

REPUBLIC OF KENYA



MINISTRY OF ENVIRONMENT, CLIMATE
CHANGE AND FORESTRY

DRAFT STRATEGIC PLAN

2023-2027

MAY 2023

FOREWORD

It is with great pleasure that I present the Ministry of Environment, Climate Change and Forestry's Strategic Plan (2023-2027). The Ministry recognizes the critical role our environment and forestry play in sustaining life, supporting livelihoods, and driving economic growth. As we move forward the challenges, we face in safeguarding a sustainable environment, healthy ecosystems and sustained biodiversity have become complex, multisectoral and urgent. Climate change, land degradation, biodiversity loss, pollution, depletion of natural resources and waste are some of the Environmental issues that need precise and urgent interventions for inter and intra generational equity. This Strategic plan reflects our commitment to addressing these challenges through a 3P solution focused on People, Planet and profit. It outlines our priorities and the actions we will take to achieve our goal and mandate over the next 5 years.

The Ministry is also cognizant of the value of a people centered approach in implementation of programs, plans and policies. Through this strategic plan, collaborative efforts with partners and enhanced public participation in the management, protection and conservation of the environment and forestry will be achieved. The incorporation of a bottom-up approach in the sector activities has been highlighted as a game changer towards achieving the Ministry's mandate through enhanced synergies.

We are confident that the Strategic plan will serve as a road map to guide the Ministry, development partners and the citizenry towards a resilient and sustainable environment. We look forward to working with all stakeholders to realize our vision and Constitutional aspiration of a clean and healthy environment for the benefit of present and future generations.

Hon. Soipan Tuya, CBS

Cabinet Secretary

PREFACE

The Strategic Plan 2023-2027 provides a solid base upon which the Ministry will accomplish its mandate of management and protection of the environment, sustainable use of natural resources, mitigation and adaptation to climate change patterns to ensure a healthy and sustainable environment for present and future generations in Kenya. The plan details strategies and activities that will enable achievement of the goals of the Ministry. A review of the previous period revealed key strategic issues that require attention, in particular, high rates of deforestation, drastic and erratic climate change patterns, high levels of pollution, threat of biodiversity loss due to human activities such as land use changes, poaching, and overexploitation.

In the plan period 2023 – 2027, the Ministry will focus on pursuing five key result areas namely Environment, Climate Change and Forestry Governance; Conservation, Protection and Management of Environment and Forestry Resources; Climate Change Adaptation and Mitigation; Agro-forestry and Commercial Forestry Management; Resource Mobilization and Partnerships. For each of these result areas, strategic objectives and strategies have been formulated, and relevant activities identified to guide implementation of the plan over the planned period. While the achievement of the planned objectives will require adequate resource allocation – human and financial – frequent evaluation of available resources will be necessary to ensure that a balance is maintained between achieving the key priorities for each year progressively and the available resources. In addition, to ensure that the Strategic plan 2023-2027 is owned, relevant and easily adopted by all stakeholders at implementation stage, a consultative approach was used to gather insights, views, and expert opinions from all key stakeholders of the Ministry through a variety of forums.

This plan provides the necessary direction, clarity of purpose and required resources to enable the Ministry deliver on its mandate as expected by all Kenyans. It is therefore my hope and belief that through the initiatives in this Strategic plan, in the next five years, the Ministry will create a healthier and more sustainable environment for Kenyans.

We extend sincere gratitude to all those who contributed to the planning, coordination, and preparation of the plan.

Eng. Festus Ng'eno
Principal Secretary
State Department for Environment and
Climate Change

Ephantus K. Kimotho
Principal Secretary
State Department for Forestry

ACKNOWLEDGEMENT

This Strategic plan carries the ambitions and aspirations of the people as reflective in the Constitution and the Kenya Kwanza plan. It sets out the sector for significant milestones to be achieved towards environmental and forestry conservation, protection and sustainable management. The plan was developed through an all-inclusive approach.

Special thanks go to the Cabinet Secretary who played a significant role in giving strategic direction and guidance throughout the development process. We wish to also extend our appreciation to all the heads of Directorates, SAGAs and staff whose input enormously contributed to the development of this plan. The effort and dedication of the technical staff was imperative towards setting objectives, strategic goals and SMART targets based on a desirable future.

Our gratitude is also extended in a special way to development partners, civil society and other stakeholders who gave valuable input and invested time and resources towards development of this Plan. Their invaluable insight and positive criticism were significant towards the development of a comprehensive and visionary plan.

The implementation of this plan will require focus, dedication and collaboration by all stakeholders, and we look forward to walking the journey together. We remain committed to the full realization of our aspirations as outlined in the plan by leveraging on partnerships and technology in recognition of the shared values that we hold as a country.

Eng. Festus Ng'eno
Principal Secretary
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Principal Secretary
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CONCEPTS AND TERMINOLOGIES

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ASALs	Arid and Semi-Arid Lands
AU	African Union
BAU scenario	Business-As-Usual Scenario
BETA	Bottom-up Economic Transformation Agenda
CBOs	Community Based Organizations
CIDPs	County Integrated Development Plans
CoK	Constitution of Kenya
CFAs	Cooperative Framework Agreements
COPS	Conference of Parties
CPPMD	Central Planning and Project Monitoring Department
CTS	Carbon Trading System
DANIDA	Danish International Development Agency
EAC	East Africa Community
E -waste	Electronic waste
EMCA	Environmental Management and Coordination Act
EPR	Extended Producer Responsibility
E-PROMIS	Electronic Project Monitoring Information System
GFCS	Global Framework for Climate Services
GHG	Green House Gases
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
IFMIS	Integrated Financial Management System
JICA	Japan International Cooperation Agency
KEFRI	Kenya Forestry Research Institute
KFS	Kenya Forest Service
KFW	Kreditanstalt für Wiederaufbau
KIDDP	Kenya-Italy Debt for Development Program
KMD	Kenya Meteorological Department
KOICA	Korea International Cooperation Agency
KPI	Key Performance Indicator
KRA	Key Result Area
KWS	Kenya Wildlife Service
KWTA	Kenya Water Towers Agency
LDN	Land Degradation Neutrality
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments & Agencies
MEAs	Multilateral Environmental Agreements
MoECC&F	Ministry of Environment, Climate Change and Forestry
MSME	Micro, Small and Medium Enterprise
MTP	Medium Term Plan
NBSAP	National Biodiversity Strategies and Action Plans
NCCC	National Climate Change Council

NDC	Nationally Determined Contribution
NECC	National Environmental Complaints Committee
NEMA	National Environmental Management Authority
NET	National Environment Tribunal
NETFUND	National Environment Trust Fund
NIMES	National Integrated Monitoring and Evaluation System
PCBs	Poly Chlorinated Biphenyls
PES	Payments for Ecosystem Services
PESTEL	Political Economic Social Technological Environmental Legal
PFMRs	Public Financial Management Reforms
PPPs	Public Private Partnership
SAGAs	Semi-Autonomous Government Agencies
SDEP	State Department for Economic Planning
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities and Threats
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNESCO	United Nations Educational Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
USAID	US -Agency for International Development
VDS	Vision 2030 Delivery Secretariat
ICT	Information Communication Technology
WMO - RTC	World Meteorological Organization Regional Training Centre
WMO	World Meteorological Organization Convention

EXECUTIVE SUMMARY

The Ministry of Environment, Climate Change and Forestry was created vide Executive order No. 1 of 2023 on the organization of Government of Kenya. It is mandated to undertake National Environment policy and Management, Forestry development policy and management, Development of Forests, re-forestation, and agroforestry, Restoration of strategic water towers, Kenya Forestry services Protection and conservation of Natural environment, Resource surveys and remote sensing. Climate change policy, Pollution control, Lake Victoria Environmental management programme, Restoration of Lake Naivasha basin, Kenya Metrological department, Kenya meteorological training, Conservation and Protection of wetlands.

According to the Executive Order, the Ministry also provides policy guidance, capacity building, resource mobilization, coordination and oversight for the following statutory institutions:

- National Environment Management Authority
- National Environment Trust Fund (NETFUND)
- Kenya Water Towers Agency (KWTA)
- Kenya Forest Service (KFS)
- Kenya Forestry Research Institute (KEFRI)
- National Environmental Complaints Committee (NEEC)

The Ministry's strategic plan (2023-2027) provides a roadmap that the ministry will pursue within the five years between 2023 and 2027. The plan builds on the achievements of the previous plans, the First-Generation Strategic Plan (2004-2007), the Second-Generation strategic Plan (2008-2012) and the Third Generation Strategic Plan (2013-2017). The plan takes cognizance of the risks and challenges identified during the implementation of the previous plans and considers the country's aspirations and commitments to excel regionally and globally in environment and natural resources conservation and management as well as delivery of quality services to all citizens.

The proposed mission statement is 'To Conserve, protect, and sustainably manage the environment and natural resources to ensure a clean, health and safe environment'.

The proposed core values are as follows:

1. Professionalism-ethical to service delivery.
2. Innovativeness: promote and support new ideas, methods and products.
3. Integrity; uphold honesty, high moral standards and intolerance to corruption.
4. Teamwork: build cordial working relations and team spirit.
5. Customer oriented Focus: oriented to customer needs'

6. Inclusivity: Equal access to opportunities.
7. Clean environment: maintain a clean, healthy and safe environment.

The plan also outlines the guidelines principles and enablers that will be critical for the delivery of this plan.

This strategic plan identified five (5) Key Results Areas (KRA's) and strategic objectives that will be critical to the implementation of the proposed plan.

1. **Environment, Climate Change and Forestry Governance-** Strengthen Environmental governance; Strengthen Climate change Governance; Strengthen Forestry Governance.
2. **Conservation, Protection, Management and restoration of Environment and Forestry Ecosystems-** Protect , conserve and manage the environment for sustainable development; Conservation and protection of wetlands for enhanced ecosystem benefits; Enhance sustainable waste management and pollution control; Mainstream circular economy in national development; Conserve and manage Lake Victoria and Lake Naivasha Basins for enhanced socio-economic benefits of the water resource; Restore ecological functions of forests ecosystems; Enhance sustainable forest plantation management; Increase forest and tree cover for enhanced economic and social and environmental benefits; Coordinate research and education in forestry and allied natural resources.
3. **Climate Change Adaptation and Mitigation-** Coordinate national climate action and reporting; Awareness creation and capacity Building of stakeholders for effective implementation of local climate action; Enhance access to means of implementation for local climate action; Strengthen Multilateral engagements and obligations on climate change; Strengthen human, infrastructural, technological and innovative capacities for meteorological services.
4. **Agro-forestry and Commercial Forestry Management-** Coordinate development of agroforestry and commercial forestry and commercial forestry in private and community lands; Development of non-timber forest products value chains; Agroforestry and commercial forestry enterprises and value chain development.
5. **Resource Mobilization and Partnerships-** Sustainable financing for environment, climate change and forestry conservation.

The strategic plan is set out into five chapters as follows:

Chapter one provides an overview of the Ministry's role, including the background and the mandate as currently constituted. It also highlights the global, regional and national

development issues as well as the Ministry's development role alongside the national development agenda.

Chapter two provides an outline of the situational analysis by reviewing the performance of the previous strategic plan (2018-2022) in terms of the achievements, challenges, lessons learnt and emerging issues during the implementation period. The chapter also presents a summary of the internal and external analysis embodied in the SWOT analysis and stakeholder analysis.

Chapter three presents the strategic model illustrating the interfacing of the Ministry's Key Result Areas, strategic objectives and strategies elaborated through a strategy matrix.

Chapter Four focuses on the implementation and coordination framework where the human and financial resources requirements, resource flow and risk management framework are provided.

Chapter Five provides the monitoring, evaluation and learning framework.

The proposed vision of the Ministry is 'Clean, Healthy, safe and sustainably managed environment and natural resources that yields low carbon and promotes climate resilient and sustainable development'.

1 CHAPTER ONE: INTRODUCTION

1.1 OVERVIEW

The chapter gives an overview of the Ministry's background, its mandate/functions as per the Executive Order No. 1 of 2023 on the Organization of the National Government and the Global, Regional and National Development, specific to its mandate. In addition, the chapter describes the Ministry's role vis-à-vis the National Development Agenda, - the Vision 2030, the fourth Medium Term Plan (2023-2027), the Bottom-up Economic Transformation Agenda (BETA), the UN agenda 2030 on Sustainable Development Goals (SDGs), AU Agenda 2063, EAC vision 2050 and Sendai Framework on Disaster Risk Reduction.

1.2 BACKGROUND

The Ministry of Environment, Climate Change and Forestry's history can be traced back to the Ministry of Lands, Game, Fisheries and Natural Resources which was first established in 1963. Increased attention to environmental matters after the Stockholm Conference of 1972 led to the creation of the Ministry of Environment and Natural resources in 1982. Ministry has evolved through the years with different names, in 2018, it was named as the Ministry of Environment and Forestry which later changed to the ministry of Environment, Climate Change and Forestry as per the Executive Order No. 1 of 2023.

The Ministry is tasked to oversee the management and protection of the environment, the sustainable use of natural resources and the mitigation and adaptation to climate change. The Ministry aims at ensuring a healthy and sustainable environment for present and future generations in Kenya. The Country continues to face significant environmental and climate challenges; however, the Ministry remains committed to addressing these issues and promoting sustainable development. The ministry takes cognizance and works to support the National development Agenda.

This strategic Plan is aligned to Vision 2030, which is the country's development blueprint that aims to transform Kenya into a newly industrialized middle-income country by the year 2030, the fourth Medium Term Plan (2023-2027), the Bottom-Up Transformation Agenda, the Sustainable Development Goals (SDGs) and Africa Agenda 2063.

The development of this Strategic Plan 2023-2027 was informed by the change of the ministry's mandate via the Executive order No.1 of 2023, and the Bottom-up Economic Transformation Agenda which is the National development agenda. The plan addresses

the challenges identified during the mid-term review of the SP 2018-2022 and incorporates the lessons learnt to inform the next planning phase 2023-27 as well as the feedback received from various public institutions and other stakeholders. In addition, the Strategic plan will guide the ministry in the implementation of its Programme and projects. The Strategic Plan development also considers the strong commitment the country has shown to environmental conservation and sustainability and the various initiatives and policies towards achieving the goals.

In order to effectively undertake its functions, The Ministry has two State Departments i.e. State Department for Environment and Climate Change and State Department for Forestry with thirteen technical directorates each headed by a director and 5 Technical Secretaries to coordinate technical functions. There are two (2) Administrative and planning Services directorates headed by Administrative Secretaries for each state department. The Ministry is complemented by ten Semi-autonomous Agencies with distinct functions that cut across and support the achievements of the Key Result areas.

1.3 MANDATE/FUNCTIONS OF THE MINISTRY

The Executive Order No. 1 of 2023 on the Organization of the National Government assigns the functions of the Ministry as follows:

- i. National Environment Policy and Management.
- ii. Climate Change/Action Policy.
- iii. Promotion of low carbon technologies to reduce emissions.
- iv. Restoration and Protection of Strategic Water Towers.
- v. Protection and Conservation of the Natural Environment.
- vi. Pollution Control ;
- vii. Lake Victoria Environmental Management Programme.
- viii. Restoration of Lake Naivasha Basin.
- ix. Meteorological Services.
- x. Conservation and Protection of Wetlands.
- xi. Forestry Development Policy.
- xii. Forestry Management.
- xiii. Support in Climate Change/Action Policy; and
- xiv. Development of Forests, Re-forestation, and Agro-forestry.

1.3.1 INSTITUTIONS

According to the Executive Order, the Ministry provides policy guidance, capacity building, resource mobilization, coordination and oversight to the following SAGAs under the Ministry:

National Environmental Management Authority (NEMA) (Environmental Management Co-ordination Act, No.8 of 1999): The Authority is mandated to ensure sustainable management of the environment through exercising general supervision and coordination over matters relating to the environment; and to be the principal instrument of government in the implementation of all policies relating to the environment.

National Climate Change Council (NCCC) (Climate Change Act, No. 11 of 2016): The Council provides an overarching national climate change coordination mechanism and ensures climate change functions are mainstreamed in both levels of governments.

Kenya Water Towers Agency (KWTA) (Executive Legal Notice No. 27 of 2012): The agency's mandate is to coordinate and oversee the protection, rehabilitation, conservation and sustainable management of all the critical water towers in Kenya.

National Environment Trust Fund (NETFUND) (Environmental Management Co-ordination Act, No.8 of 1999): The Fund's mandate is to facilitate research intended to further the requirements of environmental management, capacity building, environmental awards, environmental publications, scholarships and grants.

National Environmental Complaints Committee (NECC) (Environmental Management Co-ordination Act, No.8 of 1999): The Complaints Committee is charged with the task of investigating complaints or allegations regarding the condition of the environment in Kenya and suspected cases of environmental degradation. NECC also undertakes public interest litigation on behalf of the citizens in environmental matters.

Kenya Meteorological Department (KMD) The mandate of the KMD is to provide timely early warning weather and climate information essential for safety of life, protection of property and conservation of the natural environment. Contributing to socio-economic planning and sustainable national development, promoting long term observation and collection of meteorological, hydrological and climatological data, including related environmental data. The Department has additional mandate from the World Meteorological Organization Convention (WMO) which recognizes the KMD as the National Meteorological Service.

Kenya Meteorological Training College: The Institute is mandated with the responsibility of training personnel in Meteorology, Operational Hydrology and related geo-sciences in the country. The institute has additional mandate as a designated World Meteorological Organization Regional Training Centre (WMO - RTC) with the responsibility to organize and host specialized training courses in the English-speaking countries in Africa and parts of Asia due to its existing infrastructure, manpower and collaboration with other institutions both locally, regionally and internationally. The Institute offers regular courses as prescribed by WMO and tailor- made courses depending on the training needs.

National Environment Tribunal (NET): (EMCA 1999 Section 125) The National Environment Tribunal is mandated to hear and determine disputes arising from licensing decisions of NEMA, disputes arising in respect to forest conservation, management, utilization or conservation. The Tribunal is also mandated to determine disputes arising out of award of compensation by either the County Wildlife Conservation and Compensation Committee or KWS under section 25(6) of the Wildlife Conservation and Management Act 2013.

Kenya Forest Service (KFS) (Forest Conservation and Management Act, No. 34 of 2016): KFS mandate is to enhance development, conservation and management of Kenya's forest resources base in all public forests and assist County Governments to develop and manage forest resources on community and private lands for the equitable benefit of present and future generations.

Kenya Forestry Research Institute (KEFRI) (Science, Technology and innovation Act, No. 28 of 2013): KEFRI is mandated to conduct research in forestry and allied natural resources, disseminate research findings to stakeholders, build capacity of stakeholders and establish partnerships and cooperate with other research organizations and institutions of higher learning in joint research and training.

The National Environment Council: the council was established to coordinate the various environmental management activities being undertaken by lead agencies and promote the integration of environmental consideration to ensure sustainability.

1.4 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT ISSUES

The Environment and Natural Resources sector is facing several global, regional and national challenges.

1.4.1 GLOBAL ISSUES

Climate change: Kenya is experiencing the effects of climate change, including rising temperatures, changing rainfall patterns, and increased frequency and intensity of extreme weather events such as droughts and floods. The ministry is working to reduce greenhouse gas emissions and adapt to the changing climate to protect the country's ecosystem and biodiversity.

Biodiversity Loss: Biodiversity loss is a critical global issue that has been described as the sixth mass extinction in the history of planet. It refers to the gradual or rapid reduction of the variety of living species on earth as well as the loss of genetic diversity within species and ecosystems that support them. Biodiversity loss is a global issue that requires coordinated action at local, national, and international levels. The Ministry should protect biodiversity through the establishment of protected areas, the promotion of sustainable land use practices, and the development of policies and programs to address the root causes of biodiversity loss.

Land Degradation: Land degradation is a major global challenge, and Kenya is not exempt from this problem. Land degradation refers to the reduction or loss of the productive capacity of land, which can be caused by a range of factors, including human activities, climate change, and natural disasters. In Kenya, land degradation is a significant issue that affects both rural and urban areas. According to a report by the World Bank, over 80 percent of the land in Kenya is classified as arid and semi-arid, making it particularly susceptible to degradation. The Ministry should ensure there are sustainable land management practices, such as agroforestry, conservation agriculture, and the restoration of degraded lands. These practices can help to improve soil fertility, reduce erosion, and increase the productivity of the land. Additionally, there is a need for policy interventions to support sustainable land management practices and ensure the protection of natural resources in Kenya.

Pollution: Pollution is a significant global challenge that affects various aspects of human life and the environment, and Kenya is not immune to its effects. Kenya is facing several

pollution challenges that have detrimental impacts on the country's natural resources, public health, and economic development. Air pollution, water pollution and Land pollution are the forms of pollution in Kenya. The Ministry and relevant stakeholders should take appropriate measures such as enforcing environmental regulations, promoting sustainable waste management practices, and raising public awareness to combat pollution in the country.

Technological Changes: Technology has revolutionized the way people live, work and interact with each other, but it has also created new challenges for the environment. While technology has the potential to help address environmental issues, it also contributes to environmental problems such as climate change, pollution and depletion of natural resources. Some of the ways technology poses challenges are through E-waste, Carbon footprint among others. To address these challenges, it is important that the Ministry develops and implements sustainable technologies and practices that minimize the environmental impact of technology while still meeting the needs for connectivity and information.

Global Economic Crisis: The Global Economic Crisis presents a significant challenge to the Ministry such as budget cuts, increased poverty, reduced or lack of investments on projects and initiatives and reduced international cooperation. The Ministry should employ careful planning and strategic thinking to continue and make progress on environmental issues in such times.

Post Covid-19 Pandemic: Economies world over are taking advantage of the opportunity provided by the need to redefine their growth projectiles post- Covid 19 by choosing to adopt greener growth paths.

1.4.2 REGIONAL ISSUES

Transboundary Natural Resources Management: Kenya shares several trans-boundary natural resources including lakes, rivers, aquifers, wildlife and forests. For these shared resources, any policies and interventions often have implications for each country. It therefore calls upon the Ministry to play a leading role in the formulation of policies and conventions that are likely to impact on the shared natural resources. Hence, there is certainly going to be greater need for harmonized environment and natural resources sector policies and management of the natural resources within the region to avoid conflicts.

Land Degradation and Desertification: Kenya is part of the greater Horn of Africa region, which is prone to desertification due to combination of factors such as climate change, deforestation and overgrazing. The ministry needs to work with regional partners to address desertification and promote sustainable land use practices.

Cross-border environmental Issues: Many environmental challenges, such as water scarcity and pollution, are not limited to national borders and require regional cooperation and coordination. The ministry may need to work with other countries in the region to address cross-border environmental issues.

1.4.3 NATIONAL DEVELOPMENT ISSUES

Climate Change: Climate change poses a serious challenge to Kenya's social and economic development. In recent years, the country has experienced more frequent and intense extreme weather events which adversely affect food production, water supply, housing access, livestock production, wildlife and general livelihoods. Climate change can also create conducive conditions for the establishment and spread of invasive species.

GHG gas emission: Balancing between the need for rapid development and GHG emission reduction. Kenya is experiencing rapid economic growth, and there is a need to provide more energy to meet the growing demand for electricity, transportation, and industrial processes. However, this energy demand must be met while ensuring that the country meets its commitments to reduce greenhouse gas (GHG) emissions as outlined in the Paris Agreement.

Increase of invasive species: Invasive species are non-native organisms that invade and establish themselves in an ecosystem (forests ecosystem, water bodies and arable land), causing harm to native species, human health, and the economy. Invasive species such as the Dodder (*Cuscuta* species) *Ipomoea hildebrandtii* in the rangelands of Kajiado County, *Opuntia ficusindica* and *Opuntia stricta* in Laikipia County, *Cestrum* spp in Mt. Elgon and Aberdares range, *Prosopis juliflora* in several counties, *Lantana camara* in several counties have invaded and are causing significant harm.

Increase in population: The growing population places significant strain on the environment, water and natural resources resulting in encroachment of marginal lands to accommodate for human settlement.

Urban development and mobility: Kenya's population is rapidly urbanizing, with around 50 percent of the population living in urban areas. This rapid urbanization has led to a

proliferation of informal settlements and slums that lack basic services. The growth of these settlements has led to a significant increase in environmental problems such as pollution, deforestation, and land degradation.

Pollution and waste management: Pollution is evidenced by the presence of heavy metals and Poly Chlorinated Biphenyls (PCBs), dioxins, industrial chemicals, agro-chemicals in air and water bodies as well as catchment degradation continue to be major challenge to human health. The ministry will work to reduce pollution levels, promote recycling and waste reduction, and enforce environmental regulations to protect public health and the environment. The other elements of waste include:

a) Urban waste: The generation of urban solid, liquid and gaseous waste has been increasing proportionately with the rate of industrial development and the diversification of consumption patterns. A complexity of waste, with increasing levels of socio-economic development, has introduced large quantities of non-degradable wastes such as plastics and scrap metals. Additionally, it is estimated that only about 27.7 percent of the urban centres in the country have some form of sewerage collection.

b) Increase in e-waste: this is due to advancement and dynamism in technology. In Kenya, the use of electronic devices has increased rapidly in recent years, and with it, the amount of e-waste being generated. Unfortunately, most of this e-waste is improperly disposed of in landfills, burned in open pits, or even dumped in rivers and other water bodies, leading to serious environmental and health risks.

Land Degradation and Desertification: Land degradation is a major challenge in Kenya, with significant loss of fertile soil, deforestation, and overgrazing in many parts of the country. The ministry will implement policies and programs to address land degradation and promote sustainable land use.

Poverty and inequality: Poverty and inequality are significant challenges in Kenya, which can exacerbate environmental challenges. The ministry may need to address challenges related to access to resources, education, and employment opportunities, which can have significant impact on environmental sustainability.

Deforestation and Forest Degradation: Kenya's forests are under threat due to unsustainable logging, charcoal production, and encroachment for agriculture and settlements. The ministry must implement effective policies and programs to promote sustainable forest management and prevent deforestation and degradation.

Biodiversity Loss: Kenya is home to rich biodiversity, but the country is facing biodiversity loss due to habitat destruction, overexploitation, invasive species, and pollution. The

ministry must work to protect and conserve endangered species and ecosystems, including marine ecosystems, forests and grasslands.

1.5 POLICY AND LEGISLATIVE FRAMEWORKS GUIDING THE MINISTRY

There are various policies and legislations that guide the Ministry. The notable policies and legislations include:

Constitution of Kenya

The Constitution of Kenya is very particular on environmental issues which are articulated in Article 42, 43, 69, 70. The Constitution accords every person a right to a clean and healthy environment and the environment should be protected for the benefit of present and future generations.

Kenya Vision 2030

Kenya's Vision 2030 is a long-term development blueprint for the country that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment. The vision is anchored on three pillars; economic, social, and political, and recognizes the critical role that the environment sector plays in achieving sustainable development. The Environment, Climate Change and forestry is supported in the social pillar, with the theme of building a just and cohesive society that enjoys equitable social development in a clean and secure environment.

Fourth Medium Term Plan (MTP) (2023-2027)

The MTP is a five-year plan that implements the Kenya Vision 2030 which is a development blueprint. The MTP IV contains five sectors namely: Finance and Production Economy; Infrastructure; Environment and Natural Resource; Social Sector; and Governance and Public Administration.

Over the medium term, the Ministry through the Fourth Medium-Term Plan (2023-2027) has prioritized implementation of economic recovery strategies to re-position the economy on a steady and sustainable growth trajectory. The Ministry will focus on the Environment conservation and management, forest conservation and management, protection and conservation of wetlands, restoration and protection of water towers among others to ensure that the Fourth Medium Term Plan is achieved.

Bottom-up Economic Transformation Agenda

The Strategic Plan 2023-2027 is anchored and aligned to the Bottom-Up Economic Transformation Agenda which outlines the government priority focus areas for development. The Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth, the agenda aims at increasing investments in the five sectors that form the core pillars these include: Agricultural Transformation; Micro, Small and Medium Enterprise (MSME); Housing and Settlement; Healthcare; Digital Superhighway and Creative Industry. The agenda also includes the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture and Arts; and Governance.

The objective of providing a clean, healthy, safe and sustainably managed environment is consistent with Chapter Five of the Constitution of Kenya. The BETA aims at mainstreaming issues of environment conservation, climate change mitigation and adaptation, halt and reversal of deforestation, biodiversity loss and land degradation, in all Government programmes and in both levels of Government.

The strategic plan as guided by the Bottom-Up Economic Transformation Agenda is committed to reduce greenhouse gas emissions by 32 percent by 2030 as contained in Kenya's Nationally Determined Contribution (NDC). In addition, the Plan adopts a Bottom-Up 3P solutions with greater focus on the people, planet and profit through prioritizations of biomass energy (wood fuel), agro-forestry and solid waste management value chains.

The Strategic plan also considers the strategy involving modernizing and commercializing the charcoal value chain by adopting modern kilns, decriminalize the charcoal trade, supporting scaling up of clean cooking technologies and promoting youth-owned and operated briquette-making enterprises. To support the solid waste management value chain, the strategic plan will focus on adopting the Extended Producer Responsibility (EPR) model based on household level separation, organize waste collectors into cooperatives and provide circular economy waste separation sites/infrastructure. Under the agro-forestry value chain, the focus is on development of a policy and regulatory framework to attract climate finance funds to facilitate establishment of 5 million acres (20,000 km²) agro-forestry woodlots in drylands.

The Ministry will also develop and implement policies and strategies to tap into the global carbon market opportunities, green and climate financing mechanisms such as Green Climate Fund, promote green bonds and debt for climate swaps among others.

East Africa Community Agenda 2050

The Vision 2050 lays out a broad East Africa's perspective in which the region optimizes the utility of its resources to narrow the gap in terms of social wellbeing and productivity. The EAC Vision 2050 emphasizes harnessing natural resources for value addition and transformation of the economy to the benefit of the EAC, and for sustainable environment management. The vision also underscores the importance of a strengthened institutional framework for sustainable development which responds coherently and effectively to current and future use of natural resources, and efficiently bridges gaps in the implementation of the sustainable development agenda. The Ministerial Strategic plan seeks to harness Climate change adaptation and mitigation, promote Green growth /green economy and Sustainable use of natural resources as guided by the EAC Vision 2050.

Africa Union Agenda 2063

The plan is aligned to the Africa's Agenda 2063 which is blueprint and master plan for transforming Africa into the global powerhouse by 2063. The Ministry is committed to the achievement of the AU Agenda 2063 by Aspiring a prosperous Africa based on inclusive growth and sustainable development on promoting environmentally sustainable and climate resilient economies and communities. Aspiration 1 of the AU Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development.

United Nations agenda 2030 on Sustainable Development Goals

The Ministry is committed to the achievement of the SDGs and will focus on the following goals:

Goal 6 Clean Water and Sanitation: seeks to improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally. The goal also targets to Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and Lakes.

Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable with a target of reducing the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

Goal 12: Ensuring sustainable consumption and production patterns with a target 12.4 of achieving the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly

reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

Goal 13: Taking urgent action to combat climate change and its impacts with targets of: strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries; integrating climate change measures into national policies, strategies and planning and improving education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Goal 15: Protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. The targets are: ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements; promoting the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally and; combating desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land- degradation-neutral world.

The environmental, forest and natural resources issues are summarized in the Table 1.
Table 1: legislation and policies.

Policy/Legislation	Key environment, forestry and natural resources issues
The Constitution of Kenya	<ul style="list-style-type: none"> • Accords every person a right to a clean and healthy environment and the environment should be protected for the benefit of present and future generations. • Ensures sustainable exploitation, utilization, management and conservation of the environment and natural resources. • Works to achieve and maintain a tree cover of at least ten per cent of the land area of Kenya. • Protects genetic resources and biological diversity; eliminate processes and activities that are likely to endanger the environment. • Utilizes the environment and natural resources for the benefit of the people of Kenya
Kenya Vision 2030	<ul style="list-style-type: none"> • Aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of

	<p>life to all its citizens by 2030 in a clean and secure environment.</p> <ul style="list-style-type: none"> • Environment, Climate Change and forestry is supported in the social pillar, with the theme of building a just and cohesive society that enjoys equitable social development in a clean and secure environment
<p>Fourth Medium Term Plan (MTP) (2023-2027)</p>	<ul style="list-style-type: none"> • Focus on the Environment conservation and management, forest conservation and management, protection and conservation of wetlands, restoration and protection of water towers among others
<p>Bottom-up Economic Transformation Agenda (BETA)</p>	<ul style="list-style-type: none"> • Climate commitment to reduce emissions by 32 percent relative to “business as usual” by 2030. • Climate change impact mitigation, adaptation and resilience. Constitutional mandate to ensure at least 10 percent land area forest cover. • Mainstreaming ecological sustainable development. • Priority value chains: biomass energy (woodfuel), agroforestry, solid waste management] • Establish 5m acres (20,000 km²) agroforestry woodlots in drylands. • 1/3 reduction of emissions from residential cooking • Commitment (a) to modernise and commercialise the charcoal value chain specifically the adoption of modern kilns (b) decriminalize the charcoal trade (c) support scaling up of clean cooking technologies (e) promote youth owned and operated briquetting enterprises where agricultural waste is available in commercially viable quantities (coffee waste, rice husks, maize cobs, coconut husks etc) • Complement Extended Producer Responsibility (EPR) with a “bottom up” community based/owned value chain. Organise waste collectors into cooperatives. Provide “circular economy” waste separation sites/infrastructure quantities (coffee w
<p>East Africa Community Agenda 2050</p>	<ul style="list-style-type: none"> • Emphasizes harnessing natural resources for value addition and transformation of the economy to the benefit of the EAC, and for sustainable environment management. • also underscores the importance of a strengthened institutional framework for sustainable development which responds coherently and effectively to current and future use of natural resources.

<p>Africa Union Agenda 2063</p>	<ul style="list-style-type: none"> • Aspires to have a prosperous Africa based on inclusive growth and sustainable development. • Goal 7 is on Environmentally sustainable and climate resilient economies and communities, with various targets, including: sustainable natural resource management and Biodiversity conservation; climate resilience and natural disasters preparedness and prevention.
<p>United Nations Agenda 2030 on Sustainable Development Goals</p>	<ul style="list-style-type: none"> • <u>Goal 6</u>: Clean Water and sanitation - seeks to improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally. - also targets to Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and Lakes. • <u>Goal 11</u>: Making cities and human settlements inclusive, safe, resilient and sustainable with a target of reducing the adverse per capita environmental impact of cities including air quality and waste management. • <u>Goal 12</u>: Ensuring sustainable consumption and production patterns with a target of achieving the environmentally sound management of chemicals and all wastes throughout their life cycle. • <u>Goal 13</u>: Taking urgent action to combat climate change and its impacts with a target of strengthening resilience and adaptive capacity to climate-related hazards and natural disasters in all countries; integrating climate change measures into national policies, strategies and planning; and improving education, awareness- raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. • <u>Goal 15</u>: Protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. The goal had a targets of; Ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements; Promoting

	<p>the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally; and combating desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land- degradation-neutral world</p>
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DRAFT

2 CHAPTER TWO: SITUATION ANALYSIS

2.1 OVERVIEW

This chapter gives a review of the previous strategic plan (2018-2022). It outlines the key achievements, challenges, emerging issues and the lessons learnt during the implementation of the plan. It analyses the environmental scan using the SWOT and PESTEL analytical tools. The chapter further identifies stakeholders, their roles and responsibilities and highlights emerging strategic issues for the next planning period. The budgetary need for the implementation of the strategic plan was Kshs. 41.9 billion while the Ministry raised Kshs. 37.9b through the exchequer and development partners, occasioning a budget deficit of Kshs. 4 billion.

2.2 KEY ACHIEVEMENTS

The Ministries Strategic plan under review had four (4) key result areas and eighteen (18) strategic objectives. The Key Result Areas were:

1. Environmental Conservation and Management
2. Forest and Biodiversity Conservation and Management
3. Climate Change and Weather Information
4. Governance, Research and Institutional Framework.

Under Environmental conservation and management, the Ministry continuously undertook annual ambient air quality monitoring in three (3) major urban centres (Nairobi, Mombasa, Kisumu), Two thousand and six hundred (2600) inspections were also undertaken in all counties on enforcement of single-use plastic ban leading to a 87% reduction of the banned single-use plastic in the environment which surpassed the target of 3,000 inspections, 4 integrated management plans were launched, 28,649 Environmental Impact assessment reports were received and processed while 26,707 licenses were issued, 100% environmental audits were targeted and achieved, two (2) cases of significant environmental importance and setting precedent on the protection and management of the environment were heard and determined. The cases enhance environmental management and protection through the requirement for climate baseline studies and outlining effective public participation in environmental governance.

Awareness creation on environmental management and protection was enhanced through the publication and distribution of one hundred and sixty (160) scientific journal papers, book chapters, guidelines, policy briefs, technical and research notes. Through Climate change guidelines and curriculum development for schools, the Ministry set the stage for

cultural transformation by inculcating desirable skills and knowledge through education in learners.

The Ministries' mandate and strategic objectives were also achieved through adoption of 72,890 ha of land under climate resilient management resulting in 38,923 households benefiting from project services. High quality tree seeds totaling 158,336 kilograms were also produced, distributed and 288 ha of seed orchards and seed stands were established in all eco-regions. An additional 11 seed centers were constructed, and 144 technologies were developed to support establishment and management of forest plantations and farm forestry.

Through enhanced partnerships and resource mobilization, KShs. 6.6 billion was raised through development partners to support environmental management including Restoration and sustainable management of Forest Ecosystem. The Ministry supported green technologies in waste management, renewable energy, forestry, climate smart agriculture and air pollution control through 185 projects to transition to green businesses and nature-based enterprises. Additionally, prioritized measures such as the automation of environmental licensing systems, e-registration of saw millers and weather stations were successfully implemented to enhance timely and effective service delivery.

The adoption of technologies focused on environmental management and protection was enhanced through spearheading the adoption of Water harvesting technologies in the drier areas. This resulted in the installation of 14,373 water pans (including those established during the pilot phase), 418 farmers benefitted from drip irrigation kits, while Aerial seeding and the Jaza Miti APP were employed in the sector.

Under Forest and Biodiversity Conservation and Management, the Ministry increased forest cover from 6.99% in 2010 to current 8.83% in 2021 equivalent to 5,226,191.79 Ha of forested area. National Tree Cover was determined to be 12.13% equivalent to 7,180,000.66 Ha. A total of 514,031,272 tree seedlings were produced. Trees planted over the period were 106,282,091 in an area of 85,982 ha.

In collaboration with other state agencies, the Ministry reclaimed and sustained surveillance operations on an area of 55,884.5 Ha of public forest land that was illegally encroached and settled on 2.6 million Ha of gazetted forests were protected. Natural regeneration of forest and water tower ecosystems was also enhanced through reduced anthropogenic factors as a result of the fencing of 30km of the Mau ecosystem, 120 km Mount Kenya, 54 km of Eburu forest, and 54KM of Marsabit forest. To support community interventions

around water towers, 1,620 beehives were provided to community groups to set nature-based enterprises around water towers. In addition, 18 water towers were assessed.

Under Climate Change and Weather Information, the Ministry installed 3 Automatic Weather Observing Systems for Moi Airport, Laikipia airbase and Moi Airbase and 120 Automatic Weather Stations. Through automation, data for early warning systems was generated. A cluster system for climate diagnostic laboratory was also acquired.

Under Governance, Research and Institutional Framework, the Ministry reviewed the Environmental Management and Coordination Act. It also developed the Solid Waste Management Act 2022, Water Towers Bill and Policy, and Meteorological Bill and Policy. The Ministry revised and submitted Updated Kenya's Nationally Determined Contributions targets of Greenhouse Gas emissions reductions to 32% by 2030 relative to the BAU scenario of 143 MtCO₂eq. It also coordinated the implementation of the National Climate Change Action Plan II (2018-2022) which resulted into the development of National Climate Change Learning and Awareness Strategy, National Long Term-Low Emission Development Strategy for 2050, and establishment of the Integrated Measurement Reporting and verification System for Kenya.

As part of its commitments to fostering partnerships at the international and regional level, the Ministry met its obligations to Multilateral Environmental Agreements through the submission of the sixth National Report (6NR) to UNCBD, the LDN targets report to UNCCD, and the revised NBSAP 2019-2030 to UNCBD secretariat.

2.3 CHALLENGES

During the previous strategic plan period, the Ministry and her agencies experienced the following key challenges:

- a) **Global Pandemic:** The COVID-19 pandemic hampered effective and timely implementation of most planned activities, plans, programmes and policies across the sector.
- b) **Litigation:** Court cases hinder implementation and operationalization of projects, programmes, plans and policies in the Ministry.
- c) **Technical capacity:** inadequate resources to replace staff who exit the service and inadequate technical officers.
- d) **Invasive species:** affected ecosystems services and loss of biodiversity leading to environmental degradation.

- e) **Natural calamities:** such as forest fires, floods, rising water levels in lakes, drought among others, hampered the progress made in natural forest conservation and restoration of degraded landscapes.
- f) **Operationalization of intergovernmental collaboration framework:** Inadequate collaboration between the Ministry, its agencies and County governments that hampers implementation of devolved environmental and forestry functions.
- g) **Inadequate Legislative Capacity:** existing legislative framework has various gaps which limit the capability of various sector institutions to effectively perform their mandates.
- h) **Inadequate Funds:** Inadequate funding for natural resources conservation and management as well as late release of funds and austerity measures affected programmes and projects implementation.
- i) **Insecurity:** limited performance of functions due to insecurity in parts of the country.

2.4 EMERGING ISSUES

a) Rising waters

Rising water levels in lakes, Oceans, rivers and dams has resulted in negative socio-economic impacts in many regions in the country thus requiring urgent intervention. Understanding hydro-meteorological drivers of this scenario is important in designing short- and long-term measures/interventions.

b) Big data

Big data is the emergence of the study and application of data sets that are complex for traditional processing application software. A data fusion platform is required to generate information to develop a unique and large set of meteorological and environmental data. This introduces aspects of complex technology to handle large volume data sets and will be useful in the following areas:

- i. Blue economy.
 - ii. WMO Global Framework for Climate Services (GFCS).
 - iii. WMO Integrated Global Observation System (WIGOS).
 - iv. Transboundary initiatives; and
 - v. Free trade agreement (multilateral) discussions with the US, the UK and others with implications to consumer sensitivity to green practices.
- c) **Carbon Markets-** Lack of clear carbon benefit sharing mechanisms.
- d) **Artificial Intelligence-** environmental monitoring and data analysis, climate modelling and prediction thus informed decision making and tracking of endangered species.

2.5 LESSONS LEARNT

During the implementation of the previous Strategic Plan (2018-2022), various lessons were learnt and will inform the implementation of the strategic plan (2023 – 2027). These lessons include the following:

- i. The need for enhanced effective public participation through capacity building.
- ii. Timely mid-term review of strategic plan to give time for feedback and corrective mechanism.
- iii. There is a need for mainstreaming climate change in forest conservation and management programs.
- iv. Collaborative framework between the National and County governments is essential for sustainable forest resources management.
- v. Use of digital platform enhancing revenue collection and service delivery.
- vi. There is a need for proper preparedness for natural calamities and global pandemics.
- vii. The need for holistic approach, strategic partnerships and active engagement with partners and collaborators in Environmental and Forestry projects.
- viii. Species diversification with appropriate site matching in tree growing increase chances of tree survival contributing to forest cover at faster rate.
- ix. Promoting the growing of bamboo across different landscapes offers opportunities for the development of bamboo-based enterprises.

2.6 ENVIRONMENTAL SCAN

2.6.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is important in enabling the Ministry of Environment, Climate Change and Forestry determine gaps that exist between its current state and the desired future state and to inform the strategy development process. The intention is to ensure that there are strategies in place to reduce or counter the impact of threats and the Ministry takes full advantage of the available opportunities. A SWOT analysis of the Ministry was undertaken as discussed in table 2:

Table 2: Strengths, Weaknesses, Opportunities and Threats Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">▪ The Ministry has a clear mandate as per the Constitution of Kenya and the Executive order No. 1 of 2023.▪ A competent pool of professional staff spread across its State Agencies and Departments.	<ul style="list-style-type: none">▪ Slow adoption capacity to new technologies.▪ Weak information sharing mechanisms on environment, climate change and forest resource management.

<ul style="list-style-type: none"> ▪ Adequate representation throughout the country by its various institutions. ▪ Existence of enabling policies and legal framework for the bottom up approach in providing environmental solutions. ▪ Strong partnership with stakeholders. ▪ Existence of mechanisms of managing transboundary resources. ▪ Existing regulation focused on priority value chain in Biomass energy, Agro-forestry and Solid waste Management. ▪ Enhanced effectiveness and efficiency in operations through two (2) State departments created under the Ministry. ▪ Existence of legal framework for protecting Traditional intellectual property rights. 	<ul style="list-style-type: none"> ▪ Weak monitoring and evaluation mechanism of projects and programmes. ▪ Weak enforcement of environmental, climate change and forest laws and regulations. ▪ Inadequate data. ▪ Inadequate human capital and financial resources. ▪ Slow implementation of MEAs and Cooperative Framework Agreements (CFAs).
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ▪ The Ministry enjoys good relations and support from development partners and non-state actors. ▪ Existence of appropriate technology and innovations. ▪ The Presidential directive of accelerating to 30% National Tree cover by 2032. ▪ Existence of Public Private Partnership framework. ▪ There is high potential for investment and wealth creation in the sector. ▪ Kenya is a signatory to various regional and international treaties, protocols and conventions. ▪ The existence of diverse cultural values that promote conservation. ▪ Available skilled and unskilled labour force in the market to support the Bottom-up approach to provide Environmental Solutions ▪ Public Sector Reform Initiatives. ▪ Alignment of tax regimes to the goals on reduction of carbon emissions. 	<ul style="list-style-type: none"> ▪ Rapid manifestation of Climate change effects, Biodiversity loss and pollution impacting on Environment and Forestry sector. ▪ Low compliance with environmental laws and regulations ▪ High population leads to overdependence on limited natural resources. ▪ Relatively low funding for the environment and forestry sector. ▪ Unilateral development of trans boundary resources. ▪ Politicization of conservation issues ▪ Invasive species.

2.6.2 POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, ENVIRONMENTAL AND LEGAL

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis is a strategic framework used to identify and analyze factors that can impact an

organization or business. This process can help organizations to understand the external environment in which they operate and make informed decisions based on the insights gained. The analysis of these factors therefore describes the environment in which the Ministry operates and provides factors that may positively or negatively impact on the Implementation of this Strategic Plan.

Table 3: Political, Economic, Social, Technological, Environmental and Legal Analysis
POLITICAL

Observations	Implication
Two levels of government (National & County)	<ul style="list-style-type: none"> ▪ Provides a framework to devolve and decentralize environmental, climate change and forestry issues. ▪ Increased awareness in environmental sustainability. ▪ Challenge in the implementation of the intergovernmental coordination mechanisms ▪ Emerging challenges during transition pose a threat to the continuity of service provision. ▪ Increased demand for ministry service(s) at the county level.
Reorganization of Ministries	<ul style="list-style-type: none"> ▪ More efficient & effective utilization of resources. ▪ Clear mandate in management of Environment and Forestry resources.
Political goodwill	<ul style="list-style-type: none"> ▪ Enhanced support for environmental and Forestry conservation

ECONOMIC

Observations	Implication
Regional cooperation and integration	<ul style="list-style-type: none"> ▪ There is an increase in demand for environmental goods and services, hence more pressure on natural resources. ▪ Increase cost for implementation of MEA's
Discovery of oil, coal and other minerals	<ul style="list-style-type: none"> ▪ Risk for further degradation in prospecting, explorations, mining and extraction
Macroeconomic situation	<ul style="list-style-type: none"> ▪ Competition for scarce resources ▪ Increased poverty, hence increased reliance on environmental goods and services such as firewood and charcoal

Observations	Implication
	<ul style="list-style-type: none"> ▪ Taxation on green technology imports.
Improved infrastructure and linkages to markets	<ul style="list-style-type: none"> ▪ Promotion of value chain for nature-based enterprises. ▪ Globalization. ▪ Efficiency and minimization of wastage ▪ Carbon trading.
Unemployment	<ul style="list-style-type: none"> ▪ The proliferation of artisanal mining

SOCIAL

Observations	Implication
Youth population	<ul style="list-style-type: none"> ▪ Need for more involvement of young people in conservation and management of environment and forestry resources. ▪ Promoting youth-owned green enterprises.
Rapid urbanization and proliferation of informal settlements	<ul style="list-style-type: none"> ▪ Increased pollution, environmental degradation and challenges on waste management. ▪ Change in land use.
Increased public awareness on Environmental Rights.	<ul style="list-style-type: none"> ▪ Need to respond to public demands on environment and forestry resources management issues. ▪ Need to ensure clean healthy and safe environment as a human right as outlined in the constitution.
Cross-cutting issues (gender, youth empowerment, HIV/AIDS among others)	<ul style="list-style-type: none"> ▪ Need to mainstream cross-cutting issues in the environment and forestry resource sector.
Increased skilled labour	<ul style="list-style-type: none"> ▪ Larger pool of human capital to support Environmental initiatives.

TECHNOLOGICAL

Observations	Implication
<ul style="list-style-type: none"> ▪ New technologies available for data acquisition, processing and dissemination 	<ul style="list-style-type: none"> ▪ Cost-effective in data acquisition, processing and dissemination. ▪ Timely, accurate and reliable analyses of data. ▪ Increased capability in management of environmental data. ▪ Achievement of evidence-based decision-making.
<ul style="list-style-type: none"> ▪ Automation of Government systems and services (search engines, portals, applications). 	<ul style="list-style-type: none"> ▪ Transparent, reliable, efficient, cost-effective and predictable services. ▪ Increased demand for timely services. ▪ Easier communication with the public. ▪ Increased public participation.
<ul style="list-style-type: none"> ▪ Rapid technological advancement 	<ul style="list-style-type: none"> ▪ Increased e-waste generation. ▪ Skills redundancy and possible layoffs. ▪ Reduction of use of paper for communications and hence reduced pressure on forests. ▪ Improved service delivery. ▪ Increased capacity of awareness creation.
<ul style="list-style-type: none"> ▪ Waste disposal technologies 	<ul style="list-style-type: none"> ▪ Environmental sustainability.
<ul style="list-style-type: none"> ▪ Emergent and growth of social media 	<ul style="list-style-type: none"> ▪ Networking. ▪ Increased capacity of awareness creation.
<ul style="list-style-type: none"> ▪ Real-time Monitoring systems (remote sensing, weather observatory systems technologies) 	<ul style="list-style-type: none"> ▪ Real-time interventions to environmental concerns. ▪ Spatial dimensions of issues.
<ul style="list-style-type: none"> ▪ Availability of cleaner production systems for green economy 	<ul style="list-style-type: none"> ▪ Cleaner environment as a result of reduced carbon emissions.
<ul style="list-style-type: none"> ▪ Emerging technologies for the biological resources and conservation of the environment 	<ul style="list-style-type: none"> ▪ Environmental sustainability.
<ul style="list-style-type: none"> ▪ Increased capability of management of environmental and Forestry data 	<ul style="list-style-type: none"> ▪ Provide data Bases and information systems.

Observations	Implication
<ul style="list-style-type: none"> Value addition of nature-based enterprises 	<ul style="list-style-type: none"> Minimize losses and enhance shelf life thus Maximization of product value.

ENVIRONMENTAL

Observations	Implication
Biodiversity loss	<ul style="list-style-type: none"> Depletion, degradation of land and biological resources.
Climate change	<ul style="list-style-type: none"> Increased frequency of extreme weather events causing difficulty in the prediction of weather patterns and decreased production of natural resources. Mainstreaming of climate change actions in planning.

LEGAL

Observations	Implication
International treaties, conventions, protocols and agreements	<ul style="list-style-type: none"> Ratified International treaties, conventions and agreements.
Legal and legislative frameworks.	<ul style="list-style-type: none"> Strengthened sector Institutions.
The Constitution of Kenya	<ul style="list-style-type: none"> Alignment of legislation to give effect to the provisions of the constitution.

2.7 STAKEHOLDER ANALYSIS

Stakeholders are people who have vested interest in the issues and activities of the Ministry. The undertaking of Stakeholder analysis is imperative in identification and needs assessment. The Strategic Plan recognizes various stakeholders in environment and forestry management.

Table 4: stakeholders Analysis

Stakeholders Category	Expectations of the Stakeholder	Ministry's Expectation
Public/citizenry	<ul style="list-style-type: none"> Active participation Enhanced awareness in the sector Efficient and effective services 	<ul style="list-style-type: none"> Regular feedback on services. Responsive citizenry.

Stakeholders Category	Expectations of the Stakeholder	Ministry's Expectation
	<ul style="list-style-type: none"> ▪ Transparency and accountability in the service delivery 	<ul style="list-style-type: none"> ▪ Compliance with laws and regulations. ▪ Ownership and sustainability of projects.
Staff	<ul style="list-style-type: none"> ▪ Commitment to their welfare ▪ Excellent performance to be rewarded. ▪ Favorable terms & conditions of service and good work environment. ▪ Skills development and Job progression ▪ Efficient and effective Human Resource services. ▪ Participatory and fair appraisal ▪ Capacity development through the required training 	<ul style="list-style-type: none"> ▪ Improved productivity. ▪ Provide necessary skills and manpower. ▪ Exhibit good image of the Ministry. ▪ Efficient and timely services to the citizens and stakeholders. ▪ Adherence to policies, rules, & regulations of the ministry. ▪ Efficient utilization of resources allocated.
Researchers and academic institutions	<ul style="list-style-type: none"> ▪ Provide internships to their students. ▪ Share the generated data and information. ▪ Partnership and collaboration in research and policy formulation 	<ul style="list-style-type: none"> ▪ Training of Staff which are competent to deliver on the Ministry's mandate.
Ministries Department and Agencies (MDAs)	<ul style="list-style-type: none"> ▪ Effective coordination and formulation of Government policies plans and budgets. 	<ul style="list-style-type: none"> ▪ Implementation of policies plans and budgets that have been formulated. ▪ Timely reporting.
Contractors, Suppliers and Merchants	<ul style="list-style-type: none"> ▪ Timely payments for goods and services supplied. ▪ Procurement process which is transparent and accountable as well as Fair competition. 	<ul style="list-style-type: none"> ▪ Efficient, effective and timely delivery of goods and services. ▪ High standards of technical works undertaken, goods and services supplied that meet contractual obligations. ▪ Competitive pricing.
Professional bodies	<ul style="list-style-type: none"> ▪ Compliance by staff through registration, renewal and 	<ul style="list-style-type: none"> ▪ Improved standards of technical expertise and professional

Stakeholders Category	Expectations of the Stakeholder	Ministry's Expectation
	continuous professional development.	<p>management in the sector.</p> <ul style="list-style-type: none"> ▪ Partner in the implementation of ▪ Development projects and programmes. ▪ Improved innovation, research and development; and policy analysis. ▪ Capacity building of staff.
Non-State Actors such as NGOs, civil societies, CBOs and Others	<ul style="list-style-type: none"> ▪ Participation in the Ministry policies, projects and programmes development ▪ Provision of quality services in the environment and forestry resources sector 	<ul style="list-style-type: none"> ▪ Active participation and collaboration. ▪ Positive engagement.
Development partners and international organizations	<ul style="list-style-type: none"> ▪ Efficient use of Resources ▪ Achievement of planned outcomes of projects implemented. ▪ Involvement in planning for the sector ▪ Policy direction on development planning. 	<ul style="list-style-type: none"> ▪ Support specific programmes whose implementation is Coordinated by the Ministry. ▪ Timely disbursement of committed resources. ▪ Technical assistance to strengthen institutional capacity.
Parliament	<ul style="list-style-type: none"> ▪ Timely submission of draft policies and bills for legislation. ▪ Timely response to parliamentary questions. ▪ Efficient utilization of allocated resources. 	<ul style="list-style-type: none"> ▪ Timely legislation of policies and bills on Environment and Forestry. ▪ Adequate funding. ▪ Oversight.
Media	<ul style="list-style-type: none"> ▪ Provision of timely, accurate and reliable information. ▪ Collaboration and partnerships. 	<ul style="list-style-type: none"> ▪ Enhanced awareness on environment and forestry. ▪ Fair and responsible coverage and reporting.
County Governments	<ul style="list-style-type: none"> ▪ Policy guidance on environment, and forestry 	<ul style="list-style-type: none"> ▪ Proper implementation of policies, legislation

Stakeholders Category	Expectations of the Stakeholder	Ministry's Expectation
	<ul style="list-style-type: none"> ▪ Partnership in implementation of devolved and devolved functions in environment, and forestry. ▪ Capacity building on environment, and forestry. ▪ Technical assistance and support. 	<p>and regulations for both levels of Government.</p> <ul style="list-style-type: none"> ▪ Partnership in implementation of national programmes and projects. ▪ Timely and Quality provision of environment, and forestry services to the public.
Private sector	<ul style="list-style-type: none"> ▪ Increased involvement of Public Private Partnership (PPPs) for environment and forestry. ▪ Provide an enabling environment and incentives for business. ▪ Involvement in policy formulation in the sector. 	<ul style="list-style-type: none"> ▪ Increased funding for prioritized PPPs projects in environmental and natural forestry activities. ▪ Support implementation of the national government agenda. ▪ Compliance with laws, regulations and best business practices.
Judiciary	<ul style="list-style-type: none"> ▪ Abide by the law. ▪ Support to programmes on conservation on environment and forestry ▪ Awareness creation on environmental justice 	<ul style="list-style-type: none"> ▪ Fair and prompt dispensation of environmental justice.

2.8 STRATEGIC ISSUES

1. **Deforestation:** Kenya has experienced high rates of deforestation over the years, which has led to soil erosion, loss of wildlife habitat, and reduced rainfall. Deforestation is primarily caused by charcoal production, timber harvesting, and land clearance for agriculture due to population pressure.
2. **Climate change:** Kenya is experiencing the impacts of climate change, including prolonged droughts, floods, and unpredictable weather patterns. This in turn affects agricultural production, food security, and water availability. Increased access to climate technology, submission of Kenya's transparency reports, wind profiling for airports, Realtime mobile weather monitoring and radar derived weather data were

the strategic expected outputs that were not achieved to address the climate change and dissemination of weather strategic objectives.

3. **Pollution:** Kenya is grappling with pollution of air, water, and land. The main sources of pollution are industrial activities, vehicular emissions, and poor waste management practices. Reduced water pollution levels, enhanced aesthetic value of restored riverine, improved water flows and coordinated implementation of green economy strategy were the strategic expected outputs not achieved address protection and management of environment strategic objective.
4. **Biodiversity loss:** Kenya is home to a diverse range of flora and fauna, but this biodiversity is threatened by human activities such as land use changes, poaching, and overexploitation.

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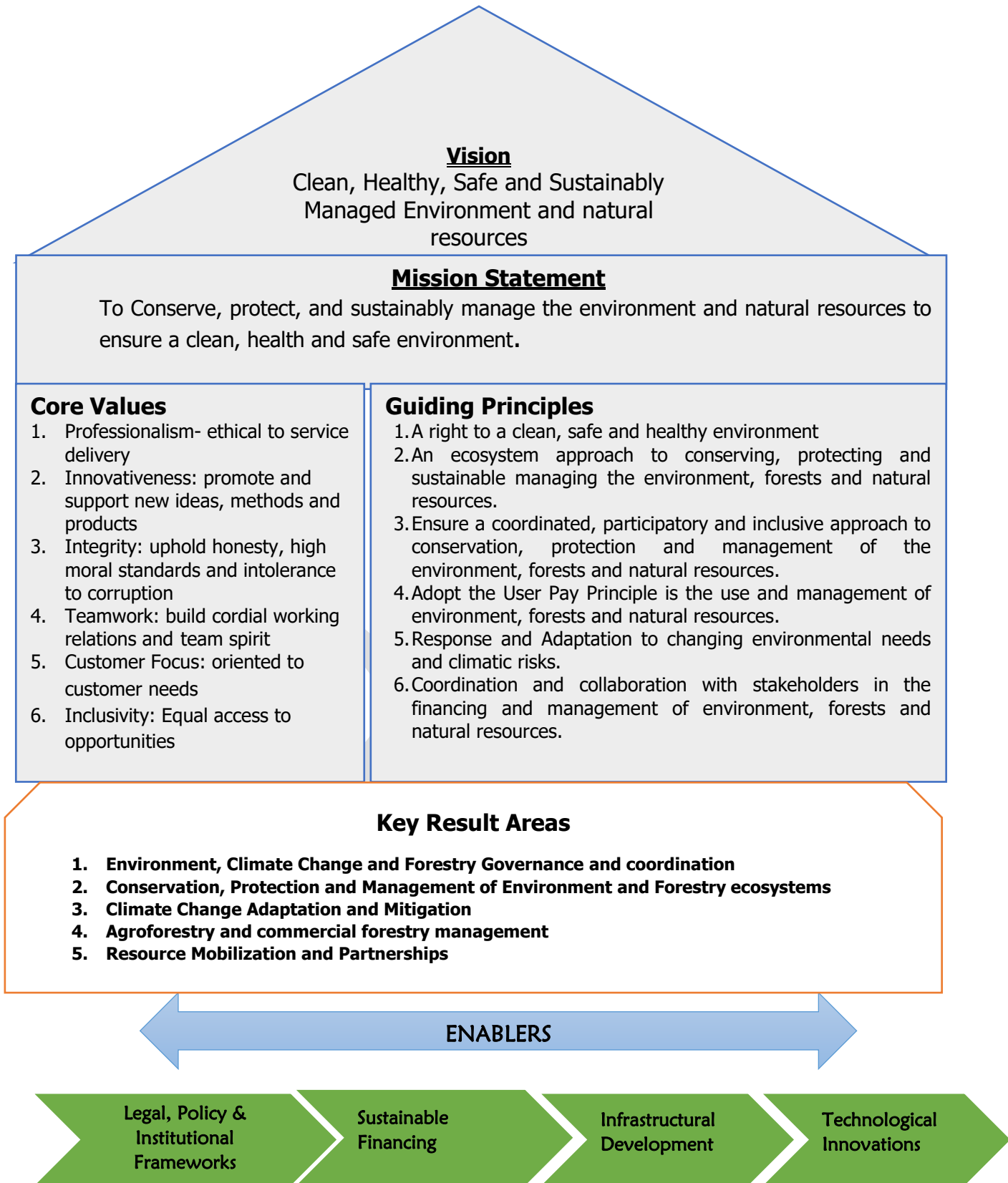
3 CHAPTER THREE: STRATEGIC MODEL

3.1 OVERVIEW

This chapter outlines the vision that gives direction of the Ministry's desired goals. It discusses the basis on which the strategic objectives and plans are developed, how resources are allocated, and important decisions made. It illustrates how the strategies are linked to the strategic objectives to be delivered on the Key Results Areas (KRAs). The design of the strategic model is guided by situational analysis, the anticipated role of the Ministry on the National development agenda as well as the challenges and lessons learnt in the previous strategic planning period.

This chapter outlines the key result areas and strategic objectives, which provide the Ministry's aspirations over the medium term (2023-2027). The key result areas and objectives are in line with the vision and mission statements of the Ministry and are also applicable within the context of the core values, guiding principles and enablers. Strategies are statements that define how the Ministry will achieve its strategic objectives. They represent the alternatives selected from the many options for achieving these objectives. The design of the strategic model is guided by the mandate of the ministry as stipulated by the various legislative frameworks, situational analysis, the anticipated role of the Ministry in the National development agenda as well as emerging issues, challenges and lessons learnt from the previous strategic planning period.

3.1.1 Summary of the Vision, Mission, core values, Principles and Enablers



3.2 KEY RESULT AREAS

The Ministry will implement five key result areas namely:

1. Environment, Climate Change and Forestry Governance and coordination.
2. Conservation, Protection and Management of Environment and Forestry Ecosystems.
3. Climate Change Adaptation and Mitigation.
4. Agro-forestry and Commercial Forestry Management.
5. Resource Mobilization and Partnerships.

3.2.1 Strategic Objectives and Strategies

The Key Results Areas (KRAs), strategic objectives and strategies that will deliver the 2023-2027 strategic plan are outlined in the table 5.

Table 5: Key Results Areas, Strategic Objectives and Strategies

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
1	Environment, Climate Change and Forestry Governance and coordination.	1. Strengthen environmental governance	<ol style="list-style-type: none"> 1. Develop and review policies, legislations and regulations on environment and natural resources management. 2. Coordinate the implementation of sector policies, legislations and regulations on environment and natural resources management. 3. Strengthen linkages between policy, planning, budgeting and budget execution. 4. Strengthen partnerships at the international and regional levels on the implementation of sector policies, regulations and agreements. 5. Strengthen institutional capacity for environmental and climate change management. 6. Strengthen natural resource governance through ratification of Multilateral Environmental Agreements 7. Strengthen natural resource protection and management through national, bilateral, regional and international environmental obligations, legislations, agreements, strategies and plans.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> 8. Strengthen policy instruments for protection of wetlands. 9. Develop and implement National Waste Management Strategy and Action Plan 10. Develop and review policy, legislation, standards and guidelines for addressing land, water and air pollution. 11. Develop, review and implement policy, legislation, and guidelines on circular economy. 12. Develop and implement Circular Economy business models and infrastructure
		2. Strengthen Climate Change Governance	<ul style="list-style-type: none"> 1. Develop and/or review existing laws to respond to local and global developments. 2. Develop Carbon Market Frameworks for Climate change adaptation & mitigation programs. 3. Develop and/or review existing policies to respond to local and global developments. 4. Support sectors (MDAs) to develop and/or review existing laws and policies to respond to local and global developments. 5. Support County governments to develop and/or review existing laws and plans to respond to local and global developments. 6. Support development and review of policies and legislations on meteorological services 7. Strengthen partnerships with relevant institutions
		3. Strengthen Forestry Governance	<ul style="list-style-type: none"> 1. Promote implementation of governance frameworks for sustainable forest management. 2. Develop and review Forest policies and legislation. 3. Develop and strengthen natural resource conflict resolution and management mechanism.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ol style="list-style-type: none"> 4. Coordinate the implementation of sector policies, legislations, and regulations on natural resources management. 5. Strengthen linkages between policy planning, budgeting and execution. 6. Support Institutional reforms and automation of services in the sector 7. Develop and facilitate implementation of a national strategy for agroforestry and commercial forestry.
2	Conservation, Protection, Management and restoration of Environment and Forestry ecosystems.	1. Protect, conserve and manage the environment for sustainable development	<ol style="list-style-type: none"> 1. Strengthen natural resource protection and management through national, bilateral, regional and international environmental obligations, legislations, agreements, strategies and plans. 2. Undertake joint programming and resource mobilization for conservation, restoration and management of the environment. 3. Enhance restoration and protection of strategic water towers. 4. Strengthen Intergovernmental Relations 5. Enhance restoration of degraded landscapes to achieve land degradation neutrality. 6. Strengthen biodiversity conservation, sustainable use and fair and equitable sharing of the benefits arising from utilization of genetic resources. 7. Enhance economic valuation of natural capital. 8. Enhance implementation of Environmental Sector Monitoring and Evaluation Framework 9. Strengthen integration of Multilateral Environmental Agreements in county governments plans, policies and programmes. 10. Facilitate access to environmental justice.
		2. Conservation and Protection of	1. Strengthen policy instruments for protection of wetlands.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
		wetlands for enhanced ecosystem benefits	<ol style="list-style-type: none"> 2. Support initiatives to restore degraded wetlands. 3. Strengthen economic valuation of priority wetlands. 4. Enhanced incentive schemes for collaborative management and partnerships on wetlands. 5. Strengthen institutional capacity on conservation and management of wetlands. 6. Coordinate information and knowledge management on wetlands ecosystems. 7. Strengthen implementation of initiatives against rising water levels in Lakes and rivers.
		3. Enhance sustainable waste management and pollution control	<ol style="list-style-type: none"> 1. Strengthen education and public awareness on waste management and pollution control. 2. Develop and implement National Waste Management Strategy and action plan. 3. Undertake joint programming for waste management and pollution control. 4. Coordinate development of waste management infrastructure. 5. Develop and review policy, legislation, standards and guidelines for addressing land, water and air pollution. 6. Coordinate implementation of Extended Producer Responsibility regulations (2023). 7. Coordinate formalization of waste Service providers into cooperatives. 8. Coordinate chemical conventions compliance, reporting requirements and standards obligations. 9. Promote waste to energy initiatives.
		4. Mainstream circular economy in national development	<ol style="list-style-type: none"> 1. Develop, review and implement policy, legislation, and guidelines on circular economy. 2. Develop and implement Circular Economy business models and infrastructure.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> 3. Enhance education and public awareness on circular economy. 4. Promote innovative circular economy waste management practices
		5. Conserve and Manage Lake Victoria and Lake Naivasha Basins for enhanced socio-economic benefits of the water resource	<ul style="list-style-type: none"> 1. Enhance integrated restoration of degradation hotspots in Lake Victoria and Lake Naivasha Basins 2. Strengthen surveillance and control of Point and Non-Point pollution in Lake Victoria and Lake Naivasha Basins 3. Enhance integrated management of solid, liquid and electronic wastes in the basin
		6. Restore ecological functions of forests ecosystems	<ul style="list-style-type: none"> 1. Coordinate conservation and protection of natural & indigenous forests for sustainable development of forestry and allied resources. 2. Promote upscaling of afforestation and reforestation of degraded forests landscapes 3. Coordinate the protection of public forest areas from all forms of degradation. 4. Promote actions to reverse forest degradation and restore biodiversity. 5. Strengthen conservation and sustainable use of mangroves. 6. Coordinate mapping of degradation hotspots in forest landscapes 7. Facilitate the development, validation and promotion of technologies for forest and landscape restoration and rehabilitation. 8. Coordinate development of strategies for management and control of invasive species, pests and diseases 9. Promote biodiversity conservation and sustainable use of natural forests
		7. Enhance sustainable forest plantation management	<ul style="list-style-type: none"> 1. Promote development of commercial forest plantation areas 2. Promote tree improvement strategies for enhanced forest productivity. 3. Facilitate development and implementation of Forest Management

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<p>Plans for public, community and private forest plantations.</p> <ol style="list-style-type: none"> 4. Provide an enabling institutional and legal framework to support efficient private sector involvement in commercial forest management. 5. Promote diversification of forest plantation species 6. Promote participatory forest management. 7. Promote efficient technologies in wood processing and value addition
		<p>8. Increase forest and tree cover for enhanced economic, social and environmental benefits</p>	<ol style="list-style-type: none"> 1. Coordinate the implementation of the strategy for increasing the national tree cover towards the 30% target by 2032. 2. Coordinate tree seed and seedlings production for tree growing campaigns. 3. Coordinate mapping and zoning areas to upscale afforestation and reforestation of degraded forests landscapes in public, community and private lands. 4. Intensify tree growing campaigns through building partnerships with government institutions, public –private partnerships, commercial tree growers, community groups and civil societies. 5. Strengthen the institutional capacities to implement greening of landscapes. 6. Establish framework for sustainable financing mechanisms and private sector investments. 7. Provide incentive framework for Investment in carbon markets, natural capital accounting, and PES schemes.
		<p>9. Coordinate research and education in forestry and allied natural resources.</p>	<ol style="list-style-type: none"> 1. Promote research, innovation and use of appropriate technologies for sustainable production and utilization of forestry and allied natural resources. 2. Promote training stakeholders on adoption of forest management technologies.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ol style="list-style-type: none"> 3. Develop and promote adoption of superior agroforestry and commercial forestry germ plasm. 4. Coordinate production of appropriate tree germplasm for all reforestations programmes. 5. Facilitate development of appropriate technologies for conservation, rehabilitation, and restoration of degraded forests, wetlands and water towers ecosystems. 6. Promote research in commercial forestry and Agroforestry. 7. Coordinate research efforts in Bamboo, Sandalwood and Mukau production and utilization 8. Strengthen research in technological development for conservation and sustainable use of mangroves. 9. Promote research in forest productivity and tree Improvement. 10. Provide framework for enhancing Bioprospecting and utilization of indigenous knowledge in natural tree products.
3	Climate Change Adaptation and Mitigation.	1. Coordinate national climate action and reporting.	<ol style="list-style-type: none"> 1. Finalize the development of NCCAP III and coordinate its implementation. 2. Coordinate the development of NCCAP IV 3. Undertake comprehensive national climate vulnerability and risk assessment. 4. Undertake a study on the economic impacts of climate change in Kenya. 5. Monitor, report and verify climate action among sectoral actors. 6. Convene Quarterly Adaptation and Mitigation Technical Working Groups
		2. Awareness creation and Capacity Building of stakeholders for effective	<ol style="list-style-type: none"> 1. Capacity building and awareness creation of Ministries Departments and Agencies. 2. Capacity building and awareness creation of County Governments and County Assemblies.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
		implementation of local climate action.	<ol style="list-style-type: none"> 3. Capacity building and awareness creation of Non-state Actors 4. Thematic area targeted Capacity building of technical experts and stakeholders 5. Organize Competitions on climate change for Schools and Colleges 6. Organize National Exhibitions and Conferences 7. Equip the National Climate Change Resource Centre (NCCRC) and establishing other Resource Centers in counties. 8. Update the climate change Knowledge Management System and information in resource centers
		3. Enhance access to means of implementation for local climate action.	<ol style="list-style-type: none"> 1. Support the development of Project Pipelines to GEF, GCF, AF and L&DF for accelerated local climate action. 2. Coordinate the development and implementation of Technology Action Plans (TAPs) for Climate Technology Development and Transfer to implement local climate action
		4. Strengthen Multilateral engagements and obligations on climate change	<ol style="list-style-type: none"> 1. Coordinate Kenya's engagement in UNFCCC and UNGA Conferences 2. Coordinate Kenya's engagement in Africa Climate Change Conferences and Events 3. Develop Kenya's National Communications, Commitments and Obligatory Reports 4. Develop and regularly update Kenya's Greenhouse Gas Inventory
		5. Strengthen human, infrastructural, technological and innovative capacities for meteorological services.	<ol style="list-style-type: none"> 1. Integrate emerging technologies in the provision of meteorological services and products in order to better meet end-user needs. 2. Enhance research innovation and training. 3. Enhance capacity for production and delivery of tailored weather products.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			4. Improve service delivery mechanisms for early warning systems and weather modification initiatives
4	Agro-forestry and Commercial Forestry Management.	1. Coordinate development of agroforestry and commercial forestry in private and community	<ol style="list-style-type: none"> 1. Promote agroforestry and commercial forestry adoption on private and community lands. 2. Develop and facilitate implementation of a national strategy for agroforestry and commercial forestry. 3. Coordinate development of technologies and innovations in agroforestry and commercial forestry. 4. Provide technical support to County governments to implement forest extension services. 5. Develop and implement incentive schemes in agroforestry and commercial forestry. 6. Capacity building factors on the potential for agroforestry and commercial forestry. 7. Promote diversification and management of multipurpose trees.
		2. Development of non-timber forest products value chains	<ol style="list-style-type: none"> 1. Promote sustainable production, harvesting, and value addition of non-wood forest products. 2. Promote market development for non-wood forest products. 3. Promote production and utilization of alternative energy sources. 4. Promote efficient charcoal production and utilization technologies. 5. Promote development of standards for non-wood forest products 6. Promote bamboo, Mukau, sandwood and acacia sp growing and commercial utilization. 7. Promote alternative wood carving species
		3. Agroforestry and commercial forestry enterprises and value chain development	<ol style="list-style-type: none"> 1. Develop and promote adoption of superior agroforestry and commercial forestry germplasm.

S/NO	KRA	STRATEGIC OBJECTIVES	STRATEGIES
			<ol style="list-style-type: none"> 2. Strengthen agroforestry and commercial forestry tree seeds and seedlings production and distribution. 3. Create and enhance linkages between commercial forestry and agro forestry actors. 4. Support agroforestry and commercial forestry value chain development. 5. Support development and operationalization of commercial forestry and agro forestry incubation and innovation centres 6. Coordinate the development of a national forest financing strategy. 7. Promote development of commercial species under agroforestry in ASALs 8. Promote establishment and formalizations of farmer groups and associations
5	Resource Mobilization and Partnerships.	Sustainable financing for environment, climate change and forestry conservation.	<ol style="list-style-type: none"> 1. Coordinate development partners and private sector engagements. 2. Strengthen development of a Common Programme Framework as a basket of programmes and projects for the sector 3. Coordinate a Monitoring, Evaluation and Reporting Framework for sector programmes. 4. Strengthen institutional capacity on resource mobilization 5. Review policy, legislation and strategy for increased efficiency in resource mobilization 6. Support resources mobilization and partnership initiatives to finance the Strategy

4 CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 OVERVIEW

This Chapter highlights the principles of the organization structure, Staff Establishment, Financial Resources, Business Process Re-engineering and Risk Analysis & Mitigation Measures.

4.2 STRUCTURE OF THE ORGANIZATION

Executive Order No. 1 of 2023 on Organization of the Government of the Republic of Kenya created two State Departments in the Ministry, namely the State Department for Environment and Climate Change, and State Department for Forestry. The Environment, Meteorological Services and Climate Change functions formed the State Department for Environment and Climate Change while the Forestry Conservation and Ecological Restoration Function was combined with Agroforestry to form the State Department for Forestry.

The Institutions under the State Department for Environment and Climate Change include National Environmental Management Authority, National Environment Trust Fund, National Environment Complaints Committee, National Environment Tribunal, National Climate Change Council and Kenya Water Towers Agency while those under the State Department for Forestry include Kenya Forestry Service and Kenya Forestry Research Institute.

4.3 DEPARTMENTS/ DIRECTORATES/UNITS

4.3.1 Waste Management and Pollution Control Directorate

The Directorate is mandated to: Coordinate development and review of policy, legislation, standards and guidelines for addressing waste management, land, water and air pollution; Develop and promote programmes on waste management and cleaner production; Coordinate development and implementation of an incentives framework to enhance private sector investment in building and operating sustainable waste management infrastructure; Coordinate formalization of the waste picker sector and ensure safe working conditions through training; Oversee monitoring of waste management practices and infrastructure to establish gaps that require extra policy interventions; and Oversee compliance with national standards of effluent discharge for environmental safety.

4.3.2 Multilateral Environmental Agreements Directorate

The directorate is mandated to: Spearhead the development, implementation and review of policies, strategies and guidelines related to chemical and biological agreements; Coordinate domestication and implementation of biological and chemical Multilateral Environmental Agreements; Provide leadership in negotiation and engagement in International, regional and national environmental governance and related processes; Coordinate mainstreaming of international biological and chemical protocols and environmental agreements in the national environment agenda; Coordinate preparation of status reports on ratification of chemical and biological MEAs; Spearhead resource mobilization and capacity building for funding under the multi-lateral frameworks; Coordinate consultations and cooperation with County governments to support domestication of chemical and biological MEAs; Coordinate resource mobilization initiatives to support MEAs; and Coordinate monitoring of domestication and implementation of biological and chemical MEAs.

4.3.3 Programs, Projects and Strategic Initiatives Directorate

The directorate is mandated to: Coordinate the development and implementation of national, regional and intergovernmental environmental programs, projects and strategic initiatives; Coordinate the restoration and protection of water towers of strategic importance to the country; Coordinate the conservation and protection of wetlands; Spearhead monitoring, evaluation and review of environmental programs, projects and strategic initiatives; Coordinate capacity building initiatives for the environment sector; Promote collaborations and partnerships with Development Partners and private sector players on environmental matters; Promote environmental education and awareness initiatives to inform public participation on matters environment; Promote intergovernmental consultation and cooperation between national and county governments on environment sector issues; and Coordinate development and implementation of Global Environment Facility National Programmes.

4.3.4 Climate Change Adaptation, Negotiations and Resource Mobilization Directorate

The directorate is mandated to: Coordinate development and implementation of climate change Adaptation policy by both state and non-state actors; Coordinate Kenya's engagement in international climate change negotiations making direct and indirect decisions for Kenya; Spearhead optimization of the country's opportunities to mobilize climate finance; Coordinate establishment and management of a national registry for appropriate adaptation actions by public and private entities; Guide national and county governments on development of strategies and actions for building resilience to Climate Change; Coordinate technical assistance on adaptation based on needs identified by

county governments; and Coordinate Climate Change related adaptation programmes and projects.

4.3.5 Climate Change Mitigation and Knowledge Management Directorate

The Directorate is mandated to: Coordinate development and implementation of climate change mitigation policies; Coordinate establishment and management of a national registry for appropriate mitigation actions by public and private entities; Identify low carbon strategies and coordinate related measurement, reporting and verification in collaboration with other agencies; Coordinate national knowledge and information system on Climate Change; Assessment and Reporting of the status of the country's adherence to the international obligations; Guide implementation of the gender and intergenerational climate change education, consultation and learning; Coordinate development and implementation of guidelines on carbon market mechanisms and policies; and Coordinate Climate Change mitigation programmes and projects.

4.3.6 Directorate of Meteorological Services

The directorate is mandated to: Spearhead the development, implementation and review of Meteorological Services policies, regulations and guidelines; Coordinate the development and generation of weather and climate forecasts; Facilitate access to weather and climate information; Guide on the development of meteorological observational and communication network designs; Facilitate the development and maintenance of Standard Operating Procedures; Oversee the operations of the observatories, National Telecommunications Centre, Regional Telecommunications Hub and World Weather Watch; Coordinate public education and awareness campaigns on meteorological services and products; Spearhead the science of climate change that will guide the provision of advice on mitigation and adaptation strategies; and Oversee county meteorological services.

4.3.7 Directorate of Meteorological Training and Research

The directorate is mandated to: Spearhead the development, implementation and review of meteorological training and research policies, regulations and guidelines; Coordinate the provision of effective educational programs in the Institute and promote the improvement of teaching and learning; Spearhead the development of training and research programs; Oversee capacity building and skill development in the field of Meteorology and related applied sciences; Facilitate advancement of the science of meteorology, weather and climate modelling and technology through research and development; Facilitate collaboration with training and research institutions and stakeholders; and Guide the preparation, assessment and evaluation of the Meteorological Training and Research curricula in accordance with the WMO's

programmes on Education and Training and Government guidelines; and guide the development of project proposals for resource mobilization to support projects and programmes.

4.3.8 Policy, Regulations and Research Directorate

The directorate is mandated to: Coordinate formulation and review of relevant policies and Acts that affect environment and natural resources to align them to the current and emerging environmental changes; Spearhead mainstreaming of environmental issues into sectoral policies; Coordinate development of a framework to monitor the implementation of environmental and natural resources policies; Coordinate collaborative research and surveys on environmental policy issues; Coordinate partnerships and collaboration to undertake policy reviews and development; Spearhead capacity building to stakeholders on environmental policy issues and; Coordinate resource mobilization initiatives for policy development and review.

4.3.9 Directorate of Forest Conservation

The directorate is mandated to: Formulate and review policy and legislation of forests ecosystems; Coordinate the development and implementation of the National Forest Programme; Facilitate the protection, management and conservation of forests ecosystem in collaboration with stakeholders; Promote conservation and education programs for youth and women in relation to forest ecosystem; Monitor exploitation and utilization of forest products to ensure sustainability; Coordinate the development, review and monitor implementation of guidelines and regulations for payment for Ecosystem Services; Coordinate the implementation strategy to increase Forest cover; Strengthen inter-governmental relationships and capacity building of County Governments and other stakeholders in implementation of forest functions.

4.3.10 Directorate of Ecological Restoration and Biodiversity

The Directorate is mandated to: Coordinate stakeholders for holistic and integrated approach to cross-cutting issues of restoration; Develop policy and guidelines on restoration; Develop and implement programs on restoration of degraded landscapes in the environment; Coordinate mapping and assessments to determine the status of landscapes and ecosystems; Coordinate generation of a data base for monitoring ecological integrity; Build capacity to counties and other stakeholders on matters of ecological integrity; Coordinate stakeholders to restore ecological integrity of landscapes; Coordinate citizens education and awareness programmes on the importance of ecological restoration; Establish partnership with relevant county governments on designing and implementation of ecological restoration programmes and initiatives; and Develop proposals for funding programmes and projects for restoration.

4.3.11 Directorate of Agroforestry

The Directorate is mandated to; Develop, review and coordinate implementation of policies, strategies, projects and programs on agroforestry; Coordinate programs within agroforestry towards realization of the National Strategy for achieving 30% tree cover by 2032; Domesticate and monitor compliance of MEAs and other regional instruments and protocols and coordinate integration of their provisions into agroforestry programs strategies and plans; Coordinate mainstreaming of agroforestry extension services in County Integrated Development Plans (CIDPs); Coordinate infrastructure development for agroforestry training; Coordinate and promote development of affordable financial products for agroforestry value chain players; Coordinate development of strategies for promotion of nature-based enterprises for communities' economic livelihoods; and Develop strategies and promote initiatives to enhance competitiveness of agroforestry products and services in the global and regional markets.

4.3.12 Directorate of Commercial Forestry

The Directorate is mandated to; Develop, review and coordinate implementation of policies, strategies and programs on commercial forestry; Mainstream commercial forestry in existing and relevant policies, strategies and Acts; Coordinate the integration of Carbon Trading System (CTS) into commercial forestry; Promote development of commercial private forest investments, innovative land and tree tenure arrangements for long-term commercial forestry; and Promote commercial forestry, technologies and innovations.

4.3.13 Research and Strategic Initiatives Directorate

The Directorate is mandated to; Oversee development, review and implementation of policies, strategies, projects, programs, regulations and plans on forest conservation, ecological restoration, agroforestry and commercial forestry; Coordinate national, regional and international in resource mobilization; Coordinate implementation of programmes, projects and strategic initiatives for forest conservation, ecological restoration, commercial forestry and agroforestry; Coordinate research, knowledge management and training; and Coordinate natural resource accounting and ecosystem valuation.

4.3.14 Administrative Support Services

Administration and Support Services comprises of: General Administration Division; Records Management Unit; and Information Communication Technology Unit; Public Communications Unit, Legal Unit, Internal Audit Unit, Human Resource Management

and Development Division; Finance Division; Accounts Division; Central Planning and Performance Monitoring Department; Supply Chain Management Division.

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4.4 ORGANIZATIONAL STRUCTURE OF THE MINISTRY

Figure 1: Organizational Structure of State Department for Environment and Climate Change

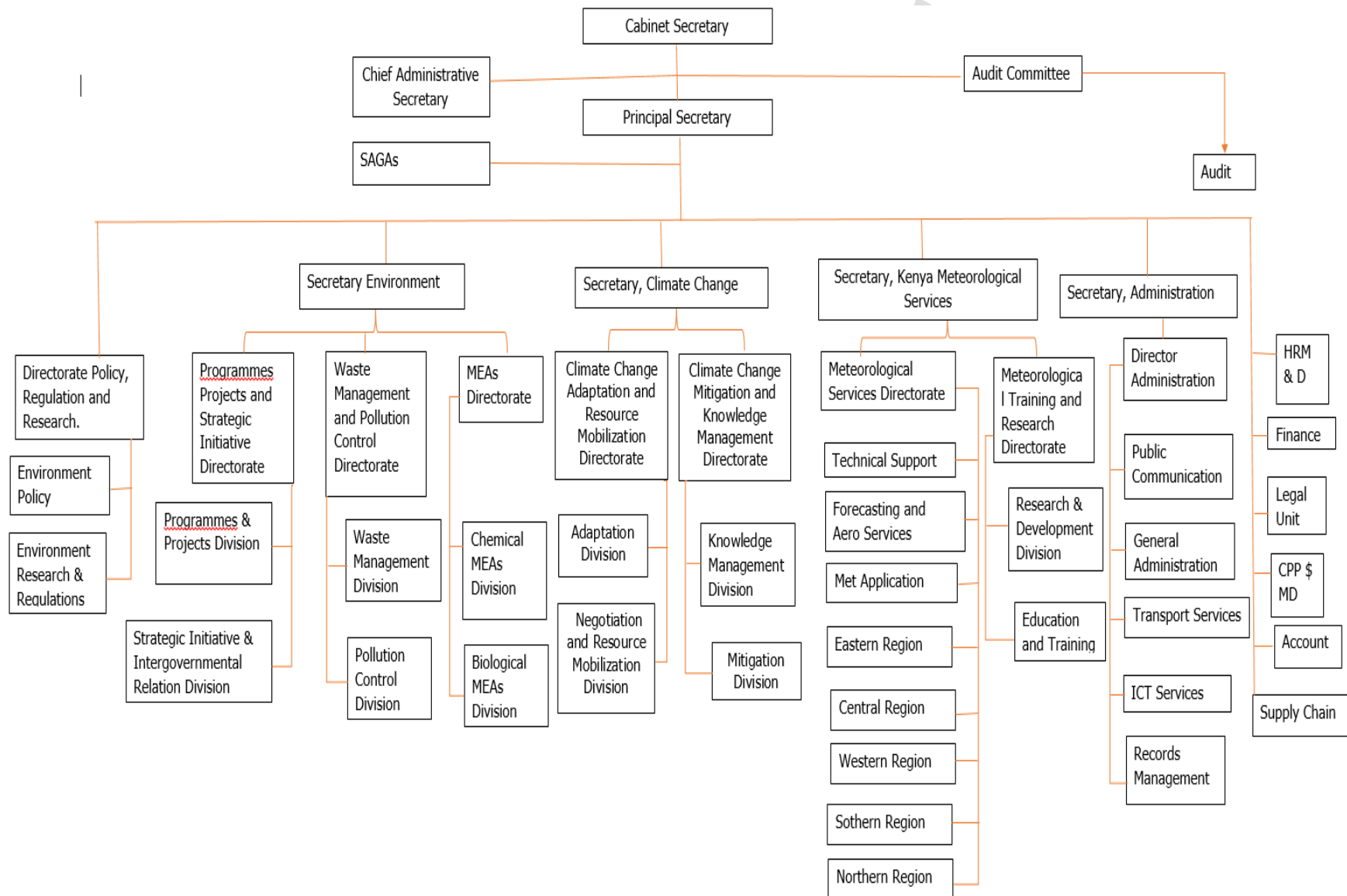
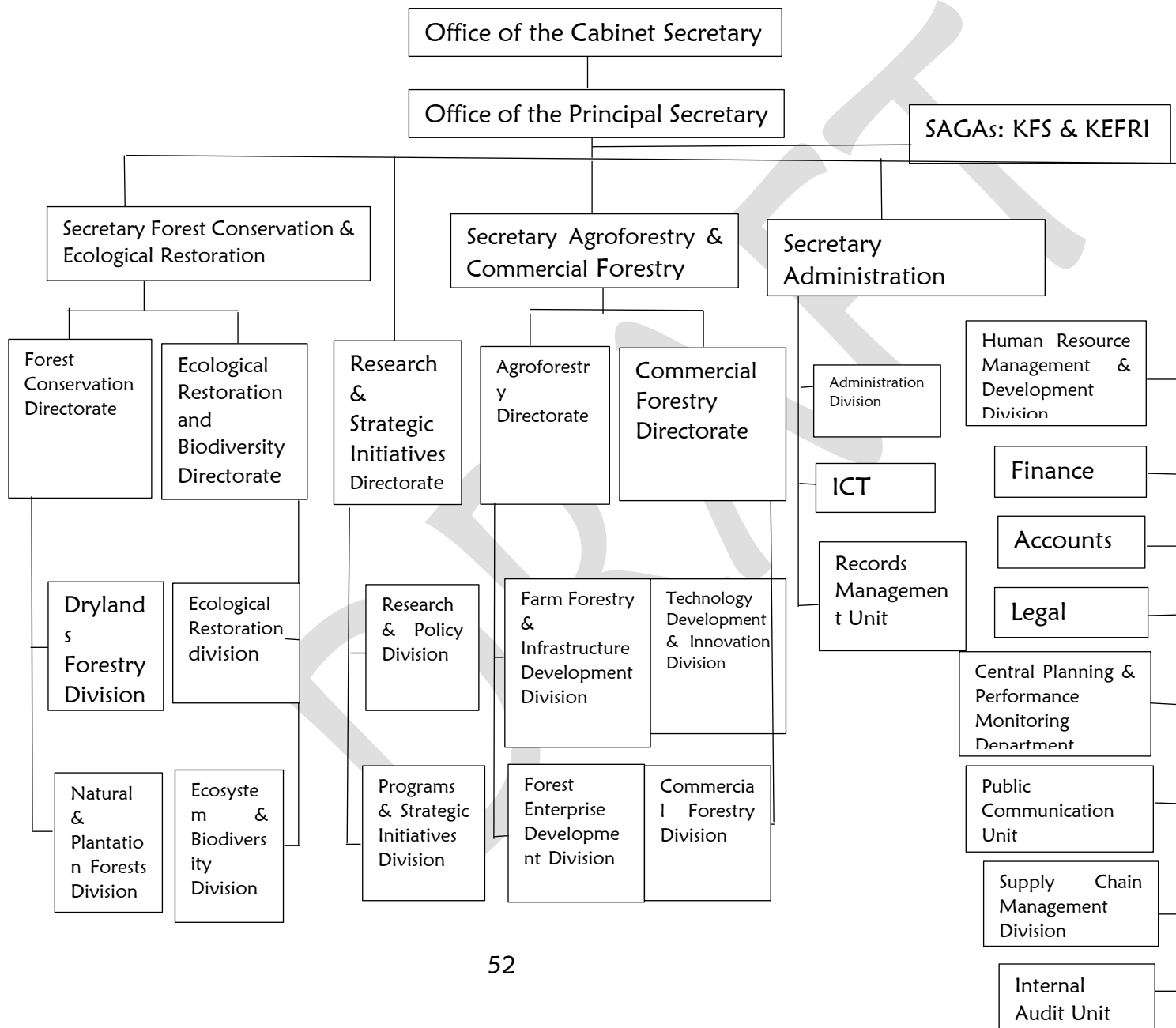


Figure 2: Proposed Organizational Structure for the State Department for Forestry



4.5 STAFF ESTABLISHMENT FOR THE MINISTRY

The Ministry's authorized establishment is 989 (957 for State Department of Environment and Climate Change and 32 for State Department for Forestry) against an in-post of 749 (711 for State Department of Environment and Climate Change and 38 for State Department for Forestry). The shortfall of staff for State Department of Environment and Climate Change is 256 staff (out of which 259 are technical staff) while the shortfall of staff in the State Department for Forestry is 7 staff members. The proposed staffing levels are 1157 staff for State Department of Environment and Climate Change (442 support staff and 715 technical staff) and 183 for State Department for Forestry (66 technical staff across five directorates - Forest Conservation; Ecological Restoration and Biodiversity; Agroforestry; Commercial Forestry and Research and Strategic initiatives: and 10 directors).

Table 6: Staff Establishment State Department for Environment and Climate Change

S/No	Designation /Department/Directorate/ Division	A/E	In- post	Variance	Proposed Establishment
1	Office of the Cabinet Secretary	7	6	-1	9
2	Office of the Principal Secretary	7	5	-2	7
3	Office of the Secretary Environment	4	0	-4	4
4	Programs, Projects and Strategic Initiatives Directorate	7	3	-4	9
5	Waste Management and Pollution Control Directorate	9	2	-7	11
6	Multilateral Environmental Agreements Directorate	7	3	-4	9
7	Policy, Regulation and Research Directorate	0	0	0	9
8	Climate Change Directorate	3	0	-3	4
9	Climate Change Adaptation, Negotiations and Resource Mobilization Directorate	9	3	-6	17
10	Climate Change Mitigation and Knowledge Management Directorate	10	5	-5	17
11	Office of the Secretary Administration	1	4	3	4

12	Office of Secretary Meteorological Services	4	0	-4	4
13	Meteorological Services Directorate	635	405	-230	638
14	Meteorological Training and Research Directorate	18	18	0	30
16	Administration Division	5	5	0	7
17	Drivers	21	29	8	35
18	Public Communications Unit	8	2	-6	9
19	Records Management Unit	3	6	3	6
20	Human Resource Management and Development Division	8	10	2	18
21	Office Administrative Officers	23	4	-19	25
22	Clerical Officers	15	29	14	32
23	Support Staff	16	21	5	31
24	Finance Division	5	6	1	10
25	Accounts Division	8	10	2	12
26	Central Planning & Performance Monitoring Division	5	4	-1	8
27	Supply Chain Management Division	8	14	6	16
28	ICT Division	4	4	0	5
29	Legal Services Unit	2	2	0	2
30	Internal Audit Unit	0	4	4	4
	Grand Total Support	277	290	13	442
	Grand Total Technical	680	421	-259	715
	Grand Total Proposed	957	711	-246	1157

Table 7: Staff Establishment State Department for Forestry

S/No	Designation	A/E	In-Post	Variance	Proposed
1.	Chief Administrative Secretary Office	1	1	0	6
2.	Office of the Principal Secretary	7	4	-3	7
3.	Forest Conservation and Ecological Restoration Department	4	0	-4	4
4.	a) Directorate of Forest Conservation	5	4	-1	12
5.	b) Directorate of Ecological Restoration	9	3	-6	17

S/No	Designation	A/E	In-Post	Variance	Proposed
6.	Agroforestry and Commercial Forestry Department	0	0	0	4
7.	a) Directorate of Agroforestry development	0	0	0	11
8.	b) Directorate of Commercial Forestry	0	0	0	11
9.	c) Directorate of Research and Strategic Initiatives	0	0	0	9
10.	Administration Department	0	1	1	4
11.	Administration Directorate – Office of Director	0	0	0	5
12.	Drivers - Administration Directorate	0	0	0	8
13.	Records Management Unit	0	0	0	3
14.	ICT Division	0	1	1	4
15.	Human Resource Management and Development Directorate	6	7	1	6
16.	Office Administrative Personnel	0	8	8	14
17.	Clerical Officers	0	2	2	10
18.	Support Staff	0	0	0	12
19.	Finance Division	0	3	3	5
20.	Account Division	0	1	1	7
21.	Legal Services Unit	0	0	0	2
22.	Central Planning & Performance Monitoring Unit	0	0	0	6
23.	Public Communication Unit	0	0	0	5
24.	Supply Chain Management Division	0	3	3	6
	TOTAL SUPPORT				121
	GRAND TOTAL	32	38	7	183

4.5.1 Human Resource/Capital Management and Development Strategies

In order to enhance the capacity development and productivity of the employees, the Ministry of Environment, Climate Change & Forestry will endeavor to undertake the following during the plan period.

- i. **Recruitment:** - The Ministry will undertake recruitment of technical to fill the vacant position.
- ii. **Career progression/Career growth for Technical Staff** – The Ministry to develop career guidelines/ Schemes of service during the period to address staff stagnation.
- iii. **Succession Management** – The Ministry will undertake Human Resource planning strategy to address succession Management.
- iv. **Training** – the Ministry will undertake skills inventory, Training need Assessment to address inadequate skills.
- v. **Staff Appraisal** – The Ministry will use the online Staff Performance appraisal to evaluate staff performance against individual agreed target to reward excellent performance.
- vi. **Human Resource Policies and Procedures:** Implement Human Resource Policies and Procedure Manual to address various Human Resource issues.
- vii. **Organization Structure and Staff Establishment** – Implement the proposed organizational Structure and the staff Establishment.

4.6 FINANCIAL RESOURCES

4.6.1 Financial Resources Requirements

The total estimated financial resource requirement for the plan period is Kshs

Table 8: Financial Resource Requirements for five years

Cost Area	Projected Resource Requirements in (Ksh.Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA 1						
KRA 2						
KRA 3						
KRA 4						
KRA 5						
Other budget items (e.g., PE, operational Cost, etc)						
Total						

4.6.2 Resource Gaps

Table 9: Resource gap

	Requirement (Ksh. Mn)	Estimated Resource Allocations (Ksh. Mn)	Variance (Ksh.Mn)
Year 1			
Year 2			
Year 3			
Year 4			
Year 5			

4.7 RESOURCE MOBILIZATION STRATEGIES

The funding of the programmes will come from the Government of Kenya through the exchequer releases Development Partners, and Public Private Partnerships (PPPs) collaboration.

4.7.1 Government Financing

The Ministry will effectively bid for allocation of more resources through the Medium-Term Expenditure Framework Budgets focusing on priority programmes in line with the Kenya Vision 2030, Medium Term Plan IV, the Bottom-up Economic Transformation Agenda and other Policy documents. In addition, it will explore opportunities for generating AIA from the existing programmes, implement cost reduction through “e-technology” and outsource services to improve its financial status.

4.7.2 Development Partners

The Ministry has a resource mobilization mechanism for marketing for project proposals on socio-economic development and investment opportunities for donor funding. This is done in collaboration with Kenya Investment Authority and other Government Agencies. Some of the Development Partners include; World Bank, KFW, KIDDP, Italy, KOICA, China, UNEP, UNDP, AfDB, DANIDA, GIZ, JICA, UNESCO, SIDA, USAID and UNICEF.

4.7.3 Other Resources

The other available resource opportunities that the Ministry will explore include: the partnerships with other government departments, private sector, NGOs, CBOs, local communities and collaborations with County Governments and National Government Constituency Development Fund (NG-CDF).

4.7.4 Resource Management.

The following measures will be put in place to ensure prudent and efficient utilization of resources.

- i. Pooling of common user resources: The ministry will endeavor to centralize common services e.g., printing services and pool transport for officers.
- ii. Ensure adherence to approved budget and use of the Integrated Financial Management System (IFMIS)
- iii. Ensure quarterly, bi- annual and annual monitoring of policies, programs and Projects and submission of quarterly Expenditure Budget reports to the Controller of Budget and the National Treasury
- iv. Use Domain email to ensure security of information and data.
- v. Ensure that all payments to the Government are digitized in line with Government’s Digital Finance Flagship Projects and as part of the PFMRs reforms. This will aim to increase revenue collection, minimize the cost of collection and enhance service delivery.

4.8 BUSINESS PROCESS RE-ENGINEERING

This will be undertaken through the following measures:

1. Digitization of Ministry data and information in line with Government’s commitment to make all public services available online.
2. Development and initiating of inter-governmental collaborations frameworks for cascading national government policies and strategies.
3. Promotion of innovative systems for dissemination /sharing of research outcomes to stakeholders and the general public.

4.9 RISK ANALYSIS AND MITIGATION MEASURES

Table 10 shows the various risks that are likely to affect implementation of the strategic plan.

Table 10: Risk Analysis

Risk class/category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk level (L/H/M)	Mitigation Measure(s)	Risk Owner*
Strategic	Lack of Stakeholder participation	Low	High	Medium	Conduct stakeholder consultation	Government
	Litigation from citizenry on their violated rights	High	High	High	<ul style="list-style-type: none"> • Ensuring compliance with rights of citizens • Stakeholder consensus and Awareness creation 	Government

	Poor governance at the national and county level	High	High	High	<ul style="list-style-type: none"> • Support to policy, legislation and institutional reforms • Enhance institutional collaboration 	
Operational	<ul style="list-style-type: none"> • Inefficient operations and poor organizational culture 	Medium	Medium	Medium	<ul style="list-style-type: none"> • Enhance use of Citizens charter, ISO compliance • Business process reengineering 	
	<ul style="list-style-type: none"> • Duplication of functions by MDAs and other institutions 	Medium	Medium	Medium	<ul style="list-style-type: none"> • rationalization of functions 	
	<ul style="list-style-type: none"> • Loss of natural capital 	High	High	High	<ul style="list-style-type: none"> • Conservation and awareness creation 	
	<ul style="list-style-type: none"> • Weak Legal and Regulatory Environment 	Medium	High	High	<ul style="list-style-type: none"> • Strengthen enforcement of laws and regulations. 	
Financial	<ul style="list-style-type: none"> • Limited Resources 	High	High	Medium	<ul style="list-style-type: none"> • Develop and implement resource mobilization strategies 	
	<ul style="list-style-type: none"> • Budgetary cuts. 	Medium	Medium	Medium	<ul style="list-style-type: none"> • Prioritization of programmes 	
	<ul style="list-style-type: none"> • Uncertainty of alternative source funding. 	Medium	medium	medium	<ul style="list-style-type: none"> • Enhance networks for fundraising. • Create partnerships for restoration financing 	
Information Management	<ul style="list-style-type: none"> • Limited IT Infrastructure 	Medium	Medium	Medium	<ul style="list-style-type: none"> • Increase investments in ICT. 	
	<ul style="list-style-type: none"> • Weak Information Management 	Low	Low	Medium	<ul style="list-style-type: none"> • Build capacity for information sharing and management. 	

Environmental	Natural disasters	Medium	Medium	Medium	<ul style="list-style-type: none"> • Early warning systems. • Sensitization and awareness creation on preparedness. 	
Policy/ Structural Changes	Reorganization of government and policy changes	Low	Medium	Medium	<ul style="list-style-type: none"> • Strengthen adherence to policy. • Develop flexible relevant policies and laws. 	
	Weak capacity on enforcement of environmental laws	Medium	High	High	<ul style="list-style-type: none"> • Building capacity and increase human resources. • Apply multi agency approach or whole government approach 	

5 CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING

5.1 OVERVIEW

This Chapter describes how the Ministry of Environment, Climate Change and Forestry will undertake monitoring, evaluation and reporting of the implementation process of the Strategic Plan 2023-2027. The main objective of the exercise is to measure progress towards planned outputs and outcomes of the implementation of strategies in the key results areas during the Strategic Plan period. The exercise therefore tracks the implementation of policies, programmes and projects in the plan period. Monitoring and Evaluation (M&E) is a tool that will assist the management realize the achievement of stated organizational goals and objectives.

5.2 MONITORING

The Ministry will develop a robust framework for Monitoring and reporting of the implementation process of the Strategic Plan 2023-2027. The framework defines the frequency and responsibility of the actors in the exercise. Further, the framework provides the key monitoring reports that will be prepared including the users of the reports. This will involve developing standard formats for data collection and reporting to ensure uniformity. The framework also outlines periods to be covered, and details of information to be supplied. The users of the developed reports include both the internal and external stakeholders of the Ministry.

The Central Planning and Project Monitoring Department (CPPMD) is responsible for designing monitoring and evaluation (M&E) tools, data analysis and generation of reports. The department is also responsible for coordinating and supervising the collection of data emanating from all the Departments. Further, CPPMD will report the performance of projects and programmes in the Monitoring and Evaluation tools that have been adopted by the Government which includes The National Integrated Monitoring and Evaluation System (NIMES) and Electronic Project Monitoring Information System (E-PROMIS).

Monitoring and evaluation will be undertaken by the CPPMD in collaboration with all Departments and Agencies in the Ministry. The Ministry will therefore have the following timelines while undertaking monitoring:

- a. **Quarterly Monitoring and reporting;** This involves monitoring of projects at the end of each quarter in every financial year of the period.
- b. **Annual Monitoring and Reporting;** This involves tracking of the implementation status of policies, projects and programmes at the end of each financial year of the strategic plan period.

- c. **End-Term monitoring and Reporting;** This involves tracking the progress of the planned targets and objectives at the end of the plan period.

5.3 EVALUATION

The Evaluation Framework will be designed to provide a systematic feedback mechanism that indicates as early as possible any shortcomings and challenges regarding disbursement of funds, delivery of other inputs, execution of activities or production of output to meet the expected outcomes, in order that corrective and timely measures can be instituted. The framework will therefore provide information that will be used to:

- a. Track progress on implementation of all the policies, programmes and projects.
- b. Identify gaps and weaknesses in the implementation process.
- c. Plan, prioritize, allocate and manage resources.
- d. Review the impact of implemented policies projects/ programmes to stakeholders.

To ensure objectivity of the evaluation process, the Ministry will incorporate external reviewers during the exercise. The Ministry will therefore have the following timelines to ensure fruitful evaluation process:

a) Mid-Term Evaluation

The Ministry will undertake Mid-Term Evaluation at the implementation mid-point of the strategic plan 2022-2023. It will therefore be undertaken in the mid-year of the financial year 2023/2024. The ministry will collect and assess the implementation of the planned strategic activities against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and prepare pertinent reports. Mid-term evaluation usually focuses on the degree to which planned results are on target, and the areas that may require improvement.

b) End-Term Evaluation

This will involve collection and analysis of data at the end of the strategic plan period to determine the implementation status of policies, projects and programmes in order to establish the extent to which they have achieved their objectives and to assess their overall performance. This terminal evaluation will assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.

c) Ad Hoc Evaluation

The implementation of the strategic plan will be reviewed as to when need arises. This will be done quickly by relevant actors to remedy unforeseen circumstances to ensure that the implementation process is on track.

5.4 MONITORING AND EVALUATION METHODOLOGIES

The Ministry will deploy the following methodologies in undertaking monitoring, evaluation and learning: Quantitative and Qualitative data collection and analysis, storage and indicator development; Results Analysis and report writing; Dissemination, Capacity Development and Policy Coordination.

The key deliverables under the M&E Framework will be as follows:

- a. Establish a reporting format incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports.
- b. Determine the reporting requirements and M&E officers from implementing departments and agencies who will provide pertinent data to the CPPMD to assist in the performance analysis.
- c. The CPPMD, with the support of the Principal Secretary, will introduce enforceable sanctions for non-compliance with reporting requirements.
- d. Advice on the projects monitoring work plan including the resources required and monitor its implementation.
- e. Monitor progress of the technical implementation against a roadmap of priorities as defined by the Project and agreed by the Project's implementing departments and agencies.
- f. Document best practices and lessons learnt in the M&E exercise.
- g. Disseminate M&E reports and lessons learnt to stakeholders.
- h. Give regularly feedback on received reports.

5.5 LEARNING

The Ministry will document best practices and lessons learnt while undertaking the M&E exercise. In addition, it will disseminate M&E reports and lessons learnt to stakeholders for learning purposes.

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
KRA 1: Environment, Climate Change and Forestry Governance and coordination.																
						YR1	YR2	YR3	YR4	YR5	YR 1	YR 2	YR 3	YR 4	YR 5	
1: Strengthen environmental Governance	1. Develop and review policies, legislations and regulations on environment and natural resources management	Coordinate development and review of environment and climate change laws and policies	Environment and Climate change laws and policies developed and or reviewed	Number of laws and policies developed and or reviewed	8	5	0	1	1	1	4	6	7	4	3	Directorate Policy SDECC
		Undertake development and review of regulations on environment and climate change	Environment and climate change regulations developed and or reviewed	Number of environment and climate change regulations developed and or reviewed	15	8	2	3	1	1	3	5	7	4	4	Directorate Policy SDECC
		Coordinate development and review of strategies on environment and climate change	Environment and climate change strategies developed and or reviewed	Number of environment and climate change strategies developed and or reviewed	6	3	0	1	1	1	4	4	3	3	2	Directorate Policy SDECC
		Undertake development of Masterplans and other plans on environment and climate change	Environment and climate change Masterplans or plans developed and or reviewed	Number of environment and climate change Masterplans or plans developed and or reviewed	45	25	5	5	5	5	5	5	5	5		Directorate Policy SDECC
		Finalize review of EMCA, 1999, Deposit bonds, sand Harvesting ,EIA/EA regulations	Reviewed EMCA and regulations	No of laws reviewed	6	4	2					20	20			
	2. Coordinate the implementation of sector	Undertake consultative workshops with relevant national government sectors	Situational analysis reports on implementation of sector policy	Number of situational analysis reports developed	9	5	1	1	1	1	5	5	5	5		Directorate Policy SDECC

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	policies, legislations and regulations on environment and natural resources management		instruments developed														
		Undertake consultative forums with relevant county government sectors	Situational analysis reports on implementation of sector policy instruments developed	Number of situational analysis reports developed	9	5	1	1	1	1	5	5	5	5			Directorate Policy SDECC
		Undertake consultative forums with relevant county government sectors	Situational analysis reports on implementation of sector policy instruments developed	Number of situational analysis reports developed	9	5	1	1	1	1	5	5	5	5			Directorate Policy SDECC
		Undertake consultative forums with relevant Partners, collaborators, NGOs and civil society organisations	Situational analysis reports on implementation of sector policy instruments developed	Number of situational analysis reports developed	9	5	1	1	1	1	5	5	5	5			Directorate Policy SDECC
		Undertake inspections to enforce the single use plastics ban in counties	Inspections to enforce single use plastic ban undertaken	No of inspections undertaken in counties	6000	3300	600	700	700	700	60	60	60	70	70		MECF/NEMA
		Undertake environmental audits for facilities with significant impacts on the environment	Regulated key facilities audited	No of facilities audited	18000	10000	2000	2000	2000	2000	60	60	60	60	60		MECF/NEMA
		Implementation of National Forestry Programme (NFP)	Increase in forest and tree cover	Per cent increase in forest and tree cover	2.0276	2.76%	0.5	0.5	0.5	0.5							ME&F, KFS KEFRI
		Processing of various licensing regimes	Licenses issued	No of licenses issued	110000	60000	11000	12000	13000	14000	20	22	24	25	30		MECF/NEMA

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
3. Strengthen linkages between policy, planning, budgeting and budget execution.		Establish coordinating fora for information sharing within and between departments	Education, Information and communication materials shared in each fora	Set of Education, Information and communication materials established and shared per fora	18	10	2	2	2	2	4	6	6	4	4	Planning Directorate
		Undertake analysis of expenditure on Environment and climate change as a share of the GDP	Analysis of the Share of Expenditure on Environment and climate change established	Analysis of the Share of expenditure on environment and climate change as percent of GDP	9	5	1	1	1	1	4	4	4	4	4	Planning Directorate and all others
		Publish sector budget and expenditure reports	Sector budget and expenditure reports developed	Number of Sector budget and expenditure reports developed	9	5	1	1	1	1	8	8	8	8	8	Planning Directorate and all others
		Coordinate Donor round tables	Donor round table fora conducted	Number of Donor round table fora conducted	9	5	1	1	1	1	2	2	2	2	2	Directorate of Programmes
4. Strengthening of partnerships at the international and regional levels on the implementation of sector policies, regulations and agreements.		Coordinate collaborative initiatives between MECCF, stakeholders and Partners on development and implementation of MEAs	Collaborative meetings held	Number of collaborative agreements and initiatives developed	9	5	1	1	1	1	12	15	70	80	70	MEAs
		Coordinate reporting for the implementation of MEAs	Periodic reports on implementation of MEAs done	No of Status Reports on implementation of MEAs in place	18	10	2	2	2	2	3	3	3	3	3	Directorate of MEAs
		Develop information communication and education (ICE) materials to create awareness, capacity build and give technical support to Counties on MEAs	Sets of IEC materials developed	No of Sets of IEC materials developed	27	15	3	3	3	3	7	7	7	7	7	Directorate of MEAs

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
		Showcase best practice in implementation of MEAs in workshops, symposiums and COPs	Best practice in implementation showcased	No of national workshops and synposia held and side events showcased at COPs	27	15	3	3	3	3	10	10	10	10	10	Directorate of MEAs
5. Strengthen institutional capacity for environmental and climate change management		Coordinate attainment and retention of human capacity for management of environment and climate change	Balancce of Staff establishment between in-post and authorised	Percent attainment of authorised establishment	500	100	100	100	100	100						Human Resource
		Undertake staff training based on Training Needs Assessment and Training Projections	Staff trained in line with training projections	Percent staff trained against projections	190	100	20	40	20	10	10	10	10	10	10	Human Resource
		Equip staff with necessary tools for operation	staff access to office space, ICT and transport facilities above 70%	% staff access to office space, ICT and transport facilities	400	70	60	70	100	100	100	100	100	0	0	Directorate of Procurement and HR
		Organise partnerships for exchange visits for staff to gain from benchmarks	Profile of good practice and innovative initiatives identified and implemented	% application of good practice initiatives against the documented profiles	450	100	50	100	100	100	5	5	5	5	5	Human Resource
6. Strengthen natural resource governance through coordinating negotiations and		Convene sectoral, inter-Ministerial and stakeholders preparatory meetings for UNCBD, UNCCD and BRS &M conventions	Country position, National statemnets for the MEAs conference of parties and intersessional meetings developed	No. of position papers developed	22	12	3	2	3	2	10	15	10	15	10	SDECC, NEMA

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	ratification of Multilateral Environmental Agreements	Coordinate domestication and mainstreaming of multilateral environmental agreements in sector and county plans, policies and Programmes	MEAs mainstreamed across sectors and Counties	No. of awareness, capacitybuilding meetings and technical assistance support initiatives for MDAs and Counties held	36	20	4	4	4	4	10	10	10	10	10	SDECC, NEMA	
		Prepare Annual report to the UNCCD	Annual report prepared	No of annual national reports submitted to UNCCD	9	5	1	1	1	1	5	5	5	5	5	MECF/NEMA	
		Preparation and Commemoration World Environment Days (World Oceans day, World Wetlands Day, World Environment Day, World Desertification and Drought Day)	World environment days commemorated	No. of world environment Days commemorated	36	20	4	4	4	4	32	32	32	40	40	MECF/NEMA	
7. Strengthen natural resource protection and management through national, bilateral, regional and international environmental obligations, legislations, agreements, strategies and plans.		Prepare and submit NBSAP that is updated and aligned to Post 2020 Global Biodiversity Framework., prepare National report to UNCBD and BRS	Compliance reports submitted to UNCBD, Montreal protocol and BRS conventions	No. of reports	20	10	3	3	2	2	10	15	15	10	10	SDECC, NEMA	
		Development of management plans for ESAs for gazettement	Management plans for ESAs developed and gazetted	No of management plans development and gazetted	9	5	1	1	1	1	10	10	10	10	10	MECF/NEMA	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	8. Strengthen policy instruments for protection of wetlands				0												
9. Develop and implement National Waste Management Strategy and action plan	Stakeholder consultation meetings on the Strategy	Stakeholders consultative meetings' reports	National Waste Management Strategy and Action Plan	7	5	2	0	0	0	0	7	5	0	0	0	DWM&PC	
	Public participation meetings	Public participation meeting reports	No. of public participation meetings	6	6	0	0	0	0	10	0	0	0	0	DWM&PC		
	Engagement of county governments, and other partners	County Government and other partners sensitization reports	No. of Counties, partners sensitized	18	10	2	2	2	2	5	5	5	5	5	DWM&PC		
	Monitoring and evaluation	M&E reports	No. of M&E reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC		
10. Develop and review policy, legislation, standards and guidelines for addressing land, water and air pollution.	Hold stakeholder consultative meetings	Minutes of meeting	No. of meetings held	18	10	2	2	2	2	2	2	2	2	2	DWM&PC		
	Hold public participation meetings	Public participation meeting reports	No. of Public participation meetings held	12	6	6	0	0	0	1	7	0	0	0	DWM&PC		
	Activity 3			0													
	Activity 4			0													
11. Develop, review and implement policy, legislation, and guidelines on circular economy.	Hold stakeholder consultative drafting meetings	Stakeholder consultation meeting reports	No. of consultation reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC		
	Hold public participation meetings	Public participation meeting reports	No. of public participation meeting reports	12	6	6	0	0	0	2	7	0	0	0			

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
	12. Develop and implement Circular Economy business models and infrastructure	Hold multi-stakeholder consultative meetings	Multistakeholder meeting reports	No. of multistakeholder meeting reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC
		Provide technical guidance on development of Circular economy business models and infrastructure	Technical guidance workshop reports	No. of technical guidance reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Mapping and appreciation of best circular economy models	Mapping reports	No. of circular economy models	9	5	1	1	1	1	3	3	3	3	3	DWM&PC
2. Strengthen Climate Change Governance	1. Develop and/or review existing laws to respond to local and global developments	Undertake Amendments of Climate Change Act, 2016	Climate Change Bill, 2023	No of Bills	1	1	0	0	0	0	10	0	0	0	0	CCD
		Develop Pending Climate Change Act, 2016 (Regulations)	Climate Change Act, 2016 (Regulations)	No Regulations of	3	2	1	0	0	0	15	10	0	0	0	CCD
		Support Counties to develop and/or review County Climate Change Acts	County Climate Change Acts	% Counties with Acts	1	1	1	1	1	1	20	20	20	20	20	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Support MDAs to develop and/or review Sectoral Climate Change Policies, Strategies and Regulations	MDAs that request for and are supported to develop or review policies	% of MDA requests supported	1	1	1	1	1	1	20	20	20	20	20	CCD
	2. Develop Carbon Market Frameworks for Climate change adaptation & mitigation programs.	Support sectors to incorporate Carbon markets in the relevant laws of Kenya	Sectoral laws that provide for carbon markets	% of sectors supported to incorporate carbon markets	1	1	1	1	1	1	10	10	10	10	10	CCD
		Establish and support institutions for overseeing carbon market activities in Kenya	Institutional frameworks for carbon markets	Number of institutions	3	3	3	3	3	3	10	10	10	10	10	CCD
		Establish and maintain a National Carbon Registry	Carbon Registry in place	Number of Registries	1	1	1	1	1	1	10	10	10	10	10	CCD
		Support sector players to effectively engage in carbon markets	Sectors participating in carbon markets	Number of sectors participating in carbon markets	5	5	5	5	5	5	10	10	10	10	10	CCD
		3 Develop and/or review existing policies to respond to local and global														

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
	development s															
	4. Support sectors (MDAs) to develop and/or review existing laws and policies to respond to local and global development s															
	5. Support sectors countries to develop and/or review existing laws and policies to respond to local and global development s															
	6. Support development and review of policies and legislations on meteorological services	Formulate policies and necessary legislations to ensure KMD becomes a semi autonomous agency adequately funded to fulfil its mandate	Enactment of meteorology bill	No.	1	1	1	1	1	1	14	12	6	6	8	MECCF, KMD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Facilitate regular meetings with policy makers to inform on KMD activities to demonstrate relevance to socio economic development	Consultative meetings	No.	20	4	4	4	4	4	12	10	11	12	14	MECCF, KMD
		Establish mechanisms for cost recovery	Mechanisms (Revenue generation)	No.	10	2	2	2	2	2	16	11	11	12	12	MECCF, KMD
	7. Strengthen partnerships with relevant institutions	Cultivate Structured engagements/collaborations with climate financing institutions to support investment in weather and climate services	MOU/MOA	No.	10	2	2	2	2	2	21	18	15	15	16	MECCF, KMD
		Develop resource mobilisation plan	Plan	No.	1	1	1	1	1	1	9	9	9	8	9	
3. Strengthen Forestry Governance	1. Promote implementation of governance frameworks for sustainable forest management	Formulate guidelines on incentives and benefit sharing in public forests	Incentive and Benefit sharing guidelines developed	No of guidelines	1	1	1				10	10				SDF/KFS/KEFRI
		Development of Forest Conservation and Management Trust Fund	Fund established	Number of funds formed	1		1					10				

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility	
		Strengthen of partnerships at the International and regional levels on the implementation of policies, regulations and agreements.	Domestication of international/regional obligations	number ratified/domesticated	1												10	SDF/KFS/KEFRI
		Develop regulations or guidelines for the protection and regeneration of protected tree species	guidelines/regulations developed	Number of regulations developed	20	4	4	4	4	4	4	20	20	20	20	20	MECCF	
	2. Develop and Review forest policies and legislation	Review the draft national forest policy for endorsement by parliament	policies/bills enacted	Number of policies	1												20	MECCF; SDF/KFS/KEFRI
		Review the FCMA 2016	Act reviewed	Number of Act	1	1											30	MECCF; SDF/KFS/KEFRI
		Finalization grading and valuation of timber and other forest products, Export and import regulations	Acts finalised	Number of acts finalised	1						1					20	MECCF; SDF/KFS/KEFRI	
		Finalize charcoal rules	charcoal act finalized	number of charcoal act enacted	1						1					20	MECCF; SDF/KFS/KEFRI	
	3. Develop and strengthen natural resource	Harmonization of policy frameworks at national and county level	policies harmonized	number of policies harmonized	6	1	1	1	1	1	2	10	10	10	10	20	MECCF; SDF/KFS/KEFRI	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	conflict resolution and management mechanism	Control illegal exploitation and trade in forest resources	Reduced illegal activities	% reduction on illegal activities in forests	1	1	1	1	1	1	500	500	500	500	500	SDF/KFS/KEFRI
		Address resource issues in the ADSALs	Resources issues in ADSALs addressed	No. of ADSALs issues addressed	5	1	1	1	1	1	5	5	5	5	5	SDF/KFS/KEFRI
		Formation of governance structures and committees at both national and county governments	Governance structures at both national and county governments to address conflicts in resource management formed	No. of governance structures formed	5	1	1	1	1	1	5	5	5	5	5	MECCF, SDF, KFS, KEFRI, KWTA
4. Coordination the implementation of sector policies, legislations, and regulations on natural resources management .	Implementation of sector policies, legislation and regulations on natural resources.	Sector policies, legislations on natural resources drafted	No of policy briefs drafted	5	1	1	1	1	1	10	10	10	10	10	MECCF, SDF, KFS, KEFRI, KWTA	
5. Strengthen linkages between policy planning, budgeting and execution.																
6. Support Institutional reforms and automation	Establish and implement a governance risk and compliance framework	Risk compliance framework formed	level compliance of	50%	10	10	10	10	10	10	10	10	10	10	KFS	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	of services in the sector	Automation of State Department business processes.	Bussiness processes automated	% increase of automation	1	1	1	1	1	1	50	150	150	100	50	KFS
		Undertake M&E of programmes and projects	A report on M&E	No. of M&E Reports	20	4	4	4	4	4	50	50	50	50	50	MECCF, SDF, KFS, KEFRI, KWTA
	7. Develop and facilitate implementation of a national strategy for agroforestry and commercial forestry.															
	8.Improve enforcement and compliance capacity of KFS, CoG, KWTA	Recruitment of professional and technical staff of KFS, KEFRI, KWTA	Professional and technical staff recruited	No	350	70	70	70	70	70	350	350	350	350	350	MECCF, SDF, KFS, KEFRI, KWTA
		Recruitment of forest rangers	Rangers recruited	No	2700	1900	200	200	200	200	5000	500	500	500	500	MECCF, KFS,
	9.Improved governance of commercial and agroforestry	Finalize and gazette draft charcoal rules 2022	Charcoal rules gazetted	No	1	1					10					MECCF, KFS, KEFRI, Farmers
		Capacity building charcoal producer associations	No of charcoal producer associations capacity built	No	150	30	30	30	30	30	7250	7250	7250	7250	7250	SDF, KEFRI, KFS, CGs, CSOs
		Support formation of environmental conservation clubs in schools	Environmental conservation clubs developed	No	50	10	10	10	10	10	135	135	135	135	135	MECCF, MOE SDF, KFS, KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years									Budget (in Million)	Responsibility
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KRA 2: Conservation, Protection, Management and restoration of Environment and Forestry ecosystems.

1. Protect, conserve and manage the environment for sustainable development.	1. Undertake joint programming and resource mobilization for conservation, restoration and management of the environment	Coordinate development of a Common Programme Framework (CPF) for mapping of degraded hotspots and priority restoration initiatives	CPF developed	Number of CPF in place	1	1	0	0	0	0	5	0	0	0	0	Directorate of Programmes
		Coordinate partnerships for implementation of restoration initiatives identified in the CPF	Partnership instruments developed	Number of Partnership instruments developed	27	15	4	4	3	1	2	3	2	2	1	Directorate of Programmes
		Monitor, publish and showcase progress of restoration during seminars and Conference of Parties for various conventions (UNCBD, UNCCD, UNFCCC, Chemical MEAS on BRS)	symposiums, COPs, Workshops, side events on information sharing attended	Number of symposiums, COPs, Workshops, side events on information sharing attended	135	75	15	15	15	15	20	20	20	20	20	Directorate of Programmes

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Develop a Code of Conduct (CoC) between GoK and Environment Sector Development Partners on division of roles and engagement modalities for joint restoration actions	CoC developed	Number of CoC in place	1	1	0	0	0	0	3	0	0	0	0	Directorate of Programmes	
2. Enhance restoration and protection of strategic water towers.	Rehabilitation of degraded water towers	Degraded water towers rehabilitated	No. of Ha of degraded water towers rehabilitated	23500	12500	2000	2500	3000	3500	150	200	250	300	350	KWTA, MoEC&F		
			No. of water towers assessed	33	18	3	3	4	5	15	15	15	20	25	KWTA, MoEC&F		
	Securing and Protection of Water Towers	Water towers secured and protected	No. of KM Fenced	270	150	30	30	30	30	75	75	75	75	75	KWTA, MoEC&F		
			No. of ha of water towers protected	1100000	200000	150000	200000	250000	300000	60	100	150	200	250	KWTA, MoEC&F, KFS,		

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Community livelihood interventions within water towers	Nature based enterprises established	No. of nature based enterprises established	3850	2000	250	300	500	800	300	375	750	1200	1800	KWTA, MoEC&F	
			Climate change mitigation projects established	No. of Climate Change projects implemented	3400	1750	150	250	450	800	300	450	750	1350	2400	KWTA, MoEC&F	
3. Strengthen Intergovernmental Relations		Develop environment sector Intergovernmental Framework	A Joint Environment sector intergovernmental framework (ESIF) developed	% completion of ESIF framework document	500	100	100	100	100	100	8	1	0	0	0		
		Convene ESIF high level Forum meetings	Forum resolutions developed	No of forum resolutions developed and shared for action with relevant sector players	9	5	1	1	1	1	15	10	10	10	10	Directorate of Programmes	
		Convene ESIF technical committee meetings	Technical meeting resolutions developed and shared with relevant actors for action	No of Technical meeting resolutions developed and shared for action with relevant sector players	18	10	2	2	2	2	2	30	20	20	20	20	Directorate of Programmes

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Convene ESIF Thematic working group (TWG) meetings	TWG technical reports shared with Technical committees and Forum	No of TWG technical reports developed	36	20	4	4	4	4	4	40	40	40	40	40	Directorate of Programmes
	4. Enhance restoration of degraded landscapes to achieve land degradation neutrality	Undertake implementation of Land Degradation Neutrality targets	Hectareage restored	No of Hactares	#VALUE !	5 million Ha	0.7	1.5	2	1	1	50	100	200	250	100	MECCF, KEFRI, KFS, KWT
	5. Strengthen biodiversity conservation , sustainable use and fair and equitable sharing of the benefits arising from utilization of genetic resources.	Prepare and submit National Biodiversity Strategy and Action Plan (NBSAP) and National Reports aligned to post 2020 Global Biodiversity Framework to UNCBD	NBSAP and National reports submitted	No. of reports	#VALUE !	4	1	1	-	1	1	10	10	10	5	10	MECC&F - MEAs, KEFRI, KFS, KWT
		Convene sectoral, inter-Miniterial and stakeholders preparatory meetings for UNCCD, UNCBD and BRS inter-sessional meetings	SBSTTA and SBI positions for Kenya developed	No of position papers developed	18	10	2	2	2	2	2	10	10	10	5	10	MECC&F - MEAs, KEFRI, KFS, KWT
		Mainstream biodiversity strategies and plans in to sectors and Counties plans	Sector and County plans mainstreamed	No. of sector and county plans mainstreamed	38	20	4	5	5	4	4	10	20	25	25	20	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
6. Enhance economic valuation of natural capital		Map priority natural capital for valuation	Priority natural capital accounts mapped	No of Mapped priority accounts in place (Water, Energy, Forest, wildlife, landscape)	5	3	2	0	0	0	6	6	6	0	0	Directorate of programmes	
		Coordinate valuation of strategic natural capital in line with guidance from UN Statistics	Priority natural capital accounts developed	No. of priority accounts ideveloped (Water, Energy, Forest, wildlife, landscape)	6	3	0	1	2	0			40	30	0	Directorate of programmes	
		Undertake publication of Natural capital accounts	Priority natural accounts puublished	No of natural accounts published	6	3	0	0	2	1	0	0	0	0	5	3	Directorate of programmes
		Showcase capital accounts in national plans, symposiums, COPs and workshops to support resource mobilisation for restoration	Sets of IEC materials developed	No of sets of IEC materials developed and shared	6	3	0	1	2	0	0	0	0	15	10	0	Ddirectorate of Programmes
7. Enhance implementation of Environmental Sector Monitoring and		Develop environment sector M&E framework document	M&E Framework for the sector in place	% completion of sector M&E framework in place	380	100	30	50	100	100	40	40	20	10	10	Ddirectorate oof Programmes, Planning	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	Evaluation Framework	Develop periodic reports based on M&E framework	Sector Reports developed	No of reports developed	36	20	4	4	4	4	5	5	5	5	5	Direcatorate of Programmes, Planning
		Undertake publication of sector reports	Sector reports published	No of sector reports in place	36	20	4	4	4	4	10	10	10	10	10	Direcatorate of Programmes, Planning
8. Strengthen integration of Multilateral Environmental Agreements across sectors and counties		Coordinate domestication and mainstreaming of multilateral environmental agreements in sector and county plans, policies and Programmes	Sector and county plans, policies and Programmes mainstreamed with MEAs	No. of plans, policies and programmes	55	30	7	7	7	4	10	20	15	20	10	
9. Facilitate access to environmental justice		Organise Dispute resolution sessions	Identified Disputes resolved	% of identified disputes resolved and Consents entered	5	1	1	1	1	1	178	186	197	217	234	MOECC&F, NEMA, NECC, NET
		Undertake Awareness creation	Awareness forums held	No. awareness forums held	84	47	10	10	10	7	55	55	56	57	62	MOECC&F, NEMA, NECC, NET

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Develop and apply technology in case management	Case management system established	No of Case management system in place	7	3	1	1	1	1	6	6	6	6	6	MOECC&F, NEMA, NECC, NET
2. Conservation and Protection of wetlands for enhanced ecosystem benefits	1. Support initiatives to restore degraded wetlands	Activity 1														
		Activity 2														
		Activity 3														
		Activity 4														
	2. Strengthen economic valuation of priority wetlands															
	3. Undertake Implement of the wetlands management plans	Build capacity to counties to develop the wetlands management plans	Counties capacity built on development of management plans	No of counties capacity built	84	47	10	10	10	7	200	200	200	200	140	MECCF/NEMA/COUNTY GOVERNMENTS
		Coordinate counties in the development of wetlands management plans	management plans developed	No of management plans developed	84	47	10	10	10	7	20	20	20	20	14	MECCF/NEMA/COUNTY GOVERNMENTS
		Mapping and pegging Public/community wetlands in counties	Wetlands mapped and pegged	No of wetlands mapped and pegged	84	47	10	10	10	7	40	20	20	20	14	MECCF/NEMA/COUNTY GOVERNMENTS
		Monitor implementation of wetlands management plans by the counties	Wetlands mapped and pegged	No of wetlands mapped and pegged	84	47	10	10	10	7	40	20	20	20	14	MECCF/NEMA/COUNTY GOVERNMENTS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	4. Waste management and pollution control for water bodies	Mapping of pollution sources impacting on coastal marine and inland water bodies	Pollution sources impacting on coastal marines mapped	No of pollution sources mapped	27	15	3	3	3	3	9	9	9	9	9	MECCF/NEMA/COUNTY GOVERNMENTS
		Enforcement on stoppage of illegal discharge in water bodies	illegal discharges in water bodies stopped	% of illegal discharges stopped	180	100	20	20	20	20	10	10	10	10	10	MECCF/NEMA/COUNTY GOVERNMENTS
		Activity 2														
		Activity 3														
	5. Enhanced incentive schemes for collaborative management and partnerships on wetlands	Activity 1														
		Activity 2														
		Activity 3														
		Activity 4														
	6. Strengthen institutional capacity on conservation and management of wetlands	Activity 1														
		Activity 2														
		Activity 3														
		Activity 4														
	7. Coordinate information and knowledge management on wetlands ecosystems.															
		Activity 2														
		Activity 3														
		Activity 4														

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
	8. Strengthen implementation of initiatives against rising water levels in Lakes and rivers.															
3.Enhance sustainable waste management and pollution control	1. Strengthen education and public awareness on waste management and pollution control	Develop and disseminate awareness materials	Type of awareness materials developed & disseminated; Local Service Orders; Participants' attendance lists;Dissemination reports	No. of awareness material developed & disseminated; No. of participants; No. of dissemination reports	10	2	2	2	2	10	10	10	10	10	DWM&PC	
		Training curriculum development institutions on mainstreaming waste and pollution control in curricula	List of the trainees;	No. of institutions and Persons trained	18	10	2	2	2	2	4	4	4	4	4	DWM&PC
		Organize side events during COP meetings	Reports on COP side events	No. of COP & side events held;No. of reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Social media campaigns	Social media campaigns reports	No. of social media campaigns done; No. of reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Sensitize informal waste collectors on the Sustainable Waste Management Act, 2022, National Solid Waste Management Strategy, 2015 and Waste Regulations 2006 and link them to disposal facilities/ Secondary markets (Recyclers)	Informal waste collectors sensitized	No of informal waste collectors sensitized	141	94	47	0	0	0	4.7	4.7	0	0	0	MECCF/NEMA/COUNTY GOVERNMENTS	
	2. Develop and implement National Waste Management Strategy and action plan	Stakeholder consultation meetings on the Strategy	Stakeholders consultative meetings' reports	National Waste Management Strategy and Action Plan	7	5	2	0	0	0	7	5	0	0	0	DWM&PC	
		Public participation meetings	Public participation meeting reports	No. of public participation meetings	6	6	0	0	0	0	10	0	0	0	0	DWM&PC	
		Engagement of county governments, and other partners	County Government and other partners sensitization reports	No. of Counties, partners sensitized	18	10	2	2	2	2	5	5	5	5	5	DWM&PC	
		Monitoring and evaluation	M&E reports	No. of M&E reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC	
	3. Undertake joint programmes for waste management	Establish multistakeholder technical committee	Committee reports	Appointment letters for the Committee; No. of Committee reports	1	1	0	0	0	0	0	0	0	0	0	DWM&PC	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	and pollution control	Hold consultative meetings	Minutes of meeting	No. of meetings held	18	10	2	2	2	2	1	1	1	1	1	DWM&PC
		Develop a joint roadmap	Waste Management and pollution control roadmap	Roadmap document	1	1	0	0	0	0	2	0	0	0	0	
		Undertake Monitoring and evaluation	M&E reports	No. of M&E reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Undertake ambient air quality monitoring in 5 major urban Centres (Nairobi, Mombasa, Kisumu, Nakuru and Eldoret)	Air quality monitoring reports	No of reports	25	5	5	5	5	5	5	5	5	5	5	MECCF/NEMA
4. Coordinate development of waste management infrastructure		Hold multi-stakeholder consultative meetings	Minutes of meeting	No. of meetings held	18	10	2	2	2	2	3	3	3	3	3	DWM&PC
		Develop proposals for consideration by the Waste Management Council	Proposals for consideration by the Waste Management Council	No. of proposals submitted	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Resource mobilization for the approved proposals	Resource mobilization proposals	No. of proposals submitted to funding agencies	9	5	1	1	1	1	1	1	1	1	1	DWM&PC
		Oversee the implementation of the proposals	M&E reports	No. of M&E reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
	5. Develop and review policy, legislation, standards and guidelines for addressing land, water and air pollution.	Hold stakeholder consultative meetings	Minutes of meeting	No. of meetings held	18	10	2	2	2	2	2	2	2	2	2	DWM&PC
		Hold public participation meetings	Public participation meeting reports	No. of Public participation meetings held	12	6	6	0	0	0	1	7	0	0	0	DWM&PC
		Activity 3														
		Activity 4														
	6. Coordinate implementation of Extended Producer Responsibility regulations (2023).	Mobilize producers to establish PROs	Producer Mobilization reports	No. of producers mobilized	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Develop targets for PROs	Target setting report	Target setting report	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Monitoring and evaluation operations	M&E report	No. of M&E reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Activity 4														
	7. Coordinate formalization of waste Service providers into cooperatives	Map waste service providers	Mapping document	No. of waste service providers mapped	9	5	1	1	1	1	2	2	2	2	2	DWM&PC
		Hold consultative meetings with Waste Service providers	Consultative meeting reports	No. of consultative meetings reports	18	10	2	2	2	2						
		Activity 3			0											
		Activity 4			0											

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	8. Coordinate chemical conventions compliance, reporting requirements and standards obligations	Coordinate establishment of a National Chemical Portal			0												
		Activity 2			0												
		Activity 3			0												
		Activity 4			0												
	9. Promote waste to energy initiatives.	Hold a consultative meetings with key stakeholders	Stakeholder meeting reports	No. of consultative meeting reports	18	10	2	2	2	2	2	3	3	3	3	3	DWM&PC
		Bench mark on an waste to energy plant	Benchmarking visit reports	No. of benchmarking visit reports	9	5	1	1	1	1	1	2	2	2	2	2	DWM&PC
		Activity 4			0												
					0												
					0												
	4. Mainstream circular economy in national development	1. Develop, review and implement policy, legislation, and guidelines on circular economy.	Hold stakeholder consultative drafting meetings	Stakeholder consultation meeting reports	No. of consultation reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC
Hold public participation meetings			Public participation meeting reports	No. of public participation meeting reports	12	6	6	0	0	0	0	2	7	0	0	0	
					0												
				0													
2. Develop and implement Circular		Hold multi-stakeholder consultative meetings	Multistakeholder meeting reports	No. of multistakeholder meeting reports	18	10	2	2	2	2	2	2	2	2	2	2	DWM&PC

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	Economy business models and infrastructure	Provide technical guidance on development of Circular economy business models and infrastructure	Technical guidance workshop reports	No. of technical guidance reports	9	5	1	1	1	1	2	2	2	2	2	DWM&PC	
		Mapping and appreciation of best circular economy models	Mapping reports	No. of circular economy models	9	5	1	1	1	1	3	3	3	3	3	DWM&PC	
					0												
3. Enhance education and public awareness on circular economy.		Develop and disseminate awareness materials	Awareness materials developed	No. of awareness materials developed and disseminated	9	5	1	1	1	1	8	8	8	8	8	DWM&PC	
		Training curriculum development institutions on mainstreaming waste and pollution control in curricula	Training reports	No. of institutions trained	18	10	2	2	2	2	3	3	3	3	3	DWM&PC	
		Organize side events during COP meetings	Side event reports	No. of side events done	9	5	1	1	1	1	2	2	2	2	2	DWM&PC	
		Social media campaigns	Social media campaign reports	No. of social media campaign reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC	
		Development of curriculum for sustainable waste management for intergration into education curriculum	Curriculum for sustainable waste management developed	% completion	150	100	50	0	0	0	0	10	5	0	0	0	MECF/NEMA

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
	4. Promote innovative circular economy in waste management practices	Hold a consultative meetings with key stakeholders	Multistakeholder meeting reports	No. of multistakeholder meeting reports	18	10	2	2	2	2	2	2	2	2	2	DWM&PC
		Awareness creation on waste to energy initiative	Awareness meeeting reports	No. of awareness creation reports	18	10	2	2	2	2	3	3	3	3	3	DWM&PC
		Beach mark on an industrial park symbiosis	Benchmarking visit reports	No. of benchmarking visits	18	10	2	2	2	2	3	3	3	3	3	DWM&PC
		Build capacity in establishment of material recovery facilities in every county	Counties capacity built on material recovery	No of counties capacity built on MRFs	67	47	20	0	0	0	54	40	0	0	0	DWM&PC/NEMA
		Undertake training of waste service providers on composting and material recovery for waste	waste service providers trained on composting and material recovery	No of waste service providers trained on composting and material recovery	200	120		40		40	5	5	5	5	5	DWM&PC/NEMA
					0											
5. Conserv e and Manage Lake Victoria and Lake Naivasha Basins for enhanced socio-economic benefits of the water resource	1. Enhance integrated restoration of degradation hotspots in Lake Victoria and Lake Naivasha Basins	Coordiinate development and review of a Basinwide Restoration Plans for the two water basins	Basinwide Restoration plans developed	Number of Basin Wide restoration plan in place	2	1	1	0	0	0	7	3	0	0	0	Directorate of Programmes
		Coordinate implementation of strategies in the Plan (soil conservation, protection of springs, water	Restoration activities undertaken	Report on Restoration activities undertaken (No of soil conservation structures, No of water plans	36	20	4	4	4	4	150	200	200	300	150	Directorate of Programmes

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		harvesting structures)		constructed, Number of beneficiaries from livelihood initiatives)													
		Develop partnership instruments for joint and collaborative implementation of joint actions	Partnership instruments on restoration established	No. of Partnership instruments on restoration established	9	6	2	1	0	0	2	2	2	2	2		
		Coordinate support to small scale livelihood opportunities including irrigation in priority catchments	Livelihood support initiatives established	Number and value of Livelihood support initiatives established	20	4	4	4	4	4	500	500	500	500	500	Directorate of Programmes	
	2. Strengthen surveillance and control of Point and Non-Point pollution in Lake Victoria and Lake Naivasha Basins	Coordinate monitoring of air, water and soil quality parameters	Pollution status established	Number of pollution status reports developed	36	20	4	4	4	4	10	10	10	10	10	Directorate of Programmes	
		Coordinate actions to control point and non point pollution	Initiatives against pollution executed and reported	Set of initiatives against pollution undertaken/reported	36	20	4	4	4	4	15	20	25	20	15	Directorate of Programmes	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
		Strengthen partnerships for pollution control	Partnership instruments on pollution prevention established	No. of Partnership instruments on pollution prevention in place	15	3	3	3	3	3	1	1	1	1	1	Directorate of Programmes
		Establish a knowledge management system on pollution prevention and control	Knowledge Management System established	No. of knowledge management system in place	5	1	1	1	1	1	3	5	2	2	2	Directorate of Programmes
3. Enhance integrated management of solid, liquid and electronic wastes in the basin		Develop and implement a plan of action on solid, liquid and electronic wastes in the basin	Plan on management of wastes established	No. of Plan on management of wastes in place	5	1	1	1	1	1	15	0	0	0	0	Directorate of Programmes
		Coordinate development and implementation of partnerships to support waste management initiatives in the basins	Partnership instruments on wastes management established	No. of Partnership instruments on waste management in place	15	3	3	3	3	3	1	1	1	1	1	Directorate of Programmes
		Establish best practice platforms for incubation on waste management	Incubation platforms established in priority Material Recovery Facilities (MRF)	No. of Incubation platforms in priority Material Recovery Facilities (MRF) in place	9	5	2	2	0	0	5	10	10	2	2	Directorate of Programmes

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
		Showcase the role of waste management practices in realising global sustainable cities vision and urban development during symposiums, seminars and Conference of Parties	symposiums, conferences and workshops and COPs on waste management best practice attended	No. of symposiums, conferences and workshops and COPs on waste management best practice attended	36	20	4	4	4	4	8	8	8	8	8	Directorate of Programmes
	4. Strengthen implementation of strategic initiatives against rising water levels in lakes and rivers	Build community resilience of the 58,985 households displaced or affected by the floods through built infrastructures	Flood affected community persons reached by interventions	No. of affected persons reached by targeted interventions	310000	120000	20000	50000	20000	100000	30	40	50	40	30	Directorate of Programmes
		Restore degraded farmland areas affected by lake and river water intrusion, extended gulleys, destroyed vegetation	Extent of Degraded farmlands restored	Ha of farmlands restored	280000	150000	30000	50000	30000	20000	50	60	100	60	50	Directorate of Programmes
		Undertake soil conservation measures including terracing, retention ditches, contour ploughing and traps	Extent of conservation measures established	KM of conservation measures established	475	250	50	100	50	25	25	50	100	50	25	Directorate of Programmes
		Establish water harvesting infrastructure including 40 water pans, 60 shallow wells and requisite drainage channels.	Water harvesting structures established to arrest effect of rising water levels	No of water harvesting structures in place (Water pans and wells)	415	220	35	100	35	25	100	150	200	150	100	Directorate of Programmes
6. Restore ecological functions	1. Coordinate conservation	Protect and conserve 2.6 million hectares of	2.6 million Ha protected and conserved	Ha of Public forests secured,	2600000	52,000	52,000	52,000	52,000	52,000	500	500	500	500	500	KFS/MECCF

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility		
of forests ecosystems	and protection of natural & indigenous forests for sustainable development of forestry and allied resources.	degraded forest landscapes																
				KM of public forest fenced	430	70	80	80	100	100	84	96	96	120	120	KFS/MECCF		
				Ha. of public forest adopted	350000	70000	70000	70000	70000	70000	50	50	50	50	50	KFS/MECCF		
				Map out the 3.5million hectares of degraded areas and identify the hotspots	3.5 million hectares mapped	Hectares of degraded areas mapped	3500000	1750000	1750000			500	500				KFS/MECCF	
				Rehabilitate 175,000Ha of degraded natural forests and water towers areas	175,000 Ha of degraded natural and water towers areas rehabilitated	Hectares of degraded area fenced for natural regeneration	175,000	35,000	35,000	35,000	35,000	35,000	150	150	150	150	150	KFS/MECCF
						Hactares of degraded area planted	175000	35000	35000	35000	35000	35000	2100	2100	2100	2100	2100	KFS/MECCF
		Develop strategies for Prevention of forest loss through fires, invasive species, pests and diseases	Strategies developed	No. of Strategies developed	500		300		200		20		10			KFS/MECCF		

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
2. Promote upscaling of afforestation and reforestation of degraded forests landscapes		Undertake afforestation and reforestation campaigns of the National Strategy towards the achievement of 30% tree cover	Afforestation and reforestation campaigns conducted	No of Campaigns	480	96	96	96	96	96	208	208	208	208	208	MECCF/KFS/KEFRI
		Recruit 100,000 youth and women (Green Army) to undertake afforestation of degraded forest landscapes	Youth and Women recruited	No. of youth and women recruited	100,000	20000	20000	20000	20000	20000	3000	3000	3000	3000	3000	MECCF/KFS/KEFRI
		Undertake production of 1600 million seedlings for afforestation of degraded forest landscapes	Seedlings produced	No. of seedlings produced	1600000	3.2E+08	320000	320000	320000	320000	8000	8000	8000	8000	8000	MECCF/KFS/KEFRI
		Carry out mapping of degraded hotspot areas in forest landscapes	Hectares of Hotspot areas mapped	No. hectares mapped	3500000	175000	175000	-	-	-	200	200				SDF/KFS/KEFRI
		Develop alternative livelihoods to reduce reliance on forests (private tree nurseries, fruit orchards, bee keeping and eco-tourism)	Livelihood alternative options developed	No. of alternative livelihoods developed	10	2	2	2	2	2	5	5	5	5	5	SDF/KFS/KEFRI
		Undertake conservation of mangroves	Mangroves areas conserved	No. of Hectares	60000	12000	12000	12000	12000	12000	10	10	10	10	10	KFS/KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Carry out surveys for biodiversity conservation and sustainable use of natural forests	Biodiversity surveys in natural forests undertaken inform sustainable use of natural forests	No. of surveys undertaken	10	2	2	2	2	2	20	20	20	20	20	KFS
	3. Coordinate the protection Public Forest areas from all forms of degradation															
	4. Promote actions to Reverse Forest degradation and restore biodiversity.															
	5. Strengthen conservation and sustainable use of mangroves															
	6. Coordinate mapping of degradation hotspots in forest landscapes															
	7. Facilitate the development , validation and promotion of technologies for forest and landscape restoration															

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility	
	and rehabilitation																
	8. Coordinate development of strategies for management and control of invasive species, pests and diseases																
	9. Promote biodiversity conservation and sustainable use of natural forests																
	Restoration of degraded urban forests, avenues, green spaces, arborata, roads and highways, riverlines and infrastructure projects	Restore and rehabilitate areas along major infrastructure, projects, dams, and highways	Areas along mojar infrastructure (dams, roads, projects) restored or rehabilitated	No. of restored Ha	250000	25000	25000	25000	25000	25000	25000	750	750	750	750	750	MECCF, KFS, NEMA, KeNH A, KURA, KeRRA, KR, KPA, CGs, CoGs
		Restore and rehabilitate green spaces, parks and aboretum	Green spaces, parks and aboretum rehabilitated	Ha	25000	5000	5000	5000	5000	5000	5000	30	30	30	30	30	MECCF, MDAs
7. Enhance sustainable forest plantation management	1. Promote development of commercial Forest plantation areas	Develop Guidelines and regulations for establishment of commercial forest plantations	Guidelines and regulations developed	No. of guidelines	2	1	1	-	-	-	20	10	-	-	-	KFS	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Develop framework for provision of Incentives for investment in commercial forest plantations-forest adoption etc	Incentive Frameworks developed	No. of frameworks developed	2	-	1	1	-	-	-	10	20	-	-	KFS	
		Restocking of public forest, industrial plantations	Increase in area under forest	Area restocked	50,000 ha											MECCF, KFS, KEFRI	
		Afforestation of Dryland	Forest area in ASALs increased	Area planted	100 000 ha											MECCF, KFS	
		Develop strategy for market linkages and networks for commercial forest products	Strategy developed	No. of Strategies developed	1	-	1	-	-	-	-	-	20	-	-	-	KFS
	2. Promote tree improvement strategies for enhanced forest productivity	Establish data bank for high yielding tree species	Data bank established	Report on data bank established	1	-	1	-	-	-	-	10	-	-	-	KFS	
		Monitor and report on the implementation of strategies for enhancing productivity of established forest plantations	Level of implementation of strategies	Report on the % of strategies implemented	60%	10	10	10	20	10	10	10	10	10	10	KFS	
		Introduce new tree species in forest plantation development	New tree species introduced in forest plantation establishment	Hectares planted with new tree species	3	1	-	1	-	1	100	-	100	-	100	KFS	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Activity 4															
	3. Facilitate development and implementation of Forest Management Plans for public, community and private forest plantations	Establish and operationalize a registry for public, community and private forests	Registry of forests established	no. of registers	1	1	-	-	-	-	20	-	-	-	-	-	KFS
Develop a framework for monitoring, evaluating and reporting on status of management of all forest plantation		Framework for monitoring and reporting on status of forest plantation management	Handbook on performance indicators	1	-	1	-	-	-	-	20	-	-	-	-	-	KFS
Develop guidelines for preparing Forest Management Plans for Public, Community and Private Forests		Forest Management Plans Guidelines developed	No. of Forest Management Plans Guidelines .	70	14	14	14	14	14	14	42	42	42	42	42	-	KFS
Activity 4																	
	4. Provide an enabling institutional and legal frameworks to support efficient	Develop guidelines for Forest Concessions, Lease, and Joint management in	Guidelines for Concessions, Lease and Joint Management of Forests developed	No of guidelines developed	1		1	-	-	-	2	20	-	-	-	-	KFS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	private sector involvement in commercial forest management	Develop awareness and information dissemination strategy on commercial forest establishment and management	Awareness and information dissemination strategy developed	Number	1	-	1	-	-	-	20	-	-	-	-	KFS	
	5. Promote diversification of forest management																
	6. Promote participatory forest management	Develop and or review rules for participatory forest management instruments	Participatory Forest Management rules developed and reviewed	No of PFM rules developed.	300	60	60	60	60	60	180	180	180	180	180	KFS	
	7. Promote efficient technologies in wood processing and value addition	Develop grievance address mechanism for the parties to the PFM agreements	Develop Grievance Address Mechanism	No. of grievance address mechanism developed	1	-	1	-	-	-	-	30	-	-	-	KFS	
		Monitor and evaluate annually the performance of implementation of Participatory Forest Management Agreements in Public forests	Annual Evaluation Reports on performance of PFM Agreements published	No. of M&E reports	20	4	4	4	4	4	10	10	10	10	10	KFS	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Promote enterprise development of Community Forest Associations	Community Forest Association enterprise promoted	No. of CFA enterprise promoted	300	60	60	60	60	60	20	20	20	20	20	KFS
8. Increase forest and tress cover for enhanced economic, social and environmental benefits.	1. Coordinate the implementation of the strategy for Increasing the National tree cover towards the 30% target by 2032.	Establish and coordinate committees on allocation of the number of seedlings to be grown by various stakeholders; MDAs, County Governments, Communities, Private firms/farmers and Commercial tree growers	Number of seedlings allocated to MDAs, County Governments, conservation and commercial tree growers agencies	No. of seedlings issued to national tree growing entities	7,500	1,500		1,500	1,500	1,500	200,000	40,000	40,000	40,000	40,000	MECCF/ KFS/KEFRI
			Committees established and TORs developed	No of committees established	6	6		-	6	-	110	25	20	20	25	SDF- MECCF
		Undertake monthly monitoring of progress of implementing NTGC strategy and report to the Coordinating committees	Implementation of 15Bn NTGC strategy monitored half monthly	Progress Reports	120	24	24	24	24	24	24	100	20	20	20	20

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility	
		Coordinating Seedlings production from stakeholders nurseries for tree growing programmes	Seedlings produced from identified nurseries	No. of seedlings produced from identified nurseries	20	4	4	4	4	4	25	5	5	5	5	SDF & KFS and KEFRI	
		Facilitate KEFRI with resources to package and distribute seeds to nursery's operating stakeholders	Seeds packaged and distributed to nurseries (400 nurseries)	Number of seeds in distributed various nurseries	500 tonnes	100	100	100	100	100	500	500	500	500	500	KEFRI and KFS	
	2. Coordinate Tree seed and seedlings production for tree growing campaigns	Facilitate and coordinate procurement of nurseries potting materials and potting medium for mass production in the tree growing programmes	Procured pottings bags/trays and synthetic potting media	No. of potting containers and materials	7.5 billion	920	1600	1600	1,600	1780	300,000	60,000	60,000	60,000	60,000	SDF- MECCF; KFS and KEFRI	
		Provide seedlings from KFS and KEFRI nurseries to the tree growers	310M seedlings procured in KFS and KEFRI nurseries	No. of seedlings produced in KFS and KEFRI nurseries	1,510	153	307	350	350	350	30,000	6000	6000	6000	6000	SDF- MECCF; KFS and KEFRI	
		KFS to provide mapped potential sites & its hecterage for tree growing in their land	Delineated sites in KFS land mapped for adopt forest tree growing	No. of hecterage in zoned areas mapped	150,000 ha	75000	75000					300	300	50	50	20	KFS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Institutions and individuals adopting forests for growing in delineated mapped potential in public lands	Institutions and individuals adopting forest lands documented	No. of entities adopting forests	50	10	10	10	10	10	10	5	5	5	5	KFS
	3. Coordinate mapping and zoning areas to upscale afforestation and reforestation of degraded forests in public, community and private lands															
	4. Intensify tree growing campaigns through building partnerships with government institutions, public – private partnerships, commercial tree growers, community groups and civil societies	Mobilize resources to support tree growing initiatives from Public-Private partners, goodwill ambassadors and civil society	Develop resources mobilization strategies for supporting 15bn NTGC	No of resource mobilization strategies	1	-	1	-	-	-	5	-	-	-	-	NETFUND
		Plan tree planting campaigns at County, subcounty and ward level for identified areas	Forest Conservation and Management Act 2016 Reviewed	Reviewed the FCMA 2016	1	-	1	-	-	-	-	10	-	-	-	MECCF, KFS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
		Publicize, create awareness and sensitize tree growers national tree camaign and acruing benefits thereafter	Tree growers created awareness and sensitised on NTGC importance	Number of publicity and sensitization events undertaken	20	4	4	4	4	4	6	6	6	6	6	SDF, KFS and KEFRI
5. Strengthen the institutional capacities to implement Greening of landscapes		Engage Green army and casuals for seeds collection and seedling production	Seedlings raised ,number of tree nurseries established and seeds collected	No. of seedligs produced	500 tonnes	100	100	100	100	100	200	200	200	200	200	MECCF &KEFRI
		Zone and map hectarage in areas where tree will be grown in public lands	Public lands where tree will be grown zoned and mapped	No. of hectarage in public land established	350,000	70,000	70,000	70,000	70,000	70,000	100	100	100	100	100	MECCF, KFS
		Create awareness and capacity building for tree growing campaign	Public Awareness campaigns on tree growing conducted	No. of awareness campaigns conducted	250	50	50	50	50	50	50	50	50	50	50	SDF, KFS and KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
6. Establish framework for sustainable financing mechanisms and private sector investments	Develop a National forest Trust Fund	Forest Trust Fund developed	Number	1												
	Develop Strategy for forest financing	Strategy Developed	Number	1												
	Develop strategy for private sector investment in forests	Strategy Developed	Number	1												
	Implement the REDD+ strategy	Level of Implementation	%													
7. Provide incentive framework for Investment in carbon markets, natural capital accounting, and PES schemes	Undertake total economic valuation of forest resources in 2 forests	Total economic value of the 2 forests determined	Total economic value of each sampled forest	2	-	1	-	1	-	700	-	700	-	-	KEFRI and KFS	
	Develop forest accounts	Forest Accounts developed	Number of accounts developed	1	-	-	1	-	-	-	20	-	-	KEFRI and KFS		

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
		Develop Payment for Ecosystem Services (PES) schemes for forestry	PES schemes in 2 sample forest ecosystem developed	No. and Amount of value attached in a forest	2 forest studies	1	-	1	-	-	100	-	100	-	-	KEFRI and KFS
		Develop frameworks for carbon trading	Frameworks developed	number	1	-	1	-	-	-	2	-	-	-	-	KEFRI
9. Coordinate research and education in forestry and allied natural resources	1. Promote research, innovation and use of appropriate technologies for sustainable production and utilization of forestry and allied natural resources	Facilitate development of silvicultural standards and Technical notes for plantation species and emerging timber species	Plantation management silvicultural standards and technical notes developed	No. of silvicultural standards and technical Notes developed	8	1	1	2	2	2	20	4	4	4	4	KEFRI
		Facilitate research on alternative seedlings potting materials and germination media evaluations	Appropriate potting materials and growth media determined	No. of appropriate Potting containers & potting media determined	20	4	4	4	4	4	25	5	5	5	5	KEFRI and NEMA
		Oversee technologies development for Improved timber harvesting, processing, value addition and non-timber products development	Appropriate technologies for timber and non-timber processing developed	No. of technologies developed	20	4	4	4	4	4	10	10	10	10	10	KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Develop technologies in forest restoration and rehabilitation and control and management of invasive species	Appropriate technologies for forest restoration, rehabilitation, control and management of invasive species developed	No. of technologies developed	30	6	6	6	6	6	20	20	20	20	20	KEFRI
	2. Promote training of stakeholders on adoption of forest management technologies	Conduct short course trainings in forestry and allied natural resources to stakeholders/groups in tree growing and management	Short courses training for stakeholders undertaken	No. of short course training undertaken	20	4	4	4	4	4	30	6	6	6	6	KEFRI and KFS
		Facilitate the disseminate of scientific information through various communication platforms	Packaged information for various communication platforms	No. of Information packages and communicated channels	40	8	8	8	8	8	50	10	10	10	10	KEFRI
	3. Develop and promote adoption of superior agroforestry and commercial forestry germplasm	Oversee capacity of farmers in propagation methods of fruits grafting, tree silvicultural management and value addition.	Capacity of farmers on propagation, management and Value addition undertaken	No. of capacity building events for farmers on propagation and value added products undertaken	20	4	4	4	4	4	20	4	4	4	4	KEFRI
		Support farmers link their products to markets	Farmers products linked to markets determined	No. of farmer's products linked to markets	5	1	1	1	1	1	10	2	2	2	2	KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Provide technologies for water harvesting and conservation for trees and fruits successful establishment in ASALs	Appropriate water and soil conservation technologies for ASALs established	No. of water harvesting technologies	5	1	1	1	1	1	10	2	2	2	2	KEFRI
	4. Coordinate production of appropriate tree germplasms for all reforestation programmes	Selection of superior trees species for respective eco-regions where seeds will be sourced	Selected trees for quality seed sources determined	No. of selected trees for seeds production	250	50	50	50	50	50	25	5	5	5	5	KEFRI
		Collect, process and test seeds for quality assurance	Collected seeds tested for quality seed assurance before dispatch	No. of seed batches tested for quality assurance	60 species	60	60	60	60	60	20	5	5	5	5	KEFRI
		Seed packaging by species and dispatch to respective requesting nurseries	packaged quality seeds and labeled with germination procedure	No. of seed quantities supplied to client's nurseries	60 species	60	60	60	60	60	30	6	6	6	6	KEFRI
		Distribute of 100 tonnes of seeds to requesting registered nurseries	Requested amount for seeds distributed to nurseries	No. of seed quantities in tonnes supplied to client's nurseries	500	100	100	100	100	100	125	25	25	25	25	KEFRI and KFS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	5. Facilitate development of appropriate technologies for conservation, rehabilitation, and restoration of degraded forests, wetlands and water towers ecosystems	Facilitate development of technologies and guidelines to guide rehabilitation, restoration and regeneration in of various degraded ecosystems	Restoration, rehabilitation and forest management technologies and guidelines developed	No. of technologies and guidelines developed	3	1	-	1	1	-	50	10	10	10	10	SDF; KEFRI and KFS
		Seed packaging by species and dispatching to respective raising nurseries	Jaza Miti App and others developed and operationalised	Operational Jaza Miti App and another application	2	1	-	1	-	-	20	10	-	10	-	SDF & KEFRI
		Develop and promote appropriate technologies for greening ASALs	Appropriate technologies for ASALs greening documented	No. of appropriate technologies for greening ASALs listed	3	1	-	1	-	1	6	2	-	2	2	KEFRI
		Assess and monitor the success of the rehabilitation and restoration initiatives	Survival rates of grown trees determined	No. of assessment reports done	10	2	2	2	2	2	20	4	4	4	4	KEFRI
		Promote diversification of multipurpose trees and fruits on-farm	Diversity of tree and fruit species established	No. of assorted multipurpose fruit trees grown	20	4	4	4	4	4	25	5	5	5	5	KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Coordinate production of fruit trees and fodder species in stakeholders nurseries	Fruits and fodder seedlings production done in at least 300 nurseries	No.of nurseries producing fruits and fodder species	300	60	60	60	60	60	5	1	1	1	1	KEFRI
		Support with equipment to Process farm products and value addition for better income	Tree based products processing equipments procured	No.of assorted equipment procured	50	10	10	10	10	10	50	10	10	10	10	KEFRI
	6. Promote research in commercial forestry and Agroforestry															
	7. Coordinate research efforts in Bamboo, Sandalwood and Mukau production and utilization	Provide information to guide in selection appropriate bamboo species, their propagation, management and utilization technologies	Information on bamboo, propagation, management & utilization technologies provided to stakeholders	No. of dissemination events undertaken	10	2	2	2	2	2	20	4	4	4	4	KEFRI
Provide propagation protocol for Sandalwood growing to growers		Increased number of growers propagating sandalwood	No of growers using Protocol in propagation	5	1	1	1	1	1	1	5	5	5	5	5	KEFRI
Promote improved Mukau (Melia spp) timber growing commercially on farm		Increased number of farmers growing Mukau	% increase of farmers growing Mukau	20%	4	4	4	4	4	4	25	5	5	5	5	KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
		Promote difficult to propagate of indigenous species of economic importance for use in afforestation in various degraded landscapes	Propagation protocols for useful difficult to propagate species and subsequent raised materials determined	No. of difficult to propagate species materials using the protocols determined	330,000	60,000	65,000	65,000	70,000	65,000	50	10	10	10	10	KEFRI
	8. Strengthen research in technologies development for conservation and sustainable use of mangroves	Develop mangrove management and rehabilitation strategy	Strategy to guide mangroves propagation and utilization developed	Strategy developed	1	-	1	-	-	-	10	-	10	-	-	KEFRI
		Promote technologies for mangrove degraded landscape restoration and rehabilitation	Technologies for mangrove propagation and rehabilitation promoted	No. of technologies promoted	5	1	1	1	1	1	6	6	6	6	6	KEFRI
		Build capacity of stakeholders in seedling production and restoration methods	Stakeholders trained on mangrove propagation and restoration methods	No. of stakeholders trained	500	2	100	100	100	100	10	2	2	2	2	KEFRI
		9. Promote research in forest productivity and tree improvement	Undertake species productivity improvement through selection, clones & provenances testing and application of silvicultural practices	Increased productivity of timber species by 10%	Technical reports	10%		2	2	2	2	25	5	5	5	5

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Establish, maintain and secure seed sources e.g seed stands, seed orchards for quality seeds production	Quality & secured Seed sources established	No. of Quality seed sources established	15	3	3	3	3	3	50	10	10	10	10	KEFRI
		Undertake monitoring of pests and diseases, and forest fires in sample plantations	Maintained healthy forest plantations	No. of Monitored plantations for control of pests and diseases	100	20	20	20	20	20	50	10	10	10	10	KEFRI
	10. Provide framework for enhancing Bio-prospecting and utilization of indigenous knowledge in natural tree products	Document indigenous traditional knowledge on natural products and candidate species	ITK for bioenterprise documented	No. of documented ITK for bioenterprise	20	4	4	4	4	4	20	5	5	5	5	KEFRI
		Determine propagation technologies for domestication of the candidate species for multiplication in ex-situ e.g. on-farms or grooves.	Propagation protocol for candidate ITK trees developed	No. of protocols developed	5	1	1	1	1	1	4	4	4	4	4	KEFRI
		Develop mechanism for benefit sharing for commercially feasible tree based products	Benefit sharing mechanism developed	No. of strategies developed	2	1	-	1	-	-	4	-	4	-	-	KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
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KRA 3: Climate Change Adaptation and Mitigation

1. Coordinate national climate action and reporting.	Finalize the development of NCCAP III, and coordinate its implementation	Finalize, publish and launch NCCAP III	NCCAP III	Number of Plans	1	1	0	0	0	0	10	0	0	0	0	0	CCD	
		Coordination of NCCAP Implementation III	NCCAP Implemented III	Number of meetings	20	4	4	4	4	4	4	4	4	4	4	4	4	CCD
		Monitoring Reporting Verification of NCCAP Implementation III	NCCAP Status Reports	Number of Reports	5	1	1	1	1	1	1	5	5	5	5	5	5	CCD
		Preparation of NCCAP Implementation status report to parliament	NCCAP Status Reports to parliament	Number of Reports	2	0	1	0	1	0	0	0	10	0	10	0	0	CCD
	Coordinate the development of NCCAP IV	Prepare ToRs and Procure Consultancy for NCCAP IV	ToR for NCCAP IV	Number of ToRs	1	0	0	0	0	1	0	0	0	0	0	10	0	CCD
		Constitute the TWGs for NCCAP IV	NCCAP TWGs IV	Number of TWGs	5	0	0	0	0	5	0	0	0	0	0	0	0	CCD
		Convene TWG working sessions and undertake stakeholder engagement	TWG Working Sessions	Number of TWG Meetings	6	0	0	0	0	6	0	0	0	0	0	18	0	CCD
		Finalize, publish and launch NCCAP IV	NCCAP Launched IV	Number of Plans	1	0	0	0	0	1	0	0	0	0	0	5	0	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	Undertake comprehensive national climate vulnerability and risk assessment	Develop ToRs and Procure Consultancy for the Assessment	Terms of Reference	Number of ToRs	/	1	0	0	0	0	10	0	0	0	0	CCD	
		Constitute the TWGs for the Assessment	TWGs in Place	Number of TWG	8	8	0	0	0	0	4	0	0	0	0	CCD	
		Carry out the Assessment and undertake stakeholder engagement	Workshops and surveys	Number of workshops	20	20	0	0	0	0	20	0	0	0	0	CCD	
		Publish and disseminate the report	Vulnerability Report	Number of reports	1	1	0	0	0	0	5	0	0	0	0	CCD	
	Undertake a study on the economic impacts of climate change in Kenya	Develop ToRs and Procure consultancy for the study	Terms of Reference	Number of ToRs	1	1	0	0	0	0	0	0	0	0	0	CCD	
		Constitute the TWGs for the study	Consultant	Number of TWG	5	5	0	0	0	0	10	0	0	0	0	CCD	
		Carry out the Study and undertake stakeholder engagement	Workshops and surveys	Number of workshops	20	20	0	0	0	0	4	0	0	0	0	CCD	
		Publish and disseminate the report	Vulnerability Report	Number of reports	1	1	0	0	0	0	5	0	0	0	0	CCD	
Monitor, report and verify climate action among	Prepare ToRs for sectoral MRV	ToRs for MRV	Number of ToRs	8	8	0	0	0	0	0	0	0	0	0	CCD		

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	sectoral actors	Constitute and convene sector MRV teams	MRV Sector Teams in place	Number of Sector Teams	8	8	8	8	8	8	4	4	4	4	4	CCD
		Undertake quarterly field MRV Visits	Field Verification of Activities	Number of field visits	20	4	4	4	4	4	12	12	12	12	12	CCD
		Document the learning from the MRVs	MRV Documentation	Number of Documents	5	1	1	1	1	1	5	5	5	5	5	CCD
	Convene Quarterly Adaptation and Mitigation Technical Working Groups	Hold quarterly Adaptation TWG meetings	Quarterly TWG Meetings	Number of Quarterly Reports	20	4	4	4	4	4	1	1	1	1	1	CCD
		Hold quarterly Mitigation TWG meetings	Quarterly TWG Meetings	Number of Quarterly Reports	20	4	4	4	4	4	1	1	1	1	1	CCD
2.Awareness creation and Capacity Building of stakeholders for effective implementation of local climate action.	1. Capacity building and awareness creation of Ministries Departments and Agencies	Support the establishment and operationalization of CCUs in all MDAs	Functional Climate Change Units	Number of MDAs engaged	20	4	4	4	4	4	1	1	1	1	1	CCD
		Carry out regular trainings of CCUs on selected sectoral issues	Sector Trained CCUs	Number of trainings for CCUs	10	2	2	2	2	2	5	5	5	5	5	CCD
		Hold sensitization seminars and Workshops for Sectoral Managers and Leadership	Sectoral Managers sensitized	Number of sectoral workshops held	10	2	2	2	2	2	5	5	5	5	5	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Support sectors to develop sector specific climate change information materials	Sector specific climate change information materials	Number of sectors engaged	10	2	2	2	2	2	5	5	5	5	5	CCD
	2.Capacity building and awareness creation of County Governments and County Assemblies.	Support the establishment and operationalization of CCCUs in all Counties	Functional County Climate Change Units	% of Counties Supported	100	100	100	100	100	100	10	10	10	10	10	CCD
		Carry out regular trainings of CCCUs on selected sectoral issues	County CCUs Trained	Number of Trainings Held	20	4	4	4	4	4	10	10	10	10	10	CCD
		Hold senzitization seminars and Workshops for County Managers and Leadership	County Managers sensitized	Number of Sessions Held	20	4	4	4	4	4	10	10	10	10	10	CCD
		Support counties to develop county specific climate change information materials	Sector specific climate change information materials	% of County requests Supported	100	100	100	100	100	100	10	10	10	10	10	CCD
		3. Capacity building and awareness creation of Non-state Actors	Support Non-state actors to develop Climate Action Engagement Frameworks	Engagement Frameworks for Non-State Actors	% of frameworks for NSAs requested	100	100	100	100	100	100	5	5	5	5	5

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Carry out trainings for Non-state actors based on their requests	Non-State Actors Trained	% of NSATrainings requested	100	100	100	100	100	100	5	5	5	5	5	CCD	
		Carry out sensitization and awareness meetings for NSA for their effective engagement in climate action	Non-State Actors Sensitized	Number of meetings	20	4	4	4	4	4	4	5	5	5	5	5	CCD
		Carry out capacity building for the media for effective climate action reporting	Media Practitioners Trained	Number of trainings	10	2	2	2	2	2	2	5	5	5	5	5	CCD
	4. Thematic area targeted Capacity building of technical experts and stakeholders	Carry out trainings for technical negotiators nominated to participate in UNFCCC Conferences	Technical Negotiation Delegates Trained	Number of trainings	10	2	2	2	2	2	2	8	8	8	8	8	CCD
		Carry out regular tailored trainings on Mitigation and carbon trading issues	Technical Experts knowledge on Mitigation Article 6 Enhanced	Number of trainings	5	1	1	1	1	1	1	4	4	4	4	4	CCD
		Carry out regular tailored trainings for Adaptation and Loss and Damage issues	Technical Experts knowledge on Adaptation Enhanced	Number of trainings	5	1	1	1	1	1	1	4	4	4	4	4	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
		Carry out regular trainings for Climate Finance, Climate Technology and ACE issues	Technical Experts knowledge on Means of Implementation Enhanced	Number of trainings	5	1	1	1	1	1	4	4	4	4	4	CCD
		Carry out regular tailored trainings on Enhanced Transparency Framework (ETF) issues	Technical Experts knowledge on EFT Enhanced	Number of trainings	5	1	1	1	1	1	4	4	4	4	4	CCD
		Build capacity of and enrol more Kenyan experts in the UNFCCC Roster of Experts	Kenyan Experts in the UNFCCC Roster of Experts	Number of trainings	5	1	1	1	1	1	4	4	4	4	4	CCD
	5. Competitions for Schools and Colleges															
	6. National Exhibitions and Conferences															
	7. Equipping the National Climate Change Resource Centre (NCCRC) and establish other Resource Centers in counties.															

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	8. Updating the climate change Knowledge Management System and information in resource centers																
9. Operationalize the National Climate Change Learning and awareness strategy	Hold climate change competitions for Schools and Colleges	Schools and Colleges sensitized in Climate Action	Number of Competitions	5	1	1	1	1	1	1	20	20	20	20	20	CCD	
	Hold National Exhibitions and Conferences on Climate Action	Stakeholders showcase their climate change activities	Number of Exhibitions	5	1	1	1	1	1	1	20	20	20	20	20	CCD	
	Equip the National Climate Change Resource Centre (NCCRC) and establish other Resource Centers in counties.	NCCRS equipped and maintained	Number of CCRS operational	3	1	2	3	3	3	3	5	8	10	10	10	CCD	
	Regularly create content and update the Kenya climate change Knowledge management portal	Update and resourceful Climate change portal	Number of updates	20	4	4	4	4	4	4	1	1	1	1	1	CCD	
	Provide technical support for the climate change information in resource centers in counties	Climate Change information in county resource centres	% of requests for support attended to	100	100	100	100	100	100	100	5	5	5	5	5	CCD	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Finalize the guidelines for mainstreaming climate change into all levels of education	Guidelines for mainstreaming climate change	Number of guidelines in place	3	3	3	3	3	3	3	2	2	2	2	2	CCD
3. Enhance access to means of implementation for local climate action.	1. Support the development of Project Pipelines to GEF, GCF, AF and L&DF for accelerated local climate action	Sensitize stakeholders on the Climate Finance opportunities	Sensitization Meetings	Number of meetings	20	4	4	4	4	4	4	1	1	1	1	1	CCD
		Hold targeted sectoral write-shops for Concept Notes and Proposal Development	Concept Notes Developed	Number of Concepts	5	1	1	1	1	1	1	8	8	8	8	8	CCD
		Convene forums for Climate Fund Accredited Entities and project proponents	Forums held	Number of Forums	10	2	2	2	2	2	2	4	4	4	4	4	CCD
		Support project proponents to improve and finalize, and submit their proposals	Proposals submitted	Number of proposals	5	1	1	1	1	1	1	6	6	6	6	6	CCD
	2. Coordinate Development and implementation of Technology Action Plans (TAPs) for Climate Technology Development	Develop ToRs and Procure Consultancy for the sectoral TNA/TAP development	ToRs for TAP Consultancy	Number of ToRs	5	5	0	0	0	0	0	4	0	0	0	0	CCD
		Constitute Sectoral TWGs for the TAP Development	TWG in Place	Number of TWGs	5	5	5	5	5	5	5	4	4	4	4	4	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
	Transfer and implement local climate action	Convene forums for Climate Technology providers to showcase available climate technologies	Forums Convened	Number of Forums	50	10	10	10	10	10	10	20	20	20	20	20	CCD
		Carry out sectoral Monitor Report and Verify technology effectiveness	Sectors MRVed for Technology	Number of Sectors	50	10	10	10	10	10	10	20	20	20	20	20	CCD
4. Strengthen Multilateral engagements and obligations on climate change	1. Coordinate Kenya's engagement in UNFCCC, UNGA and UNEA Conferences	Hold Pre-Conference Meetings to Prepare Country Positions and Constitute Delegation teams	Country Position	Number of Country Positions	18 Country Positions	3	4	3	4	3	4	4	4	4	4	4	CCD
		Coordinate Kenyan Delegation teams to articulate the Country Position in the Conferences	Delegation List	Number of Delegation Lists	10 Delegation Lists	2	2	2	2	2	2	25	25	25	25	25	CCD
		Host a Kenyan Pavillion during the COP Conferences	Kenyan Pavillion	Number of Kenyan Pavillions	5 Pavillions	1	1	1	1	1	1	20	20	20	20	20	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Convene Kenyan Delegation Coordination Meetings During the the Conferences	Coordination Meetings	Number of meetings	20 Meetings	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	CCD
		Hold Post-Conference Meetings to evaluate the Kenya's performance at the end of each conference, and develop a local plan of action on the outcomes of the conferences	Post Conference Workshops	Number of workshops	10 Workshops	2	2	2	2	2	5	5	5	5	5	CCD
		Convene Kenyan experts to develop submissions as requested by the Conference Decisions or Conclusions	Submissions developed and submitted	Percentage of requested submissions developed and submitted	100%	100	100	100	100	100	10	10	10	10	10	CCD
		Coordinate Kenyan Delegates in addressing Climate change items and statements in UNGA Conferences	Kenya's Climate Change issues well articulated in UNGA Conferences	Percentage of conference climate change items attended to by Kenyan experts	100%	100	100	100	100	100	6	6	6	6	6	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Coordinate Kenyan Delegates in addressing Climate change items and statements in UNEA Conferences	Kenya's Climate Change issues well articulated in UNEA Conferences	Percentage of conference climate change items attended to by Kenyan experts	100%	100	100	100	100	100	0.25	0.25	0.25	0.25	0.25	CCD
	2. Coordinate Kenya's engagement in Africa Climate Change Conferences and Events	Coordinate Kenyan experts and delegates in addressing relevant climate change thematic aspects, items, policies and statements in EAC Technical Meetings, Sessions and Workshops	Kenya's Climate Change Priorities well articulated in EAC Policies, Strategies and Plans	Percentage of EAC climate change events attended to by Kenyan experts	100%	100	100	100	100	100	10	10	10	10	10	CCD
		Coordinate Kenyan experts and delegates in addressing relevant climate change thematic aspects, items, policies and statements in COMESA Technical Meetings, Sessions and Workshops	Kenya's Climate Change Priorities well articulated in COMESA Policies, Strategies and Plans	Percentage of COMESA climate change events attended to by Kenyan experts	100%	100	100	100	100	100	10	10	10	10	10	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Coordinate Kenyan experts and delegates in addressing relevant climate change thematic aspects, items, policies and statements in IGAD Technical Meetings, Sessions and Workshops	Kenya's Climate Change Priorities well articulated in IGAD Policies, Strategies and Plans	Percentage of IGAD climate change events attended to by Kenyan experts	100%	100	100	100	100	100	10	10	10	10	10	CCD
		Coordinate Kenyan experts and delegates in addressing relevant climate change thematic aspects, items, policies and statements in AU Summit and AUC Technical Meetings, Sessions and Workshops	Kenya's Climate Change issues well articulated in AU Decisions, Policies, Strategies and Plans	Percentage of AU climate change events attended to by Kenyan experts	100%	100	100	100	100	100	20	20	20	20	20	CCD
		Coordinate Kenyan teams in showcasing Kenya's priorities, initiatives and opportunities, as well as articulating Kenya's policies in the Africa Climate Weeks and Africa Climate Summits	Kenya's Climate Change issues well articulated in AU Decisions, Policies, Strategies and Plans	Percentage of ACW and ACS climate change items attended to by Kenyan experts	100%	100	100	100	100	100	15	15	15	15	15	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Responsibility
						Budget (in Million)										
		Provide Technical and Secretariat support to H.E the President of Kenya to deliver his mandate as the Committee of African Heads of State and Governments on Climate Change (CAHOSCC) Chair	Kenya effective and efficient Coordination of CAHOSCC	Number of CAHOSCC Meetings Held	4	3	1	0	0	0	5	3	0	0	0	CCD
		Provide Technical and Secretariat support to Kenya's hosting of the Africa Climate Summit 2023, and Africa Climate Week, 2023 Conferences	Africa Climate Summit, 2023 Africa Climate Week 2023	Number of Conferences Held	2	2	0	0	0	0	5	0	0	0	0	CCD
3. Development of Kenya's National Communications, Commitments and Obligatory Reports		Develop ToRs and Procure Consultancies for the Reports	ToRs for NCs, BUR, BTRs, and AdComs	Number of ToRs	5	5	0	0	0	0	0	0	0	0	0	CCD
		Constitute the TWGs for the Components of the Reports	TWGs in Place	Number of TWGs in place	5	5	5	5	5	5	0	0	0	0	0	CCD
		Hold TWG working sessions and undertake stakeholder engagement	TWG Working sessions	Number of TWG Working sessions	50	10	10	10	10	10	15	15	15	15	15	CCD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
5. Strengthen human, infrastructural, technological and innovative capacities for meteorological services.	4. Development and regular updating of Kenya's Greenhouse Gas Inventory	Validate, Submit to UNFCCC, then publish and disseminate the Reports	NCs, BUR, BTRs, Reports	Number of Reports	5	0	3	0	2	0	8	8	8	8	8	CCD	
		Develop ToRs for the GHG Inventory TWG	ToRs for GHG Inventory WGs	Number of ToRs	1	1	0	0	0	0	0	0	0	0	0	CCD	
		Constitute, and build capacity of the GHG InventoryTWGs	TWG Training	Number of Trainings	7	3	1	1	1	1	1	15	5	5	5	5	CCD
		Hold GHG Inventory TWG Working Sessions	TWG Working sessions	Number ofTWG Working sessions	25	5	5	5	5	5	5	10	10	10	10	10	CCD
		Acquire High Performance computing systems	Computing systems	No.	10	2	2	2	2	2	2	222	214	130	198	210	MECCF, KMD
	Invest in weather and climate data collection stations/ platforms/ increased		No.	600	120	120	120	120	120	120	683	617	354	664	539	MECCF, KMD	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility	
	2. Enhance research innovation and training	Conduct capacity development for necessary climate research, modelling and prediction	Climate research publications/ Products	No.	20	4	4	4	4	4	56	52	60	64	70	MECCF, KMD	
		Technical training on skills and competencies for Meteorological personnel for continuous performance improvement	meteorological personnel trained	No.	400	80	80	80	80	80	26	26	30	32	32	MECCF, KMD	
		Collaborate with international scientific and technical partners for knowledge sharing, exchange programmes and technology transfer	MOU/MOA	No.	20	4	4	4	4	4	58	52	32	34	40	KMD	
	3. Enhance capacity for production and delivery of tailored weather products	Issuance of weather forecasts (24hrs, 5 day, weekly, monthly, Seasonal outlook)	Forecast Products	No.													KMD
		Implement requirements for the National Framework for Weather and Climate Services (NFWCS)	Framework	No.	1	1	1	1	1	1	124	130	76	140	148	MECCF, KMD	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Develop co-generated weather products	Custom forecasts	No.	10	2	2	2	2	2	86	80	45	78	85	KMD
		Establish county weather and climate information centres (CWCIC)	Resource centres	No.	10	2	2	2	2	2	204	210	116	185	209	MECCF, KMD
	4. Improve service delivery mechanisms for early warning systems and weather modification initiatives	Establish a national multi hazard early warning system (integrate into national Disaster Risk Response Management System)	early warning system	No.	1	1	1	1	1	1	158	160	112	140	164	MECCF, KMD
		Upscale flood early warning system to all basins	Basins Equipped with Flood early warning systems	No.	4	1	1	1	1	1	340	318	108	320	334	MECCF, KMD
		Equip weather modification research centre	Centre	No.	1	1	1	1	1	1	216	180	134	140	156	MECCF, KMD

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility	
		Conduct county level seasonal outlook dissemination fora (participatory scenario planning)	seasonal county fora	No.	705	141	141	141	141	141	141	141	141	141	141	141	KMD

KRA 4: Agro-forestry and Commercial Forestry Management.

1. Coordinate development of agroforestry and commercial forestry in private and community lands.	1. Promote agroforestry and commercial forestry adoption on private and community lands.	Procure agroforestry equipment and inputs	Equipment and inputs procured	No	50	20000	20000	20000	20000	20000	20000	5	5	5	5	MECCF, KFS, KEFRI
		Enforce farm forest rules within farmlands	Level of compliance	%	100	100	100	100	100	100	100	30	30	30	30	MECCF, KFS
		Conduct awareness and sensitization campaigns on agroforestry	Awareness campaigns conducted	No	20	4	4	4	4	4	4	25	25	25	25	MECCF, KFS, KEFRI
		Coordinate establishment of commercial private plantations by farmers and tree grower associations	Commercial private plantations established	Ha	250000	50000	50000	50000	50000	50000	50000	150,000			150,000	KFS, CGs, Farmers, KEFRI, TGAs
2. Develop and facilitate implementation of a national strategy for	Develop agroforestry and commercial forestry strategy		Strategy	No	2						50	50	50	50	50	MECCF, KEFRI, KFS

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)										Responsibility
	agroforestry and commercial forestry	Develop frameworks for public private partnerships in agroforestry/ commercial forestry.	Framework developed	No	1										40	MECCF, KEFRI
		Production of quality agroforestry/ commercial forestry seedlings	Seedlings produced	No	5000000	1E+07	10000000	10000000	10000000	10000000	10000000	150	100	100	100	100
3. Coordinate development of technologies and innovations on agroforestry and commercial forestry		Adoption of high value commercial and agroforestry species for the ASALs	Species adopted	No	5	1	1	1	1	1	150	150	150	150	150	MECCF,KFS,KEFRI
		Acquisition of technologies for mass propagation of agroforestry and commercial forestry seedlings	No of technologies acquired	No	2				2					150		MECCF,KFS,KEFRI
		Mainstream digital technology in marketing of agroforestry/ commercial forestry products	No of digital technologies mainstreamed	No	1				1			300	500	500	500	500
4. Provide technical support to County governments to implement forest		Develop framework for collaboration between county and national government on commercial forestry/ agroforestry	Framework	No	1		1				600					MECCF,KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility					
	extension services.	Develop framework for curriculum delivery for agroforestry/commercial forestry	Framework	No	1						1					500	500	800	600	600	MECCF,KEFRI
5. Develop and implement incentive schemes in agroforestry and commercial forestry.		develop framework for carbon trading schemes in agroforestry/commercial forestry	Framework	No	1						1					150	170	200	200	200	MECCF,KFS,KEFRI
		Develop guidelines for PES in agroforestry and commercial forestry	Guidelines developed	No	10	2	2	2	2	2	2					30	30	30	30	30	MECCF,KFS,KEFRI
		Develop business cases for private sector investment in commercial forestry/ agroforestry	Business cases developed	No	3		1	1	1								50	50	50		
6. Capacity building actors on the potential for agroforestry and commercial forestry		stablish county based agroforestry/commercial forestry demonstration plots	Demonstration plots established	No	100	20	20	20	20	20					20	20	20	20	20	20	MECCF,KFS,KEFRI
		Undertake short term courses/trainings on agroforestry/commercial forestry	No of trainings undertaken	No	20	4	4	4	4	4	4					80	80	80	80	2	MECCF,KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Train actors on improved nursery management in agroforestry/ commercial forestry	No of trainings conducted	No	20	4	4	4	4	4	80	80	80	80	80	MECCF,KFS,KEFRI
		Develop a database for agroforestry and commercial forestry	Database	No	1		1				10					MECCF,KFS,KEFRI
	Promote diversification and management of multipurpose trees	Support establishment of dryland forest plantations (gums and resins-acacia senegal), acacia seyal, melia volkensii, sandalwood, acacia tortillis, tamarindus ssp	Area established	Ha	12000	3000	3000	2000	2000	2000	150	150	120	120	120	MECCF, SDF, KFS,CGs, KEFRI, CSOs
2. Development of non-timber forest products value chains	1.Promote sustainable production, harvesting, and value addition of non-timber forest products.	Capacity build actors on sustainable production, harvesting and value addition of non timber forest products	No of trainings conducted	No	10	2	2	2	2	2	100	100	100	100	100	MECCF,KFS,KEFRI
		Undertake mapping of agroforestry/ commercial forestry species for each County	No of species mapped	No	12	4	4	4				120	120	120		

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Support nature based enterprises and ITK for livelihood improvement	nature based enterprises supported	No	100	10	10	10	10	10	1500	1500	1500	1500	1500	SDF, KEFRI, KFS, CGs
		Develop frameworks for production and utilization of efficient charcoal technologies	Framework developed	No	1			1					500			MECCF, KEFRI
	2. Promote market development for non-timber forest products.	Develop a strategy to commercialize the non timber forest products value chain	Strategy developed	No	1		1					500				MECCF, KEFRI
		Develop grading standards for non timber forest products	Grading standards developed	No	1			1					450			MECCF, KFS, KEFRI
	3. Promote production and utilization of alternative energy sources	Develop incentive strategy for production and utilization of alternative energy sources	Strategy developed	No	1					1				100		MECCF, KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility
		Activity 3															
		Activity 4															
	4.Promote efficient charcoal production and utilization technologies	Develop efficient charcoal production and utilization technologies	Technologies developed	No	120	25	25	25	25	20	200	200	200	200	200		SDF, MECCF,KEFRI
		Establish a framework for decriminalizing the charcoal sector	Framework established	No	1		1										MECCF,KFS,KEFRI
		Establish woodlots for charcoal production in private and community lands	Woodlots established	Ha	500	100	100	100	100	100							MECCF,KFS,KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)							Responsibility		
	Promote development of standards for non-wood forest products.														
	6. Promote bamboo, Mukau, sandwood and acacia sp growing and commercial utilization.	develop bamboo standards for use as a construction material	Bamboo standards developed	No of bamboo standards	1							100			MECCF,KFS,KEF RI
		Develop strategy for domestication of sandalwood in community and private lands	Strategy developed	No of strategies	1					80	80	80			MECCF,KFS,KEF RI
	Promote alternative wood carvings species														

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
3. Agroforestry and commercial forestry enterprises and value chain development	1. Develop and promote adoption of superior agroforestry and commercial forestry germplasm.	Establish and manage of agroforestry/ commercial forestry seed orchards	No of seed orchards established	No	10	2	2	2	2	2	300	300	250	250	250	MECCF, KEFRI
	2. Strengthen agroforestry and commercial forestry germplasm.															
	3. Create and enhance linkages between commercial forestry and agro forestry actors.	Establish linkages in commercial and agroforestry	Linkages established	No of MoUs	10	2	2	2	2	2	50	50	50	50	50	MECCF, KFS, KEFRI
		Conduct exchange and field visits to actors in commercial and agroforestry	Exchange and field visits conducted	No	15	3	3	3	3	3	55	55	55	55	55	MECCF, KFS, KEFRI
	Mainstream digital technology in commercial and agroforestry		No of digital technologies mainstreamed	No	4	1		1	2		3		3	6		MECCF, KFS, KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	4. Support agroforestry and commercial forestry value chain development .	Develop strategies for improved value addition, branding, marketing and certification of commercial and agroforestry species for local and international markets.	Strategy developed	No	1		2				5	5	1	1	1	MECCF,KEFRI
		propagation and adoption of high value fruit trees in private and community lands	Fruit trees propagated and adopted	No	3500000	500000	500000	500000	1000000	1000000	50	50	50	100	100	MECCF,KFS,KEFRI
		Disseminate information on product development, business planning, marketing, quality assurance and other related services on commercial and agro forestry	No of people sensitized	No	1000000	200000	200000	200000	200000	200000	5	5	5	5	5	MECCF,KFS,KEFRI
		Provide technical support to tree grower associations and farmers	Tree Grower Associations and farmers supported	No	47	10	10	10	10	7	35	35	35	35	35	SDF, KFS,KEFRI, CGs, TGAs, Farmers
	5. Support development and operationalization of commercial forestry and agro forestry	Establish and operationalize the Kenya Commercial Forestry Investment Centre	Commercial Forestry Investment Centre Established	No	1			1			100	100	100	100	100	MECCF,KEFRI

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
	incubation and innovation centres	content development and packaging for the investment centre	Content developed and packaged	No	100	20	20	20	20	20	10	10	10	10	10	MECCF, KEFRI
	6. Coordinate the development of national forest financing strategy															
	7. Promote development of commercial species under agroforestry in ASALs.															
	8. Promote establishment and formalization of farmer groups and associations.															
	Support improved access to markets and finance in commercial and agroforestry	Develop a national forest financing strategy	Strategy developed	No	1			1			100	100	100	100	100	SDF, KFS, CGs KEFRI, Farmers,

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility
		Develop innovative financing models for commercial forestry, agroforestry and livelihood enterprises	Financing models developed	No	47	10	10	10	10	7	60	60	60	60	60	SDF, Netfund, KFS, KEFRI, CGs, TGAs, Farmers

KRA 5: Resource Mobilization and Partnerships

1. Sustainable financing for environment, climate change and forest conservation	1. Coordinate development partners and private sector engagements.															
	2. Strengthen development of a common Programme Framework as a basket of programmes and projects for the sector.															
	3. Coordinate a Monitoring, Evaluation and Reporting Framework for sector programmes															

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years						Budget (in Million)					Responsibility	
	4. Strengthening institutional capacity on resources mobilization	Build capacities of county governments and sector agencies on resource mobilization for sustainable environmental management	Capacity building sessions held for counties and MDAs	No of capacity building sessions held	10	2	2	2	2	2	11.5	11.5	11.5	11.5	11.5	MoECCF and NETFUND	
		Strengthen County Environment Committees(CECs) to play greater role in lobbying for greater sector allocations by County Governments	Resource Mobilisation Committes established	No. of CECs operationalized	47	9	9	9	9	8	12	12	12	12	10	MoECCF	
		Automation of resources mobilization and fund management processes	Resource mobilization CRM in place	Level of completion	100%	50%	50%					10	10				MoECCF and NETFUND
		Accreditation to global funds e.g. GCF, GEF, AF.	Institutions accredited to GCF/GEF/AF	No. of accredited entities	3	1	1	1				20.4	20.4	20.4			MoECCF, NETFUND, KFS, KEFRI
	5.Policy, legislation and strategy review for increased efficiency in resources mobilization	Finalize development of National framework to operationalize REDD+ and Carbon financing (article 5 and 6 of Paris Agreement)	National Framework finalized	No. of frameworks	1	1					84					MoECCF, CCD, NETFUND	

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years	Budget (in Million)								Responsibility		
		Develop and operationalize Ecosystem and carbon benefit sharing framework	Ecosystem and carbon benefit sharing framework developed and operationalized	No. frameworks of	1											MoECCF, CCD, NETFUND
		Develop and operationalize Private Public Partnership Framework for the environment and forest conservation	Private Public Partnership Framework developed and operationalized	No. frameworks of	1											MoECCF, NETFUND, NT, and KFS
		Develop and operationalize resources disbursement framework for the sector	Resources disbursement framework developed and operationalized	No. frameworks of	1	1										MoECCF, NT and NETFUND
		Finalize EMCA amendment to facilitate access to wider array of international financial resources	EMCA amended	Level completion of	100%											MoECCF
	6. Support resources mobilization and partnership initiatives to finance the Strategy	Develop and operationalize resource mobilization frameworks for the sector strategies and plans.	Resource mobilization frameworks developed and operationalized	No. frameworks of	4	2	1			1	10	5				MoECCF and NETFUND

Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 years											Budget (in Million)	Responsibility					
		Mainstream resource mobilization framework in CIDPs or county plans	County governments plans aligned to Resource Mobilization framework	No. of counties with budgetary allocation for environment and forestry management	47	47										47						MoECCF & COG
		Coordinate development of GCF, GEF, AF, L&DF projects and programmes for funding	GCF, GEF, AF, L&DF projects and programmes developed	No. of projects and programmes developed	5	1	1	1	1	1	1	10	10	10	10	10	MoECCF, NETFUND, NEMA, KFS, KEFRI, KWTA					
		Coordinate high level development partners and private sector engagements	High level development partners and private sector engagements held	No. of high level engagements held	20	4	4	4	4	4	4	100	100	100	100	100	MoECCF and NETFUND					
		Development and submit programme/project proposals to development partners	Submitted and funded programme/project proposals	No. of programme/project submitted and funded	5	1	1	1	1	1	1	10	10	10	10	10	MoECCF, NETFUND, NEMA, KFS, KEFRI, KWTA					
		Initiate joint resource mobilization for transboundary/regional programmes and projects	Transboundary/regional programmes and projects initiated	No. of transboundary/regional programme/project initiated	3			1	1	1				10	10	10	MoECCF					