



**THE UNITED REPUBLIC OF TANZANIA  
VICE PRESIDENT'S OFFICE**

**IMPLEMENTATION STRATEGY FOR THE  
NATIONAL ENVIRONMENTAL POLICY (2021)  
FOR THE PERIOD 2022 - 2032**

**OCTOBER, 2021**

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# BACKGROUND INFORMATION ON NEP IMPLEMENTATION STRATEGY

## 1.1 Background

The National Environment Policy (NEP, 2021) was adopted following the review of the NEP (1997) which identified the six environmental challenges namely land degradation; lack of accessible good quality water for rural and urban inhabitants; loss of wildlife habitats and biodiversity; deterioration of aquatic systems; deforestation; and environmental pollution. These challenges not only threatened the livelihoods of the people but also the national economy.

For a period of two decades, NEP (1997) has provided policy guidance on various initiatives aimed at addressing identified challenges. To a great extent, NEP (1997) implementation has brought positive results in protecting and conserving the environment. Despite the positive results of implementing the policy, there are still significant concerns that rendered the ineffective implementation of the Policy. These concerns include: Inadequate effective coordination among sectors; Low public awareness and knowledge on environmental management; inadequate enforcement and compliance of various legislation related to environmental management; limited capacity in terms of human, financial, and technology; and inadequate data and information on the environment issues.

In light of the policy gaps identified and cognizant of the global and regional developments, the Government found it prudent to revise NEP (1997) with a view of providing

comprehensive policy directives which will address both prevailing and emerging environmental challenges.

## **1.2 Issues for Implementation**

Issues for implementation as per National Environment Policy 2021 have to be considered in the Implementation Strategy so as to provide a national framework for guiding harmonized and coordinated environmental management for the improvement of the welfare of present and future generations. Issues to be addressed are: Land Degradation; Management of water sources; Loss of wildlife habitats and biodiversity; Deforestation; Environmental pollution; Deterioration of aquatic systems; Climate change; Genetically Modified Organism (GMOs). The Strategy also considered cross cutting issues namely: Good governance; Resource Mobilization and Gender.

## **1.3 Roles and Responsibilities of Key Players**

Implementation of this Policy requires cooperation among stakeholders at national, regional as well as international level. The key players include the Ministry responsible for environment, Sector Ministries, Government's Departments and Agencies, Regional Secretariats, Local Government Authorities, National Environment Management Council (NEMC), National Environmental Trust Fund, and Environmental Appeals Tribunal.

Other players are Development Partners, Academic and Research Institutions, Private Sector, Civil Society Organizations, Media, Local Communities and the Public at large. The stakeholders will have broad roles and responsibilities in implementation of the policy, research,

advocacy and awareness, enforcement and compliance, resource mobilization and capacity building.

#### **1.4 Expected Results from Implementing NEP Strategies**

The implementation of this Strategy will enable achievements of the Policy objectives which create enabling environment that will promote efforts to conserve the environment in order to provide the required ecosystems services for the improved livelihood and welfare of the community and country at large. Furthermore, the Strategy will put in place mechanisms for enhancing enforcement and compliance of environmental legislation in the country and be used as a guiding tool for all environmental actors to participate effectively in environmental management. In general, the expected results from implementing this Policy will further improve the state of environment and contribute to the sustainable development.

### VISION MISSION AND OBJECTIVES

#### 2.1 Vision

Tanzania with a sustainable, safe, clean and healthy environment.

#### 2.2 Mission

To provide policy guidance and oversight on environmental management for sustainable socio-economic development in Tanzania.

#### 2.3 Objectives

##### a) Overall Objective

To provide a national framework for guiding harmonized and coordinated environmental management for the improvement of the welfare of present and future generations.

##### b) Specific Objectives

The specific objectives are:

- i) To strengthen coordination of environmental management in sectors at all levels;
- ii) To enhance environmentally sound management of land resource for socio-economic development;
- iii) To promote environmental management of water sources;
- iv) To strengthen conservation of wildlife habitats

- and biodiversity;
- v) To enhance conservation of forest ecosystems for sustainable provision of environmental goods and services;
  - vi) To manage pollution for safe and healthy environment;
  - vii) To strengthen the national capacity for addressing climate change impacts;
  - viii) To enhance conservation of aquatic system for sustained natural ecosystem;
  - ix) To ensure safety at all levels of application of modern biotechnology;
  - x) To promote gender consideration in environmental management;
  - xi) To promote good governance in environmental management at all levels; and
  - xii) To ensure predictable, accessible, adequate and sustainable financial resources for environmental management.

## CHAPTER THREE

### IMPLEMENTATION STRATEGY

This Strategy provides strategic interventions to address the key environmental challenges and cross cutting issues related to environmental management.

#### 3.1 Objectives, Strategies and Targets

##### 3.1.1 Land degradation

###### Objective

To enhance environmentally sound management of land resource for socio-economic development.

###### Strategies

- i) Develop and strengthen implementation mechanisms that ensure integration of environmental issues in land use planning and management;
- ii) Strengthen plans and programmes for empowering communities in land utilization and management;
- iii) Develop mechanisms for economic incentives to encourage investments in restoration of degraded land; and
- iv) Develop and implement capacity building programmes to enhance; and enforcement and compliance of legislation addressing land degradation.

## **Targets**

- i) Environmental issues mainstreamed by actors in their land use planning and management by June 2032;
- ii) Plans and Programmes for empowering communities in land utilization and management strengthened by June 2032;
- iii) Mechanisms for economic incentives to encourage investments in restoration of degraded lands developed by June 2025; and
- iv) Capacity building programmes for enhancing enforcement and compliance of legislation on land degradation developed and implemented by June 2032.

### **3.1.2 Deterioration of Water Sources**

#### **Objective**

To promote environmental management of water sources.

#### **Strategies**

- i) Develop mechanisms to strengthen cross sectoral coordination for environmental management of water sources;
- ii) Enhance enforcement of legislation related to environmental management of water sources;
- iii) Develop programmes to promote public participation and awareness in the environment management of water sources; and

- iv) Develop and strengthen mechanisms for enhancing collaboration for managing trans-boundary water sources.

## **Targets**

- i) Mechanisms to strengthen cross sectoral coordination for environmental management of water sources developed by June 2025;
- ii) Enforcement of legislation related to environmental management of water sources enhanced by June 2022;
- iii) Programmes to promote Public participation and awareness in the environmental management of water sources developed by June 2032; and
- iv) Mechanisms for enhancing collaboration in the management of trans-boundary water sources developed and strengthened by June 2024.

### **3.1.3 Loss of wildlife habitats and Biodiversity**

#### **Objective**

To strengthen conservation of wildlife habitats and biodiversity.

#### **Strategies**

- i) Develop programmes to strengthen integrated approaches for conservation of wildlife habitats and sustainable use of biodiversity;
- ii) Develop and strengthen mechanisms for enhancing collaboration for sustainable trans-boundary wildlife conservation and its habitat;

- iii) Strengthen national capacity for conservation of wildlife habitats and biodiversity;
- iv) Develop mechanisms for engagement of private sector participation in sustainable management of wildlife habitats and biodiversity;
- v) Enhance bilateral, regional and international cooperation in management of wildlife habitats, biodiversity; and
- vi) Develop and implement programmes and strategies for addressing Invasive Species.

## **Targets**

- i) Programmes to strengthen Integrated approaches for conservation of wildlife habitats and sustainable use of biodiversity developed by 2026;
- ii) Mechanisms for enhancing collaboration for sustainable trans-boundary wildlife conservation and its habitat; developed and strengthened by 2032;
- iii) National capacity for conservation of wildlife habitats, biodiversity strengthened by 2032;
- iv) Mechanisms for engagement of private sector participation in sustainable management of wildlife habitats and biodiversity developed by 2032;
- v) Bilateral, regional and international cooperation in management of wildlife habitats, biodiversity and IS enhanced by 2032; and
- vi) Programmes and strategies for addressing Invasive Species developed and implemented by 2032.

### **3.1.4 Deterioration of aquatic systems**

#### **Objective**

To enhance conservation of aquatic systems for sustained natural ecosystem.

#### **Strategies**

- i) Develop and implement mechanisms to strengthen sustainable management of aquatic systems;
- ii) Develop mechanisms to strengthen integrated management of marine, freshwater bodies and wetlands;
- iii) Develop and implement mechanisms for provision of economic incentives and investment opportunities for private sector in the management of aquatic resources; and
- iv) Develop mechanisms for strengthening cooperation on protection and conservation of shared aquatic systems.

#### **Targets**

- i) Programmes for strengthening sustainable management of aquatic systems developed and implemented by June 2026;
- ii) Mechanisms to strengthen integrated management of marine, freshwater bodies and wetlands developed and implemented by June 2032;
- iii) Mechanisms for provision of economic incentives and investment opportunities for private sector in the management of aquatic resources developed and

implemented by June 2032; and

- iv) Mechanisms for cooperation on protection and conservation of shared aquatic systems developed by June, 2032.

### **3.1.5 Deforestation**

#### **Objective**

To enhance conservation of forest ecosystems for sustainable provision of environmental goods and services.

#### **Strategies**

- i) Develop programmes for up-scaling the use of alternative sources of energy which are readily accessible and affordable to public;
- ii) Strengthen integrated practices in addressing deforestation; and
- iii) Develop and implement programmes for collaboration between Government and private sector in forest conservation.

#### **Targets**

- i) Programmes for up-scaling use of alternative sources of energy readily accessible and affordable to public developed and implemented by 2032;
- ii) Integrated practices in addressing deforestation strengthened by 2032; and
- iii) Programmes for collaboration between Government and private sector in forest conservation developed

and implemented by 2032.

### **3.1.6 Environmental Pollution**

#### **Objective**

To control pollution for safe and healthy environment.

#### **Strategies**

- i) Develop and implement programmes and plans on integrated management of municipal waste, noise pollution control, chemicals waste, e-waste and waste from oil and gas operations;
- ii) Develop and implement programmes for up-scaling the use of cleaner production technologies;
- iii) Develop and implement mechanisms to attract Private Sector to invest in green technologies and waste management;
- iv) Develop and implement programmes to promote public participation and awareness in pollution control; and
- v) Enhance regional and international cooperation on pollution control.

#### **Targets**

- i) Programmes on integrated management of municipal waste, noise pollution control, chemicals waste, e-waste and waste from oil and gas operations developed and implemented by 2032;

- ii) Programmes for up-scaling cleaner production technologies developed and implemented by 2032;
- iii) Mechanisms to attract Private Sector to invest in green technologies and waste management developed and implemented by June 2032;
- iv) Programmes to promote Public participation and awareness in in pollution control developed and implemented by June 2032; and
- v) Regional and international cooperation on pollution control enhanced by 2032.

### **3.1.7 Climate Change**

#### **Objective**

To strengthen the national capacity for addressing climate change impacts.

#### **Strategies**

- i) Develop and implement programmes to enhance national capacity on climate change adaptation and mitigation;
- ii) Develop and implement mechanisms for strengthening mainstreaming of climate change in national development plans and sectoral policies;
- iii) Develop and implement programmes for collaboration between Government and private sector in climate change

adaptation and mitigation;

- iv) Develop and implement programmes for raising public awareness on climate change issues;
- v) Enhance regional and international cooperation on addressing climate change;
- vi) Formulate and implement programmes for promotion of development and transfer of green affordable technologies

## **Targets**

- i) Programmes to enhance national capacity on climate change developed and implemented by June 2032;
- ii) Mechanisms for strengthening mainstreaming of climate change in national development plans and sectoral policies developed and implemented by June 2032;
- iii) Programmes for collaboration between Government and private sector in climate change adaptation and developed and mitigation developed and implemented by 2032;
- iv) Programmes for raising public awareness on climate change developed and implemented by 2032;
- v) Regional and international cooperation on climate change enhanced by 2030; and
- vi) Programmes for promotion of development and transfer of green affordable technologies formulated and developed by 2032

### **3.1.8 Safe Use of Modern Biotechnology**

#### **Objective**

To ensure safe use of modern biotechnology.

#### **Strategies**

- i) Develop and implement mechanisms for strengthening national capacity in handling and safe use of modern biotechnology;
- ii) Develop and implement programmes for raising public awareness on handling and safe use of modern biotechnology; and
- iii) Develop mechanisms to strengthen compliance and monitoring safe use of modern biotechnology.

#### **Targets**

- i) Mechanism for strengthening National capacity in handling and safe use of modern biotechnology; developed and implemented by 2032;
- ii) Programmes for public awareness on handling and safe use of modern biotechnology developed and implemented by 2032; and
- iii) Mechanisms for strengthening compliance and monitoring safe use of modern biotechnology developed by 2032.

## Cross Cutting Issues

### 3.1.9 Good Governance

#### Objective

To promote good governance in environmental management at all levels.

#### Strategies

Develop and implement mechanisms to strengthening good governance in environmental management.

#### Targets

- i) Mechanisms for compliance and enforcement of environmental legislation developed and implemented by June, 2032; and
- ii) Programmes for public awareness on good governance in environmental management enhanced by June 2032.

### 3.1.10 Resource Mobilization

#### Objective

To enhance predictable, accessible, adequate and sustainable financial resources for environmental management.

#### Strategies

- i) Strengthen national capacity to mobilize resources for environmental management; and
- ii) Develop economic incentives to encourage private

sector to finance and invest in environmental management initiatives.

## **Targets**

- i) National capacity to mobilize resources for environmental management Strengthen by 2032; and
- ii) Economic incentives to encourage Private sectors to finance and invest in environmental management initiatives developed by 2032.

### **3.1.11 Gender**

#### **Objective**

To promote gender consideration in environmental management.

#### **Strategies**

Enhance equality and equitable participation of women and other vulnerable groups in environmental management.

#### **Targets**

- i) Measures to enhance equality and equitable participation of women and other vulnerable groups in environmental management devised by 2032; and
- ii) Programmes on public awareness on the role of gender in environmental conservation developed and implemented by 2032.

## 3.2 Resource Requirement and Mobilization

The Implementation Strategy of the National Environmental Policy 2021 will require an estimated amount of **Tsh186, 301,200,000** for the period of ten years (2022 – 2032) in which **Tshs 111,339,000,000** will be solicited from the Government and **Tshs74, 962, 200, 2000** will be solicited from development partners. Detailed estimations is outlined in a Log Frame Matrix (**Annex 1**).

Successful implementation of Strategy will involve many operations, as well as time and resources which are currently scarce. Hence, with increasing competition for scant grant resources, creating options for new, diverse and multiple funding through resource mobilization mechanisms is crucial. The resource requirement indicates that resource mobilization is a crucial step in ensuring the implementation of the policy and its planned activities. Reliable funding and other resources will enable the ministry responsible for environment to deliver on its mandate as the leading national environmental authority in collaboration with other stakeholders.

In this light, the ministry responsible for environment will establish a grand Resource Mobilization Strategy (RMS) consistent with its overarching goals and priority programmes. The mobilisation strategy will help to expand the resource base to ensure sustainable resource availability.

Various initiatives shall be pursued in order to complement government funding efforts and intensify the operational niche of the RMS to be established. These include; Effective Operationalization of the National Environmental Trust Fund, utilizing opportunities under the Global Environmental Funds, engaging private sector and civil society organizations, Voluntary Contributions; and leveraging and harnessing

additional resources from development partners such as multilateral and bilateral funding.

### **3.3 Timeframe**

This strategy will be implemented for the period of 2021/2022 – 2030/2032. The strategy will be reviewed in the mid of the implementation and final year.

### **3.4 Roles and Responsibilities of Key Stakeholders**

To implement this strategy, it is expected that key actors in the environmental management will participate fully in the implementation of goals, objectives and different tasks. Implementation of this Strategy will require a number of actors to take responsibilities identified in this Strategy. Key implementers of this strategy include the following:

#### **i) Ministry Responsible for Environment**

Ministry responsible for environment will be responsible for coordinating the implementation of the strategy including monitoring and evaluation activities, periodic review of the strategy. Other responsibility includes development of guidelines and awareness creation.

#### **ii) Sector Ministries**

Sector Ministries will be responsible for ensuring compliance to this Strategy by incorporating environmental management issues in their respective policies, legislation, strategies, programmes and projects.

#### **iii) Government Department and Agencies**

Government department and Agencies shall be responsible

in implementing NEP (2021) in their area of jurisdiction by mainstreaming environmental issues in their development strategies, programmes and plans.

#### **iv) Ministry responsible for Regional Administration and Local Government**

The Regional Administration and Local Government (RALG) is the link between Central Government and the community. This Ministry will be responsible for implementation of this Strategy at the local levels.

#### **v) The National Environment Management Council (NEMC)**

NEMC will be responsible for undertaking enforcement and compliance of the environmental management issues identified in this Strategy. It will also be responsible for environmental education, public awareness and outreach, as well as promoting research and dissemination of research findings related to environmental management.

#### **vi) Civil Society Organizations-CSOs**

The CSOs including Community Based Organizations (CBOs), Non-Governmental (NGOs), Faith Based Organizations (FBOs) will participate in awareness creation, advocacy and organizing and supervising environmental management activities in accordance with the established rules.

#### **vii) Private Sector**

Private sector will participate in supporting environmental management initiatives as well as promoting and investing in environmentally sound technology.

#### **viii) Academic and Research Institutions**

Academic and Research institutions will be responsible for conducting research, training, technology development and transfer, awareness raising and dissemination of research findings related to environmental management.

**ix) Development Partners**

Development Partners will be engaged in mobilizing technical financial resources for the implementation of this Strategy.

**x) Public**

Public/local communities will implement this strategy within their localities by participating in various strategic actions identified in this Strategy.

### MONITORING, EVALUATION AND REPORTING

#### 4.1 Introduction, Rationale and Structure

Monitoring and Evaluation (M & E) is a systematic search for answers about how Ministry responsible for Environment is performing on the implementation of what have been envisioned in the National Environment Policy, 2021. Thus, M & E is essential managerial tool that will track the performance on the implementation of the strategy.

This Chapter also explains how the vision will be attained through the Implementation of the Strategy and how the stakeholders will be impacted. The Framework of M& E shows the main goal which is basically the overall impact of the strategies; the beneficiaries to the interventions; how Policy Objectives are linked to the Monitoring Plan, the Planned Reviews; the Evaluation Plan and the Reporting Plan.

This Chapter is further intended to provide basic information on how the interventions will be undertaken in implementing the Strategy leading to attainment of the Objectives, tracking and monitoring of the targets, reviews to be undertaken over the course of implementation of the Policy, the general evaluation of the performance and how the progress will be reported internally and externally.

##### 4.1.1 Main Goal

The main goal of M&E Framework is to guide implementation of the Strategy with the view to maximize effectiveness

and efficiency of the interventions. Specifically, the M&E framework intends to:

- i) Establish benchmark of indicators for policy and programme assessment;
- ii) Guide actors participation in implementation and monitoring activities; and
- iii) Control use of resources during implementation.

#### **4.1.2 Beneficiaries of Environmental Interventions**

The beneficiaries to the environment interventions are those who depend on goods and services provided by the environment. These include Sector Ministries, Regional Secretariats, Local Governments Authorities, Private Sector, Civil Society Organizations, Academic and Research Institutions, and Local Communities at large.

#### **4.1.3 Linkage with National and International Frameworks**

The National Environmental Policy Implementation Strategy 2021 has eleven (11) specific objectives. Effective implementation of these Objectives, will contribute towards achieving the National Development Vision 2025, the Five-Year Development Plan and Ruling Party Election Manifesto. Further the Strategy will also contribute to attainment of global commitments such as Sustainable Development Goals and environmental related Conventions to which Tanzania is a Party.

#### **4.1.4 Monitoring Reviews and Evaluation Plan**

This section provides the Monitoring Plan, Planned

Reviews and Evaluation Plan for the period of five year of implementation of the Strategy covering the period from Fiscal Year 2021/22 – 2030/31. Furthermore, this section will provide information on periodic reviews, assessment and evaluation of the effectiveness, efficiency, impact and sustainability.

#### **4.1.5 Monitoring Plan**

Monitoring will involve continuous and systematic data collection, analysis, indicator and reporting frequencies, interpreting and reporting. This will provide information to the ministry responsible for environment and stakeholders on ongoing interventions, for the purpose of assessing the extent of progress and achievements made over the objectives and the use of allocated funds.

#### **4.1.6 Planned Reviews**

The planned reviews will be conducted by the Management of the ministry responsible for environment. This will consist of review meetings, milestones and rapid appraisals including their frequencies. This will help to improve management decision making, encouraging internal and external transparency and accountability.

#### **4.1.7 Performance Review Meetings**

Performance review meetings will be conducted by the ministry responsible for environment to track the progress on milestones developed and targets. The following table describes how review meetings will be conducted in ministry responsible for environment.

**Table 1: Review Meetings**

No.	Type of Meeting	Frequency of the Meetings	Chairperson	Participants
1.	Division Meetings	Monthly	Heads of Division, Units and Sections.	All staff of Division, Units and Sections.
2.	Management Meetings	Weekly	Permanent Secretary	All Heads of Division and Units.
3.	Quarterly Meetings	Quarterly	Permanent Secretary	All Heads of Division and Units
4.	Mid-Year Meetings	Once per Year	Permanent Secretary	All Heads of Division and Units
5.	Annual Meetings	Once per Year	Permanent Secretary	All Heads of Division and Units

#### **4.1.8 Planned Milestones Reviews**

The milestones are activities that will be used to identify significant events in a schedule such as completion of the major events or phases that have been developed during the planning process. Therefore, milestone reviewing will focus on determining whether the planned activities are being implemented towards achieving the annual targets and will find out whether the implementation is on track, off track, or at risks. The findings obtained from the millstone reviews will be used to adjust the implementation strategies and targets accordingly.

#### **4.1.9 Performance Evaluation Plan**

Performance evaluation will be a periodic assessment to identify the effectiveness and efficiency of performance of the objectives. The evaluation process will concentrate on outcomes focusing to the effects it has to stakeholders.

During the ten years of implementation of the NEP Strategy, four evaluations will be conducted quarterly (2.5 years), mid (5 years), third quarter (7.5 years) and final evaluation (10 years). These evaluations will assess progress towards attainment of NEP 2021 specific objectives and targets. The challenges encountered during the implementation will be identified and measures to address them will be developed accordingly. The final evaluation will be conducted to obtain evidence as to whether the interventions and outputs have led to the achievement of the outcomes as envisioned in the NEP Implementation Strategy.

#### **4.1.10 Performance Reporting Plan**

This will involve reporting on the performance in compliance to the progress towards attainment of NEP Objectives and Targets or implementation of targets against expenditures focusing on the impacts to stakeholders and community at large. The Reporting Plan will detail on internal and external reporting.

#### **4.1.11 Internal Reporting Plan**

This plan will involve preparation of four types of reports namely section progress reports, projects progress reports, quarterly and annual reports. The reports will be prepared on weekly, quarterly, annually or on-demand basis as may be

required from time.

This report intends to provide an overview of implementation progress on cumulative basis against NEP Implementation targets (output level) reached and progress it is making in realizing its outcomes (impacts) against budget. The Table below further stipulates how the Internal Reporting Plan will be handled.

**Table 2: Internal Reporting Plan**

No.	Type of Reports	Recipient of the Reports	Frequency	Responsible Person
1.	Section progress reports	Head of Division and Units	Weekly	Ass. Directors and Officers
2.	Projects progress reports	Permanent Secretary	Quarterly	Directors & Head of Units
3.	Quarterly progress reports	Permanent Secretary	Quarterly	Directors & Head of Units
4.	Annual progress reports	Permanent Secretary	Annually	Directors & Head of Units

#### 4.1.12 External Reporting Plan

The external reporting will be done by ministry responsible for environment and will involve preparation of financial performance, annual, midterm and outcome reports. The reports will consist of type of reports, recipients, Frequency of reports and responsible institutions. These reports will be submitted to external stakeholders such as Ministries, Parliament and Public at large. The table below further

elaborates the plan.

**Table 3: External Reporting Plan**

No.	Type of Reports	Recipient of the Reports	Frequency	Responsible Person
1.	Quarterly reports	Ministry of Finance, Prime Minister's Office	Quarterly	Permanent Secretary
2.	Mid-term Report	Ministry of Finance, Parliament and Public.	once	Permanent Secretary
3.	Final evaluation report	Finance, Parliament and Public	once	Permanent Secretary

## 4.2 Conclusion

Monitoring, Evaluation and Reporting are essential tools that will be used by the ministry responsible for environment and other stakeholders for internal decision making and enhancing accountability and transparency during the implementation of the National Environment Policy 2021.

## ANNEX I

# A LOGFRAME FOR IMPLEMENTATION STRATEGY OF THE NATIONAL ENVIRONMENT POLICY, 2021

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
<b>1.0 Land Degradation</b>									
Enhance environmentally sound management of land resource for socio-economic development.	1.1. Develop and strengthen implementation mechanisms that ensure integration of environmental issues in land use planning and management.	Environmental issue mainstreamed by actors in their land use planning and management by June 2032.	<ul style="list-style-type: none"> <li>Guidelines for integration of environmental issues in land use planning</li> <li>Number of guidelines for integration of environmental issues in land use planning in place</li> <li>Number of awareness and education programmes implemented.</li> <li>Number of plans and programmes</li> </ul>	700	500	200	January 2022 – June 2032.	Reports	Ministry for responsible Land, Land Use Commission, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector
	1.2. Strengthen plans and programmes for empowering communities in land utilization and management;	Plans and Programmes for empowering communities in land utilization and management strengthened by June 2032;	<ul style="list-style-type: none"> <li>Number of plans and programmes</li> </ul>	2,000	1,500	500	January 2022– June 2032.	Reports	Ministry for responsible Land, Land Use Commission, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	1.3. Develop mechanisms for economic incentives to encourage investments in restoration of degraded land;	Mechanisms for economic incentives to encourage investments in restoration of degraded lands developed by June 2025.	<ul style="list-style-type: none"> <li>Investors guide on land management</li> <li>Number of private sectors involved in land management</li> </ul>	300	100	200	January 2022– June, 2025	Reports	Ministry responsible for, Local Government, Agriculture, Research and Academia, CSOs, DPs, Private Sector
	1.4. Develop and implement capacity building programmes to enhance enforcement and compliance of legislation on addressing land degradation.	Capacity building programmes for enhancing enforcement and compliance of legislation on land degradation developed and implemented by June 2032.	<ul style="list-style-type: none"> <li>Increased level of compliance</li> <li>Number of trained law enforcers</li> </ul>	1,500	1,000	500	January 2022– June 2032.	Enforcement reports Training reports	Ministry responsible for Land, Land Use Commission, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector
<b>Sub Total (1)</b>				<b>4,500</b>	<b>3,100</b>	<b>1,400</b>			
<b>2.0 Deterioration of Water Sources</b>									
To promote environmental management of water sources	2.1. Develop mechanisms to strengthen cross sectoral coordination for environmental management of water sources;	Mechanisms to strengthen cross sectoral coordination for environmental management of water sources developed by June 2023;	<ul style="list-style-type: none"> <li>Programs, strategies and plans for strengthening cross sectoral coordination in place.</li> </ul>	1,200	700	500	January 2022– June 2023	Programme document	Ministry responsible for Water, Land, Land Use Commission, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	2.2. Enhance enforcement of legislation related to environmental management of water sources	Enforcement of legislation related to management of water sources enhanced by June 2022	<ul style="list-style-type: none"> <li>A programme for enforcement of legislation related to management of water sources in place</li> </ul>	500	200	300	January 2022- June, 2022	Programme document	Ministry responsible for Land, Land Use Commission, Legal and Constitutional Affairs, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector
	2.3. Develop programmes to promote public participation and awareness in the management of water sources	Programmes to promote Public participation and awareness in the management of water sources developed by June 2032	<ul style="list-style-type: none"> <li>Percentage of population participating in the conservation of water sources</li> <li>Number of awareness programmes in place</li> </ul>	550	100	450	January 2022- June, 2032	Awareness programme reports	Ministry responsible for Land, Water, Land Use Commission, Environment, Local Government, Sector Ministries, Research and Academia, CSOs, Private Sector
								Awareness materials (Posters, brochures, fliers)	

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	2.4. Develop and strengthen mechanisms for enhancing collaboration for managing trans-boundary water sources.	Mechanisms for enhancing collaboration in the management of trans-boundary water sources developed and strengthened by June 2024	<ul style="list-style-type: none"> <li>Number of signed MOUs</li> <li>Signed Joint Communiqués</li> <li>Number of Collaboration Programmes, Plans, and Projects in place</li> </ul>	700	200	500	January 2022-June, 2024	Collaboration Programme, Plans and Projects	
<b>Sub Total (2)</b>				<b>2,950</b>	<b>1,200</b>	<b>1,750</b>			
<b>3.0 Loss of Wildlife Habitats and Biodiversity</b>									
To strengthen conservation of wildlife habitats and biodiversity	3.1. Develop programmes to Strengthen integrated approaches for conservation of wildlife habitats and sustainable use of biodiversity;	Programmes to strengthen Integrated approaches for conservation of wildlife habitats and sustainable use of biodiversity developed by 2026	<ul style="list-style-type: none"> <li>Number of programme for integrated approaches on conservations and sustainable use</li> <li>Number of sectors engaged in conservation and sustainable use biodiversity.</li> </ul>	350	150	200	January 2022-June 2026.	Programme reports	Ministries responsible for Land, Local Government, Livestock, Fisheries, Agriculture, Natural Resources (forestry and Wildlife) Land use Planning Commission, Research and Academia, CSOs, DP, Private Sector

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	3.2. Develop and strengthen mechanisms for enhancing collaboration for sustainable trans-boundary wildlife conservation and its habitat; wildlife conservation and its habitat	Mechanisms for enhancing collaboration for sustainable trans-boundary wildlife conservation and its habitat; developed and strengthened by 2032	<ul style="list-style-type: none"> <li>Number of functional agreements, regional programme, plans and projects in place.</li> </ul>	400	100	300	January 2022– June 2032	Reports and agreements.	Ministries responsible for Natural Resources, Local Government, Land, Agriculture, Livestock, Fisheries, Land use Planning Commission, Research and Academia, CSOs, DPs, Private Sector
	3.3. Strengthen national capacity for conservation of wildlife habitats and biodiversity	National capacity for conservation of wildlife habitats, biodiversity strengthened by 2032	<ul style="list-style-type: none"> <li>Number of capacity building programmes</li> <li>Number of trained personnel</li> <li>Number of institutions strengthened</li> </ul>	600	300	300	January 2022– June 2032.	Reports and list of trainees	Ministries responsible for Natural Resources, Local Government, Land, Agriculture, Livestock, Fisheries, Land use Planning Commission, Research and Academia, CSOs, DPs, Private Sector
	3.4. Develop mechanisms for engagement of private sector participation in sustainable	Mechanisms for engagement of private sector participation in sustainable management	<ul style="list-style-type: none"> <li>Number of private actors engaged in ecological conservation</li> </ul>	500	300	200	January 2022– June 2032	Groups constitution and by-laws	Ministries responsible for Natural Resources, Local Government, Land, Agriculture, Livestock, Fisheries, Land

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	management of wildlife habitats and biodiversity;	of wildlife habitats and biodiversity developed by 2032							use Planning Commission, Research and Academia, CSOs, DPs, Private Sector
	3.5. Enhance bilateral, regional and international cooperation in management of wildlife habitats, biodiversity and IS enhanced by 2032.	Bilateral, regional and international cooperation in management of wildlife habitats, biodiversity and IS enhanced by 2032.	<ul style="list-style-type: none"> <li>Number of Agreements, Programmes developed</li> </ul>	700	400	300	January 2022– June 2032	Reports	Ministries responsible for Environment, Livestock, Natural Resources, Agriculture, International Cooperation and East Africa
	3.6. Develop and implement programmes and strategies for addressing Invasive Species	Programmes and strategies for addressing Invasive Species developed and implemented by 2032	<ul style="list-style-type: none"> <li>Number of Programmes and strategies in place</li> </ul>	20,000	15,000	5,000	January 2022– June 2032	Reports	Ministries responsible for Natural Resources, Local Government, Land, Agriculture, Livestock, Fisheries, Land use Planning Commission, Research and Academia, CSOs, DPs, Private Sector
			<b>Sub Total (3)</b>	<b>22,550</b>	<b>16,250</b>	<b>6,100</b>			

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions	
To enhance conservation of aquatic system for sustained natural ecosystem	4.1 Develop and implement mechanisms to strengthen sustainable management of aquatic systems;	Programmes for strengthening sustainable management of aquatic systems developed and implemented by June 2026	• Number of programme on management of aquatic system in place	750	400	350	January 2022– June, 2026.	Programme reports and management plans	Ministry responsible for Fisheries, Environment, LGAs, TAFIRI, MPRU, NEMC, Research and Academia, CSOs, Private Sector, DPs	
			4.2. Develop mechanisms to strengthen integrated management of marine, freshwater bodies and wetlands;	• Number of programme for integrated approaches on conservation and sustainable use	1,250	1,000	250	January 2022– June 2032	Reports	Ministry responsible for Water, Natural Resource Management, Environment, LGAs, NEMC, Research and Academia, CSOs, Private Sector, DPs
				• Number of sectors engaged in conservation and sustainable use of aquatic resources.	270	100	170	January 2022– June 2032	Reports	Ministry responsible for Water, Natural Resource Management, Environment, Agriculture, Livestock, Fisheries, NEMC, MPRU, TAFIRI,
	4.3 Develop and implement mechanisms for provision of economic incentives and investment opportunities for private sector in the management of	Mechanisms for provision of economic incentives and investment opportunities for private sector in the management of aquatic resources	• Number of private sectors investing in management of aquatic resources							

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	aquatic resources;	developed and implemented by June 2032	<ul style="list-style-type: none"> <li>Investors guide on management of aquatic resources</li> </ul>						Research and Academia, CSOs, Private Sector, DPs
	4.4. Develop mechanisms for strengthening cooperation on protection and conservation of shared aquatic systems.	Mechanisms for cooperation on protection and conservation of shared aquatic systems developed by June, 2032.	<ul style="list-style-type: none"> <li>Number of functional agreements.</li> <li>Regional programmes, plans and projects in place.</li> </ul>	280	180	100	January 2022– June 2032	Reports and agreements.	Ministry responsible for Water, Natural Resource Management, Environment, Agriculture, Livestock. Fisheries, LGAs, NEMC, MPRU, TAFIRI, Research and Academia, CSOs, Private Sector, DPs
<b>Sub Total (4)</b>				<b>2,550</b>	<b>1,680</b>	<b>870</b>			
<b>5.0 Deforestation</b>									
To enhance conservation of forest ecosystems for sustainable provision of environmental goods and services.	5.1. Develop programmes for up-scaling the use of alternative sources of energy which are readily accessible and affordable to public;	Programmes for up-scaling the use of alternative sources of energy which are readily accessible and affordable to public developed by June, 2032.	<ul style="list-style-type: none"> <li>Number of programmes for up-scaling the use of alternative sources of energy</li> </ul>	10,000	7,000	3,000	January 2022– June 2032	Programme reports	Ministry responsible for Forest, TANESCO, REA Local Government, Environment Industry and Trade, Energy, NEMC, Research and Academia, CSOs, Private Sector, DPs

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	5.2 Strengthen integrated practices in addressing deforestation	Integrated practices in addressing deforestation strengthened by 2032;	<ul style="list-style-type: none"> <li>Number of Integrated practices addressing deforestation in</li> </ul>	6,000	4,000	2,000	January 2022– June 2032	Reports on Integrated practices in addressing	Ministry responsible for Forest, Local Government, Environment and Industry Trade, Energy, NEMC, Research and Academia, CSOs, Private Sector, DPs
	5.3 Develop and implement programmes for collaboration between Government and private sector in forest conservation	Programmes for collaboration between Government and private sector in forest conservation developed and implemented by June 2032	<ul style="list-style-type: none"> <li>Number of programmes developed and implemented</li> </ul>	500	300	200	January 2022– June 2032	Reports on established PPP	Ministry responsible for Forest, Local Government, TANESCO, REA, Environment and Industry Trade, Energy, NEMC, Research and Academia, CSOs, Private Sector, DPs
<b>Sub Total (5)</b>				<b>16,500</b>	<b>11,300</b>	<b>5,200</b>			
<b>6.0 Environmental Pollution</b>									
To control pollution for safe and healthy environment	6.1 Develop and implement programmes and plans on integrated management of municipal waste, noise pollution, chemicals, waste, noise pollution control, and	Programmes on integrated management of municipal waste, noise pollution, chemicals, waste and waste from oil and gas	<ul style="list-style-type: none"> <li>Number of integrated Programmes developed</li> </ul>	20,991.2	15,000	5,991.2	January 2022– June 2032	Reports of integrated programmes	Ministry responsible for Water, Energy, Environment, Health, Local Government, Authorities, NEMC, GCLA Research and Academia, Private Sector,

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	waste, e-waste and waste from oil and gas operations;	operations developed and implemented by June 2032.							DPs, Local Communities
	6.2 Develop and implement programmes for up-scaling the use of cleaner production technologies	Programmes for up-scaling cleaner production technologies developed and implemented by June 2032.	<ul style="list-style-type: none"> <li>Number of industries with cleaner production technologies</li> </ul>	1,200	200	1,000	January 2022– June 2032	Reports on the industries with cleaner production technologies	Ministry responsible for Environment and Trade, Energy, NEMC, Research and Academia, CSOs, Private Sector, DPs
	6.3. Develop and implement mechanisms to attract Private Sector to invest in green technologies and waste management.	Mechanisms to attract Private Sector to invest in green technologies and waste management developed and implemented by June 2032.	<ul style="list-style-type: none"> <li>Number of private sectors investing in green technologies and waste management</li> </ul>	300	50	250	January 2022– June 2032	Reports	Ministry responsible for Environment, Health, Industry and Trade, Energy, NEMC, GCLA, Research and Academia, CSOs, Private Sector, DPs
	6.4 Develop and implement programmes to promote public participation and awareness in pollution control	Programmes to promote Public participation and awareness in pollution control developed and implemented by June 2032.	<ul style="list-style-type: none"> <li>Number of awareness programmes</li> <li>Percentage of population participating in pollution control</li> </ul>	800	500	300	January 2022– June 2032	Reports	Ministry responsible for Forest, Health, Local Government, Environment and Industry Trade, Energy, NEMC, GCLA, OSHA, Research and Academia,

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	6.5 Enhance regional and international cooperation on pollution control	Regional and international cooperation on pollution control enhanced by June 2032.	<ul style="list-style-type: none"> <li>Number of agreements,</li> </ul>	500	100	400	January 2022– June 2032	Reports	CSOs, Private Sector, DPs
			<ul style="list-style-type: none"> <li>Regional programme, and projects in place.</li> </ul>						Ministry responsible for Environment, Health, Foreign Affairs and East Africa Cooperation and Industry and Trade, Energy, NEMC, GCLA, Research and Academia, CSOs, Private Sector, DPs
<b>Subtotal (6)</b>				<b>23,791.2</b>	<b>15,850</b>	<b>7,941.2</b>			
<b>7.0 Climate Change</b>									
To strengthen the national capacity for addressing climate change impacts	7.1 Develop and implement programmes to enhance national capacity on climate change adaptation and mitigation	Programmes to enhance national capacity on climate change developed and implemented by June 2032.	<ul style="list-style-type: none"> <li>Number of capacity building programmes</li> </ul>	21,000	13,000	8,000	January 2022– June 2032	Reports	Ministry responsible for Environment, sector ministries, TMA, NEMC, Research and Academia, CSOs, Private Sector, DPs.
			<ul style="list-style-type: none"> <li>Number of institutions strengthened</li> <li>Number of trained personnel</li> </ul>						
	7.2 Develop and implement mechanisms for strengthening mainstreaming of climate change in national development	Mechanisms for strengthening mainstreaming of climate change in national development and plans	<ul style="list-style-type: none"> <li>Number of programmes</li> </ul>	15,000	5,000	10,000	January 2022– June 2032	Reports	Ministry responsible for Environment, sector ministries, TMA, NEMC, Research and Academia, CSOs, Private Sector, DPs.

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	plans and sectoral policies;	sectoral policies developed and implemented by June 2032.							
	7.3. Develop and implement programmes for collaboration between Government and private sector in climate change adaptation and mitigation	Programmes for collaboration between Government and private sector in climate change adaptation and mitigation developed and implemented by 2032	<ul style="list-style-type: none"> <li>Number of programmes developed and implemented</li> </ul>	9,500	3,000	6,500	January 2022– June 2032	Reviewed sector policies, plans documents	Ministry responsible for Environment, sector ministries, TMA, NEMMC, Research and Academia
	7.4. Develop and implement programmes for raising public awareness on climate change issues	Programmes for raising public awareness on climate change developed and implemented by 2032;	<ul style="list-style-type: none"> <li>Number of awareness programme</li> </ul>	7,000	6,000	1,000	January 2022– June 2032	Reports	Ministry responsible for Environment, sector ministries, TMA, NEMMC, Research and Academia, CSOs, Private Sector, DPs.
	7.5. Enhance regional and international	Regional and international cooperation	<ul style="list-style-type: none"> <li>Number of agreements,</li> </ul>	50	10	40,	January 2022– June 2032	Reports and agreements	Ministry responsible for Environment,

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	cooperation on addressing climate change	on climate change enhanced by 2032.	<ul style="list-style-type: none"> <li>Regional programme, and projects in place.</li> </ul>						Ministry responsible for Foreign Affairs and regional Cooperation, Sector Ministries, Research and Academia, CSOs, Private Sector, Development Partners (DPs).
	7.5 Formulate and implement programmes for promotion of development and transfer of green affordable technologies	Programmes for promotion of development and transfer of green affordable technologies formulated and implemented by June 2032	<ul style="list-style-type: none"> <li>Number of implemented programmes in place.</li> </ul>	5,000	1,000	4,000	January 2022– June 2032	Reports	Ministry responsible for Environment and Industry and Trade, Energy, NEMC, COSTEC Research and Academia, CSOs, Private Sector, DPs
				<b>57,550</b>	<b>29,010,</b>	<b>28,540</b>			
				<b>Sub Total (7)</b>					
<b>8.0 Safe use of Modern Biotechnology</b>									
To ensure safety in all level of application of modern biotechnology	8.1 Develop and implement mechanisms for strengthening national capacity in handling and safe use of modern biotechnology;	Mechanism for strengthening National capacity in handling and safe use of modern biotechnology; developed and implemented by 2032.	<ul style="list-style-type: none"> <li>Number of capacity building programmes</li> </ul>	2,000	1,000	1,000	January 2022– June 2032	Reports	Ministry responsible for Environment, Health, Science and Technology; Fisheries, Forest,
			<ul style="list-style-type: none"> <li>Number of institutions strengthened</li> </ul>						

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	8.2 Develop and implement programmes for raising public awareness on handling and safe use of modern biotechnology.	Programmes for public awareness on handling and safe use of modern biotechnology developed and implemented by 2032.	<ul style="list-style-type: none"> <li>Number of trained personnel</li> </ul>				January 2022– June 2032		Ministry responsible for Agriculture, COSTECH, MEMC, Industry, Research and Academia, CSOs, Private Sector, DPs
	8.3 Develop mechanisms to strengthen compliance and monitoring safe use of modern biotechnology;	Mechanisms for strengthening compliance and monitoring safe use of modern biotechnology developed by 2032.	<ul style="list-style-type: none"> <li>Number of mechanisms in place</li> </ul>	400	300	100	January 2022– June 2032	Reports	Ministry responsible for Environment, Health, Science and Technology; Fisheries, forest, agriculture, COSTECH, MEMC, Industry, Research and Academia, CSOs, Private Sector, DPs
			<b>Subtotal (8)</b>	<b>2,400</b>	<b>1,300</b>	<b>1,100</b>			
<b>9.0 Good Governance</b>									
To promote good governance in environmental management at all levels.	9.1 Develop and implement mechanisms to strengthened environmental governance in management	Mechanisms for compliance and enforcement of environmental legislation developed and implemented by June, 2032.	<ul style="list-style-type: none"> <li>Number of cases</li> </ul>	500	400	100	January 2022– June 2032	Programme reports	Ministry responsible for Environment, All Sector Ministries, Research and Academia, CSOs, Private Sector

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
	9.2 Develop and implement programmes for raising public awareness on good governance in environmental management	Programmes for public awareness on good governance in environmental management enhanced by June 2032.	<ul style="list-style-type: none"> <li>Number of public awareness programmes</li> </ul>	100	20	80	January 2022– June 2032	Reports	Ministry for Environment, All Sector Ministries, Research and Academia, CSOs, Private Sector
<b>Subtotal (9)</b>				<b>600</b>	<b>420</b>	<b>180</b>			
<b>10.0 Resources Mobilization</b>									
To enhance predictable, accessible, and adequate financial resources for environmental management.	10.1 Strengthen national capacity to mobilize resources for environmental management	National capacity to mobilize resources for environmental management Strengthen by 2032.	<ul style="list-style-type: none"> <li>Number of programmes, plans and strategies</li> </ul>	500	400	100	January 2022 – June 2032	Reports	Ministry for Environment, and Finance Planning, Financial Institutions, Private Actors
	10.2 Develop economic incentives to encourage Private sectors to invest in environmental management initiatives.	Economic incentives to encourage Private sectors to finance environmental management initiatives developed by 2032.	<ul style="list-style-type: none"> <li>Number of incentives mechanisms in place.</li> <li>Number of private sectors financing and investing</li> </ul>	200	150	50	January 2022– June 2032	Reports	Ministry for Environment, and Finance Planning, Financial Institutions, Private Actors
<b>Subtotal (10)</b>				<b>700</b>	<b>550</b>	<b>150</b>			

Objective	Strategies	Targets	Indicators	Resource (Million)	GoT (Million)	DPs' (Million)	Time frame	Means of Verification	Responsible Institutions
11.0 Gender To promote gender consideration in environmental management	11.1 Devise measures to enhance equality and equitable participation of women and other vulnerable groups in environmental management	Measures to enhance equality and equitable participation of women and other vulnerable groups in environmental management devised by 2032.	<ul style="list-style-type: none"> <li>Number of initiatives on gender and environmental</li> <li>Number of environmental instruments and programmes with gender considerations</li> </ul>	700	500	200	January 2022– June 2032	Reports	Ministry responsible for Gender, Environment, Sector Ministries, Research and Academia, CSOs, Private Sector
	11.2 Develop and implement public awareness programmes on the role of gender in environmental conservation.	Programmes on public awareness on the role of gender in environmental conservation developed and implemented by 2032.	<ul style="list-style-type: none"> <li>Number of programmes on awareness of role of gender in environmental conservation</li> </ul>	200	150	50	January 2022– June 2032	Reports	Ministry responsible for Gender, Environment, Sector Ministries, Research and Academia, CSOs, Private Sector
<b>Sub Total (11)</b>				<b>900,</b>	<b>650</b>	<b>250</b>			
<b>GRAND TOTAL</b>				<b>186,301.2</b>	<b>111,339</b>	<b>74,962.2</b>			