

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF NYAMIRA

DEPARTMENT OF ENVIRONMENT, ENERGY, NATURAL RESOURCES AND MINING

STRATEGIC PLAN

2013-2017

**Our Environment,
Our Natural Resources,
Our Future.**

February 2014

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ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
AIA	Appropriation in Aid
AIDS	Acquired Immune Deficiency Syndrome
CCO	County Chief Officer
CIDP	County Integrated Development Plan
CO	Chief Officer
ECDE	Early Childhood Development Education
ECM	Executive Committee Member
EIA	Environmental impact assessment
EMCA	Environmental Management and Coordination Act
GDP	Growth Development Produce
GIS	Geo Information Systems
GPS	Geographical Positioning System
HIV	Human Immune-Deficiency Virus
ICT	Information and Communication Technologies
KARI	Kenya Agricultural Research Institute
KEFRI	Kenya Forest Research Institute
KFS	Kenya Forest Services
NASCOP	National Aids and STI Coordination Programme
NEMA	National Environment and Management Authority
NGO	Non Governmental Organization
NRM	Natural Resource Management
PPP	Public Private Partnership
REA	Rural Electrification Authority
WRUA	Water Resource Users Association
KMS	Kenya Meteorological Services

Foreword

Natural resources are essential for the social and economic development of a nation or community; as a nation or community develops the demand for natural resources increases against the limited natural endowment. This may lead to natural resource scarcity which could also result in conflicts if sustainable development is not practiced.

This Strategic Plan represents the means to achieve environmental protection and improvement throughout Nyamira County. This Plan sets out the vision for the Department of Environment, Energy, Mining and Natural Resources and outlines the steps necessary to achieve the stated goals over the next five years.

Nyamira County through this Department is committed to creating an enabling environment for the management of the environment and natural resources. Through sustainable management of the environment and our resources, it is expected that there will be improved economic and social conditions in Nyamira County. The Department is committed to achieve equity, ecological sustainability and economic growth for Nyamira county residents.

This Strategic Plan for 2013- 2017 has been created through a participatory and consultative process. In line with the dynamic environment challenges and focusing on the priority areas, the Department plans to effectively and efficiently deliver services to all.

There is power in individual and collective action to improve the environment. Just as all community members shared in the opportunity to contribute to the development of the Strategic Plan, all community members have an opportunity to share in the implementation of the Plan.

During this strategic plan period, the Department plans to address various challenges including; pollution, loss of biodiversity, land degradation and wise use of natural resources. A special focus area identified is on environmental conservation and sustainable management of natural resources as they are a critical driving force to economic and socio development.

Environment and natural resources management issues are multi-sectoral in nature and require inclusive engagement of all stakeholders.

It is therefore, our commitment to implement this Strategic Plan and fulfil the aspirations of the residents in Nyamira County for a productive life in a healthy environment

Hon. Reuben Sinange

Executive Committee Member

Environment, Energy, Mining and Natural Resources

Preface and Acknowledgements

The Department of Environment, Energy, Mining and Natural Resources has a mandate to conserve, develop and sustainably manage environment and natural resources. While it has been recognized that environmental resources contribute significantly to the social and economic development, the benefits have not been fully realised due to weak enforcement of the environmental legislation and policies and inadequate inclusiveness in the sustainable management of the environment.

To address the sector challenges, the Department of Environment, Energy, Mining and Natural Resources is committed to implementation of the Environment Management and Coordination Act (1999) and the Forest Act. In addition, the department will implement this through the active participation of stakeholders at all levels.

Special thanks go to the Executive Committee Member in charge of the department of Environment, Energy, Mining and Natural Resources, Hon. Reuben Sinange for providing the visionary and able leadership. His invaluable contribution on the course of the Department is highly appreciated.

I acknowledge Mr. Anderea Morara and Mr. George Righa of Capacity Dynamics Africa and Economists from the Department of Finance and Planning- Mr. Nathan Onduma and Mr. Paul Onyango- for their facilitative role and expert services provided during the preparation of this plan.

I would like to thank the drafting team; Mr. George Mcooko, Mr. Tom Nyachae, Mr. Andrew Isoe and Ms. Anne Gateru for their enthusiasm, commitment and dedication in the preparation of the plan. I also wish to thank specifically the efforts and roles played by the stakeholders in the diverse areas in environmental management, without whose contribution much wouldn't have been achieved.

It is my strong conviction that the successful implementation of this strategic plan will improve the performance of the Department and, in particular, contribute greatly towards the achievements of our County's development agenda.

Daniel Kebati Omwansa

Chief Officer

Environment, Energy, Mining and Natural Resources

Executive Summary

Background

This strategic plan is organized into six chapters. The first chapter covers basic introductory and background issues that are considered pertinent to the implementation of this strategic plan. It also covers issues to do with departmental development challenges, development agenda, departmental resources and their contribution to the economy, departmental roles and lessons learnt.

Chapter two provides the situational analysis and in particular focuses on the current structural organization of the department, current staff establishment, SWOT analysis and stakeholders' analysis, performance and achievement of the department and ongoing and proposed programmes and projects.

Chapter three details the vision, mission, mandate, core values and motto of the department. In addition, it discusses the key strategic issues, objectives as well as the strategies to be deployed in delivering the plan. The chapter also looks at the cross cutting issues affecting the department and proposes an organizational structure and an Implementation framework.

Chapter four tabulates the implementation matrix which links goals, objectives, strategies and activities as well as showing the budget for those activities. Resource mobilization is also discussed in this chapter.

Chapter five is devoted to the crucial issue of Monitoring, Evaluation and Reporting indicating the guiding principles that will be employed to manage and monitor the implementation of the activities envisaged under this plan. The last chapter gives analysis of the LOGFRAME.

County Integrated Development Plan

This Strategic Plan has been developed and anchored against the background of the Nyamira (2013-2017) County Integrated Development Plan (CIDP). Through the stipulated initiatives and activities detailed in this plan, it is hoped that the Department will be able to meet the challenges while ensuring the achievements of the Nyamira CIDP as well as fulfilling the aspirations of the national development blueprint, the Kenya Vision 2030.

Strategic Direction

Vision, Mission and Core Values

In the process of preparing this Strategic Plan, the Department formulated its Vision, Mission and Core Values. These are:

Vision

To be a leading county in the sustainable management, utilization and conservation of the environment and natural resources

Mission

To enhance conservation and sustainable management of environment and allied natural resources for socio economic development

Core Values

The core values of the department have been agreed to include and cover the following:

- Professionalism-** Upholding the highest standards of professional competence and integrity
- Responsiveness-** Responding to the needs of the present and the future generations
- Integrity –** Openness and truthfulness in our planning, decision making and implementation
- Creativity and innovativeness –** Use of imaginative and ground-breaking practices to facilitate continuous improvement of our environment
- Teamwork and partnership –** Build cooperation and collaboration among the communities, private, public and voluntary sectors to work towards joint solutions to environmental challenges.

Motto:

Our Environment, Our Natural Resources, Our Future.

Strategic Issues and Objectives

The department has identified nine (9) strategic issues, as follows:

1. Poor Waste management (solid and liquid),
2. Weak compliance on regulations,
3. Inadequate urban centre landscaping,
4. Uncontrolled and Unsustainable ballast/ murrum quarrying
5. Uncontrolled and Unsustainable brick making sector
6. Low Electrification coverage,
7. Inadequate supply of tree and forest products,
8. Lack Natural resource database
9. Inadequate human resource capacity

Strategic objectives that have been proposed to deal with these issues include;

1. To ensure efficient and effective waste management through collaboration with the public, relevant government department, and development partners.

2. To promote awareness on environmental requirements and regulations
3. To uplift the aesthetic features of urban centers
4. To promote sustainable quarrying activities in line with the developed environmental standards
5. To promote sustainable brick making activities in line with the developed environmental standards
6. To ensure electrification of market centers, primary schools and health centers in Nyamira county
7. To increase the current tree cover in Nyamira county from 35per cent to 45per cent
8. To develop a database on natural resources in Nyamira county
9. Build adequate human resource capacity

Implementation, Monitoring and Evaluation

Monitoring and Evaluation (M&E) will form a critical component for the successful implementation of this strategic plan. It is through M&E that the management will be assisted in making evidence based decisions. A comprehensive monitoring and evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement. It is expected that the Sub-County and Ward Administrators will assist in monitoring the implementation of the projects under their areas of jurisdiction. It is also encouraged that that the local communities also participate in the projects' monitoring to promote acceptance and ownership of developed facilities.

CHAPTER ONE: INTRODUCTION

1.1 Background Information

Preserving and creating sustainable habitats for local flora and fauna is an essential part of improving soils, water and air quality that contribute to the conservation of the county's and the region's ecology. These natural resources are the basic capital that the community depends on for prosperity and survival. In Nyamira, the greatest pressure leading to recent decades' dramatic natural resources and environmental degradation (habitat and landscape changes) has been from insatiable demand for agricultural land, biomass fuels, timber and human settlements. The root cause however is undoubtedly due to unprecedented rapidly changing demography and lifestyles that demands unsustainable provision of goods and services from the ecosystems: food, biomass fuels, water, shelter, timber and herbal medicine.

The survival and sustainable development of the county now depends on two main natural resources, soils and water, both of which are being degraded rapidly mainly by unsustainable land management and biomass energy demands.

By taking a landscape approach to protect, rehabilitate and conserve the land using various sustainable land management interventions, the soils will recover their fertility and water conservation capacities so as to improve on productivity and contribute towards food security and poverty alleviation. This will be achieved through well planned and appropriate afforestation and farm forestry using a landscape approach. The hilltops, farmlands, riparian zones and wetlands will be treated differently to achieve various planned results.

It is also in view of the high demand for biomass energy that the department will promote the adoption of alternative energy sources to reduce pressure on forest resources and air pollution due to the use of non-renewable sources of energy. This will contribute to improving safety, health and cleanliness in Nyamira County as part of the social, physical and mental well-being of the residents.

The strategies that will be adopted will enhance Nyamira's contribution to the global agendas on climate change as well as prepare the people participate in mitigation and adaptation to climate change.

The strategic programmes of the department will thus contribute towards:

- Raising land productivity and food security through soil and water conservation interventions;
- Alleviation of poverty through the promotion and growth of the timber industry;
- Provision of adequate biomass fuels and promoting alternative energy sources;
- Improving environmental health through promotion of clean sources of energy;
- Provision of clean and adequate water resource for domestic use, industrial and agricultural production;

- Ensuring environmental healthy and safety through modern waste management technologies.

It is against this backdrop that the County government of Nyamira is impelled to have a special focus on our environment.

Mandate

The Constitution of Kenya 2010 provides for the formation of ministries in respect to various sectors; accordingly, the Ministry of Environment, Water and Natural resources was created at the national level. With devolution, several functions¹ have been devolved to the county level hence the formation of the Department of Environment, Energy, Natural Resources and Mining in Nyamira County. These functions of the Department will include:

- Forest extension services
- Soil and water conservation
- Waste management,
- noise pollution control,
- Funding and implementation of rural electrification
- Promotion of alternative energy sources
- Implementing national environmental policies
- Beautification, and managing urban environments
- Environmental management including safeguards to existing mining activities, ,
- Supporting activities related to meteorological services
- Environmental and natural resources management in liaison with lead agencies i.e. NEMA, KFS, REA, [KMS](#); among others.

The [Department](#) proposes to meet growing environmental challenges and opportunities through a comprehensive Strategic Plan. The plan is expected to accelerate sustainable development, environmental conservation and protection by the application of best practices in the Environment, Energy, Mining and Natural Resources sectors.

1.2 Departmental Development Challenges

Like other departments, the Department of Environment, Energy, Natural Resources and Mining in Nyamira County faces various challenges. The major ones are:

- Weak monitoring and evaluation systems, which prevent periodic reviews of initiated projects, and thereby occasioning low success rates in the implementation of the plans;

¹ Waste Management, Noise pollution control, Forest extension services, Funding and implementation of rural electrification and promotion of alternative energy sources are devolved functions.

- HIV/Aids, which continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. Its prevalence rate in Nyamira County is 6.9per cent (NASCOP, County HIV Profiles 2012). The HIV/Aids pandemic has impacted negatively on the productivity of the work force, that is either infected or affected, thus affecting service delivery and business operations;
- Inadequate ICT facilities and training. For instance, there is limited application of appropriate and sustainable technologies in mining and energy sectors, while ICT facilities and personnel are lacking in the Department; knowledge management for planning through geographic information systems (GIS) is minimally utilized
- The low literacy level among the public creates a challenge in communication as one has to converse in local dialect, while a large percentage of the local residents are gullible to political interference due to their level of understanding of pertinent issues;
- Climate change has negatively impacted on the natural resources, such as forest and water sources;
- Inadequate infrastructure limits the effectiveness and efficiency of the staff in the department as execution of assigned tasks is dependent on the availability of resources such as office space, vehicles, amenities among others;
- There is inadequate personnel in the department, limiting specialization and effectiveness in the office;
- Land tenure systems- due over subdivision of land and encroachment to public land, space for power line extensions and land for recreation parks, is lacking.
- Lack of weather and climate monitoring stations

1.3 Departmental Development Agenda

The Department will play a critical role in addressing the County's environmental degradation and socio-economic development through various interventions:

(i) **To protect, rehabilitate and conserve the land:**

This will use various sustainable land management interventions through a landscape approach.

As a result the soils will recover their fertility and water conservation capacities so as to improve on productivity and contribute towards food security and poverty alleviation. This will be achieved through well planned and appropriate afforestation and farm forestry using a landscape approach. The hilltops, farmlands, riparian zones and wetlands will be given appropriate approaches so as to achieve various planned results.

(ii) **To provide forest extension services:**

This service will ensure that the forest cover in the county contributes towards the achievement of the 10% national target in tandem with the international requirements and that it leads to economic empowerment of the Nyamira people.

This strategic programme will contribute towards:

- Raising land productivity and food security through soil and water conservation interventions;
- Alleviation of poverty through the promotion and growth of the timber industry and provision of adequate biomass fuels sources;
- Provision of clean and adequate water resource for domestic use, industrial and agricultural production;

(iii) To promote sustainable quarrying and brick making:

This will enhance the economic power of the small scale enterprises and contribute towards infrastructural development in the county.

(iv) To Promote and ensure adoption of alternative energy sources:

As a result of this there will be a reduction of pressure on forest resources and alleviation air pollution due to the use of non-renewable sources of energy.

This strategic programme will contribute towards:

- Improving environmental cleanliness, health and safety through promotion of clean sources of energy as part of the social, physical and mental well-being of the residents.
- Alleviation of poverty through provision of adequate biomass fuels and promotion of alternative energy sources for domestic use, industrial and agricultural production;
- Sustainable environmental management that ensure climate change mitigation measures are put in place and thus food security, aesthetic values, among others will be attained.

(v) To Promote upgrading and proper maintenance of the existing electric grid:

As a result there will be minimum electricity supply outages, which is currently too common in Nyamira.

This will promote stable economic activities and attract investments into the county which will go a long way in getting the county out of poverty, create employment curb rural-urban migration hence de-congest towns.

(vi) To promote the county's contribution towards national and global agendas on climate change:

As the people of Nyamira participate in mitigation and adaptation to climate change, they will benefit from the global carbon trade.

This agenda will in the long run also contribute towards:

- Sustainable development
- Alleviation of poverty;

(vii) Ensuring environmental healthy and safety through modern waste management technologies.

The provision of proper waste disposal and sewerage systems provides a clean environment and reduces the occurrence of diseases. Environmental controls ensure effects emanating from the industrial and commercial activities do not impact negatively on the environment and general well-being of the public.

This strategic programme will contribute towards:

- Efficient waste collection and management
- Alleviation of poverty by using best practices and technologies to turn waste into wealth and creating employment;
- Provision of clean alternative energy from waste;

(viii) Embracing efficient technologies in quarrying and brick making

This strategic plan will contribute towards:

- Alleviation of poverty by promotion of efficient technologies in brickmaking and quarrying;
- Improving environmental healthy through promotion of best practices and technologies;

(ix) Information Management for Planning

This will contribute towards better planning and monitoring of the environment and development

1.4 Departmental Resources and Contribution to the County Economy

The following list is a summary of the resources available to the Department and an explanation of how they contribute to the County economy.

- Availability of natural resources support livelihoods leading to development of small enterprises such as carpentry, brick making and saw milling .The county has a high potential for infrastructure development through use of locally available materials e.g. ballast , murrum, bricks, poles and sawn timber;

- Ameliorated climates due to the macro and microclimate created as a result of intensive tree planting, ensuring predictable weather patterns and thus guaranteeing a productive agriculture sector;
- Water resource conservation as a result of increased vegetation cover to protect our water resources
- Food security through agro forestry – growing of food crops, fruit trees and other nitrogen fixing plants;
- Availability of energy sources – fuel wood, charcoal and potential for alternative energy sources(solar, biogas, hydro, waste, tea production- tea factories steam)
- Sustainable energy use practices e.g. energy saving jiko, kuni mbili, fireless cookers , solar cookers;
- Revenue sources: collection of cess, issuance of noise control licenses, timber logs exports

1.5 Departmental Roles

The Department's core functions include:

- Provision of policy guidelines, financial resources, and sector services (environmental management, forestry, health, sensitization and awareness creation, social services – CFA, WRUA, among others);
- Technical support and facilitation e.g. tree nursery establishment and support, adoption of appropriate technologies;
- Project planning and implementation e.g. Bamboo project;
- Partnership and investment e.g. ADB water supply system augmentation in Keroka Town, KEFRI advisory role on bamboo and tree nursery establishment and management;
- Environmental conservation e.g. tree planting, landscape stratification and zoning
- Development and promotion of new technologies and research in liaison with research institutions e.g. KARI, Kisii University, KEFRI, NGOs;
- Advocacy and capacity building on the functions of the sector e.g. tree planting, choice of tree species to plant on water sources, alternative energy sources, waste management;
- Monitoring of the ongoing projects e.g. tree nursery establishment, replacement of eucalyptus species from water sources with suitable indigenous species and bamboo;
- Implementation of rural electrification and promotion of alternative energy sources.

1.6. Lessons Learnt from Previous Plans

Before the introduction of the County governments, the Country used to prepare different strategic plans, from which various lessons highlighted below were learnt especially in regards to this sector:

- There was a lack of inclusiveness due to the top bottom approach, leading to low success rates of initiated projects as there was limited ownership as directives emanated from the national level;
- Finances were not assured in the previous system of government, with devolution there is at least an allocation to the County; hence plan implementation is more assured;
- Most of technical staffs were based at the national government headquarters, leaving inadequate and ineffective technical capacity at the grassroots;
- Public participation approaches - the public was not consulted on addressing their needs but were given activities to implement leading to unsustainable projects.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Introduction

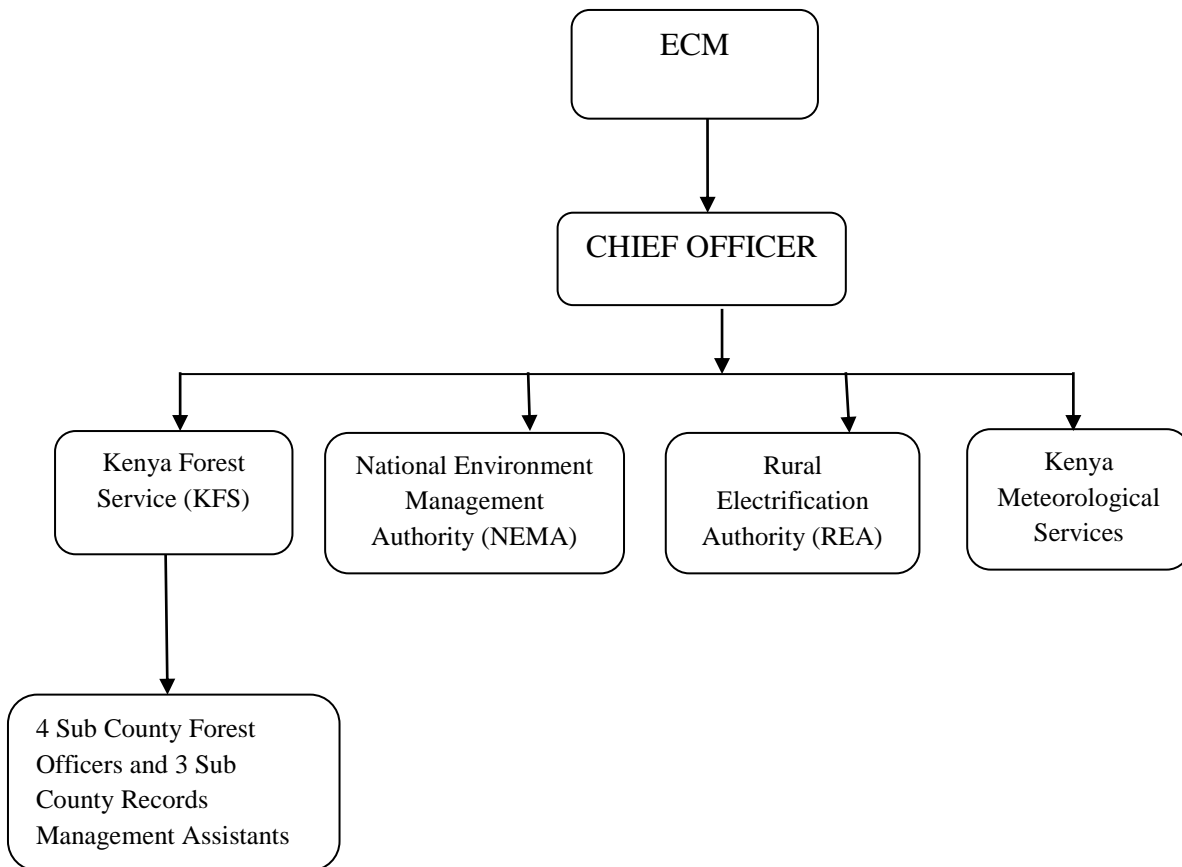
This chapter gives the current structural organization of the Department, current staff establishment, SWOT analysis and stakeholders' analysis. Teams responsible for implementing the various aspects of the plan have also been highlighted.

2.2 Departmental Organisation

This is a new Department in the county headed by the Executive Committee Member in charge of Environment, Energy, Natural Resources and Mining. The Department currently works in close collaboration with four parastatals of the Government of Kenya namely; Kenya Forest Service (KFS), National Environment Management Authority (NEMA) and Kenya Rural Electrification Authority (KREA) and Kenya Meteorological Services (KMS).

Below is the current organizational structure of the Department:

Figure 1: Current Organisation Structure



The roles played by the above offices are:

The **Executive Committee Member (ECM)** is the head of the Department who coordinates policy formulation and overseeing the implementation of departmental policies. The ECM also represents the Department in the County Executive Committee, appoints subcommittees to help in the implementation of the policies. Mobilization of resources for the Department through internal and external linkages is a key duty performed by the ECM. The Department therefore gets proper direction on the realization of its mandate through this office.

The Chief Officer (CO) is the accounting Officer charged with the responsibility of administration of all human and financial resources of the department. S/He coordinates the implementation of the strategic plan.

Kenya Forest Services (KFS) is charged with afforestation, conservation and enforcement of forest policies hence ensuring the achievement of the 10 per cent forest cover threshold.

National Environment Management Authority (NEMA): The role of this parastatal is the management of all environmental matters and enforcement of environmental laws to ensure sustainable development and compliance to the environmental regulations. In addition, NEMA establishes linkages and networks with likeminded institutions and persons to promote collective responsibility for our environment.

Rural Electrification Authority (REA) is charged with the management and implementation of rural electrification projects. The parastatal's activities improve the living standards of the county residents by cutting down the cost of doing business.

Kenya Meteorological Services (KMS) is charged with managing weather stations from geographically dispersed observing locations feeding into real-time data analysis, modelling and forecasting activities that must be communicated to the communities. The service activity is to provide relevant advice on weather, climate, water and related environmental issues for decision-making.

Supporting activities related to meteorology with regard to safety of life and protection of property, monitoring and analysis of climate change, expansion and management of meteorological network, downscaling and domesticating of national seasonal weather forecasts and climate outlook to the county, monitoring and analysis of air pollution, generating and providing essential weather and climate information to support sectors such as agriculture and food security, water resources, energy, public health and sanitation, disaster risk reduction and transport for improving the well being of the communities and natural resource conservation

2.3 Departmental Current Staff Establishment

The Department is operating at sub-optimal staffing levels. The total technical and support staff in the department is shown in the table below:

Table 1: Current Staff Establishment

Sector	Designation	In-Post
County Administration	County Executive Committee Member (CECM)	1
	Chief Officer (CO)	1
	Personal Assistant	1
	Administration Assistants	2
	Clerical Officers	5
	Drivers	2
	Secretary	2
	Enforcement And Compliance Officers	4
	Support Staff	14
National Environment Management Authority (NEMA)	Director	1
	Environment Officer	1
Kenya Forest Service (KFS)	Ecosystem Conservator	1
	Foresters	4
Rural Electrification Authority (REA)	Coordinator	1
Kenya Meteorological Services (KMS)	Director	1

This analysis shows that this Department's services are mostly affected by the current low staffing levels.

2.4 Strengths Weaknesses Opportunities and Threats (SWOT) analysis

During the development of this first Strategic Plan, the Department undertook a SWOT analysis which provided insights that will enable it take advantage of the existing opportunities, build on its strengths and improve or mitigate on its weaknesses and threats. Below is a summary of the SWOT Analysis.

Table 2: SWOT Matrix

Internal	
STRENGTHS <ul style="list-style-type: none"> Existence of policy frameworks (EMCA, 1999, Forest Act, Energy Policy,) Financial resources available Commitment to implementation of plans Competent technical staff 	WEAKNESSES <ul style="list-style-type: none"> Environmental committees not in place Inadequate personnel Inadequate ICT facilities and personnel Lack of NRM technology and databases Inadequate office space/ housing Inadequate transport fleet
External	
OPPORTUNITIES <ul style="list-style-type: none"> Existence of study reports in the county e.g., CIDP, District Environment Plans Collaborating opportunity with line departments e.g. department of water, department of agriculture etc Great masses of the county populace need awareness on environmental matters. There is a good opportunity to do it in the county. Existing preservation of cultural sites; e.g. Manga Hill Willingness of communities to relocate eucalyptus tree species from the water sources Mechanization of ballast, murrum and brick making soil excavation processes 	THREATS <ul style="list-style-type: none"> Political interference Ignorance of the communities on environmental matters Poor land tenure and over subdivision of land Unwillingness of Communities to form environmental groups (suspicion among themselves and clanism) Extensive plantation of eucalyptus tree species on water sources Unwillingness to comply with laid down policies Unclear issues on devolved functions in natural resources management and energy sectors

Table 3: Internal Environment Analysis

Factor analysis	SWOT FACTORS	Action plan
STRENGTHS		
Management systems	Departments identified Regular meetings	<ul style="list-style-type: none"> • Development of coordination units
Human resource capacity	Qualified personnel	<ul style="list-style-type: none"> • Recruitment of additional personnel for different departments
Technical capacity	Skilled and trained personnel	<ul style="list-style-type: none"> • Continuous capacity building
ICT	Available ICT facilities	<ul style="list-style-type: none"> • Improve ICT facilities • Enhance the ICT capacity among staff • Regular meeting for information sharing
Policy	Existence of policy frameworks -EMCA	<ul style="list-style-type: none"> • Implementation and enforcement of the EMCA, Forest Act, Energy policy and bill
Financial resources	Financial budget allocation in all departments	<ul style="list-style-type: none"> • Resource mobilization; Increase funding from various sources e.g. revenue collection, donors, exchequer • Establishment of financial plans for departments • Periodic monitoring and evaluation • Carry out regular financial audits
OPPORTUNITIES		
Community	Willingness of communities to replace eucalyptus tree species from the water sources	<ul style="list-style-type: none"> • Encourage public participation • Awareness creation • Environmental education
Information products	Existence of study reports in the county e.g. CIDP, District Environment Plan	<ul style="list-style-type: none"> • Mainstreaming of departmental operational plans with the county plans
WEAKNESSES		
Office space	Inadequate Office space	<ul style="list-style-type: none"> • Provision of adequate office space for personnel
Environmental committees	Environmental committees not in place	<ul style="list-style-type: none"> • Constitute a County Environmental Committee • Prepare a county environment action plan in collaboration with line agencies
THREATS		
Politics	Political interference	<ul style="list-style-type: none"> • Create awareness among the communities to make them empowered and knowledgeable • Keep the political wing in tandem with key developments in the department
Awareness	Ignorance of the communities on environmental matters	<ul style="list-style-type: none"> • Create awareness among the communities to make them empowered and knowledgeable • Ensure public participation in all key activities

2.5 PESTEL analysis

In preparing this strategic plan, a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was undertaken. This enables the Department to telescope and candidly describe the environment in which it operates and therefore be able to

appreciate the factors that will either support or impede the process of implementing the strategic plan. The table below shows the PESTEL Analysis.

Table 4: PESTEL Analysis

Political Aspects	<ul style="list-style-type: none"> • Politicians’ interference and competing interest leading to delay in project implementation. • Sabotage of projects. • Political prioritization of projects. • Constrained relationships between national / county and county/county – scramble for trans boundary assets ownership. • Good relationship with national government with regards to project implementation support.
Economic	<ul style="list-style-type: none"> • The GDP is projected to grow at a rate of rate 6.3per cent implying increased budgetary allocation to development projects. • High taxation rates for both National & County governments implying low disposable income and hence reduced purchasing power. • Inflation affecting cost of project and materials for the infrastructure e.g. fluctuating global oil prices.
Socio – Cultural	<ul style="list-style-type: none"> • High incidences of crime targeting vandalism of infrastructure • Over expectation / over reliance from the government • Poor farmers/ community participation in project implementation • HIV and AIDS pandemic • Low literacy level implying less participation in community initiated projects. • High apathy levels from the community • Land Tenure / Ownership • Poor utilisation and management of natural resources leading to their extinction.
Technological	<ul style="list-style-type: none"> • low adoption rates of the modern and appropriate technology, • Limited technological knowhow of community members. • limited exposure e.g. to modern energy conservation technologies • high investment cost of the developments e.g. modern brick making industry • lack of commitment to invest in modern technology,
Ecological	<ul style="list-style-type: none"> • Unfavourable climatic conditions leading to delays and difficulties during project implementation.
Legal	<ul style="list-style-type: none"> • The department is guided by several policy papers and legislations including: Sessional Paper No. 6 on Environment and Development (1999), Forest Act (2005), Mining Act (Cap 306), Kenya Forestry Master Plan, Environmental Management and Coordination Act (1999), The National Environment Action Plan (NEAP-1994), and the Kenya Forestry policy among others

2.5 Stakeholders Analysis

The following were identified as the Department stakeholders:

Table 5: Stakeholder Analysis

Stakeholders	Role/ interest /expectation	How the interest and expectations may be addressed through the strategic plan
Internal stakeholders		
Staff	Human resource development	Capacity building exercises
	Conducive working environment	Improve working space and facilities
	Staff welfare	Provide for medical schemes, leave and respective allowances, group insurance
	Recognition and other incentives	Improve appraisal and reward system
	Staff progression	Job evaluation and promotion Salary increment
Management	Leadership and coordination Support from the governor's office and all officers in the sector	Recruitment of staff Effective and efficient implementation of projects Provision of resources
External Stakeholders		
Governor's office	Service delivery as per existing plans Political pledges fulfilment	Timely progress report on plans Adherence to the county policy framework
County assembly	Legislation formulation Approve policy, budgets and development plans e.g. CIDP, sector strategic plans Oversight roles/ Act as a watchdog	Involvement in development processes in various sectors e.g. policy Lobbying among comrades
National government - Ministry of Environment , water and Natural resources	Develops national policies and legislations Provision of technical support Adherence to laid out national policies	Facilitate coordination of implementation of national and county programmes
Development partners- NGOs, Private sector, neighbouring counties, other ministries	Involved in the planning and implementation processes Promotion of PPP	Develop strategies on donor funding Networking and lobbying
Security agencies	Work within the set up laws Provision of sectoral policies Assist in prosecution of cases	Enforcement and compliance
Courts	Presentation of cases and due process of evidence submission	Plan for activities to be carried out as per the set out law and reduce the court prosecution incidences
Education institutions(primary, secondary, tertiary and university institutions)	Information sharing	Provision of copies of plans for reference and research Adoption of some activities such as tree planting
Small scale enterprises e.g. Quarries, brick makers, traders,	Consultations during implementations Delivery of the services proposed	Provision of appropriate technologies proposed in the plan Enhanced networking

2.6 Performance and Achievements of the Department.

Previously there had been reluctance from the communities to comply with the environmental set standards. Conservation of the environment was not considered in the development process.

- With continued enforcement measures and education, there has been improved compliance to the environmental laws concerning development, in particular the Environmental Impact Assessment Regulations of 2003. However, the need to plan developments in a sustainable manner in order to ensure maximum benefits to the natural and human environments remains a challenge;
- Forestry has had achievements in the previous plan periods such as the intensified afforestation leading to increase in tree cover to 35per cent from 15per cent as from 1997 to date;
- Public sensitization on tree planting resulting to increased forest cover;
- The upgrading of the Nyamira region to county status leading to the posting of more technical staff in various lines of requirement;
- On the energy department, some of the major achievements are: Electrification of 95 percent of the market centres, 35per cent electricity connectivity of homesteads and 100 per cent of existing secondary schools.

2.7 Ongoing, Proposed and Flagship Projects and Programs

The following are the projects as outlined in the County Integrated Development Plan, 2013-2017.

Ongoing Projects

Solid waste management for Keroka and Nyansiongo town; Environmental impact assessment and audit in Nyamira County; Awareness creation on environmental management

Proposed Projects

The following are the ongoing and proposed programmes and projects

Table 4: Proposed Programmes and Projects 2013-2018, Department of Environment, Energy, Natural Resources and Mining, Nyamira County

Department of Environment, Energy, Natural Resources and Mining

Vision: A clean healthy and productive environment; 100% electric connectivity to all public institutions and places

Mission: Rehabilitate, conserve and protect the environment; provide adequate, reliable and affordable alternative energy sources

Programme	Challenges	Strategic Objectives	Development objective	Immediate Objectives	Outcomes/ Targets	Potential Strategic Policy Thrusts
Department of Forest Development						
(1)Forestry Development	<ul style="list-style-type: none"> • Unsustainable land use; • Lose of tree cover leading to catchment (soil and water resources) degradation; • Inadequate supply of tree and forest products 	<ul style="list-style-type: none"> • Promote the rehabilitation, reclamation, conservation and protection of catchments and natural resources for sustainable development 	<ul style="list-style-type: none"> • Increase forest cover by 10% ie plant 30m trees in 5 years • Sustainable land mgmt (SLM) thru catchment approach to afforestation, rehabilitation protection and conservation of: <ul style="list-style-type: none"> ✓ Private and government hilltops; ✓ Middle-slopes; ✓ Riparian zones (springs, river banks, wetlands); ✓ Public institutions/ places; ✓ public and private nature conservancies 	<ul style="list-style-type: none"> • Establish 160 tree nurseries: 40 community owned; 80 in primary Schools; 40 in Secondary Schools and promoting commercial production of seedlings; • Tree planting campaigns • Replace Eucalyptus trees from riparian zones with Bamboo and other indigenous tree species 	<ul style="list-style-type: none"> • Clean, healthy and productive environment • Increased water recharge capacities (30% increase) 	<ul style="list-style-type: none"> • Develop economic incentives for a green economy including tree farming
			<ul style="list-style-type: none"> • Education, awareness and public participation – on value and management of E&NR 	<ul style="list-style-type: none"> • Education and awareness creation campaigns on potential investment opportunities in the timber industry in all the Wards; • Establish baseline data/ info 	<ul style="list-style-type: none"> • Contribute to diversifying livelihoods, employments and house-hold income 	<ul style="list-style-type: none"> • Community and Public participation • Private Public Participation,
			<ul style="list-style-type: none"> • Commercializing tree 	<ul style="list-style-type: none"> • Commercialize tree farming 	<ul style="list-style-type: none"> • Contribute to 	<ul style="list-style-type: none"> • Timber

			farming and promotion of the timber industry in the County	<ul style="list-style-type: none"> • Initiate timber/ Bamboo based cottage industries; • Establish baseline data/ info • Promote Ecotourism, nature trails and arboretum creation 	Sustainable development and poverty reduction (by 1%)	industries created
Department of Sustainable Land Management Planning and Information						
(2) Knowledge management and planning	<ul style="list-style-type: none"> • Lack of coordinated & comprehensive databases in formats that can aid spatial planning and projects monitoring 	<ul style="list-style-type: none"> • Information and database development and management 	<ul style="list-style-type: none"> • Establish GIS and information lab; 	<ul style="list-style-type: none"> • Procure software/ equipment including GIS compliant Smart phones/ Cameras / GPSs; • Hiring of competent staff • Define data and information, services and product needs for increased knowledge, planning and monitoring purposes 	<ul style="list-style-type: none"> • Well-equipped GIS lab constructed, equipped with sufficient databases • Availability of real time information for planning 	<ul style="list-style-type: none"> • Policy on County data & information management for development planning and monitoring
			<ul style="list-style-type: none"> • Database development 	<ul style="list-style-type: none"> • Build database - collect and collate data information • Land use/ cover mapping • Establish linkages with KNBS; KMS, IEBC, etc for data and info 	<ul style="list-style-type: none"> • Databases • Generate geo referenced maps and info files 	<ul style="list-style-type: none"> • Better informed planning
			<ul style="list-style-type: none"> • Data and information policy in line with national policy 	<ul style="list-style-type: none"> • Consultancy 	<ul style="list-style-type: none"> • Policy 	
		<ul style="list-style-type: none"> • Meteorological Data Observation, Processing and Dissemination 	<ul style="list-style-type: none"> • Safety of life and protection of property 	<ul style="list-style-type: none"> • To ensure efficient and timely dissemination of climate information through collaboration with the public, relevant ministry, and development partners. 	<ul style="list-style-type: none"> • Link up/ establish hydromet stations for water resources monitoring • Ensure KMS services (weather and climate information) reach users & other targeted groups 	

Department of Environment Health and Sustainability						
(1) Environment Management/ Waste management	<ul style="list-style-type: none"> • Urban areas environmental degradation and pollution; • Unplanned / uncontrolled settlements and kiosks • Weak enforcement of policy, laws and regulations 	<ul style="list-style-type: none"> • Efficient and effective urban environmental management ; 	<ul style="list-style-type: none"> • Efficient solid and liquid waste collection and disposal; 	<ul style="list-style-type: none"> • Acquire land, plan, design and commission a comprehensive waste management complexes for Nyamira and Keroka that will also serve their environs to include designing waste streaming system, value addition and safe disposal systems 	<ul style="list-style-type: none"> • > 50% of solid waste generated is collected, sorted, and transported to a disposal/ transformation site • Employment and wealth creation; 	<ul style="list-style-type: none"> • Public, Private Participation, • Transforming solid waste into a resource for wealth creation
		<ul style="list-style-type: none"> • Urban areas beautification; 	<ul style="list-style-type: none"> • Beautification/ landscaping and tree planting of a total of 8 km each in Nyamira, Keroka and Nyansiongo; 	<ul style="list-style-type: none"> • Designs and implementation • promote improved kiosk standards and reorganize placement of kiosks in the towns and markets; 	<ul style="list-style-type: none"> • Clean, orderly, disciplined, and positive attitude and culture to environment 	<ul style="list-style-type: none"> • Serene and Recreational space created
		<ul style="list-style-type: none"> • Public awareness and participation 	<ul style="list-style-type: none"> • Public awareness and participation on waste mgmt through the reduce/ recover/ recycle (RRR) strategy • >50% waste generated is collected, sorted, transported to a disposal/ transformation site for wealth creation or safe disposal by 2017; 	<ul style="list-style-type: none"> • Public awareness creation on environmental health and sustainability through frequent workshops, study tours, posters, fliers and Barazas; • Enforcement 	<ul style="list-style-type: none"> • ->75% safe disposal of none reusable and recyclable waste • Positive attitude and behaviour 	<ul style="list-style-type: none"> • Regulations
		<ul style="list-style-type: none"> • EIA and Audits 	<ul style="list-style-type: none"> • Regular business audit services 	<ul style="list-style-type: none"> • Enforcement of regulations; 	<ul style="list-style-type: none"> • Disciplined community 	
(2) Mining	<ul style="list-style-type: none"> • Unsustainable and hazardous quarrying and 	<ul style="list-style-type: none"> • Increase knowledge on unsustainable 	<ul style="list-style-type: none"> • Survey and assess status of quarrying and brick making activities the County 	<ul style="list-style-type: none"> • Improve technology and efficiency in production of bricks and ballast 	<ul style="list-style-type: none"> • Safe and efficient extractions 	<ul style="list-style-type: none"> • Policy on use on standards of brick making

	brick making; • Landslides and soil erosion	quarrying and brick making	• Improve technology and efficiency in production of bricks and ballast	• Regulate/replace the current poor brick making practices with efficient processes & choosing appropriate soils and kilns;	• efficient extraction	• Policy
Department of Energy Development and Conservation						
(1) Alternative Energy Sources Development and Climate change	<ul style="list-style-type: none"> • Over-dependence on biomass energy and contribution of CO2 to climate change & reduced Tree cover; • Unhealthy and inefficient cooking stoves • Unpreparedness to effects of Climate change; 	• Climate Change mitigation and adaptation	• Promoting climate change mitigation activities including tree planting; the use of energy saving cooking stoves; and the use of alternative energy sources – solar, wind, and micro-hydros	<ul style="list-style-type: none"> • Organize farmers and youths into tree growing groups for purposes of ensuring higher tree survival/cover in collaboration with NGOs; • Use of efficient and energy saving cooking stoves, • Use of alternative energy sources • Collectively take advantage of emerging opportunities in the carbon credit markets 	• Bronchial infections reduced by x%	• Policy on land use and settlement patterns
			• Promoting climate change adaptation activities:	<ul style="list-style-type: none"> • Promotion of appropriate crops and food preferences, fruit trees; • landslide prone areas identified & rehabilitated/settlements planned; • settlement patterns & appropriate building technology adapted; • Education and awareness creation 	• Reduced risks to environmental hazards (landslides/floods related emergencies reduced to zero)	• Policy on land use and settlement patterns
(2) Main Grid Power by KP	<ul style="list-style-type: none"> • Inadequate supply and distribution systems for domestic and industrial use; • Unreliable supply due to 	• Provide adequate & uninterrupted supply of electricity to a larger population for industrial and	• Widening distribution system of adequate and uninterrupted supply of electricity for domestic and industrial use in Nyamira County;	<ul style="list-style-type: none"> • Establish 7.5MVA stations at Konate by 2014; Gitaru by 2015; Miruka by 2016/17; and Keroka by June 2014; • Upgraded Ikonge and Matutu substations by June 2014; • Increase transformers distribution and therefore access and 	<ul style="list-style-type: none"> • Increase institutional and market centres' connection by 20% to reach 95% connectivity by 2018; • 30% households within radius of 600m of a 	• County government to partner with Kenya Power to increase facilities;

	over-loaded systems and frequent outages;	domestic consumers		connectivity to electricity of households within a radius of 600m of a transformer • Civic education	transformer have access to connectivity by 2018;	
(3) Rural Electrification by REA	<ul style="list-style-type: none"> • Low electrification coverage; • Slow pace of rural electrification over the years; • High costs in connections and maintenance for rural households due to high poverty 	<ul style="list-style-type: none"> • Increase accessibility & connectivity to electricity to all public facilities by in order to spur socio-economic development: 	<ul style="list-style-type: none"> • Electrification of various institutions including primary and secondary schools, polytechnics, health facilities, administration facilities, tea buying centres; 	<ul style="list-style-type: none"> • By 2018 all remaining unconnected 25% of institutions public facilities (trading centres, primary and secondary schools and health centres) within 600m radius of a transformer will access or be connected; • Have 3,000 new connections/year 	<ul style="list-style-type: none"> • Increased Security • Increase in informal cottage industries and economic activities 	<ul style="list-style-type: none"> • Partner with development agencies for construction of new lines
			<ul style="list-style-type: none"> • Electrification of households within a radius of 600m of a transformer 	<ul style="list-style-type: none"> • To connect all households in the vicinity or within 600m radius of a transformer; • Encourage pool application of electricity connection to cut down costs of connectivity; 	<ul style="list-style-type: none"> • All able households in the vicinity or within 600m radius of a transformer connected; 	
(4) Street Lights by Nyamira County	<ul style="list-style-type: none"> • Lack of street lighting in the main towns; • Insecurity and safety in the CBDs of the towns; • Frequent outages and unreliable supply of electricity; • High costs in maintenance 	<ul style="list-style-type: none"> • Full street lighting for major centres Improve security; • Enhance longer business hours-towards a 18hour economy; 	<ul style="list-style-type: none"> • 75% of the CBDs of the 3 townships' street lighting completed in 5 years (4km of roads/ year) with solar lighting systems to overcome frequent outages; • Use solar lighting to cut on maintenance costs and overcome frequent outages 	<ul style="list-style-type: none"> • Construct 5km of solar street lights in Nyamira; • Construct 2.5 km solar street lights in Keroka • Construct 2.5km solar street lights in Nyansiongo • Construct 8km solar street lights for other centres • increase street security and safety 	<ul style="list-style-type: none"> • Contribute to improved security (crime down by x%); • Enhanced longer business hours- from current 12hrs >18hr of economic activities at CBDs; • Cost recovery within 4 year and savings of xxxxx million Shillings 	<ul style="list-style-type: none"> • Partnerships in adopting lights (adopt-a-light policy)

Priority area	Objective	Activities	Status
1: Forestry Development	To increase tree cover by 10% by 2018 by promoting sustainable land management (SLM) that encompasses protection, conservation, rehabilitation, reclamation of water catchments	Establishing and commercializing at least: ✓ 40 community owned nurseries; ✓ 80 nurseries in primary schools; ✓ 40 secondary schools nurseries; and ✓ plant at least 30m trees by 2018	On-going
		Education and awareness creation	On-going
		Develop investment opportunities in the timber industry especially Bamboo growing	
		Reclaiming, rehabilitating and protecting riparian zone by pushing back eucalyptus from riparian areas and replacing them with bamboo and other appropriate species	On-going
2: Urban environmental management	Efficient waste collection and disposal;	Acquire land for waste management for Keroka and Nyamira	On-going
		Develop waste management complexes that includes value addition for Nyamira and Keroka	-
		Build capacity for waste management – collection, segregation, value addition and safe disposal	-
	Urban areas beautification	Landscape and plant trees in of a total of 8 km of streets in major towns and maintain them	-
	Develop Governance and public participation frameworks	Develop waste management policy and bill	On-going
		Raise public awareness on environmental health & sustainability	
3: Geographic Information System (GIS) Centre	Establish a functional GIS lab for info and knowledge mgmt for planning and monitoring;	Procurement consultancy services to develop the GIS centre and procure equipment and develop capacity	On-going
		Database development and operations	
		Data and info policy in line with the national policy	
4: Energy Development and Conservation	Construct and commission street lights for >6 towns	Procure services of qualified firms	On-going
	Climate Change mitigation and adaptation	Promoting climate change mitigation and adaptation activities including: tree planting; use of energy saving cooking stoves; alternative energy sources – solar, wind, and micro-hydros	-

HAPTER THREE: STRATEGIC DIRECTION

3.1 Introduction

The chapter details the mandate, vision, mission, core values and motto of the Department. In addition it informs on the cross cutting issues, proposes an organizational structure and the implementation methodology.

3.2 Mandate:

Protection, conservation, development and sustainable management of environment and natural resources

3.3 Vision:

A leading county in the sustainable management, utilization and conservation of the environment and natural resources – [**Leading County in clean healthy and productive environment**]

3.4 Mission:

To conserve, protect, rehabilitate, and sustainably manage the environment and natural resources for sustainable development

3.5 Core Values:

The core values of the Department have been agreed to include and cover the following:

- i. **Professionalism**- the Department shall ensure to uphold the highest standards of professional competence and integrity
- ii. **Responsiveness**- the Department will include measure to ensure that we respond to the needs of the present and the future generations
- iii. **Integrity** – the Department will be open and truthful in our planning, decision making and implementation
- iv. **Creativity and Innovativeness** – the Department will use creative and innovative best practices to facilitate continuous improvement of our environment
- v. **Teamwork** and partnership – the Department will build teamwork and partnership among the communities, private, public and voluntary sectors to work towards solutions to environmental challenges and opportunities.

Motto:

Our Environment, Our Natural Resources, Our Future.

3.6 Summary of Strategic Issues, Objectives and Strategies

Strategic Issues	Strategic Objectives	Strategies
Inadequate supply of tree and forest products	Increase supply of tree and forest products	<ul style="list-style-type: none"> • Promotion of commercial tree planting • Hill top a forestation, middle stratification for agriculture and farming and soil conservation • Establishment of cottage industries
Reduction of water resources	Increase Water Catchment	<ul style="list-style-type: none"> • To create awareness and educate on the importance of tree planting
Lack natural resources database	Have a natural resource database	<ul style="list-style-type: none"> • Establish an inventory and database center
Poor waste management	To ensure efficient and effective waste management through collaboration with the public, relevant department, and development partners	<ul style="list-style-type: none"> • To liaise with Department of Health and other line ministries in waste management in Nyamira county • Create awareness on sustainable waste mgmt practices • Acquisition of land for waste disposal • To network and lobby development partners • Liaise with relevant stakeholders
Noise Pollution	To promote a healthy environment with permissible noise levels.	<ul style="list-style-type: none"> • To Liaise with NEMA on establishment of the proposed systems and structures • To liaise with Department of Finance on establishment of revenue collection standards to limit noise pollution
Inadequate urban centre landscaping	To uplift the aesthetic features of urban centres	<ul style="list-style-type: none"> • Contract a professional landscape specialist to plan and implement the plans • Liaise with town administrators in urban landscaping
Lack of proper data dissemination of climate information	To ensure efficient and timely dissemination of climate info through collaboration with the public, relevant department, and development partners	<ul style="list-style-type: none"> • Carry out pre-feasibility study • To create awareness of weather and climate information systems
KMS restricted to the Central Government	To ensure KMS services are brought closer to the users	<ul style="list-style-type: none"> • Carry out pre-feasibility study • Meteorological data observation and measurements
Low skill level	To enhance skills and competencies for improved job performance	<ul style="list-style-type: none"> • Human resource management audit
Improvement of physical infrastructure	To ensure availability of suitable working environment	<ul style="list-style-type: none"> • Acquisition of space and procurement of office equipments • Land acquisition
Uncontrolled and Unsustainable ballast/ murram quarrying	To promote sustainable quarrying activities in line with the developed environmental standards	<ul style="list-style-type: none"> • Awareness creation on environmental management and Mechanisms for rehabilitation • Conduct a baseline survey on existing quarrying and brick making activities • Enforcement of existing regulations • Adoption of improved appropriate technology in quarrying • Awareness creation on environmental management and Mechanisms for rehabilitation • Enforcement of existing regulations • Adoption of improved technology in brick making
Low Electrification coverage	To ensure electrification of market centers, primary schools and health centers in Nyamira county	<ul style="list-style-type: none"> • Designing and construction of power lines • Carry out feasibility study on alternative sources of energy • Promotion of energy conservation technologies • Liaising with relevant stakeholder
New devolved units that have never existed before	Effective Coordination and Administration	<ul style="list-style-type: none"> • Human Resource management • Provide auxiliary services • Establish an M&E committee

3.7 Cross Cutting Issues

Equity (inclusiveness)

The lack of involvement and consideration of the views of the public has led to unsustainability of the initiatives implemented since the communities at large were not involved in the decision making processes. The constitution currently provides for the inclusion of the disabled and marginalized and ensures public participation is exercised in all ventures.

Alcohol, Drug and Substance Abuse

The misuse of alcohol and abuse of drugs has reduced effectiveness of the staff and led to inability to achieve the set targets.

Information and Communication Technology (ICT)

The limited access and availability of the ICT facilities hampers development in the county by reducing the effectiveness and efficiency in fulfilling the Department's mandate. The lack of appropriate technologies in the service and business sectors creates an impediment to development as a result of over reliance on manual technology.

Environment and Climate Change

Increase in population has put immense pressure on the natural resources leading to degradation of the ecosystem balance. Climate changes whose impacts are aggravated by human activities have adverse effect on the environment and the livelihoods of a people. The impact hampers development by causing a strain in access to raw materials, poses a risk to food security and increases conflicts among communities.

HIV/AIDS

HIV/AIDS continues to pose a major challenge to all sectors of the economy and is affecting the development programmes in the county. Its prevalence rate in Nyamira County is 6.9per cent (NASCOP, County HIV Profiles 2012). HIV/Aids pandemic has impacted negatively on the productivity of the work force, which is either infected or affected, thus affecting service delivery and business operations.

Gender Mainstreaming

Women constitute about 52 per cent of the county's population. Although the majority, they are generally left out of development decision making processes through lack of representation. Policies, plans and strategies rarely take into consideration gender roles and responsibilities. Considering that in the year 2009 41,539 out of the 131,039 households (37 per cent) in Nyamira County were female headed, gender considerations are critical for equitable planning. The full participation of women in economic activities is often hampered by legal and actual discriminatory practices. There is need for liaison with key stakeholders in removing obstacles that encourage full participation of women in economic development.

Factors exacerbating gender disparities in the county are rooted in socio-cultural practices such as ownership of production resources (land, capital); participation in decision making and early/child marriages.

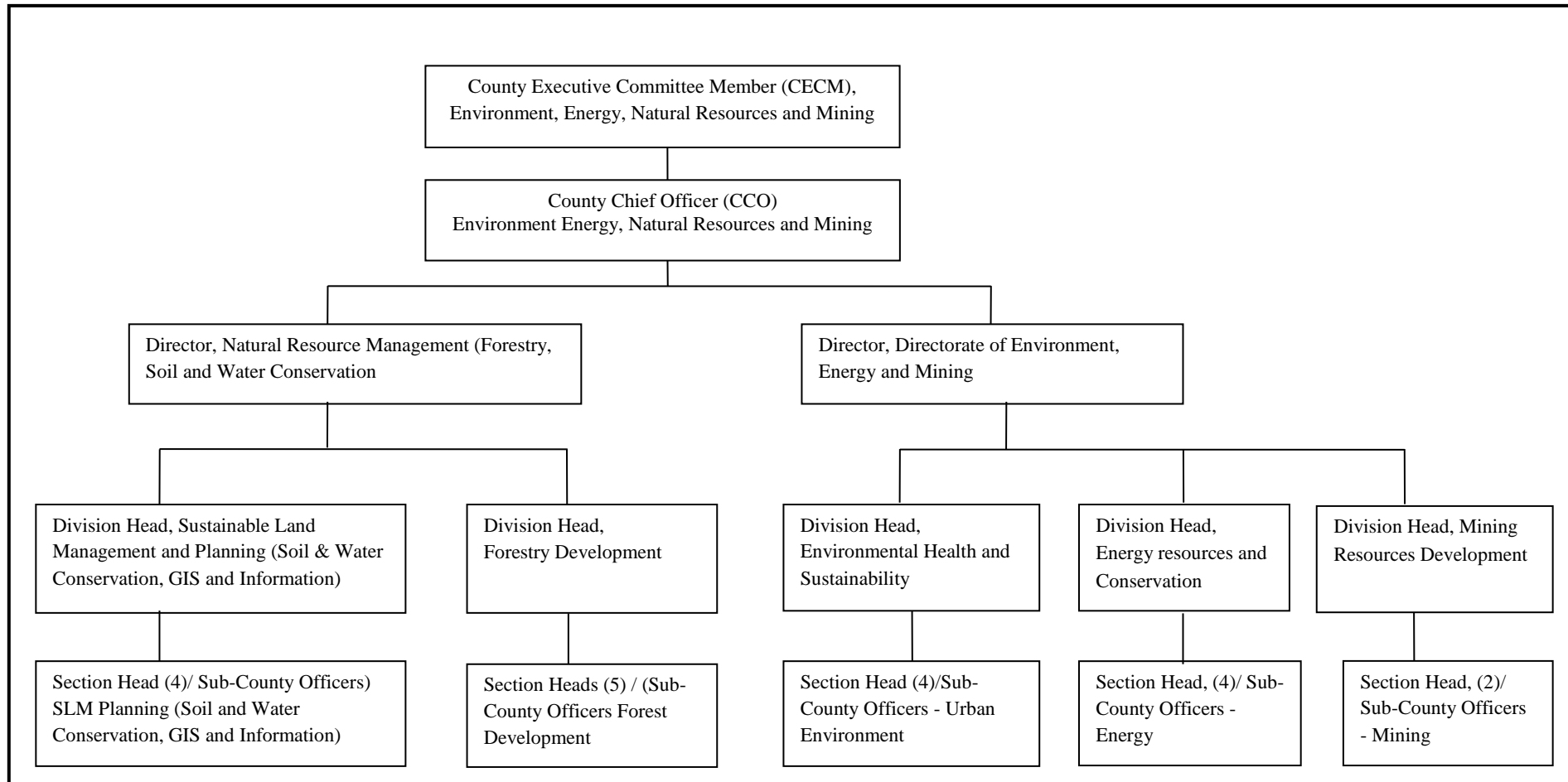
Inadequate Infrastructure

The county infrastructure is characterized by a dilapidated road network, no sewerage systems and inadequate water supply system. The office spaces and transport means needed to effective execution of the Department’s mandate are inadequate.

3.8 Proposed Departmental Organizational Structure

The Department proposes the organizational structure below and is optimistic that it will address all key issues over the plan period.

Figure 2: Proposed Organizational Structure, Department of Environment, Energy, Natural Resources and Mining



The **ECM** will be the head the Department and hence will coordinate policy formulation and overseeing the implementation of ministerial policies. The ECM also will represent the department in the County Executive Committee; appoint subcommittees to help in the implementation of the policies. Mobilization of resources for the department through internal and external linkages will be a key duty performed by the ECM. The department therefore will get proper direction on the realization of its mandate through this office.

The **CO** will be the accounting officer charged with the responsibility of administration of all human and financial resources of the department. S/He will coordinate the implementation of the strategic plan.

Directorates

1. Directorate of Natural Resource Management (Forestry, Soil and Water Conservation) and Mining

The mandate includes Implementation of sectoral policies of forestry, soil and water conservation and supervision, information and knowledge management including GIS centre and meteorological services, development planning and monitoring and evaluation.

There will be two departments under the Directorate of NRM:

- Department of Sustainable Land management (Soil and Water, GIS and Remote Sensing ,Conservation) will develop and manage a database of the natural resources and create awareness, advocacy and monitoring of the database.
- Department of Forest Development will be responsible for the forest extension services and enforcement
- KMS², KFS, NEMA, REA, KPL will work closely with County on special arrangements to enable work move smoothly: collaboration, absorption, secondments etc what will be appropriate for each of the parastatal.

2. Directorate of Environment and Energy

The mandate includes implementation of sectoral policies on environmental health, waste management and climate change issues, energy issues, supervision, planning and development and monitoring and evaluation.

There will be two departments under the Directorate of EE:

- Department of Environmental health and sustainability will coordinate and enforce sectoral functions, waste management and noise pollution control
- Department of energy resources and conservation will promote and develop alternative energy sources, energy conservation and distribution of electricity.

² KMS, KFS, NEMA, REA, KPL will work closely with County on special arrangements to enable work move smoothly: collaboration, absorption, secondments etc what will be appropriate for each of the parastatal

The section heads will be in charge of implementation and enforcement of departmental roles at sub-county level

3.9 Implementation Framework

The strategic plan proposes the formation of a county environment committee as a mechanism for public participation for guiding environment management in the county.

The County Environment Committee will consist of:

- The member of the county executive committee in charge of environmental matters who shall be the Chairman;
- The County Director of Environment who will be the secretary;
- One representative each of the Department responsible for the matters specified in the First Schedule at the county level
 - Agriculture, Economic Planning and Development, Education-ECDE ,Energy, Finance, Fisheries ,Health ,Industry, representative of judiciary , Natural Resources , clerk to County assembly ,Public Works ,Research and Technology KEFRI, KARI, KISII UNIVERSITY, Tourism, Water Resources);
- Two representatives of farmers or pastoralists within the county to be appointed by the Governor;
- Two representatives of the business community operating within the concerned county appointed by the Governor;
- Two representatives of the non-governmental organizations engaged in environmental management programmes within the county
- A representative of every regional development authority whose area of jurisdiction falls wholly or partially within the county.

The role of this committee will be to guide implementation and monitoring of the environmental action plans and oversee sustainable environmental practices in the county.

CHAPTER FOUR: IMPLEMENTATION OF THE STRATEGIC PLAN

4.1 Introduction

The implementation of this Strategic Plan will require the full involvement, effort, commitment and leadership from the Department staff and all the stakeholders. It will require that the resource mobilization is focused on the achievement of the objectives laid out in the plan. The following matrix details the implementation of the identified issues in the environment, energy, natural resources and mining sector.

4.2 Resource Mobilization

4.2.1 Financial Resource Requirements

Division	Budget KSh. Million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Natural Resources Management	54.5	48.85	44.95	48.7	31.4	228.4
Mining	6	9.3	61.5	9.5	5	91.3
Environment Management	50	80.65	44.4	14	11.5	200.55
Energy Resources Conservation	192	156.1	85.6	75.1	54.1	562.9
Administration	61.4	78.76	90.65	98.51	107.37	436.69
Totals	443.9	443.66	385.2	292.51	239.57	1804.84

Table 5: Financial Requirements

4.2.1.1. Funding Sources for Department Operation

The following is the breakdown of the projected funding sources for the plan period.

Table 6: Sources of Funds for the Department

Source	Year					Total
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
National Government						
Local revenue						
PPP						
Donors						
Other()						
Total						

4.2.2 Human Resources Requirements

To achieve the plan objectives, the Department will require human resources with various skill levels.

Table 7: Current Staff Establishment

Division	Designation	In-Post
Administration	Executive Committee Member	1
	Chief Officer	1
	Administration Assistants	2
	Clerical Officers	5
	Drivers	2
	Enforcement and Compliance Officers	4
	Support Staff	14
NEMA	Director	1
	Environment Officer	1
KFS	Ecosystem Conservator	1
	Foresters	4
REA	Coordinator	1
KMS	Director	1
TOTAL		38

Table 8: Proposed Staff Establishment

Division	Designation	Authorized Establishment	In-Post	Variance
Administration	County Executive Committee Member	1	1	0
	County Chief Officer	1	1	0
	Personal Secretary	1	0	-1
	Secretary/Admin Assistants	6	1	-5
	Records Management Assistants	7	0	-7
	Supplies Chain Assistant	2	0	-2
	Accounts Assistant	1	0	-1
	Drivers	14	0	-14
Technical Divisions	Directors	2	0	-2
	Deputy Directors	5	0	-5
	Specialist officers	19	0	-19
Total		59	3	-56

Rationale for Proposal

Titles	#	Rationale
Directors	2	To head the two directorates
Deputy Directors	5	To deputize the directors in the 4 different departments
Personal Assistant	1	To do various research assignments for the CECM and CCO
Secretary/Admin Assistant	9	Deployed as follows ECM-1 , CO-1, Directorates-2, Sub counties-5
Specialist officer	19	Deployed in the 4 departments
Records mgmt assistants –grade 2	1	2 to be deployed at headquarters and 5 at the sub counties
Records mgmt assistant Grade 3	6	
Supplies chain assistants	2	To be deployed at the headquarter offices.
Accounts assistant	1	To be deployed at the headquarter offices
Drivers	14	Deployed as follows ECM-1 , CO-1, Directorates-2, Sub counties-5 and 5 for waste trucks.
Total	57	

4.2.3 Cost Cutting Measures:

1. Affordable Choice of Venues

The profiling of appropriate venues with affordable costs will ensure high cost savings during project/activity implementation.

2. Pooled Transport Means

The proposed organizational structure provides for departmentalization of the Department's functions, some of which are interlinked. Sharing of the transport means would result in efficient and effective task implementation.

3. Recruitment on Needs Basis

Personnel are important and basic component of an organization, however indiscriminate recruitment of personnel results in an increase in the overall operational cost in the Department. It is therefore imperative for the department to recruit staff on need basis to avoid inflation of the human resource budget.

4. Use of Available Knowledge

The county has a wide array of experts in various fields of operation, the Department should embark on harnessing the available human resource when need arises and therefore save on costs required by outsourcing for the required services.

4.3 Implementation Matrix

Section: NATURAL RESOURCES Mgmt																			
GOAL: To preserve and conserve our natural resources (forest, water and soil) for socioeconomic development																			
Strategic Issue 1: Inadequate supply of tree and forest products																			
Strategic Objective 1: Increase supply of tree and forest products																			
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)							
					1	2	3	4	5			1	2	3	4	5	Total		
To increase the current tree cover in Nyamira county from 35% to 45% by December 2014	Promotion of commercial tree planting	Identification of 1000 large scale potential private farmers (stakeholder forum)	1000 farmers have established at least 1 Ha of forest.	No of Ha's established	200	200	200	200	200	1000	Director of forestry/KFS	4	4	4.1	4.1	4	20.2		
		Identify 10,000 potential small scale private farmers	Small scale farmers to Establish 0.2 5Ha	No of Ha's established	2000	2000	2000	2000	2000	10,000	Director of forestry/KFS	10	10.2	10.2	10	10	50.4		
		Establish nurseries in: • 40 communities; • 40 secondary schools; • 80 primary schools; • support 4 KFS	4.4 Million seedlings produced	No. of tree seedlings produced and ready for planting	40 10 10 4	- 30 70 -	- - - -				40 40 80 4	Director of forestry/KFS	16	8.8	8.8	8.8	8.8	51.2	
	Hilltop afforestation, mid- slope agro-forestry and riparian protection	• Identification of 40 hills for SLM zoning and appropriate tree planting • Establish the 40 hilltop forest owners associations	Identify and form 40 hills afforestation associations	Identify and form 40 hills afforestation associations	No. of associations formed	5	20	15	-	-	40	Director of forestry/KFS	1	.5					
			Education and awareness raised	Education and awareness raised	No. trained & sensitized	-	200	200	-	-	400	Director of forestry/KFS	-	1	1	.5	.5	3	
			Appropriate tree spp planted on hill tops – >15 Ha per hill top	40 no. of hills stratified	40 no. of hills stratified		10	10	10	10	10	40	DEENRM, KFS, DoA HOD	15	15	15	15		60
			Agro forestry on middle level – >5 ha	40 no. of hills stratified	40 no. of hills stratified		10	10	10	10	10	40	MEENRM		2.5	2.5	2.5	2.5	10
			Riparian zones protection with bamboo – >10 Ha	40 No. of hills stratified	40 No. of hills stratified	10	10	10	10			40	DEENRM	0.75	0.75	0.75	0.75		3
	Establish a vibrant timber industry by 2016	Coalescing community, stakeholders & investors in building a strong timber industries with a focus on bamboo as the basic material	Education and awareness raising	Education and awareness raised	No. trained & sensitized	100	200	200	-	-	400	Director of forestry/KFS	1	2	2	.5	.5	10	
			Training	A pool of technically Trained youthful entrepreneurs	No. trained		20	20	20	20	80	DEENRM/ME	-	10	10	10	10	1406	
Establish a bamboo processing industry			13 cottage industries / workshops established in the 13 major towns	No. of industries established	450 ???	500 ???	550 ???	600 ???	650 ???	2,750	DEENRM, KFS, KIE, DoT&Coop HOD	3.25	0.1	0.1	0.05	0.05	3.6		

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
		Investment campaigns, studies, and planning	1 main bamboo based industry established in Nyamira	1	-	-	1	-	-	1	DEENRM, KFS, KIE, DoT&Coop HOD	-	-	30	-	-	30
Total Specific Objective 1												49	41.35	41.45	41.2	25.4	198.4
Strategic Issue 2: Reduction of Water Resources Catchment - [Water resources degradation]																	
Strategic Objective 2: Increase Water Resources Catchment and Retention – [Wetlands Protection]																	
To reclaim, conserve and protect >500km of 30m width riparian zone; 200 ha of wetlands by 2017	To create awareness and education on importance of wetlands, water resources and appropriate tree planting	Carry out 2 farmers sensitization and training workshops in the 20 wards;	A sensitized community	40 no. sensitization workshops	52,000	52,000	52,000	52,000		260,000	DEENRM, KFS, KIE, MoT&Coop	1.5	1.5	1.5	1.5		
		Replace Eucalyptus on wetlands, riverines with suitable spp	Eucalyptus replaced	No. of Km riverine of eucalyptus replaced	25	75	100	150	150	500	DEENRM, KFS	-	1	.1	1	1	4
		Use legal notices and regulations to reclaim encroached wetlands	Area reclaimed	No. and area (ha) of wetlands		10	30	50	100	200		-	.5	.5	.5	.5	2
Total Strategic Objective 2												1.5	3.0	1.6	3.0	1.5	6
Strategic Issue 3: Lack Natural Resource Database																	
Strategic Objective 3: Develop a GIS based Natural Resource Database																	
To put in place a database on natural resources in Nyamira county by June 2015	Establish an inventory and database centre	Develop strategy for establishment of a GIS Centre	Functional GIS centre	Consultancy Report on the GIS Centre	1						DEENRM & ICT Dept	8					8
		Procurement of GIS hard and softwares	Established Data centre	Reports	2	2	2	2	2	10	DEENRM, KFS, DoA, NEMA	3	.5	1	.5	5	19
		Data collection and collation	Reports produces	Amount of data collected; # of reports	4	4	4	4	4	20	HOD	1	1	1	1	1	5
Sub-Total Strategic Objective 3												4	6	2	6	6	24
Total Natural Resources												54.5	48.85	44.95	48.7	31.4	228.4
DEPARTMENT: ENVIRONMENT																	
Goal: a clean and healthy environments for all																	
Strategic Issue 1: POOR SOLID WASTE MANAGEMENT																	
Strategic Objective 1: To ensure efficient and effective solid waste management [.]																	
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan		Budget By Plan Year (KSh. Million)					

					1	2	3	4	5	Target	ACTORS	1	2	3	4	5	Total	
To involve the public in developing and implementing an efficient and effective solid waste management system for 13 major town in Nyamira; Keroka, Nyamira, Chebilat, Nyansiongo, Kebirigo, Mosobeti, Ekerenyo, Miruka, Tomba, Magombo, Karota, Manga, Ikonge} by June 2015	To raise awareness and collaboration with the public, relevant ministry, and development partners in adopting the reduce/ recover/ recycle (RRR) strategy to	44 Public awareness workshops/ meetings on sustainable waste management practices	Quantity of waste identified and processed	Waste sites identified 4 Waste truck procured and in use	200	500	500	500	500	2200	DEENRM, Town adm, public, DoH, works, DoLPP	1	2	2	2	2	9	
		Create media campaigns	Media campaigns launched	# of media campaigns launched								-ditto-						
		>50% waste generated is collected, sorted, transported to a disposal/ transformation site for wealth creation or safe disposal by 2017	Establish a waste collection strategy; Outsource cleaning services- youths;	Increased amount (tons) of solid waste collected	Records	200	500	500	500	500	2200	HOD	3	8	7	6	6	6
	Develop solid waste mgmt Infrastructure to turn waste into wealth and create employment	Establish waste mgmt sites	No. of Waste sites identified	Reports	2	4	4	2	1			HOD	6	8	8	1	1	
			Land acquisition			3	10				13			3	10			
		Design and Develop waste mgmt complexes											1.5	5	.5	1	1	9
	Build capacity by acquiring requisite equipment Nyamira, Keroka, Nyansiongo	Procurement of 4 movement trucks, 4 tractors and trailers				4	4					HOD	27	27				54
			Maintenance of truck – fuel and service										HOD	2	3	4	4	4
		Develop policy, bill																
	Overall monitoring -EIAs & audits	Sewerage systems in place for the 3 towns	# of EIA and EA Monitoring records			4	4	4	4	4	20	HOD	.5	.5	.5	.5	2	22
# of EIA and EA Monitoring records			1	2						3	DoPP	.25	.5	.25	.25	.25	1.5	
To establish sewerage system and treatment plant Nyamira, Keroka and Nyansiongo towns in the County by 2017	To network and lobby development partners	Identify land and conduct environment impact assessment	3 operational cemeteries in Nyamira county															
To develop a cemetery site for Nyamira, Keroka and Nyansiongo towns. By 2017	Liaise with relevant stakeholders																	
Sub Total Specific Objective 1												35.25	48	7.25	7.75	9.25	107.5	
Strategic Issue 2: Noise Pollution																		
Strategic Objective 2: To promote a healthy environment with permissible noise levels.																		
To establish systems and structures	To Liaise with NEMA on establishment of	Procurement of 10 noise meters equipment	Noise at manageable levels	No. of noise meters procured		5	5			10	DEENRM, NEMA		.15	.15			.3	

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
mandated with noise pollution control and monitoring by June 2014	the proposed systems and structures To liaise with DoF&pP on establishment of revenue collection standards to limit noise pollution	Awareness a creation and enforcement patrols,	Noise at manageable levels	No. of patrols, No. of prosecutions No. of Licenses given Progress reports	104	104	104	104	104	520	DEENRM, NEMA	.5	1	1	1	1	4.5
		Awareness a creation and enforcement patrols,	Noise at manageable levels	No. of patrols, No. of prosecutions No. of Licenses given Progress reports	104	104	104	104	104	520	DEENRM, NEMA	.5	1	1	1	1	4.5
Strategic Issue 3: Inadequate urban centre landscaping, with unplanned, un-orderly and indecent structures,																	
Strategic Objective 3: To uplift the aesthetic features of urban centres																	
To landscapie and beautifyf 5 urban towns by 2016	Contract a professional landscape specialist to plan and implement /supervise the plans Town administrators in urban areas to oversee the landscaping	Contract a professional landscape specialist	Developed parks and urban towns	No. of parks designed		1	3	1		5			1	3	1		5
		Excavation, Beautification (roadside planting)	Parks identified and developed; Aesthetically improved urban centres	No. of parks established, # km landscaped and beautified; # of trees planted and flowerbeds made	1	2	2			5	DEENRM, NEMA, KFS	14.25	29	30	1.25	1.25	75.75
		Provision of amenities(3 public toilets in all urban and trade centres)	Operational Public toilets and amenities	No. of toilets constructed		3	6	6		15			1.5	3	3		7.5
Sub Total Specific Objective 3											14.25	31.5	36	5.25	1.25	88.25	
Total Environment											50	80.65	44.4	14	11.5	200.55	
DEPARTMENT: MINING																	
Goal: To promote adoption of efficient and appropriate technologies in the mining sector for economic gain																	
Strategic Issue 1: Uncontrolled and Unsustainable ballast/ murrum quarrying																	
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
Develop policies and regulations on quarrying sector by end of 2014	Awareness creation on environmental mgmt & Mechanisms for rehabilitation Conduct a baseline survey for the existing quarrying activities	Conduct awareness workshops /public barazas and trainings	Increased awareness and improved quarrying practices	Records of meetings No of rehabilitated quarries	30	30	30	10		100	DEENRM, MoT&-coops	2	2	2	1		7
		Data collection and collation; Map the quarries	Status report on the quarrying sector	Reports, no. of site visits/ meetings Inventory of sites		50	50	50	50	200	DEENRM, MoT&-coops		1	1	1	1	5

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
	Enforcement of regulations	Enforcement patrols	Regulations observed	Cases prosecuted	200	200	200	200	200	1000	DEENRM, MoT& coops	1	2	2	2	1	8
	Adoption of improved technology in quarrying	Procurement of a mechanized shovel tractor- D6	Mechanized shovel procured	Meters excavated by use of new shovel; Income generated			1			1	DEENRM, MoT&-coops			51	1	1	53
Sub Total Specific Objective 1											3	5	56	5	3	72	
Strategic Issue 2: Uncontrolled and Unsustainable brick making sector																	
Strategic Objective 2 To promote sustainable brick making activities in line with the developed environmental standards																	
Develop policies on the brick making sector by end of 2014	Awareness creation on environmental mgmt & Mechanisms for rehabilitation	Conduct awareness workshops /public barazas and trainings	Increased awareness and improved brick making practices	Records of meetings	10	10	10	10	10	50	DEENRM, MoT&Coop	2	2	2	1		7
To promote coordination among county government stakeholders in the brick making sector by 2016	Conduct a baseline survey for the existing brick making activities	Data collection and collation; Map brick making sites	Status report on the brick making sector	Reports, Meetings; No. of site visits Inventory of sites		10	10	10	10	40	DEENRM, MoT&-coops		1	1	1	1	4
	Enforcement of regulations	Enforcement patrols	Regulations observed	Cases prosecuted	50	50	50	50	50	200	DEENRM, MoT&coops	1	1	1	1	1	5
	Adoption of improved technology in brick making	Procurement of a 20 brick moulding machines	20 Brick moulding Machine purchased	Meters excavated by use of new shovel Income generated		10	5	5		20	DEENRM, MoT&-coops		.3	1.5	1.5		3.3
Sub Total Specific Objective 2											3	4.3	5.5	4.5	2	19.3	
Total Mining											6	9.3	61.5	9.5	5	91.3	
DEPARTMENT: ENERGY AND CLIMATE CHANGE																	
GOAL: Full access to affordable, adequate and reliable energy																	
Strategic Issue 1: Low Electrification coverage																	
Strategic Objective 1: To ensure electrification of market centers, primary schools and health centers in Nyamira county																	
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
To connect all major public facilities	Designing and construction of power lines	Identification of major public facilities; Designing and construction	Public facilities connected; Commissioned projects	Reports , Master plan List of identified public facilities; Drawings	150	100	50	50	50	400	DEENRM, REA, KPL,	150	100	50	50	50	400
	Carry out feasibility study on alternative sources of energy	Contracting a consultant to carry out study	Database on renewable energy	Reports, Inventories created		1				1	DEENRM, REA, KPL,		10				10

Specific Objectives	Strategies	Activities	Outputs	KPIs	Target By Plan Year					Total Plan Target	ACTORS	Budget By Plan Year (KSh. Million)					
					1	2	3	4	5			1	2	3	4	5	Total
To promote climate change mitigation and adaptation best practices	Promotion and development of alternative sources of clean energy by 2017;	Pilot acquisitions/ adoption of technologies in collaboration with communities, public institutions & donors	High usage of clean energy	No. of households and institutions adopting use of alternative energy sources and technologies	-	5,000	10,000	15,000	20,000	50,000	DEENRM,, Donors		20	20	10	10	60
	Promotion of energy conservation technologies	Awareness on energy saving measure - barazas, w/shops and seminars	Sustainable energy use	No. of technologies adopted		200	200	200	200	800	DEENRM, REA, KPL,		4.1	4.1	4.1	4.1	16.4
Provision of street lighting in 13 major towns by June 2017	Liaising with relevant stakeholder	Installation of street lights	Well lighted towns	No. of Km lit No. of towns connected	4	4	3	2		13	EENRM, REA, KPL,	40	30	20	10		100
Sub Total Specific Objective 1											192	156.1	85.6	75.1	54.1	562.9	
Total Energy											192	156.1	85.6	75.1	54.1	562.9	
ADMINISTRATION																	
Goal 1: Coordination and Support of all the technical departments in the Ministry																	
Strategic Issue 1: New devolved units that have never existed before at this level of devolved units																	
Strategic Objective 1: Effective Coordination and Administration																	
Specific Objectives	Strategies	Activities	Outputs	KPIs	Target by plan Year					Total plan target	ACTORS	Budget plan year(Ksh.Million)					
					1	2	3	4	5			1	2	3	4	5	Total
To provide support services to all technical depts on a daily basis through the plan period	Human Resource management	Hiring and paying salaries	Staff hired	Vacancies filled							CO	27.6	30.4	33.2	36	38.8	166
		Staff Training	Staff trained	Number trained							CO		11	11	7	7	36
	Provide auxiliary services	Cleaning services Courier services Security Services	Services done	Services offered							CO	32	37	46	55	61	231
Institute an M&E system at start of the plan period	Establish an M&E committee	Monthly reporting	Monthly reports	No of reports	12	12	12	12	12	60	CO	1.8	0.36	0.45	0.51	0.5	3.69
		Quarterly reporting	Quarterly reports	No. of reports	4	4	4	4	4	20	CO					7	
		Annual reporting	Annual Reports	No of reports	1	1	1	1	1	5	CO						
Total Office of the Chief Officer											61.4	78.76	90.65	98.51	107.37	436.69	
Total for the Department											363.9	373.66	327.1	245.81	209.37	1519.84	

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND RISK MANAGEMENT

5.1 Introduction

Monitoring and evaluation will form an integral part of this Strategic Plan. A comprehensive monitoring and evaluation plan will be prepared to track annual progress in tandem with the annual plans that will be derived from this strategic plan. The primary purpose is to track progress, identify departures, if any, in the achievement of the set targets, assessing the efficiency and effectiveness of completed projects and ensuring continual improvement. The annual plans will be cascaded to all functional units/departments, divisions and to individual levels. The individual targets will be proposed, discussed and submitted to relevant sections or units in approved prescribed formats.

The responsibility of coordinating periodic reviews will be vested in the performance management team headed by the Planning, Human Resources and Administration departments. However, every individual and Head of Sector or Unit will be responsible for their reviews. All officers in charge of Sub-Counties and lower administrative units will be responsible for the projects being implemented in their areas.

5.2 Monitoring

Monitoring of the activities of the Department activities will help in ensuring that the Department remains on course in pursuit of its objectives.

5.2.1 The Monitoring and Evaluation Framework

Drawing on the County Monitoring and Evaluation Implementation manual, the Framework consists of the following key elements,

A process flowchart that details the activities for data collection, capture, analysis and presentation cycles, the sequencing of these activities Specific output and outcome indicators that provide guidance as to whether the Plan objectives have been successful in achieving the desired outcomes. County monitoring and evaluation committees shall be in force to monitor the implementation of projects and programs in the county. County M&E committee is bestowed with:

- Accountability for production of M&E Reports
- Responsibility for acting on Reports by recommending to the Department
- Assessing annual and periodic reviews through quarterly, bi-annual and annual M&E reports as well as M&E visits

5.2.2 Guiding principles in monitoring the strategic plan

- Establishing indicators of efficiency, effectiveness and impact
- Setting up systems to collect information relating to these indicators

- Collecting and recording the information
- Analysing the information
- Using the information to inform day to day management
- Develop a reporting templates and other M& E instruments
- Receive reports, analyse, summarise and consolidate them and forward the to the relevant management
- Develop midterm and end term evaluation

Report on Performance Contract Targets

- Under monitoring, specified data will be collected at activity level and channelled upwards in agreed formats on a continuous basis
- This will entail on-going assessment of progress and performance against the plans , budget, schedule and specifications through work plans and performance contracting

Focus will mainly be on:

- Critical aspects of the project
- Physical and non-financial target

The monitoring systems methods to be adopted will be through

- First-hand information
- Inspection
- Interim progress review
- Formal reports – project status report , schedule chart and financial status report
- Graphic presentation
- Creating monitoring system
- Generate questions and variables
- Get method of data collection
- Analysis

5.3 Evaluation

Monitoring and evaluation of the activities of the department are linked to critical activities that will help in ensuring that the Department remains on course in pursuit of its objectives. Under monitoring, specified data will be collected at activity level and channelled upwards in agreed formats on a continuous basis. Under evaluation, the data will be assessed against pre-selected indicators to determine the extent to which achievement has matched the set standard or target and pertinent reports prepared. Evaluation will be done periodically; after a report is

made, remedial action must be taken by responsible officer in all cases where an undesirable variance between achievement and target is established.

- In case of significant unexplained variation in performance either positive or negative, an ad hoc evaluation may be conducted to inform decision on intervention in such an area;
- Mid-term and end-term evaluations will be conducted on the implementation of this strategic plan by external evaluator.

5.3.1 Guiding Principles in Evaluating the Strategic Plan

- Creating an evaluation system
- Background of project
- Purpose of evaluation
- Evaluation questions
- Objective of the process

5.4 Risk Management Analysis

This table highlights the anticipated risks, rate of expectedness and the mitigating measures.

1.	Risk	Level	Counteractive Measures
2.	Change in political leadership and structure	Medium	Continuous strengthening of the county departments on their devolved roles
3.	Increased insecurity through global terrorism	High	Enhanced security measures in the county
4.	Inadequate funding from the county	High	Continuous identification and utilization of partnerships and networks we work with
5.	Unclear Roles and responsibilities of the directorates and department	High	Continuous review and rationalization of public roles and functions at all levels
6.	Lack of institutional frameworks in the mining sector at the county level	High	Initiate dialogue with the national government to provide technical support in the sector
7.	Prevailing social and economic inequalities among communities in the county	Medium	Initiate equity based project implementation and ensure a participatory process
8.	Inflation	High	

CHAPTER 6: LOGICAL FRAMEWORK

The matrix below illustrates the department's Log frame:

Natural Resources management			
Narrative Summary	Objectively Verifiable Indicators(OVIS)	Means of Verification (MoV)	Important assumptions
Goal : To preserve and conserve our natural resources for sustainable development	Improved management of natural resources	Customer satisfaction surveys reports ; Developed structures on environmental management	Availability of resources; The community is cooperative and responsive
Purpose: To enhance conservation and sustainable management of environment and natural resources for socio economic development; To develop a database on natural resources in Nyamira county	Improved management of natural resources Amount of data collected on county natural resources	Established database on the county natural resources Reports on data collected Established environmental management committees	Availability of resources The community is cooperative and responsive The data collection exercise will be completed within the stipulated time frame
Outputs: Policy guidelines on environmental management; Database on natural resources in the county	Amount of data collected on county natural resources; Number of policy guidelines put in place	County guidelines on environmental management; Established database on the county natural resources Environmental reports	Availability of funds ; The community is cooperative and responsive County Assembly supportive to the Policy guidelines development The data collection exercise will be completed within the stipulated time frame
Environment			
Goal : To have a clean environment for all	Number of waste sites identified Number of EIA and EA done	Reports on EIA and EA Customer satisfaction reports	Availability of funds The community is cooperative and responsive

Purpose: To ensure efficient and effective waste management through collaboration with the public, relevant department, and development partners.	Improved waste management	Reports on waste management Developed structures on waste management	Availability of funds The community is cooperative and responsive There will be goodwill from development partners
Output: Quantity of waste identified and processed	Number of waste sites identified and processed	Reports on survey carried out	Availability of funds The community is cooperative and responsive
Meteorology			
Goal : Enhance safety of life and protection of property	Improved quality of life	Customer satisfaction reports	Availability of funds The community is cooperative and responsive
Purpose: To ensure efficient and timely issuance and dissemination of climate information through collaboration with the public, relevant department, and development partners.	Timely issuance and dissemination of climate information	Number of PSPs conducted	Availability of funds
Output: New station networks designed and maintained (AWS)	Increased Number of new stations designed	Number of designed network sites Number of instruments procured	Availability of funds The community is cooperative and responsive
Mining			
Goal : To promote adoption of efficient and appropriate technologies in the mining sector for economic gain	Adoption of improved appropriate technology in quarrying	Reports on the number of technologies adopted	Availability of funds The community is cooperative and responsive

Purpose: To promote sustainable quarrying activities in line with the developed environmental standards			Availability of funds The community is cooperative and responsive
Output: Policy on mining in place	Number of policies on mining in place	Status report on the quarrying sector Rehabilitated quarries Policy guidelines on mining	Availability of funds The community is cooperative and responsive Goodwill from the County Assembly
Energy			
Goal : To Promote access to affordable, adequate and reliable energy	Increase in the number of public facilities connected	KPLC connection certificate	Availability of funds The community is cooperative and responsive
Purpose: To ensure electrification of market centers, primary schools and health centers in Nyamira county	Number of market centers, primary schools and health centers in Nyamira county electrified	Reports on the number of facilities connected	Availability of funds The community is cooperative and responsive
Output: Public facilities connected Database on renewable energy	Increase in the number of public facilities connected Database on renewable energy	Reports on inventories created	Availability of funds The community is cooperative and responsive Data will be collected within the stipulated time frame

Annexes

Annex 1: Strategic Planning List of Participants

S/No	Name	Designation	Institution
1	Reuben Sinange	Executive Committee Member	Environment, Energy, Mining & Natural Resources
2	Daniel K. Omwansa	Chief Officer	Environment, Energy, Mining & Natural Resources
3	Ernest Mokuu	CO	Roads and Infrastructure
4	James Omondi	Public Health Officer	Health
5	Fanuel A. Mosago	County Director of Environment	NEMA Migori
6	Tom Nyachae	Senior Forester	Kenya Forest Service
7	Andrew S. Isoe	County KREA Officer	KREA
8	Zachary Ocharo	Works Officer	Nyamira County Government
9	Cornelius Obure	Works officer	Nyamira County Government
10	Anne Gateru	County Environment Officer	NEMA Nyamira
11	Paul Onyango	County Planning Officer	Nyamira County Government
14	Nathan Onduma	Economist	Nyamira County Government
15	George Mcooko	Conservator	Kenya Forest Service
16	Anam Moturi	Town Administrator	Nyamira County Government