Risk assessment and monitoring.<br>ii. Investigation and evidence documentation.<br>iii. Data and record management.<br>iv. Knowledge management.<br>v. Environmental monitoring system<br>vi. Project Management<br>vii. Enforcement of the law.<br>viii. Proposal Development, Writing and Presentation.<br>ix. Incident investigation and reporting.<br>x. Environment Social Governance.<br>xi. GIS.<br>xii. Environmental Health Training in Emergency Response.<br>xiii. Sustainability reporting. |

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| Cadre | Skills gap | Proposed Competence Development |
|---|---|---|
| | | xiv. Environmental Sustainability. |
| Environmental Planning and Research Coordination Officers | i. Proposal writing<br>ii. GIS & Remote sensing<br>iii. Project Planning-M&E-Report writing- Data analysis<br>iv. Research based on computer techniques<br>v. Presentation<br>vi. Natural resource accounting | i. Green House Gas Modelling.<br>ii. GIS.<br>iii. Strategic Planning and Management.<br>iv. Project Planning and Management.<br>v. Environmental Impact Assessment (EIA).<br>vi. Proposal Writing and Resource Mobilisation.<br>vii. Data Analysis and Visualization.<br>viii. Research Planning and Design.<br>ix. Training on Monitoring and Evaluation.<br>x. Sustainability reporting.<br>xi. Management and Leadership Training |
| Environmental Education and Awareness Officers | i. Resource mobilization.<br>ii. Proposal writing.<br>iii. Environmental Investigation.<br>iv. Content creation. | i. Report Writing and Proposal Writing<br>ii. Environment and Social Governance.<br>iii. Basic Enforcement Course (BEC).<br>iv. Principles of Environmental Compliance (PEC).<br>v. Development of digital content.<br>vi. Green Economy.<br>vii. Climate Change, Mitigation and Adaptation.<br>viii. Circular Economy and Industrial Symbiosis.<br>ix. Knowledge Management.<br>x. Pedagogy for Senior Programs.<br>xi. Library Management System.<br>xii. Sustainability reporting.<br>xiii. Management and Leadership Courses. |
| Environmental Ecosystems Management Officers | i. Integrated coastal zone management<br>ii. GIS & Remote Sensing<br>iii. EIA-Report<br>iv. Proposal Writing<br>v. Resource Mobilization | i. GIS and Remote Sensing for Wetlands Management.<br>ii. Ground Water Hydrological Survey.<br>iii. Economic Valuation of Wetlands.<br>iv. Marine Spatial Planning.<br>v. Resource mobilization.<br>vi. Carbon Accounting.<br>vii. Ocean Governance.<br>viii. Basic Enforcement Course (BEC).<br>ix. Environmental Flows and Assessment.<br>x. Sustainability reporting. |

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| Cadre | Skills gap | Proposed Competence Development |
|---|---|---|
| | | xi. Management and Leadership Training. |
| Resource Mobilisation and Partnerships Officers | i. Project Monitoring and Evaluation.<br>ii. Resource mobilization.<br>iii. Data analysis<br>iv. Basic enforcement. | i. M&E<br>ii. Proposal writing<br>iii. Environmental management information system<br>iv. Resource mobilization<br>v. Climate Change Policy<br>vi. Programme design & implementation for Resilience Building<br>vii. Enforcement Laws<br>viii. Carbon Markets<br>ix. Environmental and Social Safeguards<br>x. Sustainability reporting<br>xi. Management and Leadership Training. |
| Human Resource Management and Development Officers/Assistants | i. Reporting<br>ii. Data analysis & presentation<br>iii. Security Management<br>iv. Electronic records management<br>v. Problem solving & conflict resolution<br>vi. Effective communication<br>vii. Mentoring & Coaching-Supervisory<br>viii. Supervisory skills<br>ix. Data Protection | i. Report & Minute Writing<br>ii. HR Auditing<br>iii. HR Metrics and Analytics<br>iv. Records Management (ERM)<br>v. Crisis and communication management<br>vi. Public Relations Course<br>vii. Data Management and Analytics<br>viii. Customer Service Training<br>ix. Mails Management<br>x. Supervisory Skills Course<br>xi. Management and Leadership Training |
| Finance and Accounts Officers | i. Financial analysis and reporting<br>ii. Taxation<br>iii. Risk Management<br>iv. Analysis skills<br>v. Donor funds/grants management<br>vi. Report writing | i. Advanced Excel for Financial Modelling<br>ii. Financial reporting<br>iii. Taxation Refresher Course<br>iv. Integrity and Ant- corruption<br>v. Financial Management for Donor Funded Programmes & Public Sector<br>vi. Cash & Asset Management<br>vii. Communication skills<br>viii. Project Planning and Management Budgeting<br>ix. Electronic Records Management |

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| Cadre | Skills gap | Proposed Competence Development |
|---|---|---|
| | | x. Sustainability reporting.<br>xi. Management and Leadership Training |
| Corporate Planning and Strategy Officers | i. Data Analysis techniques<br>ii. M&E<br>iii. Data analysis software<br>iv. Risk Management<br>v. Quality Management Systems | i. Data Analysis e.g. SPSS<br>ii. Monitoring and Evaluation<br>iii. Quality Management Systems (ISO Auditor course)<br>iv. Advanced Excel<br>v. Software-Risk Management Systems<br>vi. Management and Leadership Training. |
| Internal Auditors | vi. Forensic Audit<br>vii. Risk Management<br>viii. Taxation<br>ix. CISA | i. Certified Fraud Examiner.<br>ii. Certified Internal Auditor (CIA).<br>iii. Certified Information Systems Auditor (CISA).<br>iv. Certified Information Systems Analyst (CISA).<br>v. Enterprise Risk Management.<br>vi. Quality Assurance training.<br>vii. Fraud and Risk management<br>viii. Data Analytics.<br>ix. Systems Audit.<br>x. Report writing.<br>xi. Management and Leadership Training. |
| Legal and Board Management Services Officers/Assistants | i. Alternative dispute Resolution<br>ii. legislative drafting<br>iii. Arbitration<br>iv. Data Protection<br>v. EIA/EA | i. Data Protection<br>ii. Basic Crime Investigation Course<br>iii. Legislative drafting<br>iv. Trial Advocacy<br>v. Legal and Governance Audit<br>vi. Report writing<br>vii. Digital record keeping<br>viii. Multilateral Environmental Agreements (MEAs)<br>ix. Strategic Climate Change Litigation<br>x. Management and Leadership Training. |

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| Cadre | Skills gap | Proposed Competence Development |
|---|---|---|
| ICT Officers/Assistants | i. Information Security Management<br>ii. Risk and Information Systems Control (CRISC),<br>iii. Hacking<br>iv. Loss of data<br>v. Malware<br>vi. Information Systems Auditing),<br>vii. Computer Networking (Cisco),<br>viii. Cloud computing | i. ICT Security training<br>ii. IT Governance<br>iii. Information Security Management System (ISMS)<br>iv. AWS Certified Solutions-practitioner<br>v. Risk and Information Systems Control (CRISC)<br>vi. Advanced ICT Networking<br>vii. Ethical Hacking<br>viii. Information Systems Auditing<br>ix. Management and Leadership Training. |
| Corporate Communications officers | i. Social Media handling<br>ii. Content creation<br>iii. Protocol & events Management<br>iv. Crisis communication<br>v. Report writing<br>vi. Corporate Website Management | i. PR Measurement and analytics<br>ii. Customer care services<br>iii. Data Protection and Access to Information in Public Service<br>iv. Written Communication<br>v. Communication Crisis management<br>vi. Social Media handling<br>vii. Protocol & events Management<br>viii. Report & Minute writing<br>ix. Content creation<br>x. Management and Leadership Training |
| Supply Chain Management officers | i. Data analysis<br>ii. Procurement Laws and Regulations<br>iii. Green procurement<br>iv. E-procurement | i. Procurement of donor funded projects<br>ii. Project management<br>iii. Training on Standard Tender Documents<br>iv. Public Procurement Information Portal new user functions<br>v. E-procurement<br>vi. Green procurement<br>vii. Data Analysis<br>viii. Public Procurement law & regulations |
| Librarians | i. Electronic records management<br>ii. Supervisory | i. Electronic records management<br>ii. Supervisory course<br>iii. Continuous professional Development courses |
| Office Administrators | i. Protocol management<br>ii. Report writing<br>iii. Electronic records management<br>iv. Supervision | i. Protocol management<br>ii. Report writing<br>iii. Electronic records management<br>iv. PR & Customer care -Supervisory |

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## Appendix II: Review of Risk Management Framework

| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 1 | Information Risks | Loss of Critical Organizational Data: During FY 2024/2025, the Authority suffered multiple power outages which ultimately led to malfunctioning of a data storage device. | High | i. Procurement of additional storage devices;<br>ii. iProcurement and operationalization of cloud infrastructure at Technopolis Development Authority (formerly Konza; and<br>iii. Implement NEMA ICT policies and applicable Government ICT standards. |
| 2 | Technology Risks | Inadequate or Outdated Technical Capacity, Equipment, Systems and Tools: Inadequate or outdated technical capacity, equipment, systems and tools affected the quality, timeliness and consistency of technical work and regulatory decision-making. | High | i. Undertake regular assessment of technical capacity and equipment needs.<br>ii. Prepare lifecycle/replacement plans and budget for critical equipment;<br>iii. Strengthen continuous professional development; and<br>iv. Align procurement and ICT investments with the Authority's mandate, approved plans and PPADA Act, Cap. 412C. |
| | | ICT Infrastructure and System Failures: Poor internet connectivity, licensing system outages, system errors and inadequate equipment resulted in delays and interruptions in licensing services. | High | i. Strengthen ICT infrastructure through redundancy, preventive maintenance, bandwidth optimization, system monitoring and timely license renewals;<br>ii. Establish documented incident escalation and service-recovery procedures; and<br>iii. Enhance integration and digitization of environmental services through ENVIS and related systems in line with EMCA provisions. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 3 | Reputational Risks | Negative Public Perception and Loss of Public Confidence: Perceived delays in the licensing process and inconsistency in licensing requirements contributed to negative public perception and loss of public confidence. | High | i. Ensure consistency of licensing requirements;<br>ii. Strengthen complaints and feedback mechanisms; and<br>iii. Monitor turnaround times and recurring complaints |
| 4 | Operational Risks | Inadequate Equipment and Working Tools: Introduction of e-GP in FY 2025/2026 and subsequent system uptake challenges led to delayed service delivery and inability to procure much-needed working tools such as ICT consumables and equipment | High | i. Prioritize critical operational equipment through approved annual procurement and asset plans;<br>ii. Utilize available government-to-government frameworks and other applicable procurement arrangements under the Public Procurement and Asset Disposal Act and Regulations;<br>iii. Strengthen preventive maintenance and asset management; and<br>iv. Digitize workflows to reduce dependence on unavailable physical tools |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| | | Backlog and Delays in Processing Applications: Backlog and delays in processing applications resulted in failure to meet service timelines, stakeholder dissatisfaction and reputational damage. | High | i. Review workloads and staffing against statutory/service timelines;<br>ii. Strengthening workflow controls and escalation of aged applications;<br>iii. Standardize application checklists and decision processes;<br>iv. Utilize ENVIS for end-to-end tracking and monitoring of applications; and<br>v. Ensure decisions and applicant communications are issued within applicable statutory and regulatory timelines. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| | | Insufficient Equipment and Working Tools: Lack of sufficient equipment and working tools affected the ability to meet staff needs, including motor vehicles, computers and accessories, photocopiers, green points and laboratory equipment. | High | i. Conduct periodic asset and equipment-gap assessments and prioritize critical requirements in annual procurement and budget plans;<br>ii. Apply the PPADA Act 2015 and PPADA Regulations to secure timely and value-for-money procurement;<br>iii. Strengthen maintenance and lifecycle management; and<br>iv. Expand use of EDMS and digital workflows to improve operational efficiency. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 5 | People Risks | Inadequate Staffing and Excessive Workload: Inadequate staffing and excessive workload resulted in reduced productivity, delays in service delivery and compromised quality of regulatory functions. | High | i. Undertake regular assessment of technical capacity and staffing needs;<br>ii. Prioritize filling of critical vacancies in accordance with the approved Organizational structure and applicable public service/HR requirements;<br>iii. Strengthen redeployment and workload balancing; and<br>iv. Implement targeted training and continuous professional development for critical functions. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| | | Employee Mental Health and Psychosocial Risks: Employee mental health risks arose from psychosocial hazards such as heavy workloads, lack of control, job insecurity and poor workplace culture. | High | i. Undertake periodic psychosocial-risk and workload assessments;<br>ii. Strengthen employee wellness, counselling and employee-assistance mechanisms;<br>iii. Promote supportive supervision and clear workload allocation;<br>iv. Provide safe channels for reporting workplace concerns;<br>v. Implement occupational safety and health measures in accordance with the Occupational Safety and Health Act, 2007 and applicable workplace policies. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 6 | Financial Risks | Inadequate Financial Resources for Strategic Implementation: Inadequate financial resources resulted in inability to effectively implement planned programmes and regulatory activities. | High | i. Strengthen implementation of the Authority's resource-mobilization strategy;<br>ii. Prioritize activities according to approved strategic and annual work plans;<br>iii. Diversify lawful revenue streams and improve collection efficiency;<br>iv. Strengthen budget monitoring and expenditure controls; and<br>v. Pursue inter-agency, development-partner and other financing opportunities for priority environmental programmes. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 7 | Legal Risks | Inconsistent Interpretation and Application of Licensing Requirements: Inconsistent interpretation and application of licensing requirements resulted in inconsistent regulatory decisions, disputes and loss of stakeholder confidence. | High | i. Standardized licensing checklists, procedures and decision templates;<br>ii. Maintain an accessible repository of applicable Acts, regulations, guidelines and approved procedures;<br>iii. Undertake periodic peer review/quality assurance of licensing decisions;<br>iv. Provide refresher training to technical and licensing staff; ands<br>v. Regularly update procedures to reflect amendments to EMCA and subsidiary legislation. |

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| S/No. | Risk Category | Risks Description of identified risks that materialized | Severity | Mitigation Measures |
|---|---|---|---|---|
| 8 | Security Risks | Exposure to Loss of NEMA Resources and Human Life: Exposure to loss of NEMA resources and human life arising from security incidents, fire, accidents and other hazards while carrying out Compliance and Enforcement functions. | High | i. Strengthen implementation of occupational safety, security, fire-safety and fleet-management controls; undertake regular workplace and field-risk assessments;<br>ii. Provide appropriate PPE and safety training;<br>iii. Maintain emergency response and incident-reporting procedures;<br>iv. Ensure vehicles and equipment are maintained and insured as appropriate; and<br>v. Strengthen business-continuity and emergency preparedness arrangements. |

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## Appendix III: Implementation Status Report

| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | 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 | 100 | Target achieved. The CRVA framework was developed and finalized and mainstreamed into the ESIA process. With support from the IFC, all field officers were trained in Kisumu in 2025 on the CRVA tool | DES | DEC DEE |
| | | Implement and monitor the climate risk and vulnerability framework | Monitoring reports | No. of reports | 2 | 2 | 100 | Target achieved. Monitoring was done in Vihiga and Siaya Counties | DES | DEC DEE DLS |
| | | Undertake and disseminate research findings and knowledge on Adaptation actions/programmes to stakeholders | Research findings undertaken and disseminated | No. of research | 10 | 5 | 50 | Target Partially Achieved due to limited funding. | DES | EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 1.1.2 | Mobilization and deployment of climate finance | Develop strategic relations and partnerships with existing and new climate funding entities | MoUs, FoCs and Accreditation agreements | No. of MoUs/ FoCs/AA | 6 | 7 | 100 | Target overachieved. Green Climate Fund – ARCA project Funding Agreement signed, GEF-Southern rangelands funding agreement signed, Adaptation funds (2)-AWARE funding approved by the AF: , WWF Kenya existing MOU with NEMA enhanced to develop the Carbon Market simplified Community Guidebook, GOK-GIZ-MECCF MOU strengthened to support Kenya National Carbon Registry and development of 4 carbon market regulations and train the Multi-Sectoral Technical Committee on Carbon Markets. | P&P | DES, DEC, LEGAL, DEE. |
| | | Build appropriate internal capacities | staff trained | No. of staff trained | 60 | 130 | 100 | Target overachieved. Training done in person and virtually to all NEMA technical officers on carbon | P&P | DES, DEC, DLS, DEE. |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | markets, climate risk and vulnerability analysis | | |
| 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 | 2 | 21 | 100 | Target overachieved. 36 adaptation villages built, completed and handed over to communities under the Adaptation Fund Project (2018-2025) | EPRC | |
| | | Map adaptation projects across the country | Adaptation projects Mapped across the country | No. of adaptation projects mapped | 2 | 0 | 0 | Target not achieved. | EPRC | GIS |
| | | Undertake national climate risks and vulnerability mapping | National Climate risks and vulnerability profiles established | No. of profiles | 6 | 2 | 33 | Target not achieved. However, draft guidelines on mainstreaming climate Risk and vulnerability mapping was done. | EPRC | DEC, EMD, DEE |
| **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 | 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 | 24 | 16 | 66.7 | Target Partially achieved. 14 counties were monitored using a digital tool while 2 counties were monitored in person. | DEC | P&P |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | entities are in compliance with their assigned climate change duties | | | | | | | 16 reports were developed | | |
| | | Capacity build MDACs on climate change obligations | MDACs capacity built on climate change | No. of MDACs | 120 | 261 | 15.8 | Target overachieved. 100 MDAs trained and 161 County Officers trained with support from FLOCCA funds through TNT and coordinated by COG in year 2025 | EEAT | |
| | | Strengthen Capacity in GHG monitoring and reporting | Build capacity in GHG monitoring | No. of staff | 20 | 25 | 100 | Target overachieved. Training on GHG monitoring done to both NEMA and MDA staff with support from GOK and the Enhanced Transparency Framework fund of the Global Environment Facility. 3 staff now highly skilled in GHG accounting and are involved in the publication of Kenya's National GHG report to the UNFCCC. | DEC | DES |
| | | Strengthen Capacity in GHG monitoring and reporting | Equipment procured to undertake | No. of equipment | 27 | 0 | 0 | Target not achieved. No funding was provided. However, in year 2025/26 with | DEC | DES |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | GHG monitoring | | | | | support from partners, the Authority installed the KOCEMS for Air Quality monitoring. | | |
| 1.2.2 | Supporting implementation of National Determined Contribution (NDC) to the Paris Agreement | Undertake Monitoring, Reporting and Verification (MRV) of climate change using an established system | Comprehensive MRV report on Climate change | No. of Comprehensive MRV reports produced annually | 16 | 25 | 100 | Target overachieved. | 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 | 8 | 0 | 0 | Target not achieved. | DEC | DDFO |
| | | Disseminate monitoring findings on mitigation actions/programmes to stakeholders for compliance | Stakeholders' capacity built | No. of stakeholders' capacity built | 100 | 200 | 100 | Target overachieved. | DEC | DDFO |
| | | Undertake research on indigenous and community led mitigation strategies | Reports on community led mitigation strategies | No. of mitigation strategies documented | 2 | 21 | 100 | Target overachieved. Under adaptation villages. | EPRC | |
| | | Capacity build various stakeholders on Climate Change | Various stakeholders' capacity built | No. of stakeholders capacity built | 16 | 25 | 100 | Target overachieved. | P&P | EEA&T |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | on carbon neutrality | | | | | | | |
| | | | NEMA staff capacity built on climate change negotiations | No. of NEMA staff capacity built | 90 | 30 | 33 | Target Partially Achieved. | P&P | EEA&T |
| | | | Environmental experts, Reviewers and sector leads capacity built | No. of reviewers' capacity built | 30 | 15 | 50 | Target Partially achieved. | EEA&T | DEC |
| | | | Update lead experts on emerging environmental assessments of audit issues | No. of lead experts updated. | 400 | 222 | 55.5 | Target partially achieved. Lead and Associate Experts were virtually engaged and sensitized. | DEC | EEA&T |
| | | | County Governments Environment Staff Capacity build on Climate Change | No. of County governments environment staff capacity built | 200 | 161 | 80.8 | Target partially achieved. Training of all 47 CECM in charge of Water, Environment and Climate Change trained on climate change and carbon markets, all 47 County Clerks, all 47 Directors of | EEA&T | P&P |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Environment Climate Change and Energy and 5 governors who are members of the COG committee on Environment and Climate Change and 15 COG staff. Funded by FLOCCA through the TNT and coordinated by COG in year 2025 | | |
| 1.2.3 | Strengthening institutional capacity of NEMA as the DNA for carbon markets | Establish Designated National Authority Office | DNA office established | DNA office | 1 | 1 | 100 | Target achieved. DNA office established with funding support from GIZ Kenya | DES | DCS |
| | | Facilitate participation of stakeholders on carbon markets | Stakeholders sensitized on Key information on carbon markets | No. of stakeholders | 8040 | 533 | 0.7 | Target Partially Achieved. The target of 80,040 is unrealistic unless heavily funded by GOK and partners. The 533 trained includes hosting of the 4 days Regional Carbon Markets Conference in Nairobi in May 2025 with support from GIZ, UNDP, Eastern Africa Alliance on Carbon Markets, IETA and World Bank. 287 | P&P | EEA&T |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | participants attended this event. | | |
| | | Facilitate participation of stakeholders on carbon markets | Interministerial committee constituted and capacity build | No. of Committees constituted & trained | 12 | 7 | 59 | Target Partially achieved. It should be noted that the Interministerial Committee known as the Multi-Sectoral Technical Committee on carbon markets is one committee gazette by the CS on 22 Nov 2024. It has held several sittings to review carbon project applications through its ad hoc committees as prescribed in the Carbon Markets Regulations. As at Dec 2025, 26 review committee meetings had been held and the MSTC trained 7 times both virtually and in person by GIZ, GGGI, UNFCCC and UNDP. | P&P | |
| | | Facilitate participation of stakeholders on carbon markets | Guidelines to facilitate Carbon Markets developed | No. of Guidelines | 1 | 1 | 100 | Target achieved. Simplified Community Guide book on Carbon Markets developed, published | DES | EPRC, P&P |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | and launched with support from UK- AID through WWF Kenya | | |
| | | Consideration and approval of carbon projects | Letters of no objection | No. of letters | 5 | 27 | 100 | Target overachieved. Processing of applications done with technical advice from the gazette Multi-Sectoral Technical Committee on carbon markets | P&P | |
| | | Consideration and approval of carbon projects | Letters of approval | No. of letters | 5 | 3 | 60 | Target Partially Achieved. Letters of approval are stage 2 of the carbon project process and applications are received within 12 months from stage 1 of the project concept stage. These are reviewed by the gazette MSTC | P&P | |
| | | Monitor registered carbon projects for compliance | Monitoring reports | No. of reports | - | 2 | 100 | Target achieved. 2 carbon projects monitored in year 2025 namely ECOA Burn Manufacturing in Ruiru and Vi Agroforestry project in Western Kenya | P&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Maintain and update the National carbon registry | National carbon registry maintained and updated | National carbon registry | 3 | 3 | 100 | Target achieved. National Carbon Registry online platform developed by Verst Carbon with support from European Union through GIZ Kenya. | P&P | |
| **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 and follow up research/ assessment on land degradation in Kenya | Baseline research on land degradation undertaken | No. of baseline reports/ maps | 2 | 4 | 100 | Target overachieved. Undertaken in Taita-Taveta and one for countrywide. Payment of ecosystem services were done in Narok and Kajiado forest landscape restoration opportunity assessment Mapping ROAM. The need to Institutionalize periodic ecosystem service assessments and integrate findings into national land-use planning | EPRC | EMD |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | Assessment of pollution load on water bodies | No. of reports | 20 | 15 | 75 | Target Partially Achieved. 15 reports out of 20 due to limited resources and coordination gaps. The need to strengthen collaboration with county water agencies and invest in real-time monitoring technologies. | EPRC | DEE, DEC, EMD |
| | | | Ecosystem degradation assessed | No of assessment reports | 30 | 1 | 3.3 | Target partially Achieved. Land degradation for ecosystems mainstream to national land degradation profiling mapped and report prepared | EPRC | EMD |
| | | | Land degradation status in major watersheds assessed | No of watersheds reports | 2 | 1 | 50.0 | Target Partially Achieved. 2 ha of Enkongu spring in Kajiado restored by planting trees in the riparian areas. Scale up watershed rehabilitation programs with community-based conservation | EMD | EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Assess the state of aquatic and terrestrial resources in the country | State of aquatic and terrestrial ecosystems assessed | No. of reports | 3 | 25 | 100 | Target overachieved. All the lakes in the rift valley and outside the Rift valley were assessed – Jipe, challa, Chemchem, simbi-nyaima, kanyaboli, yala, Kenyatta and reports prepared. The activities were part of NEMAs Performance Contracts | EMD | GIS |
| | | Restore degraded aquatic and terrestrial ecosystems in the country | Restored ecosystems | No. of ecosystems | 3 | 13 | 100 | Target overachieved. Mayianat community conservancy, Kalacha, sabaki estuary, Tana delta, msambweni vanga, Shimoni and Jimbo, Lamu-matodoni,Bukowe, pandawe, Kiunga, Pate area, Lamu island. Strong partnerships with Coastal Stakeholders saw the over achievement. | EMD | EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Restore and rehabilitate wetlands as nature based solutions to climate change | Wetlands restored and rehabilitated | No. of wetland restored | 6 | 12 | 100 | Target overachieved. Motorok, Enkogu enkare, Ewaso narok, Ondiri, Mikindani constructed waste water treatment, Olbolosat, gambella, kiambuthi, 5 ha of degraded riparian areas of the Mporoko wetland in Meru County, 6 ha of degraded mangrove in Sabaki Estuary 10,000 ha & Tombere area in Kilifi restored by planting tree seedlings (Leveraging on partners in resource mobilization) | EMD | EPRC |
| 2.1.2 | Promotion of biodiversity conservation in key ecosystems | Identify and inventorize biological diversity of Kenya | Inventory of biological diversity of Kenya | No. of biodiversity inventories | 141 | 0 | 0.0 | Target not Achieved. Resource constraints were a major issue for under achievement | 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 | 30 | 0 | 0.0 | Target not Achieved, 6 Applicant notifications on access to genetic resources uploaded, 7 Permits for access to genetic resources uploaded | EEAT | EPRC, DEC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Carry out pollution tracking for Lotic and Lentic ecosystems | Pollution report | No. of pollution reports | 60 | 55 | 92 | Target partially achieved. 36 lakes (lentic ecosystems) 19 rivers (lotic) in partnership with stakeholders. | EMD | DEE, EPRC |
| | | Undertake soil conservation activities in collaboration with lead agencies and stakeholders | Report on soil conservation | No. of reports | 3 | 4 | 100 | Target overachieved. Narok, Kajiado, Jipe catchment area, Lake Chemchem. Project running in NEMA and strong partnerships with stakeholders. | EMD | |
| | | Carry out a comprehensive survey to access the current state of biodiversity | Surveys carry out | No. of surveys | 1 | 2 | 100 | Target overachieved. Two new Species were discovered in the wetlands of the upper Tana. Leveraging on Projects such as the GEF Project | DEC | |
| | | Identify key species and the ecosystems | Key species and the ecosystems identified | No. of species | 300 | 105 | 35 | Target Partially Achieved. Resource constraints. The need to partner with conservation NGOs and citizen science initiatives to accelerate species documentation. | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Develop guidelines for monitoring biodiversity (access, utilization and benefit sharing) | Guidelines developed | No. of guidelines | 1 | 0 | 0.0 | Target not Achieved. Draft Guidelines for PIC under the Genetic Resources and Biodiversity access and benefit sharing Regulations 2024 done. Resource constraints but this will be finalized. | 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 reports of selected riparian zones | No. of reports/ maps | 3 | 1 | 33.3 | Target Partially Achieved. Report for Nairobi River riparian outlook was developed. Resources constraints and need for resource mobilization and partnership. | EPRC | |
| | | Rehabilitation of 500 Kms riparian areas | Riparian areas rehabilitated | No. of Kms | 300 | 0 | 0.0 | Target not Achieved because currently is under Nairobi River Commission. | | |
| | | Identify selected Environmental Significant Areas (ESAs) | Selected ESAs identified | No. of selected ESA | 3 | 2 | 66 | Target Partially Achieved. (Vuria hills and Kiu in Makueni - Literature review was undertaken and internal meeting held at NEMA to analyze the information for ESAs finalization | EPRC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | especially for Kiu Wetland | | |
| | | Prepare and implement ecosystems management plans | Ecosystem management plans prepared and implemented | No. of plans prepared and implemented | 3 | 10 | 100 | Target overachieved. Management plan for Mporoko wetland in Meru prepared and preparation of Management plan for Marura wetland initiated, Ondiri, Ewaso Narok, Gambella, Olbolosat, Saiwa in Kitale, Sabaki estuary, Tana delta & L. Onyimbi were done. Successful resource mobilization with NGOs | EMD | |
| | | Monitoring on the implementation of ecosystem management plans | Monitoring reports on implementation of EMPs | No. of monitoring reports | 3 | 6 | 33.3 | Target overachieved. All Ramsar sites have been monitored and reports done | EPRC | EMD |
| | | Inventorize wetland and marine ecosystems in the country | National wetlands and marine ecosystem map and register produced | No. of maps and registers produced | 25 | 1 | 100 | Target Partially Achieved. A national map of the 47 counties in place. Target was not fully achieved due to inappropriate target setting | EMD | EPRC |
| | | Develop ICZM action plan | ICZM Action plan developed | ICZM Action plan | 1 | 1 | 100 | Target achieved. (The plan is online). Successful Resource | EMD | EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | mobilization with NGOs | | |
| | | Monitor the status of aquatic and terrestrial ecosystems | Status of aquatic and terrestrial ecosystems monitored | No. of Reports | 3 | 55 | 100 | Target overachieved. Reports on Lentic-36 and Lotic - 19 ecosystems) and reports prepared. Successful Resource Mobilization | EMD | DEC EPRC |
| | | Coordinate preparation of State of Environment (SOE) and State of the Coast (SOC) reports | The state of the environment and the state of coast reports | No. of reports | 1 | 1 | 100 | Target achieved. SOC indicators Manual reviewed, Draft SoE Report 2025-2027 done. | EPRC EMD | DEC , DEE, DLS |
| | | | County State of Environment reports/performance index developed | No. of performance Index reports | 47 | 1 | 2.1 | Target Partially Achieved. EPI indicators manual reviewed and the environmental performance mainstreamed to Kenya SoE 2022 – 2024 | EPRC | DEC , DEE, DLS |
| **Strategic Objectives 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects** | | | | | | | | | | |
| 2.2.1 | Coordination of environmental planning in sectorial | Develop NEAP | NEAP report | No. of reports | 1 | 1 | 100 | Target achieved. There was an existing NEAP (2018 – 2024). However, NEAP preparation guidelines developed | EPRC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | programs and plans | | | | | | | in 2025 for the 2025-2031 NEAP. | | |
| | | Undertake mid-term review of NEAP | Reviewed NEAP report | Report | 1 | 1 | 100 | Target achieved. NEAP Reviewed. Successful Resource mobilization led to the achievement | EPRC | |
| | | Develop and disseminate simplified and abridged versions of NEAP | Abridged NEAP developed and disseminated | No. of reports | 1 | 1 | 100 | Target achieved. In selected counties Lamu, Nyandarua, Machakos, Kiambu and Tana-River – project counties. | EPRC | |
| | | Review and update EAP guidelines | Updated EAP guidelines | No. of guidelines updated | 1 | 1 | 100 | Target achieved. Draft EAP guideline circulated to stakeholders and report prepared based on stakeholders inputs due to resource constraints | EPRC | |
| | | Sensitize the county Governments on the EAP guidelines | Reports | No. of CECS sensitized | 47 | 7 | 15 | Target partially achieved. Sensitization of CECs carried out in Nandi, Makueni, Taita Taveta, Machakos, Kiambu, Nyandarua and Nairobi. | EPRC | EEA&T |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Provide technical support to Counties on development of CEAPs | CEAPs developed | No. of CEAPs developed | 20 | 9 | 45 | Target partially achieved. Technical backstopping undertaken in 9 counties including Lamu, Tana River, Makueni, Laikipia, Nandi, Machakos, Kiambu, Nyandarua and Nairobi largely where project support was received | EPRC | |
| | | Monitor the implementation of NEAP & CEAPs in selected counties | Implementation of NEAP and CEAPs monitored | No. of monitoring reports | 20 | 9 | 45 | Target partially achieved. Draft monitoring report on NEAP 2018 – 2024 and CEAPs implementation undertaken in 9 counties. | EPRC | |
| | | Build capacities of counties on devolved environmental functions | Counties capacity built on environmental functions manual and curriculum | No. of counties | 23 | 2 | 8.7 | Target partially achieved. Kajiado and Murang'a county trained. Inadequate finances hindered the full implementation of this activity. | EEAT | |
| | | Asses the status of implementation of Land Degradation Neutrality (LDN) voluntary targets | LDN implementation status report | No. of reports | 3 | 3 | 100 | Target achieved. LDN implementation status report for Kajiado, Narok and Taita-Taveta. Achieved | EPRC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | because of availability of resources from Projects in the said counties. | | |
| | | Review and align National Action Program (NAP) to UNCCD Strategic Framework and voluntary LDN targets | Reviewed NAP | No. of NAPs reviewed | 1 | 0 | 0 | Target not achieved. The activity will be undertaken in the second half of SP. Resources have been sourced from UNCCD Secretariat | EPRC | |
| | | Capacity build County Governments staff on SEAs | Each County Government to develop SEA for PPP's | No. of SEAs Developed | 47 | 0 | 0 | Target not Achieved.3 meetings undertaken; 1 Sensitization meeting under FLoCA activity to the County Officials and NEMA CDEs. 1 virtual meeting to sensitize NEMA RDEs and CDEs on the SESA process in Kenya 1 virtual sensitization and training meeting to the African Nazarine University on the SESA process in Kenya | DEC | DDFO |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 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 | 0 | 0 | Target not Achieved. Resource constraints affected the implementation of this activity. This is an important activity that the authority will need to prioritize | EPRC | DEC, EMD, DEE |
| | | Mapping and inventory of regulated facilities | Updated database & maps | No. of databases and maps | 30 | 21 | 70 | Target partially Achieved. Mapping of regulated facilities undertaken in Uasin Gishu, Kisii and Nakuru Counties. 21 facilities mapped. Inadequate resources hindered the activity but has been prioritized for next half of SP. | EPRC | DEC, EMD, DEE |
| **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 | 10 | 10 | 100 | Target achieved. Monitoring of AMR s in Nairobi River with ILR, Monitoring of pollution status of Nairobi River with WRA, participated in a Biotechnology conference at Kampala Uganda and presented NEMA | EPRC | DEC, EEA&T |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | research work. Ambient air quality monitoring in 5 Kenyan cities and urban areas. Part of the activities were under the Authority's Performance Contract | | |
| 2.3.2 | Coordinating the implementation of the environmental research agenda | Collaborate in environmental research with diverse agencies | Joint research projects | No. of Joint research projects | 3 | 2 | 66 | Target partially Achieved. Collaboration with WRA and ILRI | EPRC | |
| | | Disseminate research data trends with relevant stakeholders national and internationally | Research data trends disseminated | No. of dissemination reports | 10 | 3 | 30 | Target partially Achieved. Resource constraints affected the implementation of the activity. | EPRC | |
| | | Capacity build agencies on Environmental e sustainability | Agencies capacity built | No. of agencies capacity built | 1 | 0 | 0 | Target not Achieved. Resource constraints affected the implementation of this activity. | EPRC | EEAT |
| | | Organize national environmental research conferences | Conference | No. of conferences | 3 | 1 | 33.3 | Target partially Achieved. Participated in Research conference whose theme was "Harnessing Science, Policy and Partnerships for Environmental Sustainability and | EPRC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Climate-Health Resilience" Held in October, 2025 in Nairobi. A lot of resources is required to mount this activity and thus resource constraints affected holding more than one conference. | | |
| **Strategic Objective 2.4: Support implementation of Multilateral Environmental Agreements and obligations** | | | | | | | | | | |
| 2.4.1 | Advising the government on ratification and domestication of multi-lateral Environmental Agreements (MEAs) | Review provisions of new MEAs in order to advise government on ratification. | MEAs ratified | No. of MEAs ratified | 3 | 0 | 0.0 | Target not Achieved | DEC, DEE, DES | DLS |
| | | Develop relevant environmental legislations, policies and plans to domesticate MEAs | Policies and legislations to domesticate MEAs developed | No. of policies and legislations developed | 1 | 0 | 0.0 | Target not Achieved | DEC, DEE, DES | DLS |
| | | Contribute to the development of country position papers and participate in negotiations of MEAs and National reporting on MEAs | COPs participated | No of COPs participated | 15 | 18 | 100.0 | Target overachieved | DEC, DEE, DES | DLS |
| | | | Country papers developed | No. of papers developed | 15 | 10 | 66.7 | Target partially Achieved | DEC, DEE, DES | DLS |
| | | | National reports prepared | No. of reports | 15 | 0 | 0.0 | Target not Achieved | DEC, DEE, DES | DLS |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Perform international Obligations under MEAs including commemoration of WED,WWD,WDD,WOD,WBD,WCD | International obligations under MEAs performed | No. of MEAs supports | 14 | 14 | 100.0 | Target achieved , Through commemoration of WED,WWD,WDD,WOD,WBD,WCD | DEC, DEE, DES | DLS |
| **KRA 3: Pollution prevention, management and control** | | | | | | | | | | |
| **Outcome: Environmental pollution levels minimized** | | | | | | | | | | |
| **Strategic Objective 3.1: Reduce environmental pollution (land, water, noise and air)** | | | | | | | | | | |
| **3.1.1** | 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 | 2 | 2 | 100 | Target Achieved Undertaken for Athi River basin and Ewaso Nyiro | EPRC | DEE, DEC |
| | | Undertake research on sustainable waste management | Research on sustainable waste management undertaken | No. of reports | 2 | 2 | 100 | Target Achieved Country wide situation analysis on solid waste and review of national E-waste, JICA reports | EPRC | DEC |
| | | | Implement the research findings on waste management | Percentage of compliance and enforcement | 250 | 0 | 0 | Target Not Achieved due to financial constrains | DEE | DEC |
| | | Undertake mapping and inventory of environmental chemical and pollution hotspots (sites, facilities, town etc.) and sectors | Mapping reports and database maps | No. of reports and database maps | 2 | 2 | 100 | Target Achieved Mapping reports on asbestos and dumpsites | EPRC/ DEC | DEE, |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Establish a national waste information/accounting system | Waste information/ accounting system established | System developed | 1 | 0 | 0 | Target Not Achieved (System requirements gathering was done) | DEC | GIS, ICT |
| | | Undertake ambient air quality monitoring in urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Thika, Athi-River, Kiteklngela) | Ambient air quality monitoring reports | No. of reports | 18 | 12 | 67 | Target Partially achieved. FY 23/24 -5 FY 24/25 -5 1st half 25/26 – 2 (Financial constraints) | EPRC | DEC |
| | | Facilitate environmental compliance through cross referencing of lab analysis data from facilities | Data from facilities validated | No. of analysis reports validated | 25 | 14 | 56 | Target Partially achieved due to financial constraints | DEC | |
| | | Establish a National Reference Laboratory for analysis of environmental chemical pollutants | National Reference lab established | No. of National Reference Lab | 1 | 0 | 0 | Target Not Achieved (This was a world bank project that was terminated before implementation) | EPRC/ DEC | DEE, |
| | | Laboratory equipment calibration and maintenance | Laboratory equipment Calibrated and maintained | No of equipment | 30 | 13 | 43 | Target Partially achieved due to challenges in transition to (e-GP) | DEC | |
| | | Designation and monitoring of analytical and reference laboratories | Analytical and reference laboratories designated | No. of laboratories | 28 | 24 | 86 | Target Partially achieved due to financial constraints | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | and monitored | | | | | | | |
| | | 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 | 25 | 0 | 0 | Target Not Achieved Land was acquired at KONZA, architectural designs done | DEC | |
| | | Monitor pollution patterns in water bodies including marine litter and marine plastics | Water bodies pollution patterns monitored | No. of water bodies monitored | 25 | 11 | 44 | Target Partially Achieved due to financial constraints | EMD | DEE, DEC |
| | | Thwake River upstream clean up pollution control and catchment management | Effluent discharge and solid waste in the Athi-Galana-Sabaki river system | No. of effluent discharge identified and stopped along the Athi-Galana-Sabaki river system | 928 | 1002 | 100 | Target overachieved (Undertaken in collaboration with Nairobi county) | DEE | |
| | | | | % of illegal dump sites along the river removed | 70 | 34 | 34 | Target Partially Achieved (Undertaken in collaboration with Nairobi County) | DEE | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners | Analysis of dumpsites and its surrounding in the 47 counties undertaken | Database | 25 | 0 | 0 | Target Not Achieved (Financial constraints) | EPRC | DEC |
| 3.1 .2 | Promotion of Natural resources accounting at the National and county levels | Develop appropriate Environmental/ Natural Resources framework/Accounts for Kenya in selected sectors | Sector specific Environmental /Natural Resources framework/Accounts developed | No. of Environmental reports, databases. | 3 | 1 | 33 | Target Partially achieved. The Authority developed water sector natural resource framework | EPRC | DEC |
| | | Collection of relevant data and piloting of the developed frameworks and accounts | Database developed | Reports | 50 | 0 | 0 | Target Partially achieved due to unclear target setting | EPRC | |
| | | Digitization of the developed frameworks/Accounts | Successful digitization of the developed environmental /natural resources frameworks and accounts | No. of frameworks and account fully digitized | 3 | 0 | 0 | Target Not Achieved (Financial Constraints) | EPRC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | 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 | 8 | 100 | Target overachieved | 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 | 3 | 3 | 100 | Target Achieved. AMR Laboratory procedures developed, Nairobi Metro police surveillance action plan prepared and testing in accordance with the procedures manual | DEC | DEE, EPRC, EEA&T |
| | | Sensitize the public on pollution control and waste management | Improved public behavior towards pollution control and waste management | No of stakeholders | 1000 | 1500 | 100 | Target overachieved - Leveraged on the digital platforms and support from Danida | EEA&T | |
| 3.1.4 | Greening the Authority operations | Undertake Environmental and Social Risk (ESR) | ESR baseline undertaken | Baseline report | 1 | 1 | 100 | Target achieved – Baseline report developed | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | baseline assessment of the Authority | | | | | | | | |
| | | Integrate environmental sustainability practices in NEMA operations | Environmental sustainability practices adopted in the Authority | No. of green innovations implemented | 2 | 2 | 100 | Target achieved. 150 waste segregation bins acquired for all Greenpoints, switching off of lights stickers acquired, waste management stickers in offices and vehicles and adoption of digital platform for training. | EEA&T | |
| 3.1.5 | Enhancement on integration of pollution control measures and standards in the licensing regime | Develop pollution control licensing conditions and guidelines aimed at pollution prevention in various regimes | Pollution control licensing conditions and guidelines developed | No. of licenses conditions and guidelines | 6 | 6 | 100 | Target Achieved. Six Pollution control licensing conditions and guidelines developed | DEC | |
| 3.1.6 | Strengthening the license conditions in the regimes | Process various licensing regimes with pollution control measures and standards | Various licenses regimes with pollution control measures and | No. of licenses | 8500 | 31938 | 100 | Target overachieved | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | standards processed | | | | | | | |
| | | Test emissions for mobile sources | Reduced air pollution | No. of mobile sources tested | 25000 | 0 | 0 | Target Not Achieved (The target was over targeted and correct action is to change the target to an achievable indicator) Two testing centres designated | DEC | DEE |
| | | Undertake compliance monitoring | Compliance Monitoring undertaken | No. of Facilities monitored | 750 | 3030 | 100 | Target overachieved | DEC | DEE |
| | | Undertake Environmental Control Audits | Environmental Audits undertaken | No. of Facilities audited | 12500 | 294 | 2.3 | Target Not Achieved (Over targeted and correct action is to change the target to an achievable target of about 300. However, the annual audit received across the country were 7500 within the reported period) | DEE | DEC |
| 3.1.7 | Enhancement of enforcement actions for | Undertake continuous Pollution control inspections and prosecutions countrywide | Enforcement actions undertaken countrywide undertaken | No. of enforcement actions undertaken | 6500 | 41604 | 100 | Target overachieved | DEE | DEC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | pollution control | Enforce single use plastic ban countrywide | Reduced plastic pollution in the environment | Percentage level of reduction | 64 | 78 | 100 | Target Achieved (Achievement was based on Baseline study undertaken in 2028 by Danida) | DEE | |
| | | Undertake technical back stopping and coordinate lead agencies on environmental compliance and enforcement | Technical back stopping and coordination of lead agencies on environmental enforcement undertaken | No. of technical backstopping undertaken | 5 | 9 | 100 | Target overachieved | DEE | |
| | | | Reduce Environmental crimes in regions | Enforcement reports | 24 | 80 | 100 | Target Partially achieved (The issue was target setting) | DEE | |
| | | | National police service sensitized on environmental enforcement | No. of Sensitization Forum | 3 | 3 | 100 | Target Achieved (External NPS and Internally Seconded police), | DEE | |
| 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 | Percentage of environmental offences investigated and | 100 | 100 | 100 | Target Achieved | DLS | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | submitted for prosecution | | | | | | |
| 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 | Target Achieved | DEE | DDFO |
| **Strategic Objective 3.2: To promote public behavioral change on environmental change** | | | | | | | | | | |
| 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 | 250 | 14 | 4 | Target Partially Achieved (target intents to measure the no of people engaged yet we have results on the no of the curriculum activities The activities include Tree/fruit growing, Clean ups, ECO Quiz, Spinning wheels, Awards, Water harvesting, Poems and songs | EEAT/Climate change | |
| | | Capacity building for teacher educators on environmental management | Teacher educators on environmental management capacity built | No. of teacher educators | 500 | 500 | 100 | Target Achieved Through online/virtual engagements and collaborations from other partners | EEAT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Develop and disseminate Information, Communication and Education (IEC) materials | Information, Communication and Education (IEC) materials developed and disseminated | No. of (IEC) materials | 10 | 13 | 100 | Target overachieved Digital and print awareness materials developed and disseminated. | EEAT | |
| | | Create, acquire and maintain environmental education materials for library and resource centres | Education materials created | No. of materials | 50 | 50 | 100 | Target Achieved- Booklets, fliers, posters on diverse themes especially on environmental days prepared and disseminated | EEAT | |
| | | | E-journals acquired | No. of journals | 25 | 16 | 65 | Target Partially achieved – due to inadequate finances | EEAT | |
| | | | Library and resource centres maintained | No. of library and resource centres | 48 | 24 | 50 | Target Partially achieved due financial constraints. 24 Library and resource centres done at Greenpoints | EEAT | |
| 3.2.2 | Promotion of environmental activities in various sectors | Develop and implement sector specific environmental programmes | Sector specific environmental programmes developed | No. of programmes | 5 | 4 | 80 | Target Partially achieved-Financial constraints | EEAT | DEC, DEE, EMD, EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Mainstreaming sound chemical management in all institutions | Chemical management strategy developed | No. of strategy | 1 | 0 | 0 | Target Not Achieved (Financial constrains) | DEC | DEE |
| | | | Chemical management strategy developed | No. of guidelines | 1 | 0 | 0 | Target Not achieved (Financial constrains) | DEC | DEE |
| | | | Institutions mainstreamed on chemical management | No. of institutions | 25 | 0 | 0 | Target Not achieved (Financial constrains) | DEC | EEAT |
| | | Strengthen awareness and education on sound chemical management in all institutions | Institutions strengthened on chemical management | No. of institutions | 250 | 85 | 34 | Target Partially achieved. more resources required | EEAT | DEC, ICT, DCC |
| | | Construction of centres of excellence | Centres of excellence constructed | No. of centres of excellence | 5 | 4 | 80 | Target Partially achieved In FY 23/24 Centres of excellence constructed in Nyamira and Siaya In the first half of FY 25/26 equipped and finished other offices since it was not adequate to construct one. | DCS | SCM |
| | | Implement the centres of excellence operational strategy | Green Points centres strengthened | No. of green points centres | 7 | 5 | 57 | Target Partially achieved (Financial constrains) | EEAT | DCS |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Train various sectors on environmental management | Various sectors on environmental management trained | No. of sectors | 12 | 8 | 67 | Target Partially achieved (Financial constrains) | EEAT | DEC, DEE, EMD |
| | | Engage the public on environmental activities | The public engaged on environmental activities | No. of people | 125000 | 125000 | 100 | Target Achieved - through the digital platforms | EEAT | DEC |
| | | Develop sector specific templates for inspections | Sector specific templates for inspections | No. of templates | 5 | 4 | 80 | Target Partially achieved | DEE | DEC |
| | | Undertake bi-annual conference on environment | Conference held | No. of conferences | 1 | 2 | 100 | Target oachieved – through collaborations with Academic Institutions and private sector | EEAT/DES | |
| | | 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 | 7 | 3 | 43 | Partially achieved Stronger alignment with GOKs requirements for execution of MOUs | DEC P&P EEAT | DFO, EEA&T |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 3.2.3 | Promoting compliance to environmental laws and regulations | Undertake training on Basic Enforcement Course (BEC) and gazette NEMA and county government staff | Basic Enforcement Course (BEC) for NEMA and county staff undertaken | No. of BEC trainings | 5 | 3 | 60 | Partially Achieved- Require more resources | EEAT | DEE |
| | | Monitor implementation of EIA/EA and SEA curriculum by training institution | Monitoring and implementation reports | No. of reports | 4 | 1 | 25 | Partially Achieved- Require more resources | EEAT | |
| | | Undertake principles of compliance and Enforcement for NEMA and county staff | Principles of compliance and Enforcement undertaken | No. of staff | 125 | 40 | 32 | Partially Achieved - Require more resources | EEAT | DEE |
| | | Sensitize the regulated community on environmental laws and MEAS | Regulated communities sensitized on environmental laws and MEAS | No. of regulated communities | 25 | 20 | 80 | Partially achieved Increased number of enacted regulations in the review period | EEAT | DEE |
| | | Undertake compliance promotion programmes for industries | Compliance promotion programmes for industries undertaken | No. of Compliance programmes | 5 | 26 | 100 | Overachieved Support from partners | EEAT/DEC | DEE |
| 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 | 10 | 8 | 100 | Partially Achieved Financial constraints | EEAT | DEE |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| **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 | 10 | 4 | 40 | Target partially achieved. The creation of Nairobi River Commission delayed the momentum and realignment of activities took more time. | DEC | DDFO |
| | | Develop guidelines on cage fish farming | Guidelines on cage fish farming developed | No. of guidelines | 1 | 0 | 0 | Target not Achieved; Development of guidelines yet to commence. | DEC | |
| 4.1.2 | Promoting collaboration, partnership, information sharing and knowledge management in best practice of utilization of natural resources | Dissemination of best practices to the lead agencies and stakeholders on utilization of natural resources | Dissemination report on best practices | No. of dissemination reports | 3 | 3 | 100 | Target achieved. Activated NEMA Green Point and major Environment days to upscale reports sharing. | EMD | |
| | | Develop tools and instruments of the Economics of Environmental Policy for Blue Economy | Improved resource management, enhanced conservation efforts, and | No. of blue economic instruments developed | 15 | 13 | 87 | Target partially achieved. Leveraged on Amending Wetlands regulations, Adopt a wetland, Flagship initiative and | EMD | DDFO, DLS, EPRC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | strengthened stakeholder engagement | | | | | international Protocols applied locally. | | |
| 4.1.3 | Enhancement of mechanisms that prevent land based pollution sources to marine and aquatic ecosystems | Carry out inspections on point & non-point source pollution of aquatic ecosystems | Reduced land based pollution sources on aquatic ecosystems | No. of enforcement actions | 1000 | 940 | 94 | Target partially achieved. New mechanisms of aquatic area catchment management and regional water infrastructure operational conditions provided temporary wider water quality sampling regimes and joint inspections across NEMA county offices. | EMD | DEC, DEE |
| | | Develop Marine Spatial Plan guidelines | Marine Spatial Plan guidelines developed | No. of guidelines developed | 1 | 0 | 0 | Target not achieved. Draft Marine Spatial Plan guidelines were developed but not finalized and published. | EMD | |
| 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 | 1000 | 3827 | 100 | Target over-achieved. Renewed responsiveness to catchment sustainability other public health, safety, | DEE | DEC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | and SDGs influenced priority inspection plans. | | |
| 4.1.5 | Building capacity in marine litter management and aquatic resource utilization for the communities living around marine and inland water bodies | Capacity building communities on aquatic resource utilization | Improved aquatic resource utilization | No. of aquatic community stakeholder s engaged | 10 | 10 | 100 | Target achieved. Leveraged on Integrated water resource use management principles and established Community Livelihood management structures. | EMD | EEA&T |
| | | Training of local communities on relevant governance structure, policies, regulations and appropriate technologies | Training report | No. of training reports | 5 | 5 | 100 | Target achieved. Organized groups active in regional management bodies. (VBS, CFS) benefited. | EMD | EEA&T |
| **Strategic Objective 4.2: To promote green and circular economy for enhanced resource use and efficiency** | | | | | | | | | | |
| 4.2.1 | Enhancement of policy and regulatory frameworks aimed at promoting transition to green and | 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 | 5 | 8 | 100 | Target overachieved. The gap analysis done during revision of new National Solid Waste Management Strategy, EPR guidelines and other specific NEMA regulations. | DEC | DES, DEE, DLS |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | circular economy | 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 | 300 | 226 | 75 | Target partially achieved. Adopting Cleaner Production technologies for 226 industries and awarding the successful uptake at no- cost to businesses across Nairobi River basin done. | DES | DEC |
| 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 | 5 | 4 | 80 | Partially achieved. 4 Events of revised waste regulations, and EPR guidelines with devolved economic instruments into operational policies, standards and guidelines done. | 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 | 0 | 0 | Target not Achieved. Required for joint public and Private permits bottlenecks | DEC | AEHPMP |
| | | Develop standards and guidelines to execute NEMA's roles in EPR implementation | Standards and guidelines to execute EPR implementation developed | No. of EPR guidelines and standards | 5 | 5 | 100 | Target achieved. EPR Regulations 2024 gazetted. EPR main guideline/standards published. Standards on hazardous waste under the HAPRO(K) | DEC | DEE, DLS |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | published. Standards for electronic waste EPRO(K) published. Plastic packaging standards KEPRO, PAKPRO | | |
| | | Roll out EPR for Waste Management | EPR for waste management rolled | Percentage of EPR Roll out | 50 | 60 | 100 | Target over achieved. The PRO level playing field principle for all waste stream taken into account. | DEC | DEE, DLS |
| | | Register waste collectors cooperatives | Waste collectors cooperative registered | No. of Waste cooperatives | 50 | 4 | 10 | Target partially achieved Formalization of 4 waste group collectors registered in readiness for cooperative formation. | DEC | EEA&T |
| | | Linking waste collectors cooperatives to secondary markets | waste collectors cooperatives linked to secondary markets | No. of waste collectors cooperatives | 50 | 0 | 0 | Target not achieved. Initiatives on Textile producers and Importers identified currently. | | |
| | | Coordinate the establishment and operationalization of | MRF guidelines developed/reviewed | No. of guidelines | 1 | 0 | 0 | Target not achieved. draft guideline developed not published. | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Material Recovery Facilities (MRF) | Guidelines implemented | Percentage implementation of the guidelines | 50 | 0 | 0 | Target not achieved. As at FY 2025/26, the guidelines had not yet been subjected to stakeholder validation | | |
| | | | MRFs Architectural designs developed | Architectural design | 1 | 1 | 100 | Target achieved. The FY 2024/25 MRF guideline included architectural plans | DEC | |
| | | | Model MRFs established | No. of model MRFs | 1 | 5 | 100 | Target over achieved. In FY 2023-24, atleast 5 MRF models established. Uptake of MRF model by 3 county governments support noted. 2 Private investors established 13 MRFs exist. | DEC | |
| | | Construct waste demonstration centres | Waste demonstration centres constructed | No. of waste segregation centers constructed | 3 | 4 | 100 | Target over achieved. Waste demonstration centres established in NEMA HQ, Kisumu, Nakuru and Mombasa | DEC | |
| | | Establish community-Based/ owned plastic recycling value chain | Community Based/ owned plastic recycling value chain established | No. of plastic recycling value chains | 550 | 0 | 0 | Target not achieved. | DEC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Undertake enforcement actions on waste segregation at source | Waste segregation at source enforced | No. of enforcement actions | 1700 | 1419 | 84 | Partially achieved. waste-segregation enforcement 500, enforcement actions 500 across 47 counties based on government orders, 362 transporter orders and 57 facility improvement orders. | DEC | |
| 4.2.4 | Promotion of awareness creation on green and circular economy | 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 | 250 000 | 100000 | 40 | Target partially achieved. | DEC | EEA&T |
| | | Public education and awareness forums e.g./i.e. Loop Forum | Increased public awareness and engagement in community issues through informative discussions and knowledge sharing at the Loop Forum. | No. of community members | 250 | 250 | 100 | Target achieved through collaboration with partners. | EEA&T | DEC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Promote Education for Sustainable Development | Improved awareness and understanding of sustainable development principles, leading to positive changes in behaviour and decision making among the target | Increased integration of sustainable development concepts in curriculum, educational institutions, and community programs. Percentage increase. | 50 | 40 | 80 | Target partially achieved Through collaboration with stakeholders such as universities. | 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 | 1000 | 26 | 2.6 | Target partially achieved (The target is not realistic) | EEA&T | DEC |
| 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 | 100 | 170 | 100 | Target over achieved. 30 waste service providers capacity built in Nairobi, 140 trained at City Hall with Nairobi City County and Over 80 informal waste collector groups sensitized in four | EEA&T | DEC |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Regions (Kisumu, Kakamega, Isiolo and Taita Tateta). | | |
| | | 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 10 minimum points | 14 | 0 | 0 | Target not achieved. | DEC | |
| | | Promote four waste management value chains | Streamlined waste management | Reports on the four value chains | 2 | 2 | 100 | Target not achieved. | EEA&T | DEC, DEE |
| 4.2.6 | Promotion on adoption of cleaner technologies | Capacity building of stakeholders and communities on cleaner technologies | Increased uptake of cleaner technologies | No of clean technologies adopted | 500 | 182 | 36.4 | Target partially achieved 182 industries adopted clean technologies (The target is unrealistic) | EEA&T | DEC, DEE |
| **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 participated | No. of Reports | 23 | 4 | 17 | Target partially achieved. | EPRC | DLS |
| **KRA 5: Institutional Capacity** | | | | | | | | | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| **Outcome: Improved productivity and effectivenes in service delivery** | | | | | | | | | | |
| **Strategic Objective : 5.1: To strengthen corporate and environmental governance and coordination** | | | | | | | | | | |
| 5.1.1 | Enhancement of Board oversight role | Facilitate Board meetings | Board meetings facilitated | Quarterly Board reports | 10 | 10 | 100 | Target over achieved. Based on Mwongozo The Board convened its quarterly meetings for the review period | DCS | DLS |
| | | Mobilize financial and human resources | Enhanced Financial and Human Resources | % of Financial and Human Resources mobilized | 60 | 60 | 100 | Target achieved through Resource mobilization, digitalization, projetcs and recruitment of staff | DCS | DLS |
| 5.1.2 | Strengthening the Regulatory framework for Environmental Management | Review existing environmental legislation and guidelines | Environmental legislations and guidelines reviewed | No. of environmental legislations and guidelines reviewed | 2 | 1 | 50 | Target partially achieved. EMCA wetlands regulations 2025. | DLS | |
| | | Develop new environmental legislation | Environmental legislations and guidelines developed | No. of environmental legislations and guidelines developed | 2 | 1 | 50 | Target partially achieved E-Waste Regulations developed but objected to twice, once by experts and also by stakeholders reason being that SWMA and its enabling provisions were sufficient | DLS | DEC, DES |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Advise on legislative and other measures for management of the environment | Legislative and other measures for management of the environment advisory issued | Percentage of advisory opinions on management of environment offered | 100 | 100 | 100 | Target achieved This is an ongoing activity and depends on requests generated by other departments. | DLS | DEC, DES |
| | | Create awareness on environmental legislations and guidelines | Sensitization on environmental legislations and guidelines undertaken | No. of persons sensitized on environmental legislations and guidelines | 125 | 10 | 8 | Target partially achieved During public participation forums for Wetlands, E-Waste and EIA Audit Regulations sensitization was also done | DLS | EEATn |
| **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 | 100 | 100 | Target achieved. Public Service Commission approved the reviewed organization structure with amendments. | HR&A | |
| | | Review staff establishment to align with the Strategic Plan (FY 2023-2027) | Reviewed staff establishment | Report | 1 | 1 | 100 | Target achieved. Public Service Commission approved the reviewed staff establishment with amendments. | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Undertake work load analysis and skills audit | Work load analysis and skills audit report undertaken | Report | 1 | 1 | 100 | The target was achieved through a workload analysis undertaken during the review of the organisation structure and staff establishment, which resulted in a recommended staff establishment of 1,166 positions for NEMA. Following further review, an increased staff establishment was recommended and presented to the Board and the Public Service Commission (PSC) for approval. | HR&A | |
| | | Align skills with the jobs | Jobs aligned to skills | No. of jobs aligned to skills | 100 | 100 | 100 | The target was achieved through the preparation of a Job Alignment Report for FY 2024/2025 and completion of the skills alignment exercise in Quarter 1 of FY 2025/2026. The findings will be further aligned with the Strategic Plan in | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Quarter 2 of FY 2025/2026 to ensure optimal alignment and achieve the best fit between organizational roles, skills and strategic priorities. | | |
| | | Identify services for outsourcing | Services identified | No. of services outsourced | 13 | 9 | 69.2 | Target partially achieved. The following services were outsourced, medical, cleaning, garbage collection, security, Sanitary services, pension administration, Counselling & rehabilitation, repair & maintenance of vehicles and equipment. | HR&A | SCM |
| | Enhancement of staff welfare\Talent Management | Develop Annual recruitment plan | Recruitment plan developed | Recruitment plan | 3 | 2 | 67 | The target was partially achieved, as the Authority prioritised the promotion of staff during FY 2023/2024. A recruitment plan was subsequently developed for FY 2024/2025 and FY | DCS | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | 2025/2026 to address identified staffing requirements and support the implementation of the Authority's mandate. | | |
| | | Recruit staff as per the plan | Staff recruited | No. of Staff recruited | 300 | 166 | 55.3 | The target was partially achieved, with 166 staff recruited or promoted against the mid-term target of 300. This comprised 35 staff promoted internally in FY 2023/2024, 59 staff recruited in FY 2024/2025, 24 positions advertised in FY 2025/2026, and 48 staff deployed from KWTA. The shortfall was mainly attributed to the non-approval of the budget for recruitment of additional staff due to budgetary constraints, as well as the anticipated increase in NEMA's staff establishment not being approved by | DCS | DDHRA |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | the Public Service Commission. Consequently, recruitment was undertaken based on the earlier approved staff establishment of 543 positions. | | |
| | | Staff salaries | | | 100 % | 100% | 100 | Target achieved. Staff salaries paid in full and on time | DCS | |
| | | Review HR Manual and Career guidelines | Reviewed HR Manual & Career guidelines | Approved HR Manual and Career guidelines | 1 | 1 | 100 | The target was achieved through the review and updating of the HR Manual and Career Progression Guidelines. A management retreat was held in FY 2024/2025 and a further review was undertaken in Quarter 1 of FY 2025/2026 in Machakos. The Board's Finance, Human Resources and Corporate Committee (FHRC) subsequently completed the review in Quarter 2 of FY 2025/2026, and the HR Manual and Career | DCS | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Progression Guidelines were approved by the Public Service Commission (PSC). | | |
| | | Operationalize Mortgage and car loan schemes | Mortgage and car loan schemes operationalized | Mortgage and car loan schemes in place | 0 | 0 | 0 | The target was not achieved due to budgetary constraints. However, provision has been made for the car loan scheme in the FY 2026/2027 budget, while the mortgage scheme will be considered for budgeting as financial resources improve. | HR&A | |
| | | Train and develop staff | Staff trained | No. of staff trained | 450 | 264 | 59 | The target was partially achieved, with a total of 264 staff trained during the mid-term period to date. This comprised 106 staff trained in FY 2023/2024, 109 in FY 2024/2025, and 49 in Quarters 1 and 2 of FY 2025/2026. | HR&A | |
| | | Undertake training impact assessment | Training impact | Report | 1 | 0 | 0 | Target not achieved due to budget | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | assessment undertaken | | | | | constraints. Budgeted in 26/27FY. | | |
| | | Implement Internship and attachment programs | Internship and attachment programs implemented | No. of interns and attachés hosted | 750 | 1560 | 100 | The target was overachieved, with a total of 1,560 interns and attachés hosted during the mid-term period. This comprised 850 in FY 2023/2024, 441 in FY 2024/2025, 127 in Quarter 1 and 142 in Quarter 2 of FY 2025/2026. The overachievement was attributed to NEMA's position as the primary government institution mandated with environmental management, which attracts a high number of students pursuing environment-related courses for industrial attachment throughout the year. In addition, the Authority's presence across all 47 counties provides students with greater | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | opportunities to undertake their attachments within their respective counties. | | |
| | | Provide employee assistance programs | Employee assistance programs provided | No. of programs provided | 3 | 2 | 67 | The target was partially achieved, with three employees supported through counselling and rehabilitation programmes during the reporting period. In FY 2024/2025, one employee was counselled and another was placed on a rehabilitation programme, while two employees were placed on rehabilitation programmes in Quarters 1 and 2 of FY 2025/2026. | | |
| | | Establish NEMA pension scheme | NEMA Pension scheme reviewed | NEMA pension scheme in place | 1 | 0 | 0 | The target was not achieved, although progress was made towards establishment of the NEMA Pension Scheme. The Board approved the | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | establishment of the scheme, and the Board of Trustees was subsequently constituted, with registration of the scheme currently in progress. | | |
| | | Conduct employee engagement survey | employee engagement survey conducted | Report | 1 | 0 | 0 | The target was not achieved, as the survey report was still awaiting approval as at Quarter 2 of FY 2025/2026. However, the Terms of Reference (TORs) were prepared and procurement of the consultant was completed in FY 2024/2025. The activity has subsequently been budgeted for in FY 2026/2027 to facilitate its completion. | HR&A | |
| | | Implement recommendations of the survey | Staff survey recommendations implemented | Implementation report | 1 | 0 | 0 | Target not achieved Implementation depends on completion of the employee engagement survey | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | above, which will be done as indicated above. | | |
| 5.2.3 | Enhancement of performance and productivity | Develop reward and sanction framework | Reward and sanction framework developed | Approved reward and sanction framework | 1 | 0 | 0 | Target partially achieved. Draft reward and sanction framework developed to be subjected to staff and all stakeholders in FY 26/27 | HR&A | |
| | | Sensitize staff on the framework | Staff sensitized | No. of staff sensitized | 100 | 0 | 0 | Target not achieved. To be carried out in FY 26/27 | HR&A | |
| | | Set targets for all staff at the beginning of every financial year | Signed targets | % of signed targets | 100 % | 100 | 100 | Target achieved Targets set and signed each period | HR&A | |
| | | Undertake annual performance appraisal | Appraisal undertaken | No. of staff appraised | 100 % | 100 | 100 | Target achieved 100% completion of appraisals. | HR&A | |
| | | Reward and sanction good/poor performers | Staff rewarded/sanctioned | No. of staff rewarded/sanctioned | 100 | 12 | 12 | The target was achieved through the implementation of the Reward and Sanction Action Plan. In FY 2023/2024, seven employees were commended and two were placed on Performance | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Improvement Plans (PIPs), while in FY 2024/2025, six officers were commended and two were placed on PIPs. | | |
| | | mainstreaming productivity measurement | Productivity measurement mainstreamed | No. of officers sensitized on productivity measurement | 100 | 100 | 100 | Target achieved. Productivity metrics development an established annual activity since FY2023/24.-The Authority scored 2.571 against a target of 2 and we proposed to improve to target of 3 | HR&A | |
| | | Nature positive corporate culture through culture change programs | Culture change programs instituted | No. of culture change programs | 6 | 1 | 17 | The target was partially achieved, with a management team-building programme undertaken in FY 2024/2025. However, implementation of the remaining culture change programmes was deferred due to budgetary constraints. The remaining programmes, | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | including change management initiatives, will be implemented during the remaining plan period, subject to availability of resources | | |
| 5.2 .4 | Provision of conducive work environment | Provide adequate, healthy and secure office space | Adequate, healthy and safe office space provided | NEMA HQ and 9 NEMA County offices | 6 | 6 | 100 | Target achieved. Rent, utilities and related office-space costs met each period. | HR&A | |
| | | Repair, maintain and refurbish NEMA buildings | NEMA buildings refurbished and maintained. | Well maintained buildings | 23 | 12 | 52 | The target was achieved, with a total of 12 buildings well maintained during the reporting period. This comprised five buildings maintained in FY 2023/2024, three green points established and maintained in FY 2024/2025 in Taita Taveta, Elgeyo Marakwet and Nyamira, and four buildings maintained in Quarters 1 and 2 of FY 2025/2026 in | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Bomet, Laikipia, Lamu and Uasin Gishu. | | |
| | | Provide office tools and equipment | Office tools and equipment provided | No. of tools and equipment provided | 100 | 100 | 100 | Target achieved Tools/equipment procured in each periodic year | HR&A | |
| | | Procure vehicles for the Authority | Vehicles procured | No. of vehicles procured | 15 | 0 | 0 | Target not achieved Challenges associated with the transition to the Electronic Government Procurement System (e-GP). | HR&A | |
| | | Provide staff with protective gear and uniforms | Protective gear and staff uniform to staff provided | No. of staff provided with protective gear and/or uniform | 100 | 120 | 100 | Target overachieved. In 23/24FY– provided Protective gear for 100 staff In 24/25 FY - 20 protective gear to provided drivers and officer assistants | HR&A | |
| | | Implement Records management policy | Records management policy implemented | Level of implementation | 60% | 60 | 100 | The target was achieved through the completion of the records survey, appraisal and archival processes, as well as the development of the records retention and disposal schedule. However, staff sensitization on the Records | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Management Policy lagged in Quarter 2 of FY 2025/2026 and remains an area requiring further attention. | | |
| | | Undertake work place audit | Work place audit undertaken | Report | 1 | 0 | 0 | Target not achieved due to lack of funds, budgeted for in FY 26/27 | HR&A | |
| | | Implement recommendations of the audit | Implementation Reports | No. of recommendations implemented. | 37.5 | 0 | 0 | Target not achieved The underlying workplace audit (see above) has not yet been conducted, so no recommendations exist for implementation. | HR&A | |
| 5.2.5 | Succession planning and management | Develop succession management strategy | Succession management strategy developed | Approved succession management strategy | 1 | 0 | 0 | Target not achieved. The succession management strategy/policy has remained in draft form across the periods reviewed. | HR&A | |
| | | Develop Implement succession management strategy | Implementation plan | Level of Implementation | 75 | 0 | 0 | Target not achieved Implementation is contingent on finalizing and approving the succession management strategy. | HR&A | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Develop and implement mentoring and coaching guidelines | Mentoring and coaching guidelines developed | Approved guideline | 1 | 0 | 0 | Target not achieved. Not reported in any of the three progress reports reviewed | HR&A | |
| | | | Guidelines implemented | level of implementation | 0 | 0 | 0 | Not yet implemented as it's dependent on the guidelines above being developed first. | 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 | Level of mainstreaming | 100 % | 100 | 100 | Target achieved though several sub-components i.e. HIV/AIDS, ADA, road safety, disability and National Values reporting | HR&A | |
| **Strategic Objective 5.3: To enhance financial sustainability of the Authority** | | | | | | | | | | |
| 5.3.1 | Strengthening institutional capacity on financial sustainability | Increase the Appropriation In- Aid (A-I-A) | Appropriation in Aid increased | Amount collected (Ksh. Mn) | 4300 (Ksh. Mn) | Ksh2,683.86 M (812.01 M FY2023/24 1,094.81M FY 2024/2025 777.03 M Q1 and 2 FY | 62 | Target partially achieved. System challenges upon adoption of the ENVIS System. The new regulations have not been fully operationalized. Various legal suites affected there operationalization. Recommend resolving e-Citizen/system challenges and | DDF | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | 2025/2026) | | intensifying revenue monitoring. | | |
| 5.3.2 | Engagement of government to prioritize funding the Authority's programmes | Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums. | Engagment and participating in budget negotiations and sector working forums done | Funds allocated (Ksh. Mn) | 3000 (Ksh. Mn) | Kshs 1,263.02 819 FY 2023-2024 310.82 FY 2024-2025 Kshs 133.20 Q1 and Q2 FY 2025-2026 | 42 | Target partially achieved. Consistent Budget cuts affected the amount of Recurrent funds received. Recommend continued engagement with National Treasury to secure full development funding. | 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) | 215 ( Ksh. Mn) | 0 | 0 | Target Not achieved The collection of deposit bonds was not possible during the period as the underlying regulations had not yet been operationalized. | DDF | |
| 5.3.4 | Mobilization of funds from development partners | Establish a resource mobilization coordination unit | Resource mobilization coordination | No. of Resource mobilization | 1 | 1 | 100 | Target achieved Established through projects and program(P&P) | P&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | unit established | coordination unit | | | | through the revised organization structure | | |
| | | Build capacity of staff to develop bankable proposals | Staff trained on development of bankable project proposals | No. of staff trained | 25 | 48 | 19 | The target was overachieved, with a total of 48 staff trained in bankable proposal development during the reporting period. This comprised 28 staff trained in FY 2023/2024 and 20 staff trained in FY 2024/2025. No training was conducted in Quarters 1 and 2 of FY 2025/2026 due to funding constraints. | P&P | |
| | | Develop Bankable project proposals | Bankable project proposals developed | No. of proposals | 4 | 5 | 100 | The target was overachieved, with the Authority securing climate finance resources through the development and support of several projects. These included the Strengthening Carbon Markets in Kenya project valued at USD 500,000; the AWARE: | P&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Adaptation for Water Access and Resilience in the Ewaso Nyiro River Basin project valued at USD 20 million; the Strengthening Forest Management for Improved Biodiversity Conservation and Climate Resilience in the Southern Rangelands of Kenya project valued at USD 10 million; and the Enhancing Community Resilience and Water Security in the Upper Athi River Catchment Area, Kenya (ARCA) project valued at USD 18,354,588. The Africa Environmental Health and Pollution Management (AEHPM) project also contributed to the achievement of the target. | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 5.3.5 | Ensuring effective and efficient utilization of financial resources | Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and best financial management practices | Financial and Audit reports | No. of reports | 10 | 10 | 100 | Target achieved Financial statements prepared and audited each period | DDF | |
| | | Strengthening internal financial control systems | Adherence to financial manual /Audit Reports | % of adherence | 100 % | 100 | 100 | Target achieved Tracked jointly with PFM Act adherence and Financial Stewardship targets | DDF | |
| | | Promotion of efficient use of available resources | Adherence to the Approved budgets | % of adherence | 100 % | 70 | 70 | The target was partially achieved, with Government of Kenya (GoK) fund utilisation remaining on track. However, absorption of donor funds was significantly below target due to delays associated with the transition to the e-GP and ENVIS procurement systems, resulting in absorption rates of 13%–52% for externally mobilised funds under ARCA, AEHPM and IUCN-funded projects. In | DCS | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | addition, pending bills increased steadily from a manageable level in early FY 2023/2024 to 27% of the approved budget by Quarter 2 of FY 2025/2026, consistently exceeding the target ceiling of less than 1%. This reflects a persistent and worsening cash-flow constraint affecting implementation | | |
| 5.6.6 | Strengthening strategic engagement with bilateral and multilateral development partners | Enhance capacity on development and marketing of fundraising concepts and proposals | Train 50 staff on development and marketing of fund raising concepts | No. of staff trained | 25 | 48 | 100 | The target was achieved, with the activity being combined with the target on staff trained in the development of bankable project proposals. | P&P | |
| | | Engage the current development partners and negotiate for increase of NEMA allocation | Development partners engaged and negotiation for increase of NEMA allocation | Amount raised (Ksh. Mn) | 250 (Ksh. Mn) | 6.56 (Ksh.Bn) | 100 | The target was overachieved, with the Authority mobilising funds through several projects, including Strengthening Carbon | P&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Markets in Kenya, valued at USD 500,000; AWARE: Adaptation for Water Access and Resilience in the Ewaso Nyiro River Basin, valued at USD 20 million; Strengthening Forest Management for Improved Biodiversity Conservation and Climate Resilience in the Southern Rangelands of Kenya, valued at USD 10 million; Enhancing Community Resilience and Water Security in the Upper Athi River Catchment Area, Kenya (ARCA), valued at USD 18,354,588; and the Africa Environmental Health and Pollution Management (AEHPM) project at USD 2,263 ,455 | | |
| 5.3.7 | Enhancement of Supply Chain | Demand oriented planning | Approved Procurement Plan | No. of Approved | 3 | 3 | 100 | Target achieved The procurement plans for FY 2023/2024, FY | SCM | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | efficiency and sustainability | | | procurement plan | | | | 2024/2025 FY25/26 were developed, approved and implemented | | |
| | | | Statutory Reports | No. of Statutory Reports | 10 | 10 | 100 | Target achieved All the statutory reports were prepared and submitted during the period under review | SCM | |
| | | | Market Survey Report | No. of report | 3 | 2 | 67 | Target partially achieved. Two reports were prepared and submitted. 1 report was not achieved due to budgetary constraints. Recommendation: Resources has been allocated and activity is scheduled to be undertaken in FY 2026/2027 | SCM | |
| | | Build a strong partnership with the suppliers | Prequalified List of Suppliers & Annual Tenders | No. of prequalified list of suppliers & Annual Tenders | 3 | 3 | 100 | Target achieved The prequalified supplier list has been maintained and updated through the e-GP/ERP system across the period under review | SCM | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Sensitization of Suppliers on Procurement Opportunities | Sensitization Report | No. of Sensitization report | 3 | 2 | 67 | Target partially achieved Two (2) sensitization reports were prepared and submitted FY 24/25 & Q2 FY 25/26.Non-achievement was attributed by the challenges associated with transition EGP directive and most sensitizations for suppliers was done by National Treasury. Recommendation .To prioritize the sensitization of suppliers | SCM | |
| | | Asset and inventory management. | Stock take reports | No. of Stock take reports | 10 | 10 | 100 | Target achieved. Ten (10) stock take reports were prepared and submitted | SCM | |
| | | | Approved Disposal Plan | No. of approved disposal Plan | 3 | 2 | 67 | Target partially achieved Two disposal plans for FY 2024/2025, FY2025/2026 were prepared and approved.FY 2023/2024 There was nothing to dispose. | SCM | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Contract management | Approved Contracts | No. of Approved contracts | 350 | 33 | 9 | Target partially approved A total of 33 contracts were prepared and approved during the period of review. There was non-achievement of the target due to the challenges associated with transitioning to the e-GP system Recommendation: Capacity building and implementing EGP System | SCM | |
| | | | Implementation Reports | No. of implementation reports | 3 | 3 | 100 | Target Achieved: 3 Contract implementation reports FY 2023/2024 ,FY 2024/2025,FY 2025/2026 were prepared and submitted during the period of review. | SCM | |
| **Strategic Objective 5.4: To enhance Corporate Planning and Performance Management** | | | | | | | | | | |
| 5.4.1 | Coordination of development /review, implementation and | Review 2023-2027 Strategic Plan periodically | The Strategic Plan reviewed | No. of reports | 1 | 0 | 0 | Target not achieved. The Mid-Term Review (MTR) was delayed due to the late issuance of the MTR guidelines. However, | CS&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | monitoring of the Strategic Plan | | | | | | | the review commenced in July 2026 and is currently underway, with completion scheduled by 30th September 2026. | | |
| | | Monitor the implementation of the 2023-2027 strategic plan | Approved annual and quarterly Work plans | No. of work plans | 13 | 13 | 100 | Target achieved Annual and quarterly work plans consolidated and finalized consistently. | CS&P | |
| | | | Annual and Quarterly progress reports | No. of progress reports | 12 | 12 | 100 | Target achieved. Quarterly and annual progress reports consolidated and submitted on schedule. | CS&P | |
| | | Monitor and Evaluate the Authority's programmes, projects and activities | M&E reports | No. of M&E reports | 12 | 1 | 8 | Target partially achieved. Monitoring and Evaluation (M&E) of projects, programmes and activities was undertaken during FY 2023/24 and FY 2024/25. However, the exercise was not undertaken during the first and second quarters of FY 2025/26 due to budgetary | CS&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | constraints. Adequate budgetary allocation has since been provided in FY 2026/27 to facilitate the undertaking of M&E activities. | | |
| | | | M&E system, (NIMES) automated | No. of systems automated | 1 | 0 | 0 | Target not achieved due to budget constraints. However, the activity has been rescheduled to be undertaken in the FY 26/27. | CS&P | |
| | | Review M&E policy | M&E Policy reviewed | M&E Policy document | 1 | 0 | 0 | Target not achieved. The policy was reviewed and its yet to be finalized and presented for approval. | CS&P | |
| 5.4.2 | Coordination of performance Contracting | Prepare and monitor the implementation of the Authority's Performance Contracts | Signed Performance Contracts | No. of PC signed Performance contracts | 3 | 3 | 100 | Target achieved. The PCs for FY 2024/25 and FY 2025/26 were prepared and duly signed. The FY 2026/27 PC has also been prepared and successfully vetted and is awaiting signing. | CS&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | Quarterly Performance Contracts reports prepared | No. of PC reports | 10 | 10 | 100 | Target achieved. Quarterly Performance Contract progress reports have consistently been prepared and submitted on schedule across the entire mid-term period, from FY2023/24 through Q2 FY2025/26. | CS&P | |
| 5.4.3 | Coordination of implementation of QMS 9001:2015 and establishment of EMS 14001:2015 | Review and implement the Authority's Standard Operating Procedures | Departmental SOPs reviewed | No. of SOPs | 14 | 0 | 0 | Target not achieved. The review was deferred pending the finalization of key factors affecting the Authority's internal and external operating environment, including the ENVIS system and the review of Human Resource instruments. The review has been scheduled for Quarter Two of FY 2026/27 | CS&P | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | Level of implementation of the Authority's SOPs | Percentage of implementation | 100 % | 100 | 100 | Target achieved through ISO surveillance audit with corrective actions developed for identified non-conformities. | CS&P | |
| | | Retain ISO certification | Periodic Audits undertaken | No. of Audit reports | 5 | 5 | 100 | Target achieved through Periodic ISO Audits | CS&P | |
| | | | Periodic ISO surveillance Audits undertaken | No. of surveillance Audits reports | 2 | 2 | 100 | Target achieved through Periodic ISO surveillance Audits and management review meetings held. | CS&P | |
| | | | ISO 9001:2015 trainings undertaken | No. of trainings | 1 | 1 | 100 | Target achieved. 21 ISO auditors trained in FY 23/24 | CS&P | |
| | | Establish and implement EMS 14001:2015 standards | EMS 14001:2015 established and implemented | No of EMS 14001:2015 | 1 | 0 | 0 | Target not achieved due to budgetary constraints. However, it has been rescheduled to be undertaken in 27/28 FY. | CS&P | |
| **Strategic Objective 5.5: To leverage on ICT to automate service delivery** | | | | | | | | | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 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 | 100 | Target achieved in FY 2024/25 with completion of the Business Process Mapping report. Business Mapping Report done as key deliverable during implementation of ENVIS & ERP system. However, this report did not include business processes of the newly gazetted regulations of 2025. We have since included the business processes of these regulations but it does not fall within this Midterm review period. | DDICT | |
| | | Procure new integrated ERP and Licensing System | Integrated ERP and Licensing System | No. of Integrated Systems | 1 | 1 | 100 | Target achieved. Replaced Legacy Infrastructure with scalable, cloud-ready enterprise infrastructure; The integration of Payments module on ENVIS & Finance module on ERP is a | DDICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | huge digitalization milestone creating a single source of truth eliminating organization data silos. Process Automation: The Licensing System has reduced in-person interactions with Licenses/Permits and other decision letters since they are now available online. Business Intelligence: Adoption of Power BI to provide analytics and customized reports. Forward Outlook: System stabilization, feature optimization and advanced business analytics; Increased API integrations between the ERP, Licensing Systems and external lead agency platforms. Continuous user sensitizations to | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | improve Change Management. | | |
| | | Procure Electronic Document Management System (EDMS) | Digitized Filing System | System | 1 | 0 | 0 | Target not achieved Whilst this item had been included in the original Workplan for 2025/2026, due to budgetary constraints, the item was dropped in the final workplan 2025/2026. Corrective Intervention: The ICT department will procure this system in FY 2027/2028 | DICT | EA&T |
| | | Implement Application Programming Interfaces (APIs) for Internal and External Systems Integrations | Application Programming Interfaces (APIs) | No. of APIs | 1 | 2 | 100 | Target over achieved Two (2) APIs have been developed. - KRA API which has allowed for authentication of our clients on our Licensing System and improved the Know Your Customer (KYC) experience. -Energy Petroleum Regulatory Authority (EPRA) API which has allowed seamless integration of Medium and High- | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Risk applications which require Lead Agency comments from EPRA. - Currently, the ICT Department has received approval to integrate with KENINVEST system. | | |
| | | Develop Service Delivery Channels (Apps, SMS Query and Portals) | Service Delivery Channels | No. of Service Delivery channels developed | 1 | 1 | 100 | Target overachieved As part of the Terms of Reference (TORs) in the integrated ERP and ENVIS implemented and which went live in FY 2025/2026, the following was developed: Recruitment Portal; Employee Self Service Portal; Suppliers Portal; Environmental Experts Portal; NEMA Incident App; NEMA Inspection App; | DICT | |
| | | Integrate GIS and remote sensing tools in environmental compliance | GIS and remote sensing tools integrated | No. of Reports | 3 | 1 | 67 | Target partially achieved. This was implemented through Environment Information System (ENVIS) which went | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | live on August 1st 2025. It has integrated use of GIS in the Environmental Compliance business processes. | | |
| 5.5.2 | Upgrading ICT infrastructure and service development | Identify and utilize available opportunities for shared Government Infrastructure (data centres, web hosting, software, fibre connectivity etc.) | Utilized Shared Government Infrastructure | No. of Shared Government Infrastructure Utilized | 2 | 3 | 150 | Target overachieved 1.Utilized Konza's Colocation Services in Q1 and Q2 FY2025/26. 2.NEMA Domain Registration is handled by ICT Authority. 3. Select offices (NEMA HQ, Makueni, Kajiado, Nyeri, Meru and Bungoma) connected to National Optic Fibre Backbone Infrastructure (NoFBI) | DICT | |
| | | Upgrade/Maintenance of Internet Infrastructure | Reliable Internet Connectivity/ Speeds | Percentage of Internet Uptime | 100 | 100 | 100 | The target was achieved through the progressive upgrading of the Authority's internet bandwidth to enhance connectivity and support efficient service delivery. In FY 2024/2025, the internet bandwidth | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | was upgraded from 30 Mbps to 100 Mbps countrywide, and further increased from 100 Mbps to 200 Mbps countrywide in FY 2025/26. | | |
| | | Procurement of ICT equipment | Updated ICT Asset Register | No. of Computers | 75 | 90 | 100 | The target was achieved, with a total of 90 laptops purchased and issued to staff during the reporting period. This comprised 75 laptops purchased and issued in FY 2023/2024 and 15 laptops purchased and issued in FY 2024/2025, contributing to improved access to ICT equipment and support for staff productivity. | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Licensed Hardware | No. of Licenses | | 166 | 1 | 0.6 | Target partially achieved. 1 Server License for 24 Core server procured and installed in FY 2024/2025 Procurement of Operating Systems and Office Licenses scheduled for FY 2025/2026 was not successful due to E-GP challenges. Corrective Intervention: Procurement of Operating Systems and Office Licenses has been incorporated in Procurement Plan 2026/2027. | DICT | |
| | | Network Audit Report | % of Implementation | Undertake & Implement Network Audit | 30 | 0 | 0 | Target not achieved. This activity was undertaken in four (4) counties in Q4 FY 2025/2026 Corrective Intervention: Network of Remaining County and 26 offices to be done in FY 2026/2027 | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Reliable Telephone/Office Communication in region and county offices implemented | No. of Regional and County Offices | Nationwide Implementation of Voice Over IP (VoIP) | 35 | 0 | 0 | Target not achieved This activity intended to improve communication between the NEMA offices and reduce the huge Telephone costs burden by making use of the existing Network connectivity. Due to financial constraints, this activity was not undertaken. Corrective Intervention: Procurement of a VoIP solution incorporated to be undertaken in FY 2026/2027 | DICT | |
| | | 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 | 1 | 1 | 1 | Target achieved Adoption of use of IoT using the through the Kenya Online Chemical Monitoring System (KOCEMS) which ensures real-time online emission data from mapped facilities. This has been done through installation of IoT | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | sensors in specific locations within the mapped facilities. | | |
| 5.5.3 | Enhancement of Data protection and Information Security | Implement Information Security Management System (ISMS) Policy | International Standard Accreditation for Information System | ISO/IEC 27001:2022 Certification | 0 | 0 | 0 | Target not achieved. The Department is still on track with this activity as it was scheduled to be done in YR 5 of the Strategic Plan. | DICT | |
| | | Develop a Business Continuity Plan | Business Continuity Plan | Report | 1 | 0 | 0 | Target not achieved. Business Continuity Committee constituted, first draft prepared in FY2024/25. Corrective Intervention: The Business Continuity Plan is one of the scheduled workplan activities for FY 2026/2027 and will be prioritized and finalized. | DICT | |
| | | Improve Disaster Recovery and Security | Critical Services with tested plans | No. of Tested Plans | 8 | 3 | 38 | Target partially achieved In FY 2025/2026, 3 plans were tested. The underachievement was as a result of delay setting the | DICT | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | Backup Site at Konza and continued development of ERP and ENVIS which only went live in FY 2025/2026. | | |
| **Strategic Objective 5.6: To enhance corporate image** | | | | | | | | | | |
| 5.6.1 | Improvement on visibility and corporate image at National and County levels | Revise and implement communication strategy | Communication Strategy | No. of Implementation plans | 1 | 1 | 100 | Target achieved. The Communication Strategy has been implemented through consistent sub-activities (public notices, campaigns, media coverage) across all reporting periods. | DCC | |
| | | Undertake integrated media campaigns on environmental management activities | Improved visibility | No. of campaigns undertaken | 10 | 17 | 100 | The target was overachieved, with integrated media campaigns on environmental management topics implemented consistently and extensively across the reporting period. A total of 17 campaigns were undertaken, comprising five in FY 2024/2025 and 12 in Quarters 1 and 2 of FY | DCC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | 2025/2026, contributing to enhanced public awareness and dissemination of environmental management information. | | |
| | | Establish and operationalize NEMA TV | NEMA TV | No. of NEMA TV established and operationalized | 1 | 1 | 100 | Target achieved NEMA online TV established in FY 2024/25. Operationalization of NEMA TV undertaken by live coverage of environmental activities during the reporting period. One (1) lens planned FY2024/25), to be procured in FY 206/27 | DCC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Show case best environmental practices by producing content for NEMA online handles | Best environmental practices documented | No. of practices documented | 10 | 11 | 100 | The target was overachieved through the development and dissemination of environmental management information products and awareness materials. In FY 2023/2024, 23 e-posters and short videos were developed covering key environmental themes, including Desertification and Drought Day, World Environment Day, National Tree Planting Day, the GEF 7 Project Launch, wetlands restoration, Extended Producer Responsibility, Earth Day, waste management and the use of biodegradable waste bags. In FY 2024/2025, three short documentaries on wetlands management and e- | DCC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | waste management were produced and uploaded to YouTube, while in FY 2025/2026, information materials were developed on four newly gazetted regulations covering toxic and hazardous chemicals, packaging materials, waste management and water quality. The overachievement was attributed to additional funding support from development partners, particularly the World Bank and GEF/IUCN. | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Produce non-technical publications | Corporate publications | No. of publications produced | 5 | 10 | 100 | The target was achieved through the production and dissemination of corporate communication and information materials. In FY 2023/2024, four quarterly magazines were produced, followed by four quarterly magazines and a corporate profile publication in FY 2024/2025, and two quarterly magazines in FY 2025/2026. Overall, 10 quarterly magazines were produced during the mid-term period. | DCC | |
| | | Implement branding guidelines | Enhanced brand visibility | No. of branded merchandise | 10 | 10 | 100 | The target was also achieved through the procurement of 10 branded merchandise items, comprising six in FY 2023/2024 and four in FY 2024/2025, to support the Authority's visibility and corporate | DCC | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | | | | | | | communication activities. | | |
| | | Identify and implement CSR activities | CSR plans | No. of CSR plans executed | 3 | 3 | 100 | The target was achieved, with three Corporate Social Responsibility (CSR) plans identified and executed during the reporting period, comprising two in FY 2024/2025 and one in FY 2025/2026. | DCC | |
| 5.6.2 | Enhancement of customer experience | Implement Service Charter | Implementation monitoring Reports | Quarterly implementation status reports | 10 | 10 | 100 | Target achieved through consistent quarterly reports | DCC | |
| | | Undertake customer satisfaction survey | Survey Report | Customer satisfaction index | 1 | 1 | 100 | Target achieved Customer satisfaction index in place | DCC | |
| | | Implement customer satisfaction survey findings | Implementation Reports | Percentage of findings implemented | 10 | 3 | 30 | Target partially achieved In FY 25/26 Q2, In FY 25/26 Q2, 3 out of the 10 findings of the customer satisfaction survey have been implemented. The pending 7 to be implemented in FY 2026/27 | DCC | |
| **Strategic Objective 5.7: Risk management and assurance** | | | | | | | | | | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| 5.7.1 | Improvement on effectiveness of internal controls, risk management and governance processes | Undertake review of internal controls | Effective systems of internal control, risk management and governance processes | No. of Audit Reports | 30 | 30 | 100 | Target achieved A total of the targeted 30 audit reports were prepared and submitted to the Audit, Governance & Risk Assurance Committee as at December 2025. | DIA | |
| | | Undertake Audit of Information Systems | Effective systems of internal control, risk management and governance processes | No. of Audit Reports | 1 | 1 | 100 | Target achieved One report on Information Systems audit was prepared and submitted to the Audit, Governance & Risk Assurance Committee in FY 2024/25. | DIA | |
| | | Undertake Governance Audit | Effective systems of internal control, risk management and governance processes | No. of Governance Compliance Audit Reports | 2 | 2 | 100 | The target was achieved, with independent governance audit reports in place for both FY 2023/2024 and FY 2024/2025. However, no governance audit report had been undertaken or reported for Quarters 1 and 2 of FY 2025/2026 | DLS, DIA | |

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| S/ No. | Strategy | Key Activities | Expected Output | Output Indicator | Mid - Term Target | Achievement | (%) Achievement | Remarks | Responsibility | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Lead | Support |
| | | Undertake Legal Compliance Audit | Effective systems of internal control, risk management and governance processes | No. of Legal Compliance Audit Reports | 1 | 1 | 100 | Target achieved through Legal Compliance Audit Reports | DLS,DIA | |
| | | Defend the Authority in civil litigation and court cases where the Authority is sued or named as a party | Authority's Civil litigation and court cases defended | percentage of court cases defended | 100 % | 100 | 100 | Target achieved through the number of litigation and court cases defended | DLS,DIA | |
| 5.7 .2 | Reduction of risk exposure in the operations of the Authority | Review and Implement the IRMF | Reviewed IRMF | Reviewed IRMF document | 1 | 1 | 100 | Target achieved The Institutional Risk Management Framework (IRMF) review has been approved by the Board | CS&P | |
| | | | staff sensitized on the reviewed IRMF | No. of staff sensitized | 230 | 0 | 0 | Target not achieved, The Authority plans to achieve this target in the FY 2026/27 | CS&P | |
| | | | Implement the IRMF | Percentage of Implementation | 100 | 0 | 0 | Target not achieved. To be implemented in the FY 2026/27 | CS&P | |

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## Appendix IV: Analysis of Performance by Strategic Objective

| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| KRA 1: Climate Change Mitigation and Adaptation | 1.1: To contribute to increased climate-resilient sustainable development | 100 | 72.9 | 27.1 | Achievement was attributed to implementation of climate risk and vulnerability assessment, mobilisation of climate finance, adaptation research and capacity building. The variance was mainly associated with non-completion of adaptation project mapping, some climate risk and vulnerability profiles and selected adaptation research activities. The Authority should prioritize completion of the outstanding interventions and strengthen implementation of climate resilience actions. |
| | 1.2: To contribute to the shift to low-emission sustainable development pathways | 100 | 71.5 | 28.5 | Achievement was attributed to progress in climate compliance monitoring, greenhouse gas monitoring and reporting, capacity building and development of carbon market systems, including establishment of the Designated National Authority office and National Carbon Registry. The variance was mainly due to non-provision of planned greenhouse gas monitoring equipment, non-implementation of technical backstopping activities and lower achievement of selected capacity-building and carbon market sensitization targets. The Authority should prioritize the technical support requirements |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | | | | | and strengthen implementation of the affected capacity-building activities. |
| | **KRA 1: Average Score** | **100** | **72.2** | 27.8 | |
| KRA 2: Protection, Conservation and Restoration of Ecosystems | 2.1: To Enhance the Quality and Integrity of Ecosystems | 100 | 62.1 | 37.9 | Achievement was attributed to implementation of ecosystem restoration and protection interventions, particularly wetland restoration activities. The remaining gap was associated with incomplete implementation of planned restoration interventions. The Authority should prioritize restoration of outstanding areas and strengthen coordination with relevant ecosystem management institutions. |
| | 2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects | 100 | 51.0 | 49.0 | Achievement was attributed to continued integration of environmental considerations into development processes and implementation of environmental assessment and mainstreaming functions. The variance was associated with incomplete implementation and documentation of mainstreaming interventions. The Authority should strengthen monitoring and documentation of environmental considerations in development policies, plans, programmes and projects. |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | 2.3: To Promote Research, Investigation and Surveys in the field of environment | 100 | 45.9 | 54.1 | The achievement was attributed to implementation of planned environmental research activities and initiation of the targeted research projects. The variance was mainly due to incomplete implementation of the broader Environmental Research Agenda. The Authority should prioritize outstanding research activities and strengthen dissemination and uptake of research findings. |
| | 2.4: Support implementation of Multilateral Environmental Agreements and obligations | 100 | 44.5 | 55.5 | Achievement was attributed to continued technical engagement and support towards implementation of multilateral environmental agreements, including fulfilment of reported obligations. The output-level variance was associated with incomplete implementation or documentation of some supporting activities. The Authority should strengthen tracking, documentation and reporting of activities undertaken under the respective agreements. |
| | **KRA 2: Average Score** | **100** | **50.9** | **49.1** | |
| KRA 3: Pollution prevention, management and control | 3.1: Reduce environmental pollution (land, water, noise and air) | 100 | 64.7 | 35.3 | The achievement was attributable to Government funding for plastic waste management, operationalization of the ENVIS system, strengthened environmental policies and regulations, enhanced collaboration with the National Police Service and County |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | | | | | Governments, complementary development partners support, and improved staff capacity, which collectively enhanced programme implementation and service delivery. The Variance was recorded due to resource constraints and implementation delays arising from the transition to the e-GP system |
| | 3.2 :To promote public behavioral change on environmental change | 100 | 60.7 | 39.3 | The achievement was attributable to strengthened collaboration and strategic partnerships with government agencies, county governments, development partners, the private sector, and local communities, complemented by the use of digital platforms to enhance training and capacity building. The variance was due to resource constraints |
| | **KRA 3: Average Score** | **100** | **62.7** | **37.3** | |
| KRA 4: Sustainable utilization of Natural Resources | 4.1: To enhance blue economy initiatives | 100 | 69.0 | 31.0 | Performance was driven by strong achievement in water-quality inspections and community capacity-building but held back by unfinished policy instruments and slow stakeholder partnership. |
| | 4.2: To promote green and circular economy for enhanced resource use and efficiency | 100 | 56.9 | 43.1 | Great achievement in policy development, MRF establishment and EPR rollout however, there was a weak delivery on community-level initiatives. |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | 4.3: To enhance integration of environmental considerations in environment and trade | 100 | 17.0 | 83.0 | There was participation in Basel, Rotterdam, Stockholm Conventions, UNCCD, Ramsar, BBN Montreal Protocol. |
| | **KRA 4: Average Score** | **100** | **47.6** | **52.4** | |
| KRA 5: Institutional Capacity | SO 5.1: To strengthen corporate and environmental governance and coordination | 100 | 68.0 | 32.0 | Support was provided for Board meetings and activities as scheduled in the Board Almanac. The review of the EMCA (Conservation and Management of Wetlands) Regulations, 2025 was undertaken and the draft Regulations were subsequently forwarded to the Ministry for further legislative processing. However, some planned outputs, including sensitization on environmental legislation, guidelines and completion of other outstanding regulatory instruments, were not achieved within the period. |
| | SO 5.2: To Strengthen Human Capital | 100 | 51.3 | 48.7 | Progress was recorded in the review of the organizational and staffing requirements, with the workload and skills gap analysis initiated and a draft report prepared. The Human Resource Manual and career progression guidelines were reviewed and the job alignment report was completed. A recruitment plan was developed and 59 staff were recruited against the planned target of 30. However, a number of planned outputs remained outstanding, including completion of the workload and skills gap analysis, |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | | | | | implementation of staff welfare and talent management initiatives, and other planned human capital interventions. |
| | 5.3: To enhance financial sustainability of the Authority | 100 | 75.2 | 24.8 | Revenue mobilisation and financial resource mobilisation activities were undertaken, with Government funding amounting to KSh 841 million against a target of KSh 599 million and KSh 1.279 billion mobilized externally against a target of KSh 700 million. Internally generated revenue amounted to KSh 2.354 billion against a target of KSh 2.5 billion. The Authority also undertook revenue monitoring and continued implementation of measures to strengthen Appropriation-in-Aid collection. The shortfall in internally generated revenue and outstanding activities relating to strengthening A-I-A collection, operationalization of the Deposit Bonds mechanism, development of bankable proposals and improvement of donor-fund absorption contributed to the variance. |
| | 5.4: To enhance Corporate Planning and Performance Management | 100 | 57.7 | 42.3 | Annual and Quarterly work plans, and Performance Contracts were prepared, signed and cascaded to the relevant departments, providing a basis for institutional performance planning and accountability. Quarterly and annual corporate performance progress reports were prepared and consolidated to track |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | | | | | implementation against planned targets. The Authority achieved a composite performance score of 3.0967 which was below the set target of 2.8. The variance was mainly attributed to underachievement in selected M&E and strategic planning outputs, including monitoring and evaluation of programmes, projects and activities, development of M&E tools, and finalization of the reviewed M&E Policy. The Department also continued to support compliance with the Authority's Quality Management System (QMS) and ISO 9001 requirements through performance monitoring, documentation and continuous improvement of processes. |
| | 5.5: To leverage on ICT to automate service delivery | 100 | 50.4 | 49.6 | Progress was made in the automation of services and processes, with the proportion of services and processes automated reported at 80% against a target of 70%. The Authority also progressed with ICT-related infrastructure and systems activities. However, several planned ICT outputs remained outstanding, including completion of the nationwide internet infrastructure upgrade, procurement of outstanding ICT equipment and software licenses, undertaking and implementation of the network audit, rollout of VoIP to outstanding regional and county offices, adoption of the AI |

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| Key Result Areas | Strategic Objective | Target (%) | Achievement (%) | Variance (%) | Remarks |
|---|---|---|---|---|---|
| | | | | | document-analysis tool, preparatory work towards ISO/IEC 27001:2022 certification, finalization of the Business Continuity Plan and scaling up of Disaster Recovery Plan testing. |
| | 5.6: To enhance corporate image | 100 | 93.0 | 7.0 | Progress was made in implementing planned initiatives to enhance the Authority's corporate image. The Authority implemented various planned corporate image and visibility initiatives during the reporting period. However, some planned outputs were not fully achieved, resulting in a 7 percentage-point variance from the target. |
| | 5.7: Risk management and assurance | 100 | 75.0 | 25.0 | Progress was made in maintaining the institutional risk management and assurance processes. However, implementation of the reviewed Institutional Risk Management Framework remained outstanding. |
| **KRA 5: Average Score** | | **100** | 67.2 | 32.8 | |
| **Overall Average Score** | | **100** | **60.1** | 39.9 | |

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## Appendix V: Analysis of Performance at Outcome Level

| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| KRA 1: Climate Change Mitigation and Adaptation | | | | | | |
| SO1.1 To contribute to increased climate-resilient sustainable development | Enhanced resilience and reduced Greenhouse Gas Emissions for Sustainable development | No. of people with reduced vulnerability or increased resilience to climate change | 4,000 | 12,835 | 8,835 | The progress was achieved through climate-resilient livelihood interventions under the Adaptation Funded programme *"Integrated program to build resilience and adaptive capacity of vulnerable communities in Kenya"* which was implemented in 16 ASAL counties. The Global Environment Facility (GEF) funded project *"Strengthening Forest Management for Improved Biodiversity Conservation and Climate Resilience in the Southern Rangelands of Kenya (2024-2027)"* has also strengthened resilience in the Narok and Kajiado Counties. Approximately 8,335 individuals adopted drought-tolerant and high-value food crops, while 4,500 individuals adopted alternative climate-resilient livelihoods. Additional resilience is being enhanced through irrigation, water harvesting, ecological land management, mangrove rehabilitation and disaster risk reduction interventions. |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| SO1.2: To contribute to the shift to low-emission sustainable development pathways | | GHG emissions per year ($CO_2$eq) | 94 | 105.15 $MtCO_2e$ (2025 estimate) | 11.15 | Kenya's total greenhouse gas (GHG) emissions were equivalent to 113,366GgCO2eq in 2022 (Kenya, 2025)[1]. Kenya has over 400 carbon projects that have contributed to the reduction of GHG emissions. This, coupled with enhanced afforestation and reforestation, rangelands conservation, conservation agriculture, energy efficiency management in industry and adoption of electric mobility are gradually reducing GHG emissions. The carbon market development in Kenya has seen an issuance of approximately 52.4 million tonnes of carbon credits issued through the Clean Development Mechanism (CDM) and the Voluntary Carbon Market standards, including over 12.3 million CERs under the CDM, largely from renewable energy, improved cookstoves and water purification. |
| KRA 2: Protection, Conservation and Restoration of Ecosystems | | | | | | |
| SO2.1: To Enhance the Integrity of Ecosystems | Well-protected, conserved and efficiently managed ecosystems | Ha of wetlands restored and protected | 30, 000 | 24, 100 | (5, 900) | The 5,900 ha variance highlights both progress and gaps. While 80 percent of the wetlands target by 2025 was achieved, corrective measures are needed to accelerate restoration, strengthen service delivery, and align with Kenya's national and international environmental priorities (Gaps in restoration undermine ecosystem services such as flood control, carbon |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | sequestration, and fisheries), and Kenya's contribution to global climate commitments, especially the Blue Carbon Ecosystem NDC target of 100,000 ha by 2035. |
| SO2.2: To Promote Integration of Environmental Considerations into Development Policies, Plans, Programs and Projects | | Environment Performance Index | 64.8 | 60.62 (2019) | (4.18) | Performance was 4.18 index points below the mid-term target. However, the reported achievement of 60.62 relates to 2019 and does not provide a current measure of performance during the review period. An updated assessment is required to determine progress in integrating environmental considerations into national policies, plans, programmes and projects. |
| SO2.3: To Promote Research, Investigation and Surveys in the field of environment | | No. of research projects initiated | 15 | 15 | 0 | The mid-term target of 15 research projects was achieved, including research relating to water and air quality. The achievement strengthens the evidence base for environmental regulation and decision-making; however, the projects should be disseminated and their findings applied to policy and programme implementation. |
| | | % level of implementation of the Environmental research agenda | 75 | 50 | (25) | The variance of 25 percent has implications on the role of NEMA on evidence-based policy advice and impacts on the climate resilience agenda. Additionally, enforcement on plastics is affected because of limited data. This has implications on delivery of the sustainability aspirations, achievement of SDGs and the NDCs under Paris Agreement. This calls for increased |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | mobilization of resources as well as partnerships. |
| SO2.4: To Support implementation of Multilateral Environmental Agreements and obligations | | % of obligations fulfilled | 100 | 100 | 0 | NEMA has provided the necessary technical backstopping on the MEAs. |
| KRA 3: Pollution prevention, management and control | | | | | | |
| SO3.1: To reduce environmental pollution | Environmental pollution levels minimized | Air quality index | 80 | 100 | (20) | This target contributed to the attainment of a clean and healthy environment and is one (1) of the critical indicators of pollution control in urban areas. It also has a direct bearing on the disease burden of the country translating to respiratory complications and contributing to impaired development in infants and the general morbidity and mortality rates in a country. Clean air index also supports other attractions such as global marathon races. |
| | | % Level of compliance and enforcement | 40 | 60 | 20 | Increased enforcement and compliance levels contributed to improved environmental management by ensuring adherence to environmental laws, regulations and standards; Strengthened monitoring, inspection and corrective actions taken, leading to higher compliance among regulated entities; Incidences of environmental pollution and |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | degradation are reduced, resulting in better protection of ecosystems, improved environmental quality, sustainable utilization of natural resources and enhanced public health outcomes. |
| | | % Reduction of plastic pollution | 65 | 80 | 20 | This target contributed to the protection of human health and the environment. Reducing production, consumption and improper disposal of plastics minimize human exposure to microplastics, which release hazardous chemicals and pollutants that have been associated with increased risks of cancer and other health disorders through prolonged exposure. Additionally, reduced plastic use lowers the accumulation of plastic waste in rivers, drainage systems and other waterways, thereby preventing blockages, reducing flooding risks, improving water flow and enhancing the overall health of aquatic ecosystems. |
| | | volume of solid waste generated and collected in tonnes (T in Mn) in 47 Counties | 20 | 25 | 5 | The overachievement of 5 tonnes is correlated to adoption of circular practices such as design, repair, reuse and recycling. It also speaks to the triple planetary crisis. There is an urgent need to delink prosperity from generation of solid waste through implementation of the waste hierarchy principles. Targeted messaging at various levels including operationalization of the colour codes to promote waste segregation at source. This area could offer opportunities for innovation and creation of new businesses |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | as well as mainstreaming of informal waste collectors. |
| SO3.2: To promote public behavioral change on environmental management | | % Increase in the number of people sensitized on environmental management | 60 | 80 | 20 | Enhanced public understanding of environmental issues promotes positive behavioral change. Enhanced awareness also strengthens public participation in environmental decision-making, improves compliance with environmental regulations, supports community-led conservation efforts and contributes to improved environmental quality and sustainable development outcomes. |
| | | % Adoption of environmental sustainability practices by public/private entities | 25 | 26 | 1 | This achievement contributed to enhancing access to international markets, where Environmental, Social and Governance (ESG) requirements are becoming increasingly stringent and influential in trade and investment decisions. |
| 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 | 110 | 91 | 19 | 80 Main River and 11 Lakes were identified and pollution reduced. |
| SO4.2: To promote green and circular economy for | Reduced amount of waste generated in | No. of waste collectors identified and registered | 200 | 0 | (200) | No waste collectors were reported as registered against the target of 200, indicating non-achievement of the target and limiting formalization, traceability and |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| enhanced resource use efficiency | the environment | | | | | oversight of waste-collection services. The reported variance of 200 is inconsistent with the target and actual achievement and should be validated. |
| | | Quantity of solid waste collected (Tonnage) | 40 | 0 | (40) | No solid-waste tonnage was reported against the target of 40, resulting in non-achievement and limiting evidence on progress towards reducing waste in the environment. The apparent duplication with a related KRA 3 indicator should be resolved by clarifying indicator ownership, data sources and reporting responsibility. |
| | Reduced amount of waste generated in the environment | No. of companies adopting circular economy initiatives | 120 | 0 | (120) | The Authority has advanced EPR implementation, MRF work and stakeholder engagement. 13 private companies have adopted Material Recovery Facility (MRF) models, demonstrating increased private-sector participation in waste recovery and circular economy practices. |
| SO4.3: To enhance integration of environmental considerations in environment and trade | Increased proportion of environmentally certified products in trade | % level of consumer awareness on eco-friendly products | 100 | 0 | (100) | No comparable consumer-awareness measurement was reported against the target of 100 percent. Participation in environmental and trade-related processes does not constitute evidence of consumer awareness; therefore, a baseline and standardized assessment should be undertaken to measure progress in promoting eco-friendly consumption and environmentally sustainable trade. |
| KRA 5: Institutional Capacity | | | | | | |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| SO 5.1: Improved corporate and environmental governance and coordination | Improved corporate environmental governance and coordination | No. of environmental legislations, standards and guidelines reviewed/developed | 3 | 1 | 2 | The Authority reported that one (1) of the targeted three (3) environmental legislations, standards and guidelines had been reviewed/developed by the mid-term, leaving a gap of 2. The review of the EMCA Wetlands Regulations 2025 represents progress towards strengthening the environmental regulatory framework; however, the outstanding instruments indicate that the intended improvement in corporate and environmental governance has not yet been fully achieved. This may limit the Authority's ability to provide a comprehensive regulatory framework and effectively support environmental compliance and enforcement.<br><br>The Authority should fast-track the drafting, review and stakeholder consultation processes for the remaining instruments and monitor their completion against the approved timelines. |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| SO 5.2: Enhanced human capital development | Enhanced human capital development | Employee satisfaction index | 70 | 75.6 | 5.6 | The Authority reported an employee satisfaction index of 75.6 against a mid-term target of 70, exceeding the target by 5.6 points. The higher satisfaction level indicates improved employee morale, engagement and motivation, which can support increased productivity and improved quality and continuity of service delivery. The result demonstrates positive progress in creating a work environment that supports employee engagement and the effective execution of the Authority's mandate.<br><br>The Authority should sustain employee welfare, recognition, and communication and engagement initiatives and continue monitoring satisfaction levels to consolidate the improvement. |
| SO 5.2: Improved productivity measurement | Improved productivity measurement | Productivity index | 2.0 | 2.571 | 0.571 | The Authority reported a productivity index of 2.571 against a mid-term target of 2.0, exceeding the target by 0.571. The result indicates improved utilization of human and institutional resources and points to greater efficiency in the delivery of the Authority's functions and services. The improvement supports more timely and cost-effective service delivery and contributes to the effective implementation of the Authority's mandate. |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | The Authority should sustain process improvements, strengthen performance management and identify practices that can further enhance productivity across functions. |
| SO 5.3: Financial stability and sustainability | Financial stability and sustainability | Amount of internally generated revenue (A-I-A), KSh Mn | 4300 (Ksh. Mn) | Ksh2,683.86 (Ksh. Mn) | (1617) (Ksh. Mn) | The Authority generated Ksh.2,683.86 million against a mid-term target of Ksh.4,300 million, representing a shortfall of Ksh.1,617 million. The result indicates a lower-than-targeted contribution from internally generated revenue, which constrained the Authority's financial capacity to fully support planned programmes and activities. The Authority should strengthen revenue mobilisation, address system and regulatory challenges affecting revenue collection, and enhance monitoring of key revenue streams to improve financial sustainability. |
| SO 5.3: Financial stability and sustainability | Financial stability and sustainability | Amount of GOK funds disbursed, KSh Mn | 3000 (Ksh. Mn | Kshs 1,263.02 | (1737) (Ksh. Mn) | The Authority received Ksh.1,263.02 million against a mid-term target of Ksh.3,000 million, resulting in a shortfall of Ksh.1,737 million. The lower level of GoK funding reduced the resources available to finance planned programmes and activities, thereby affecting the Authority's capacity to fully implement its mandate.<br>The Authority should strengthen engagement with the National Treasury and other relevant stakeholders to advocate for adequate and timely funding of priority programmes. |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| SO 5.3: Financial stability and sustainability | Financial stability and sustainability | Amount mobilized externally, KSh Mn | 250 (Ksh. Mn) | 6.56 (Ksh.Bn) | (243.5) (Ksh. Mn) | The Authority mobilized Ksh.6.56 billion against a mid-term target of Ksh.250 million, significantly exceeding the target by Ksh.6.31 billion. The result demonstrates enhanced capacity to mobilise external resources and strengthens the Authority's financial capacity to implement environmental and climate-related programmes beyond available Government funding. The Authority should sustain and diversify external resource mobilisation efforts and strengthen management of mobilized funds to support long-term financial sustainability. |
| SO 5.4: Improved performance | Improved performance | Composite score | 2.8 | 3.0967 | (0.2967) | The Authority reported a composite performance score of 3.0967 against a mid-term target of 2.8, representing a short fall of 0.2967. The result indicates that the desired level of improved performance was not fully attained during the reporting period. The Authority should therefore strengthen the implementation of performance improvement interventions, enhance monitoring of performance against set targets, and address identified areas of underperformance to improve the composite performance score during the remaining plan period. |
| SO 5.5: Operational efficiency | Operational efficiency | % of services and processes automated | 70 | 80 | 10 | The Authority reported that 80 percent of services and processes had been automated against a mid-term target of 70 percent, exceeding the target by 10 percent. The increased level of automation |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | indicates progress in improving operational efficiency, reducing processing time and enhancing accessibility and convenience for service users, thereby supporting responsive service delivery. The Authority should continue automating priority services and processes while strengthening system integration, user support and monitoring of the benefits arising from automation. |
| SO 5.6: Improved customer satisfaction | Improved customer satisfaction | Customer satisfaction index | 57 | 60.3 | 3.3 | The Authority reported a customer satisfaction index of 60.3 against a mid-term target of 57, exceeding the target by 3.3 points. The improvement indicates a better customer experience and growing confidence in the Authority's services, which supports its service delivery mandate and public standing. The Authority should sustain customer feedback mechanisms, address recurring service delivery gaps and use customer satisfaction data to guide continuous improvement of services. |
| SO 5.7: Reduced risk levels | Reduced risk levels | Low level of risk | Low | Low | Low | The Authority reported that the institutional risk level remained Low against the mid-term target of Low. Maintaining a low risk level indicates continued attention to risk management and contributes to operational resilience and business continuity, thereby safeguarding the Authority's ability to implement its strategic objectives without significant disruption. The Authority should continue periodic risk identification, assessment |

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| Strategic Objective | Expected Outcome | Outcome Indicator | Target (Mid-Term) | Actual Achievement (Mid-Term) | Variance | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | and treatment, with close monitoring of emerging risks and timely implementation of mitigation measures. |

## Appendix VI: Pending Priorities and Interventions

| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| KRA 1: Climate Change Mitigation and Adaptation | Continuous operationalization of the designated national authority carbon registry as detailed in the carbon markets regulation 2024. | Discharge the functions of the DNA as per the law - Implement the DNA and Registry functions as per section 7 and 12 of the Carbon Markets Regulations and Articles 6.2 and 6.4 of the Paris Agreement on cooperative approaches. |
| KRA 2: Protection, Conservation and Restoration of Ecosystems | National biodiversity inventory and information management | Complete the national biodiversity inventory and upgrade the National Biodiversity Clearing House with functional and regularly updated data sources. |
| | Biodiversity monitoring guidelines | Finalize and operationalize guidelines for biodiversity monitoring, access, utilization and benefit sharing. |
| | Riparian ecosystem rehabilitation | Develop and implement a coordinated programme for rehabilitation of priority riparian areas, with clear institutional responsibilities and measurable restoration targets. |
| | Ecosystem management planning and monitoring | Complete outstanding ecosystem management plans and establish systematic monitoring of their implementation and outcomes. |
| | County environmental planning | Scale up technical support and capacity building to counties to accelerate preparation and implementation of CEAPs, environment performance indices and environmental management plans including ESAs. |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Strategic environmental assessment | Strengthen county capacity and institutional coordination to facilitate application of SEA in policies, plans, programmes and projects. |
| | Land degradation and ecosystem assessments | Complete outstanding land degradation, watershed and ecosystem assessments and integrate findings into national environmental planning and decision-making. |
| | Environmental research and knowledge management | Strengthen coordination, uptake and dissemination of environmental research to support evidence-based policy and ecosystem management. |
| | MEAs domestication and reporting | Accelerate review and development of national policies, legislation and reporting instruments required to implement and domesticate MEA obligations. |
| | Digitalization of environmental information | Complete digitization and spatialization of environmental research and monitoring data and strengthen interoperability of environmental information systems. |
| KRA 3: Pollution prevention, management and control | Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners | Partner with county governments and research institutions to undertake soil quality analysis of dumpsites |
| | Digitization of the developed environmental /natural resources frameworks/Accounts | Explore and leverage on existing GoK platforms, Partner with government agencies such as KRA, KENTRADE, E-Citizen and prioritize key frameworks for digitization |
| | Undertake ambient air quality monitoring in eight urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Thika, Athi-River, Kitengela) | Use of technology to obtain Ambient Air through the KOCEMS |
| | Test emissions for mobile sources | Develop a system to integrate with the testing centres for licensing applications and real time submission of data |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Capacity building for NEMA, County government staff and public to enhance compliance to regulations (BEC, POC and Compliance promotion) | Mobilize more resources from partners to support NEMA budget |
| | Mainstreaming sound chemical management in all institutions | Leverage on regulatory and licensing conditions, Low-Cost-High - Impact tools such as use of technology, leveraging on existing platforms to deliver chemicals management messages, Focus on High-Risk, Low – Cost Priority Actions |
| KRA 4: Sustainable utilization of Natural Resources | Engage stakeholders in better utilization of natural resources | Schedule sector-specific partnership meetings. |
| | Develop guidelines on cage fish farming | Fast track timely drafting and finalization of the cage fish farming guidelines |
| | Develop tools and instruments of the Economics of Environmental Policy for Blue Economy | Develop more appropriate economic policy instruments for the Blue Economy |
| | Carry out inspections on point & non-point source pollution of aquatic ecosystems | Sustain and scale up current inspections for point and non-point source pollution |
| | Develop Marine Spatial Plan guidelines | Finalize the Marine Spatial Plan guidelines, building on the existing draft and the SEA/083 review findings. |
| | Capacity building communities on aquatic resource utilization | Conduct community engagement on aquatic activities and track cumulative stakeholders engaged. |
| | Training of local communities on relevant governance structure, policies, regulations and appropriate technologies | Schedule training of local communities on relevant marine litter management and aquatic resource utilization |
| | Identify and address policy and regulatory gaps aimed at enhancing uptake of circular economy practices | Identify and finalize additional policies to close the remaining gap. |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Propose and lobby for appropriate fiscal incentives to catalyze green and circular economy transition in conjunction with relevant stakeholders | Escalate the fiscal incentives proposal to relevant stakeholders |
| | Align policies, standards and guidelines to support and integrate circular economy practices and technologies into Kenya's economic and environmental framework. | Undertake a review of the policy, standards and guidelines framework supporting circular economy practices and technologies. |
| | Develop standards and guidelines to execute NEMA's roles in EPR implementation | Fast track finalization of standards and guidelines to execute NEMA's roles in EPR implementation |
| | Register waste collectors' cooperatives | Conduct a formal cooperative-registration for waste collectors |
| | Linking waste collectors' cooperatives to secondary markets | Develop a framework to link waste collectors cooperatives to secondary markets |
| | Coordinate the establishment and operationalization of Material Recovery Facilities (MRF) - Development and implementation | Finalize development and implementation of the Material Recovery Facilities (MRFs) guidelines. |
| | Establish community-Based/ owned plastic recycling value chain | Capacity build communities on plastic recycling value chains |
| | Undertake enforcement actions on waste segregation at source | Sensitize the public on waste segregation. |
| | Public education and awareness forums e.g./i.e. Loop Forum | Conduct public education and awareness forums / Loop Forum |
| | Promote Education for Sustainable Development | Promote Education for Sustainable Development into ongoing curriculum, education institutions and community programs review processes |
| | Capacity build stakeholders on green and circular economy initiatives | Strengthen stakeholder capacity on green and circular economy initiatives. |
| | Establish County solid waste management facilities with ten minimum points | Establish county solid waste management facilities |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Promote four (4) waste management value chains | Promote four waste management value chains |
| | Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others | Strengthen environmental advisory and follow-up on relevant national, regional and international processes |
| KRA 5: Institutional Capacity | Review existing environmental legislation and guidelines | Complete the development, review and finalization of outstanding environmental legislation and guidelines, including addressing pending comments, securing the necessary approvals and facilitating their operationalization. |
| | Create awareness on environmental legislation and guidelines | Undertake targeted sensitization and awareness programmes on environmental legislation and guidelines for staff, regulated entities and other relevant stakeholders to enhance understanding and compliance. |
| | Recruit staff as per the plan | Continue recruitment and deployment of staff in priority areas, subject to approved staffing levels and available resources, to address critical capacity gaps and support effective service delivery. |
| | Identify services for outsourcing | Finalize the identification and assessment of suitable services for outsourcing and operationalize the outsourcing arrangements for approved services to improve efficiency and optimize the use of available resources. |
| | Train and develop staff | Continue implementing the staff training and development programme, prioritizing identified competency gaps, emerging skills requirements and critical areas necessary to improve staff performance. |
| | Undertake training impact assessment | Finalize the training impact assessment, analyze the extent to which training has improved staff competencies and performance and implement recommendations arising from the assessment. |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Operationalization of mortgage and car loan schemes | Operationalize the mortgage and car loan schemes by finalizing the necessary policy, administrative and financing arrangements and facilitating access by eligible staff. |
| | Establish NEMA pension scheme | Finalize the establishment and registration of the NEMA Pension Scheme and put in place the necessary governance and administrative structures for its operationalization. |
| | Undertake work place audit | Undertake the workplace audit to assess working conditions, employee needs, workplace practices and areas requiring improvement and document the findings for management action. |
| | Implement recommendations of the audit | Implement and monitor priority recommendations arising from the workplace audit to address identified workplace gaps and improve the working environment. |
| | Develop succession management strategy | Finalize and approve the succession management strategy, identify critical positions and talent pipelines and develop an implementation plan to support continuity of institutional leadership and critical functions. |
| | Develop and implement mentoring and coaching guidelines | Finalize and implement mentoring and coaching guidelines, establish appropriate mentorship arrangements and monitor participation and outcomes to support knowledge transfer and staff development. |
| | Increase the Appropriation In- Aid (A-I-A) | Address e-Citizen and system challenges affecting revenue collection and strengthen revenue mobilization from Environmental Impact Assessment (EIA) fees, Extended Producer Responsibility (EPR) and other approved revenue streams. |
| | Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums. | Actively participate in budget negotiations, Sector Working Groups and other relevant budget forums to advocate for adequate resource allocation to priority programmes and core development activities. |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Promotion of efficient use of available resources | Develop and operationalize a budgeting software system to strengthen budget tracking, monitor approvals and expenditure, improve reporting and support timely management decision-making. |
| | Operationalize and Monitor the Deposit Bonds mechanism | Ensure full implementation and monitoring of the Deposit Bonds Regulations, including strengthening compliance, tracking bond obligations and enhancing accountability in the management of deposit bonds. |
| | Automate supply chain processes | Strengthen automation of supply chain processes through adoption and effective utilization of the electronic Government Procurement System (e-GP) to improve efficiency, transparency, compliance and timely procurement. |
| | Supplier sensitization on procurement opportunities | Conduct regular supplier sensitization and awareness programmes to provide information on procurement opportunities, requirements and procedures and enhance supplier participation in Authority procurement processes. |
| | Procure Electronic Document Management System (EDMS) | Undertake procurement and implementation of an Electronic Document Management System to improve document storage, retrieval, workflow management, records security and institutional information management. |
| | Procurement of ICT equipment: Procurement of Computers | Procure and deploy 200 computers to address identified ICT equipment gaps and improve staff access to reliable computing facilities. |
| | Procurement of ICT equipment: Procurement of Licenses | Procure and deploy the required Microsoft and Office licenses to ensure availability of compliant and functional software for staff operations. |

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| Key Result Area | Pending Priorities/Milestones | Proposed Interventions |
|---|---|---|
| | Undertake & Implement Network Audit | Conclude the Network Audit, identify infrastructure, performance and security gaps, and implement priority recommendations to strengthen network reliability and performance. |
| | Nationwide Implementation of Voice Over IP (VoIP) | Procure and implement a Voice over IP (VoIP) solution to strengthen internal communication, improve connectivity across offices and enhance the efficiency of voice communication services. |
| | Enhancement of Data protection and Information Security: ISO/IEC 27001:2022 Certification | Implement the ISO/IEC 27001:2022 certification process, including strengthening information security controls, addressing identified gaps and undertaking the required assessment and certification activities. |
| | Develop a Business Continuity Plan | Finalize and secure approval of the Draft Business Continuity Plan and establish mechanisms for its implementation, review and periodic testing. |
| | Improve Disaster Recovery and Security: | Develop, test and operationalize disaster recovery and security plans for critical services to strengthen the Authority's preparedness, resilience and ability to maintain essential operations during disruptions. |
| | Implement customer satisfaction survey findings | Implement pending recommendations arising from the customer satisfaction survey, track their implementation and undertake a follow-up survey to assess improvements in the customer satisfaction index. |
| | Review and Implement the IRMF | Finalize the review of the Institutional Risk Management Framework (IRMF), sensitize staff on the revised framework and roll out its implementation, including strengthening risk identification, assessment, monitoring and reporting across the Authority. |

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**Appendix VII: Priority Activities for the Remaining Plan Period**

| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| KRA 1: Climate change mitigation and adaptation | Overseeing the delivery of programs and projects of the Authority | 10 |
| | Formulating, designing and developing programs and projects | 5 |
| | Developing program interventions for environmental management | 5 |
| | Coordinating donor engagement and support for program and project implementation | 5 |
| | Liaising with and strengthening relationships with NEMA partners | 5 |
| | Initiating the development, review and implementation of policies and procedures for effective coordination of partners | 10 |
| | Identifying and securing new strategic partnerships | 6 |
| | Mobilizing resources from partners to support implementation of priority programs and projects | 6 |
| | Full operationalization of the DNA and the Kenya National Carbon Registry as prescribed in section 7 and 12 Climate Change (Carbon Markets) Regulations 2024 | 20 |
| | **Sub-Total for KRA 1** | **72** |
| KRA 2: Protection, Conservation and | Undertake baseline and follow up research/ assessment on land degradation in Kenya | 33 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| Restoration of Ecosystems | Assess the status of aquatic and terrestrial ecosystems | 5 |
| | Restore degraded aquatic and terrestrial ecosystems in the country | 10 |
| | Identify and inventorize biological diversity of Kenya | 2 |
| | Upgrade the National biodiversity clearing house with data sources features | 2 |
| | Identify key species and the ecosystems | 1 |
| | Develop guidelines for monitoring biodiversity (access, utilization and benefit sharing) | 3 |
| | Prepare and implement ecosystems management plans | 5 |
| | Identify selected Environmental Significant Areas (ESAs) | 8 |
| | Review ICZM action plan | 7 |
| | Coordinate preparation of State of Environment (SOE) and State of the Coast (SOC) reports | 95 |
| | Develop NEAP | 15 |
| | Sensitize the county Governments on the EAP guidelines | 10 |
| | Provide technical support to Counties on development of CEAPs | 5 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Asses the status of implementation of Land Degradation Neutrality (LDN) voluntary targets | 29 |
| | Review and align National Action Program (NAP) to UNCCD Strategic Framework and voluntary LDN targets | 4 |
| | Digitize research data spatially | 8 |
| | Mapping and inventory of regulated facilities | 20 |
| | Participate in environmental research & dissemination of findings | 10 |
| | Collaborate in environmental research with diverse agencies | 2 |
| | Organize national environmental research conferences | 20 |
| | Capacity build agencies on Environmental sustainability | 15 |
| | Review provisions of new MEAs in order to advise government on ratification. | 4 |
| | **Sub-Total for KRA 2** | **313** |
| KRA 3: Pollution prevention management and control | Undertake research on water quality in major water basins | 20 |
| | Undertake research on sustainable waste management (Implement the research findings on waste management) | 43 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Undertake mapping and inventory of environmental chemical and pollution hotspots (sites, facilities, town etc.) and sectors | 39 |
| | Establish a national waste information/accounting system | 40 |
| | Undertake ambient air quality monitoring in eight urban areas (Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Thika, Athi-River, Kitengela) | 31 |
| | Facilitate environmental compliance through cross referencing of lab analysis data from facilities | 40 |
| | Establish a National Reference Laboratory for analysis of environmental chemical pollutants | 240 |
| | Laboratory equipment calibration and maintenance | 60 |
| | Develop Experimental proficiency test program for the designated laboratories | 35 |
| | Monitor pollution patterns in water bodies including marine litter and marine plastics | 66 |
| | Thwake River upstream clean up pollution control and catchment management | 46 |
| | Undertake soil quality analysis of dumpsites and its surrounding in the 47 counties in collaboration with research institutions & other partners | 30 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Develop appropriate Environmental/ Natural Resources framework/Accounts for Kenya in selected sectors | 45 |
| | Collection of relevant data and piloting of the developed frameworks and accounts | 45 |
| | Digitization of the developed frameworks/Accounts | 32 |
| | Develop and implement Anti-Microbial Resistance (AMR) Surveillance and inspection manuals and plans for Environment sector | 7 |
| | Sensitize the public on pollution control and waste management | 36 |
| | Integrate environmental sustainability practices in NEMA operations | 30 |
| | Develop pollution control licensing conditions and guidelines aimed at pollution prevention in various regimes | 12 |
| | Process various licensing regimes with pollution control measures and standards | 26 |
| | Test emissions for mobile sources | 35 |
| | Undertake compliance monitoring | 44 |
| | Undertake Environmental Control Audits | 44 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Undertake continuous Pollution control inspections and prosecutions countrywide | 45 |
| | Enforce single use plastic ban countrywide | 116 |
| | Undertake technical back stopping and coordinate lead agencies on environmental compliance and enforcement | 25 |
| | Undertake investigations and co-operation in prosecution of environmental offenders | 40 |
| | Classify and attend to environmental incidences | 32 |
| | Facilitate climate change co-curricular activities for learning institutions | 28 |
| | Capacity building for teacher educators on environmental management | 13 |
| | Develop and disseminate Information, Communication and Education (IEC) materials | 35 |
| | Create, acquire and maintain environmental education materials for library and resource centers | 56 |
| | Develop and implement sector specific environmental programs | 26 |
| | Mainstreaming sound chemical management in all institutions | 42 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Strengthen awareness and education on sound chemical management in all institutions | 36 |
| | Construction of centers of excellence | 210 |
| | Implement the centers of excellence operational strategy | 24 |
| | Train various sectors on environmental management | 26 |
| | Engage the public on environmental activities | 35 |
| | Develop sector specific templates for inspections | 18 |
| | Undertake bi-annual conference on environment | 11 |
| | Enhance collaboration framework with Ministries, Counties, Departments and Agencies (MCDA) | 33 |
| | Undertake training on Basic Enforcement Course (BEC) and gazette NEMA and county government staff | 26 |
| | Monitor implementation of EIA/EA and SEA curriculum by training institution | 20 |
| | Undertake principles of compliance and Enforcement for NEMA and county staff | 25 |
| | Sensitize the regulated community on environmental laws and MEAS | 18 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Undertake compliance promotion programs for industries | 15 |
| | Undertake ESD and RCE awareness programs | 15 |
| | **Sub-Total for KRA 3** | **2016** |
| KRA 4: Sustainable utilization of natural resources | Engage stakeholders in better utilization of natural resources | 12.6 |
| | Develop guidelines on cage fish farming | 6 |
| | Develop tools and instruments of the Economics of Environmental Policy for Blue Economy | 30 |
| | Terrestrial and rangelands restoration and monitoring | 250 |
| | Routine monitoring wetlands | 200 |
| | Carry out inspections on point & non-point source pollution of aquatic and marine ecosystems | 50 |
| | 15 Ramsar sites identification and listing process | 150 |
| | Develop Marine Spatial Plan guidelines | 10 |
| | Propose and lobby for appropriate fiscal incentives to catalyze green and circular economy transition in conjunction with relevant stakeholders | 3.9 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Align policies, standards and guidelines to support and integrate circular economy practices and technologies into Kenya's economic and environmental framework | 1.7 |
| | Establish E-Waste recycling facility (E-waste recycling facility was established by AEHPMP project which was terminated before the facility materialized.) | 102.5 |
| | Register waste collector's cooperatives | 23.4 |
| | Linking waste collector's cooperatives to secondary markets | 23 |
| | Coordinate the establishment and operationalization of Material Recovery Facilities (MRF) | 6.5 |
| | Implementation of MRF guidelines | 13 |
| | Establish community-Based/ owned plastic recycling value chain | 12.5 |
| | Undertake enforcement actions on waste segregation at source | 2.7 |
| | Create awareness and build technical capacity for waste prevention, segregation at source, recycling and industrial symbiosis | 24.6 |
| | Promote Education for Sustainable Development | 0.6 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Capacity build stakeholders on green and circular economy initiatives | 21.9 |
| | Establish County solid waste management facilities with ten minimum points. (Lobby the County Government to set aside development funds for 10 minimum points) | 140 |
| | Capacity building of stakeholders and communities on cleaner technologies | 15.8 |
| | Participate and provide advisory in the National, Regional and International processes and meetings on Trade, Regional integration, among others | 25 |
| | **Sub-Total for KRA 4** | **1125.7** |
| KRA 5: Institutional Capacity | Facilitate Board meetings | 60 |
| | Review existing environmental legislation and guidelines | 4 |
| | Develop new environmental legislation | 9 |
| | Create awareness on environmental legislations and guidelines | 4 |
| | Align staff with the new structure including aligning skills with the jobs | 1 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Identify services for outsourcing | 0.2 |
| | Develop Annual recruitment plan | 0.2 |
| | Recruit staff as per the plan | 120 |
| | Operationalize mortgage & Car loan schemes | 500 |
| | Train and develop staff | 100 |
| | Undertake training impact assessment | 1 |
| | Implement internship/attachment programs | 0.5 |
| | Develop reward and sanction framework | 2 |
| | Undertake employee engagement survey | 2 |
| | Implement recommendation of employee engagement survey | 1.5 |
| | Finalize reward & sanction framework | 1.5 |
| | Sensitize staff on the framework | 1.3 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Enhance employee performance and productivity mainstreaming | 5 |
| | Institute culture change programs | 10 |
| | finalize succession management policy | 0.2 |
| | Develop succession management plans for each department | 2 |
| | Develop and implement mentoring and coaching guidelines | 2 |
| | Improve work environment | 200 |
| | Continue implementing cross cutting policies (ADA, HIV/AIDS, Road safety, Corruption prevention, National values, Disability and Gender mainstreaming. | 7 |
| | Increase the A-I-A | 220 |
| | Engage and participate in the budget negotiations and Sector working groups in budget meetings or forums | 55 |
| | Operationalize and Monitor the Deposit Bonds mechanism | 11 |
| | Build capacity of staff to develop bankable proposals | 2 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Develop Bankable project proposals | 5 |
| | Adhere to the Public Financial Management Act 2015 (PFM Act 2015) and best financial management practices | 7.5 |
| | Strengthening internal financial control systems | 25 |
| | Promotion of efficient use of available resources | 20 |
| | Enhance capacity on development and marketing of fundraising concepts and proposals | 2 |
| | Engage the current development partners and negotiate for increase of NEMA allocation | 7 |
| | Promotion of efficient use of available resources | 10 |
| | Demand oriented planning | 25 |
| | Build a strong partnership with the suppliers | 10 |
| | Sensitization of Suppliers on Procurement opportunities | 5 |
| | Asset and inventory management | 6 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Contract management | 20 |
| | Monitor the implementation of the 2023-2027 strategic plan | 10 |
| | Undertake an End Term Evaluation of the SP 23-27 | 10 |
| | Prepare and monitor the implementation of the Authority's Performance Contracts | 8 |
| | Monitor and Evaluate the Authority's programs, projects and activities | 8 |
| | Develop an M&E framework | 7 |
| | Review and implement the Authority's Standard Operating Procedures | 15 |
| | Retain ISO certification | 10 |
| | Establish and implement EMS 14001:2015 standards | 5 |
| | Procure Electronic Document Management System (EDMS) | 10 |
| | Procurement of ICT equipment: Updated ICT Asset Register | 47.5 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Procurement of ICT equipment: Licensed Hardware | 7.5 |
| | Undertake & Implement Network Audit | 15 |
| | Implementation of a Nationwide of Voice Over IP (VoIP) | 9 |
| | Enhancement of Data protection and Information Security: ISO/IEC 27001:2022 Certification | 25 |
| | Develop a Business Continuity Plan | 2.6 |
| | Establish and operationalize NEMA TV | 35 |
| | Produce non-technical publications | 9 |
| | Implement branding guidelines | 11 |
| | Identify and implement CSR activities | 31 |
| | Implement customer satisfaction survey findings | 4 |
| | Undertake review of internal controls | 19 |
| | Undertake Audit of Information Systems | 2 |

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| Key Result Area | Key Activities | Budget (Ksh. Mn) |
|---|---|---|
| | Undertake Governance Audit | 2 |
| | Undertake Legal Compliance Audit | 2 |
| | Defend the Authority in civil litigation and court cases where the Authority is sued or named as a party | 4 |
| | Review and Implement the IRMF | 50 |
| | **Sub-Total for KRA 5** | **1823.5** |
| | **Total** | **5350.2** |

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