



STRATEGIC DEVELOPMENT PLAN 2024 - 2029

With support from





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TANA RIVER
GREEN HEART INITIATIVE



FOREWORD

It is with immense pride and a profound sense of responsibility that I present the Green Heart Initiative (GHI) Strategic Development Plan 2024-2029 for the Tana Delta region. This document symbolizes our collective commitment to safeguarding the natural heritage of our beloved Tana River County while fostering sustainable development for generations to come.

The Tana Delta is not just a geographical region; it is the heart of Tana River County, teeming with biodiversity, cultural richness, and untapped potential. However, we recognize the formidable challenges that confront us, from poverty and environmental degradation to the impacts of climate change. These challenges demand bold and innovative solutions, grounded in collaboration, inclusivity, and a deep respect for nature.

The GHI Strategic Development Plan is the culmination of extensive consultations, research, and stakeholder engagements, reflecting the diverse perspectives and aspirations of our communities.

The GHI Strategic Development Plan charts a course towards a future where ecological integrity and human prosperity are not competing interests but mutually reinforcing objectives.

Crucially, this plan is not just a theoretical framework but a practical guide for action. It outlines specific steps to be taken over the next one to three years, with clear timelines, responsibilities, and estimated costs. By translating vision into action, we can ensure tangible progress towards our shared goals.

As we embark on this journey, we must remain steadfast in our commitment to implementation, monitoring, and evaluation. Transformative change does not happen overnight, and it requires sustained effort, perseverance, and adaptability. Through regular monitoring and evaluation, we will ensure that our actions remain aligned with our vision and responsive to evolving challenges and opportunities.

I extend my heartfelt appreciation to all those who have contributed to the development of this plan, including our dedicated government officials, Green Heart Initiative Joint Committee, Nature Kenya and other esteemed partners, the Consultants, and most importantly, the resilient communities of the Tana Delta. Your insights, expertise, and unwavering commitment have been instrumental in shaping this roadmap for our collective future.

In closing, let us embrace the spirit of the Green Heart Initiative with optimism, determination, and a shared sense of purpose. Together, we can build a Tana Delta that thrives in harmony with nature, where every individual has the opportunity to fulfill their potential and contribute to the common good.

With warm regards,

H.E. Major (RTD) Hon. Dr. Godhana Dhadho Gaddae



**H.E. MAJOR (RTD) HON. DR.
GODHANA DHADHO GADDAE
GOVERNOR, TANA RIVER COUNTY**

STATEMENT FROM THE CHAIRPERSON, GHI JOINT COMMITTEE

The Tana Delta, with its rich ecological diversity and cultural heritage, stands as a testament to Kenya's natural beauty and potential. However, it also faces numerous challenges such as poverty, environmental degradation, and climate change, which threaten the well-being of its communities and the integrity of its ecosystems.

In response to these challenges, the County Government of Tana River County has spearheaded the establishment of the Green Heart Initiative, a bold endeavor aimed at protecting the delta's natural heritage while promoting sustainable livelihoods for its inhabitants. This Strategic Development Plan serves as a roadmap for realizing the GHI's mission of transforming lives, conserving the environment, and fostering economic prosperity.

At the core of this plan are five strategic directions, each addressing critical areas such as institutional capacity building, economic empowerment, and ecological restoration. These directions serve as guiding principles for our collective action, providing a roadmap for transformative change.

Furthermore, this plan emphasizes the importance of monitoring and evaluation to track progress, identify challenges, and adapt strategies as needed. Continuous learning and improvement are key to the success of any development initiative, and we are committed to ensuring that this plan remains dynamic and responsive to evolving needs and circumstances.

In closing, I am confident that the GHI Strategic Development Plan will serve as a guiding light for our collective efforts to build a more sustainable and prosperous future for the Tana Delta region. Together, let us work tirelessly to realize the vision of a pristine and prosperous Tana Delta, where ecological integrity is preserved, livelihoods are thriving, and communities are empowered to flourish.

Hon. Mwanajuma Habwoka Hiribae



**HON. MWANAJUMA HABWOKA
HIRIBAE**

**Ag. COUNTY SECRETARY, COUNTY
GOVERNMENT OF TANA RIVER**

**CHAIRPERSON GHI JOINT
COMMITTEE**

STATEMENT FROM THE EXECUTIVE DIRECTOR, NATURE KENYA

It is my honor to be associated with the Green Heart Initiative (GHI) Strategic Development Plan 2024-2029, a visionary blueprint for sustainable development in the Tana Delta region. As an organization dedicated to the conservation of Kenya's natural heritage, Nature Kenya is proud to have supported and contributed to the development of this transformative plan.

The Tana Delta stands as a unique and irreplaceable ecosystem, harboring a wealth of biodiversity and supporting the livelihoods of countless communities. However, it is also a region facing significant challenges, from habitat loss and degradation to the impacts of climate change. In the face of these challenges, the GHI Strategic Development Plan offers a beacon of hope, outlining a path towards a future where nature and people thrive in harmony.

At the heart of this plan is a deep commitment to conservation, community empowerment, and sustainable development. By fostering partnerships, promoting innovation, and leveraging local knowledge, the GHI seeks to unlock the full potential of the Tana Delta while safeguarding its ecological integrity for future generations.

Nature Kenya is proud to have been a part of the collaborative process that led to the development of this plan. From engaging with local communities to providing technical expertise, we have seen firsthand the passion and dedication of all those involved in this initiative. It is this spirit of collaboration and shared commitment that will drive the successful implementation of the GHI Strategic Development Plan.

I would like to extend my sincere gratitude to all those who have contributed to the development of this plan, including the County Government of Tana River, Green Heart Initiative Joint Committee, partner organizations, our able consultants and, most importantly, the communities of the Tana Delta. Your dedication, passion, and expertise have been instrumental in shaping this visionary roadmap for the future.

In conclusion, let us embrace the opportunities presented by the GHI Strategic Development Plan with optimism and determination. Together, we can create a future where the Tana Delta thrives as a model of sustainable development, a haven for biodiversity, and a source of inspiration for generations to come.

Dr. Paul Matiku



DR. PAUL MATIKU
EXECUTIVE DIRECTOR,
NATURE KENYA

PREFACE

The Green Heart Initiative (GHI) Strategic Development Plan 2024-2029 marks a significant milestone in our collective journey towards a sustainable and prosperous future for the Tana Delta region. As we stand at the threshold of a new era, it is with great anticipation and a sense of purpose that we present this document as a testament to our collective aspirations and commitments to the sustainable development of the Tana Delta.

The Tana Delta, with its rich biodiversity and vibrant communities, holds a special place in the hearts of all who call it home. Yet, amidst its natural splendour, lie formidable challenges that threaten both its ecological integrity and the well-being of its inhabitants. It is against this backdrop that the GHI was conceived – as a bold, visionary initiative to chart a new course towards a future where nature and people thrive in harmony.

The development of this Strategic Development Plan has been a journey of collaboration, consultation, and shared vision. From the outset, stakeholders from across the spectrum – government agencies, non-profit organizations, community leaders, and individuals – came together to lend their expertise, insights, and aspirations. Through research, field surveys, workshops, consultations, and countless hours of deliberation, we have crafted a roadmap that reflects the collective wisdom and aspirations of all involved. The outcome of these efforts reflect a shared vision of harnessing the potential of the Tana Delta as a thriving hub of sustainable development, environmental conservation, and social equity.

At its core, this plan is guided by a commitment to sustainability, inclusivity, and resilience. It recognizes that true progress can only be achieved by addressing the interconnected challenges of poverty, environmental degradation, and social inequality in a holistic manner. By promoting sustainable livelihoods, enhancing ecosystem resilience, and strengthening institutional capacity, we aim to create a future where the Tana Delta thrives as a beacon of sustainable development.

The GHI Strategic Development Plan is not merely a roadmap; it is a call to action. It challenges us to think boldly, act decisively, and collaborate effectively in pursuit of our shared goals. It recognizes the complex interplay between biodiversity protection, socioeconomic development, and climate adaptation and resilience, and charts a course toward a future where these dimensions are harmonized and mutually reinforcing.

I would like to express my sincere gratitude to all those who have contributed to the development of this plan – from the dedicated members of the GHI Joint committee to the communities whose voices have shaped its vision. Your commitment, passion, dedication and expertise have been the driving force behind this initiative, and it is with great pride that we present this plan to the world and together, the vision can turn into reality. I look forward to working closely with you in the years ahead as we strive to build a brighter, greener, more prosperous and sustainable future for the Tana Delta and all its inhabitants – a future where the heart of Kenya beats strong and true.

Joakim Nyarangi – RPP, MKIP, MEIK, MCAP

Principal Consultant

ACKNOWLEDGEMENT

The development of the Green Heart Initiative (GHI) Strategic Development Plan 2024-2029 has been a collaborative effort involving the dedication and expertise of numerous individuals, organizations, and communities. I wish to extend our heartfelt gratitude to all those who have contributed their time, knowledge, and support to the creation of this transformative document.

First and foremost, I would like to thank the communities of the Tana Delta region for their invaluable insights, wisdom, and unwavering commitment to the sustainable development of their homeland. Your voices have been at the forefront of this planning process, guiding our efforts and shaping our vision for the future.

I wish to extend our sincere appreciation to H.E. Major (Rtd) Hon. Dr Godhana Dhadho Gaddae, Governor of the County Government of Tana River, for his leadership and support in championing the Green Heart Initiative. Your commitment to the well-being of the Tana Delta region has been instrumental in driving this initiative forward and ensuring its success.

I also extend our gratitude to the acting County Secretary, Hon. Mwanajuma Habwoka Hiribae, and the entire Tana River County Executive Committee for their active involvement, invaluable support and enriching contributions to the development of this Strategic Plan.

We are grateful to our partner organizations and government agencies for their collaboration, technical expertise, and financial support throughout the planning process. Your contributions have enriched our discussions, broadened our perspectives, and strengthened our collective capacity to address the Tana Delta's complex challenges.

Special thanks are due to Nature Kenya for its invaluable guidance and support in developing this plan. Your dedication to the conservation of Kenya's natural heritage has inspired and motivated us all.

I extend our deepest appreciation to Principal Consultant Joakim Nyarangi and his team of experts, as well as Technical Advisor Peter Nelson, for their exceptional dedication, expertise, and unwavering commitment to the development of the Green Heart Initiative (GHI) Strategic Development Plan 2024-2029. Their leadership, guidance, and tireless efforts have been instrumental in shaping this transformative document and setting the course for sustainable development in the Tana Delta region.

We would also like to express our appreciation to the members of the GHI Joint Committee, whose tireless efforts and dedication have been the driving force behind this initiative. Your commitment to excellence and willingness to go above and beyond the call of duty has been commendable.

Last but not least, we extend our gratitude to all individuals who have contributed to this plan in ways large and small – whether through participation in workshops, provision of technical expertise, or simply offering words of encouragement. Your contributions have been invaluable, and this plan would not have been possible without your support.

As we embark on implementing this plan, we do so with a profound sense of gratitude and humility, knowing that the success of our efforts will ultimately depend on the continued collaboration and support of all stakeholders involved.

Thank you.

Dr. Bakari Garisse

GHI CEO

PROJECT TEAM MEMBERS

JOINT GREEN HEART COMMITTEE (Members that participated in development of Strategic Plan)

1.	Mwanajuma Habwoka Hiribae	Chairperson	Ag. Tana River County Secretary
2.	Yahya Ali Borrow	Member	CECM Trade, Tourism and Industrialization
3.	Bakari Omara Garisse	Secretary	Economic Advisor
4.	Elisha Buya	Member	Director Trade and Investment
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13.	George Amurono	Representative	Officer Water
14.	Yemimah Komora	Representative	Officer Agriculture
15.	Dima Donadoni	Representative	Officer Environment

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1.	Bakari Omara Garisse	CEO GHI Secretariat	Economic Advisor
2.	Issa Adnan	Member	Officer Lands and Physical Planning
3.	Fatuma Hiribae	Member	Nature Kenya- Conservation Officer

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4.	Geoffrey Kibet	Consultant	Green Policy Development Expert
5.	Joanne Chebet	Consultant	Strategic Development Expert

THEORY OF CHANGE



THEORY OF CHANGE: The Tana Delta is a complex network of waterways that creates a rich ecosystem that support biodiversity, traditional livelihoods and is home to diverse rural communities. The Delta experiences significant challenges ranging from environmental degradation, habitat disturbance and vulnerability to climate change impacts. The Tana Delta communities are marginalized with limited livelihood skills and low developments. This Strategic Plan empowers the GHI to drive transformation in the Tana Delta through effective community empowerment, good governance, technological innovation and attracting capital investments that promotes ecological integrity to realize a pristine and prosperous Delta that enables regional economic growth.

PRECONDITION: That County Government of Tana River and Nature Kenya, through GHI, have secured rights to the Tana Delta through the Tana Delta LUP (2014), set resources; and build partnerships and collaborations with other key players such as County Assembly of Tana River, national government agencies, potential investors and other stakeholders.

ASSUMPTION: That Tana Delta is an ecosystem that support all the intended investments and has adequate resources required to spearhead the intended activities and achieve the goals of The Strategic Plan.



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EXECUTIVE SUMMARY

This executive summary highlights the GHI Strategic Development Plan 2024-2029. It covers the situational and stakeholder analysis, the strategic development plan, action plan and the implementation, monitoring and evaluation strategy.

Background

The greater part of the Tana River Delta lies within Tana River County, with a smaller area in Lamu County. The Tana River discharges into the Indian Ocean at the northern end of Kenya's coastline and constitutes a region of immense ecological significance, cultural richness, and economic potential. This deltaic landscape is a mosaic of wetlands, savannahs, and coastal habitats. The Tana Delta with its unique ecosystem is home to diverse wildlife and tree species as well as various communities and cultures. Its fertile soils and abundant natural water resources support significant livelihoods including livestock keeping, agriculture, horticulture, fishing, apiculture and ecotourism among others.

The Tana Delta region in spite of its rich natural resources experiences a number of development barriers such as poverty, environmental degradation and climate change. Tana Delta communities also face challenges such as disempowerment, tenure insecurity, land use conflicts, population growth, deprived livelihoods, and inadequate technical and capacity support.

Setting Up the Green Heart Initiative

The County Government of Tana River County has established The Tana Delta Green Heart Initiative in order to protect and restore this situation and promote livelihoods production in the Tana Delta. The Green Heart Initiative is designed to deliver the preferred development scenario set out in the Tana River Delta Land Use Plan (2014). The initiative represents a beacon of hope for the future, envisioning climate-smart solutions that not only create employment opportunities but also enhance livelihoods and contribute to the preservation of biodiversity.

The Role of the Green Heart Initiative Strategic Plan

This Strategic Plan aims at realizing the GHI'S mission of transforming the lives of people living within and around the Tana Delta by promoting sustainable development, improving livelihoods and creating new jobs while conserving the environment, protecting biodiversity and boosting the regional and national economic development.

This Strategic Plan is a visionary roadmap that intricately weaves together the aspirations of GHI and its associated stakeholders such as the Tana Delta communities in realizing environmental conservation and biodiversity protection, climate adaptation and in the pursuit of regional economic development.

Formulating the Strategic Plan

In developing this strategic development plan, various approaches were employed such as desk research, field surveys and stakeholder workshops that brought on board Tana Delta communities, development partners and other players involved in Tana Delta conservation. With the assistance of all stakeholders a preferred vision "A pristine and prosperous Tana Delta that promotes ecological integrity and sustainable livelihoods" was formulated and adopted through a visioning exercise.

As a policy document, the Strategic Development Plan is aligned to the Constitution of Kenya, 2010; national and international policies; relevant legal and institutional frameworks and the Tana River County development plans to ensure integrated, inclusive and sustainable development.

The Situation Analysis

A comprehensive analysis established that, internally, the GHI experiences a fragile institutional structure consisting of an interim joint committee and a seconded secretariat. This organizational framework has impacted performance of GHI and its synchronization to county agendas into the county structure. In addition, the GHI is designed to deliver key objectives of Tana Delta Land Use Plan (2014) which has been endorsed by both the Tana River County and Lamu County Governments but has yet to be approved by the Tana County Government Assembly.

Externally, the GHI and Tana Delta is challenged by insecure land tenure, conflicting political interests, and degradation of the delta landscape due to uncontrolled human activities, poor infrastructural development and low adoption of production technologies. However, there have also been some very positive developments by TRCG including the allocation of land for three industrial estates, measuring 100 acres each and establishment of an operational website.

The stakeholders' analysis identified key actors and organizations in implementation of this Strategic Development Plan that include inter alia; The County Government of Tana River, the National

Government Agencies, Nature Kenya, the GHI Joint Committee and Tana Delta community groups and cooperatives.

Five Strategic Themes (or Directions)

The formulated Strategic Development Plan established five key strategic directions namely:

1. Strengthening institutional and legal frameworks;

2. Realizing sustainable economic development;
3. Promoting sustainable livelihoods;
4. Restoring ecological Integrity;
5. Providing efficient infrastructure and services.

These 5 Strategic directions are supported by 17 specific aims and various objectives and targets that aims to address identified challenges and leverage opportunities.

1. STRENGTHENING INSTITUTIONAL AND LEGAL FRAMEWORKS;

Aim1.1. Clarify Functions, Roles and strengthen capacity of the Joint Committee

- Confirm functions of the Joint Committee and secretariat

Aim1.2. Strengthen the Capacity of the Joint Committee and Secretariat

- Define the structure, management and responsibilities of the JC and Secretariat
- Recruit and train permanent line managers and staff

Aim1.3. Reinforce Legal Framework

- Enact Tana River County Investment and Corporation Development Act' Regulations
- Approve Tana River LUP
- Align and incorporate GHI projects in Tana River County CSP, CIDP and Tana Delta Wards Development Plans

Aim1.4. Establish Institutional Partnerships

- Facilitate exchanges of expertise, best practices, and information among partner institutions.
- Launch pilot projects in collaboration with partner institutions

2. REALIZING SUSTAINABLE ECONOMIC DEVELOPMENT;

Aim 2.1. Foster collaboration between the public and private sector

- Promote PPPs to mobilize private sector resources, expertise, and technology for infrastructure development.
- Leverage public sector assets and mitigate investment risks to attract private sector participation in key projects.

Aim 2.2. Attracting investment and promoting economic development strategies

- Develop and implement GHI branding and marketing strategy to attract domestic and international investors;
- Develop large to medium scale agro processing and manufacturing industries;

Aim 2.3. Promote value-added agribusiness, livestock and fisheries production ventures

- Provide produce collection and storage infrastructure, marketing networks, and quality standards compliance;
- Increase market competitiveness, and enhance income opportunities.

Aim 2.4. Develop the Tourism Potential of the Tana Delta

- Build the Tana Delta Tourism profile and circuit;
- Market the Tana Delta as an eco-tourism destination.

3. PROMOTING SUSTAINABLE LIVELIHOODS;

Aim 3.1. Empower Tana Delta Communities

- Establish and support community micro-finance institutions;
- Encourage local innovators and entrepreneurs who have already invested, or have the capacity to invest in the Green Heart Project;
- Provide training and resources to support programmes aimed at gender mainstreaming, equalization, health and education;
- Provide and support opportunities for job creation and increased livelihood incomes.

Aim 3.2. Enhance Livelihood Activities

- Provide training, facilities and extension services that enhance production in all the Tana Delta livelihoods;
- Develop infrastructure and facilities that enable collection, storage and value-addition of all produce within the Tana Delta;
- Acquire markets and facilitate transportation of Tana Green Heart branded products from the Tana Delta.

Aim 3.3. Build Resilient Communities

- Develop early warning systems and disaster preparedness plans to reduce vulnerability to extreme weather events;
- Develop a Disaster Management Centre within the Tana Delta;
- Establish and support attractive insurance schemes for all livelihoods in the Tana Delta;

4. RESTORING ECOLOGICAL INTEGRITY;

Aim 4.1. Promote Biodiversity Protection

- Establish and support Tana Delta ecosystem protection projects;
- Enact relevant laws, regulations and approve land management plans that establish and protect Tana Delta ecosystems;
- Train and support Tana Delta Communities' on Biodiversity protection efforts

Aim 4.2. Require Environmental Conservation and Management

- Support and enforce development compliance to established environmental conservation and management laws, standards and regulations;
- Establish, train and support community resource management associations;
- Support Tana Delta communities' engagement in monitoring and reporting on environmental conservation and management

Aim 4.3. Promote Tana Delta Habitats' Restoration

- Support replanting of endemic indigenous tree species in the Tana Delta's terrestrial and marine forests;
- Map, secure and rejuvenate all wetlands and fragile ecosystems within the Tana Delta;
- Conduct regular Tana River flows and water quality assessment to inform Tana River and oceanic water levels;
- Establish and support programmes to restore the natural course of the Tana River

5. EFFICIENT INFRASTRUCTURE AND SERVICES

Aim 5.1. Guide Development within the Tana Delta

- Support preparation of statutory County and Ward Development Plans as well as Local Physical and Land Use Development Plans;
- Support public awareness, capacity development and enforcement of approved development plans within the Tana Delta

Aim 5.2. Secure Public Land for Infrastructure and Service Provision

- Support land surveying, documentation and registration of all public land established in the approved Physical and Land Use Development Plans within the Tana Delta;
- Support demarcation and fencing of all public land within the Tana Delta

Aim 5.3. Prompt Infrastructure and Service Provision

- Support design and construction of required roads, bridges and within the Tana Delta;
- Support provision of green energy, water supply and other utilities in market and urban centers within Tana Delta;
- Support provision of required public Schools, hospitals and other social facilities in market and urban centers within Tana Delta.

Action Plan (1-3 Year)

The Action Plan summarizes strategic directions into actionable steps with clear deliverables, potential actors, practical timelines and estimated costs at chapter six. These actions should be executed within feasible timeframes spanning one to three years. The primary objectives of the action plan correspond with the strategic directions.

Monitoring and Evaluation

Finally, a monitoring and evaluation component to evaluate the performance of the proposed strategic directions and actions is presented. The monitoring is proposed to be done annually to ensure that the

strategic actions are promptly executed, provide implementation feedback, and guide decision-making on improving, revising, and updating the Strategic Plan.

In conclusion, The GHI Strategic Development Plan will play an essential role in guiding GHI in building community resilience and empowerment, institutional partnership and growth, investment attraction, governance and decision-making by aligning activities with Tana Delta community needs, ecological restoration, fostering sustainable development and addressing Tana Delta's unique challenges and opportunities.

ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
BMU	Beach Management Unit
CBO	Community-Based Organization
CEO	Chief Executive Officer
CFA	Community Forest Association
CGTR	County Government of Tana River
CIDP	County Integrated Development Plan
CSP	County Spatial Plan
EMCA	Environmental Management and Coordination Act
ESA	Environmental Strategic Assessment
ESA	Environmentally Sensitive Areas
GHI	Green Heart Initiative
JC	Joint Committee
KES	Kenya Shillings
KPI	Key Performance Indicators
LUP	Land Use Plan
M&E	Monitoring & Evaluation
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NLC	National Land Commission
PPP	Public-Private Partnership
TARDA	Tana and Athi Rivers Development Authority
TPAC	Tana Planning Advisory Committee
TRIDC	Tana River Investment and Development Corporation
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

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PART ONE
INTRODUCTION AND
APPROACH

1. INTRODUCTION

1.1 Background

Like many African countries, Kenya is struggling with managing the population increase, rising demand for natural resources, and rapid development to meet the Sustainable Development Goals. This is further complicated by the requirement to provide for community prosperity, protect natural resource-rich ecosystems, conserve the environment, protect the poorest, most vulnerable proportion of the population, and ensure national economic development.

The Constitution of Kenya, 2010 created, on an equal basis, the County and National governments as the two levels of government in Kenya. They both have the power to secure resources and have a clear mandate on inter-alia, planning for sustainable development, water protection, natural resource and environmental conservation, agriculture development, disaster management, tourism development and coordinating community engagement.

The Tana Delta boasts a rich history and holds immense potential for economic prosperity and environmental conservation. Historically, the delta has been home to diverse communities, with the major ethnic groups being the Somalis, Pokomo, Orma, and the Wardey, while other ethnic groups are Kamba, Luo, Maasai, Kikuyu, Mijikenda, among others. Economically, the Wardey are a smaller pastoralist group originating from Ethiopia, while the Pokomo are mainly subsistence farmers who farm along River Tana. They have relied on the delta's fertile soils and abundant water resources for their livelihoods. Over the years, it has served as a crucial trade route and witnessed the ebb and flow of various cultures and civilizations.

Economically, the Tana Delta is a potential powerhouse, projected to be a major economic force due to its rich soils and abundant water that facilitate fishing, pastoralism, agriculture and rice farming. Additionally, it provides habitats for a diverse range of flora and fauna and regulates water flow, thus holding a promise for sustainable tourism. However, the Tana Delta face development barriers, such as conflicts over land use between pastoralists and farmers, environmental degradation, climate change vulnerability, and general difficulties with economic opportunities, healthcare, education, infrastructure, governance and policy.

Conservation efforts in the Tana Delta are essential for preserving biodiversity and mitigating the impacts of climate change on vulnerable coastal areas. With careful planning, these natural resources can be harnessed to create a thriving economy, providing jobs and income for the local communities.

To unlock the full potential of the Tana Delta, a balanced approach is necessary; one that promotes economic development while ensuring the sustainable use and preservation of its unique ecological features. Collaborative efforts between local communities, government bodies, and environmental organizations can pave the way for a prosperous future where the Tana Delta thrives as an economic hub while remaining a haven for biodiversity and environmental resilience.

The strategic development plan for the Green Heart Initiative (referred to in the rest of this document as 'the Strategic Plan') embraces the entire Tana River Delta. The Strategic Plan is not merely a procedural document; it is a visionary roadmap that intricately weaves together the aspirations of local communities, environmental conservation and biodiversity protection, climate adaptation and the pursuit of sustainable economic development.

The Green Heart Strategic plan is essential for guiding community resilience and empowerment, institutional partnership and growth, investment attraction, governance and decision-making by aligning activities with local needs, fostering sustainable development and addressing Tana Delta's unique challenges and opportunities.

1.1.1 The Restoration Initiative

The initial stages of the Greenheart project have been supported with technical advice and funding from The Restoration Initiative (TRI) Program, which has been developed to make a significant global contribution to restoring ecosystem functioning and improving livelihoods through the restoration of priority degraded and deforested landscapes, in support of the Bonn Challenge.

The initial funding of feasibility studies led to establishing the Green Heart Initiative's administrative structure under a Joint Committee of the County Government of Tana River and Community Representatives. The long-term intention is for the GHI to become a self-financing institution while continuing to receive financial support from private sector investors, national and county government revenues, and international contributions.

1.1.2 The Tana Delta Green Heart Concept

The Tana Green Heart consists of a core area of land within the Tana Delta, surrounded by an outer zone of influence as defined in the Tana Delta Land Use Plan (TDLUP 2014).

This Initiative originated from the Tana River Delta Land Use Plan (TDLUP) and its associated

Strategic Environmental Assessment (SEA). Both studies received the inaugural International Prize for Planning in 2016 from the Royal Town Planning Institute (United Kingdom), surpassing 25 global entries.

The Tana Green Heart Initiative's basic concept is to coordinate the production, processing, and marketing of the Tana River Delta's produce, providing added value, increased employment, improved social conditions, community welfare, and enhanced biodiversity protection.

The envisioned scenario demonstrates leveraging the Tana Delta's natural resources to improve food security and develop significant national enterprises. This entails utilizing ecosystem services while enhancing social conditions and protecting the environment. Realizing these benefits relies on collaboration among Delta communities, local entrepreneurs, and national investors, known as The Partnership. International investors and aid agencies will support this partnership, recognizing the vital role of sustainable development for both the Tana Delta and the entire planet.

The Green Heart Initiative's mission statement states that "The Tana Delta Green Heart" project will transform the lives of people living within and around the Tana Delta by promoting sustainable economic development and protection of the environment, creating new jobs and livelihoods, and boosting the regional and national economy.

The Tana Delta Green Heart Initiative's vision is designed to deliver the preferred development

scenario set out in the Tana River Delta Land Use Plan (2014). The initiative represents a beacon of hope for the future, envisioning climate-smart solutions that create employment opportunities, enhance livelihoods, and contribute to preserving biodiversity.

1.2 Strategic Development Planning

1.2.1 Overview

Strategic Development Planning encompasses a structured approach to defining strategic direction and aligning resources to realize an organization's vision. In this regard, this strategic plan employed participatory approaches in assessing the GHI's capacity and carrying out a strategic situational analysis to examine the issues that have guided the development of the strategic plan, action plan, and implementation strategy.

1.2.2 Purpose of the Strategic Development Plan

The Green Heart Initiative was endorsed by the Joint Committee of the Tana River County Government in 2022. This committee comprises members of the County Government and individuals representing the communities of the Tana Delta. The Committee is charged with delivering the Mission Statement, vision and goal for the Delta, and this document contains the draft Strategic Development Plan, which will guide the committee and also allow all stakeholders to contribute to the process.

1.2.3 Structure of the Report

This strategic plan is structured into three distinct parts that have nine sections, as elaborated below:

Table 1.1 Structure of the Report

Part	Chapters
i: Introduction and Approach	1. Introduction 2. Methodology and approach
ii: Analysis	3. Situational analysis 4. Stakeholder analysis
iii: The Strategic Development Plan	5. Strategic plan 6. Action planning 7. Implementing the strategy 8. Revision, Communication and feedback

2. METHODOLOGY AND APPROACH

2.1 Overview

This Strategic Plan was prepared by the GHI Joint Committee with support from Nature Kenya. Participatory planning approaches have been followed, with a strong emphasis on public participation and the Tana Delta community and stakeholder engagement in accordance with the Constitution of Kenya (2010). Details of the approach and methodology are set out in Appendix 1.

2.2 Literature Review

The Tana Delta GHI strategic plan literature review involved meticulously exploring and analysing existing academic research, governmental reports, policy documents, and community surveys pertinent to the region's socio-economic dynamics, environmental conditions, challenges, and developmental prospects. Special reference was made to the Tana River County CSP, CIDP and Tana Delta Wards Development Plans.

2.3 Description of Approach

2.4.1 Rapid Socio-Economic Assessment

This entailed a participatory approach to ensure all relevant stakeholders were effectively engaged to give their input and views on resource exploitation and emerging issues. Continuous dialogue with stakeholders is important to ensure the sustainability of the assessment's outcomes.

2.4.2 Stakeholder Workshops and Focused Group Discussion

The workshops targeted community interest representatives and opinion leaders. An inclusive process was employed to engage vulnerable groups, business owners, community leaders and county officials. Relevant information was gathered and structured engagements were held with selected key stakeholders of the County. Stakeholder engagement formed part of field surveys and interviews for business owners, focus group discussions (FGDs) for vulnerable groups, community leaders and county officials and Key Stakeholder Workshops that ensured effective public participation. The household surveys, interviews, and FGDs guaranteed effective sensitization of the public and key stakeholders.

2.4.3 Key informant Interviews

These interviews were directed to experts, community leaders, professionals, or individuals with firsthand experience relevant to the Green Heart Initiative objectives. Detailed notes were taken during the interviews, documenting key points and themes, and with the informant's consent, the interviews were recorded using audio and video

equipment, which captured the details accurately.

2.4.4 Visioning

The visioning exercise was conducted with stakeholders from diverse groups, as listed below, thus ensuring that representation was obtained from different perspectives and that a comprehensive overview was captured.

Stakeholders were presented with an analysis of the Delta's problems and challenges as identified during reconnaissance. They were also informed about the importance of visioning, its process, and aspects of a good vision statement. The stakeholders were then tasked with coming up with an appropriate Vision Statement for the future development of Tana Delta.

2.4 Participatory Approach

The engagement of the Tana Delta communities and stakeholders throughout the planning process has been fundamental, and the roles of the different players have been recorded in the following paragraphs. The National Government, CGTR and Constitutionally mandated agencies were engaged

2.4.1 The National government

The National Government, through the Ministry of Interior and Coordination, played a pivotal role in mobilizing the stakeholders. Through the Office of the Deputy County Commissioner, the chiefs ensured that the targeted stakeholders were adequately mobilized to the workshops.

In the implementation phase of this strategic plan, the Ministry of Interior and Coordination, in consultation with the Ministry of Lands and Physical Planning, will coordinate the resolution of land conflicts emanating from the insecure land tenure system in the delta. Therefore, their participation during the planning phase will be critical to implementing the strategic plan. Additionally, the parliament, through the Senate and the National Assembly, is integral in providing the legislative framework, financial approval, oversight, and representation necessary to implement the Tana Delta Strategic Plan successfully.

2.4.2 The Tana River County Government

The GHI Joint Committee (gazetted) _comprises officers, County Government members, and appointed Delta community members. This Joint Committee is serviced by an interim secretariat, which includes county officers and staff and is seconded by Nature Kenya. The joint committee and the secretariat are executing the mandate

of the GHI. During the planning phase, the Joint Committee and the interim secretariat provided significant data that informed stakeholder analysis, strategic analysis and formulation of this strategic plan's strategic themes and objectives. The joint committee and the secretariat adopted a work plan during the inception meeting, participated in the focused group discussion and took part in formulating the vision. Their guidance on the legal, policy and institutional framework, as well as conflict resolution mechanisms formulation greatly impacted this strategic plan.

2.4.3 Role of Communities and Individuals

The County Governments Act, 2012, lays forth very clearly the responsibilities of government about citizen participation. During the preparation of this strategic plan, many stakeholders were consulted, during the field survey and workshops. Notably, fishers and fisher folks, livestock keepers, beekeepers, farmers and local merchants were visited to understand their aspirations towards GHI. As the stakeholders, these groups and individuals provided crucial information that helped in the formulation of the strategies aimed at strengthening livelihood sources, value-addition mechanisms and partnerships.

2.4.4 Development Partners

2.4.4.1 Nature Kenya

Nature Kenya, the oldest environmental organization in Africa, is dedicated to promoting environmental research and conservation throughout East Africa. The organization's main goals are to foster human-nature relationships and actively support biodiversity conservation. As part of its mandate, Nature Kenya advocates for policies that support the conservation of biodiversity, advances knowledge of Kenya's diverse ecosystems, works to conserve important species, sites, and habitats, and motivates the Tana Delta community to get involved in conservation efforts by fostering capacity building and the promotion of long-term benefits.

Nature Kenya remains a vital player in community-centred engagement and advocacy as it is a major facilitator in preparing the strategic plan. The organization seamlessly facilitated the process, from organizing and facilitating meetings and workshops and also coordinated the field visits to selected groups, cooperatives and individuals by the consultant. Nature Kenya also provided key and crucial information that informed the plan during the stakeholder analysis phase, strategic analysis and finally, visioning and formulation of strategies. The organization strongly emphasises society's moral obligation rather than just a choice to preserve nature.

2.4.4.2 Civil Society and Non- Governmental Actors

Non-governmental organizations and civil society have been instrumental in helping local communities protect their rights, enhance their standard of living, lessen the likelihood of natural disasters, and advance critical conservation efforts in the Tana Delta. These actors were consulted during field visits and workshops to provide their views on human rights and environmental stewardship. Among the NGOs focused on the Tana Delta are the Tana River Life Foundation and the Tana Delta Conservation Organization.

2.4.4.3 Private Sector and Investors

The private sector and investors, including banks, business communities, SACCOs, cooperatives, media, and various industries, are essential to the strategic plan's success. Involvement from the private sector greatly increases local products' access to markets, fostering entrepreneurship and the growth of value chains in the Tana Delta. Their involvement includes financial support, community engagement, economic empowerment, information dissemination, and sustainable development initiatives aligning with the strategic plan's objectives. The consulted players include cooperatives, Sacco, banks, media, and other industries.

2.4.4.4 The Consultant

The consultant contributed to the strategic plan preparation by bringing specific knowledge and skills. To gather local insights and perspectives for effective inclusivity, they conducted comprehensive assessments, analyzed data, and offered expert insights into various aspects of the Tana Delta, stakeholder coordination, and community engagement processes. By considering the various needs of the environment and the communities in the Tana Delta, the consultants enabled the formulation of a strategic plan that is informed, inclusive, and successful.

It is important to note that each of these actors will implement the overall strategy, and their specific roles are described in the section of the strategy dealing with future actions.

2.4.5 Partners, Stakeholders and Leadership Involvement

The strategic plan offers an analysis of stakeholders, evaluating their representation of desirable social good through assessments of power, legitimacy, and urgency attributes. This analysis aims to enhance the effectiveness of the stakeholder engagement strategy. These stakeholders are individuals or groups who are interested in or are affected by the outcomes of the strategic planning process. The process of identifying stakeholders involved following the steps described below:

- Clearly defining the purpose and scope of the strategic plan and understanding the goals, objectives, and expected outcomes of the plan for

the Tana Delta helped guide the identification of relevant stakeholders.

- Conducting a thorough analysis of the Tana Delta region and its socio-economic, environmental, and cultural aspects. Identify key issues, challenges, and opportunities that the strategic plan aims to address. This helped to identify stakeholders with a vested interest in these aspects.
- Identifying the primary stakeholders who are directly impacted by or have a direct influence on the Tana Delta. This group potentially included local communities, government agencies, environmental organizations, businesses, and academic institutions.
- Recognizing secondary stakeholders who might not be directly affected but are still interested in the strategic plan. This could include regional or international organizations, donors, and other groups with indirect connections to the delta.
- Engaging directly with local communities in the Tana Delta involved interacting with residents, community leaders, and representatives to understand their perspectives, needs, and concerns. They are key stakeholders in any development plan for the region.
- Consulting with environmental experts, NGOs (Non-Governmental Organizations), and other experts in fields related to the Tana Delta. They provided valuable insights into environmental conservation, sustainable development, and community engagement.
- Looking into past projects or initiatives in the Tana Delta region, identifying stakeholders who were involved or affected by these projects, and learning from the successes and challenges of previous endeavours.
- Using stakeholder mapping tools or matrices to visually represent the influence and interests of various stakeholders helped prioritize engagement efforts and tailor communication strategies.
- Recognizing that stakeholders and their interests may evolve over time. Regularly updating the stakeholder list to ensure that new voices and perspectives are considered throughout the strategic planning process.
- Developing effective communication channels to keep stakeholders informed about the strategic plan's progress. This included regular updates, feedback sessions, and stakeholder input opportunities.

2.5 Strategic Plan Alignment To Relevant Policies, Legal And Conventions

2.5.1 Legal Framework

2.5.1.1 The Constitution of Kenya, 2010

The legal underpinning for the Tana Delta is established in the Kenyan Constitution, particularly

in Article 60, which emphasizes devolution, and Article 69, which highlights land and environmental management. Additionally, the Fourth Schedule (Part 2; 10) of the Constitution reinforces the importance of wildlife conservation, forest preservation, and sustainable water resource utilization. These constitutional provisions collectively serve as a framework to guide comprehensive and environmentally conscious development in the Tana Delta region. Formulation of the strategic plan also adhered to article 10 in consulting the Tana Delta communities and other major stakeholders to understand their concerns, views and aspirations in the development of Tana Delta. These groups will need to be regularly consulted during the implementation of this strategic plan.

2.5.1.2 Environmental Management and Coordination Act (EMCA) 1999

The strategic plan has been aligned closely with the Environmental Management and Coordination Act (EMCA), considering its sustainable, environmentally friendly, and legally compliant development principles. EMCA integrates multiple sectors involved in natural resource management and emphasizes a multi-sectoral approach. The act recognizes cultural and social principles traditionally applied by Kenyan communities and addresses various environmental aspects, including forest protection, reforestation, energy conservation, and biological diversity conservation, in alignment with the Kenya Constitution and National Land Policy. The provisions of this Act shall be adhered to during the implementation of Strategic Direction 4, which aims to Restore the Ecological Integrity of the Tana Delta ecosystem and guides in vetting of the investors in ensuring sustainability is adhered to.

2.5.1.3 The Land Act, 2012

Article 4(1) of the Act outlines the guiding values and principles of land management and administration. This Act shall be a guiding tool in the planning and management of land within the jurisdiction, such as land administration, land acquisition, easement provisions, settlement, and resettlement of communities when need arises in achieving the mandate of GHI.

2.5.1.4 The Physical and Land Use Planning Act, 2019

The GHI, an agency of the Tana River County Government, shall utilize powers bestowed in section 56 of this Act to implement the approved Tana River Delta Land Use Plan (once approved) and the Strategic Environment Assessment Plan. GHI shall adhere to the provisions of this Act in ensuring that the investors, stakeholders and development partners shall not carry out development within GHI areas without development permission granted by the respective county executive committee member in accordance with section 57 (i).

2.5.1.5 County Government Act, 2012

This Act empowers County governments, in the interest of GHI, with the authority to autonomously oversee their affairs, encompassing the management of natural resources and physical planning. This legal framework not only underscores the importance of decentralized decision-making but also positions the County government as a key player in fostering sustainable development at the local level within the Tana River Delta. The Act will enable GHI to align with and leverage these constitutional powers to ensure that development initiatives are tailored to the Tana Delta communities' unique needs, priorities, and sustainable practices, promoting holistic and locally-driven progress.

2.5.1.6 Tana River County Investment and Development Corporation Act No. 19 of 2016

This Act establishes a legal and institutional structure for investment in Tana River County, introducing the Tana River Investment and Development Corporation and outlining its administration. The Board assumes responsibility for managing the Corporation, and if the Corporation engages in partnerships using the public-private partnership business model, the relevant laws governing public-private partnerships will apply with necessary reforms. Therefore, GHI earns its operational legal foundation from this Act as an entity and will adhere to it in its daily business transactions.

2.5.1.7 Agriculture Act, 2019

The Agriculture Act of 2019 emphasizes community involvement, water resource management, and sustainable agricultural practices, all of which are described in Sections 3, 5, and 8. These sections stress the importance of the Tana Delta region's overall development to coordinate agricultural operations with environmental preservation and encourage community involvement.

2.5.1.8 List of Other Related Acts

- The Climate Change (Amendment) Act, 2023
- Wildlife Conservation and Management Act
- Forest Conservation and Management Act
- Water Act
- Crop Act (2013)
- Fisheries Act (2019)
- Fisheries Management and Development Act (2016),
- Dairy Industry Act, Chapter 336; and
- Livestock and Livestock Products Marketing Act (2013)

2.5.2 Policy Framework

VISION 2030

Vision 2030 outlines three pillars that guide Kenya's development aspirations and strategic plan development.

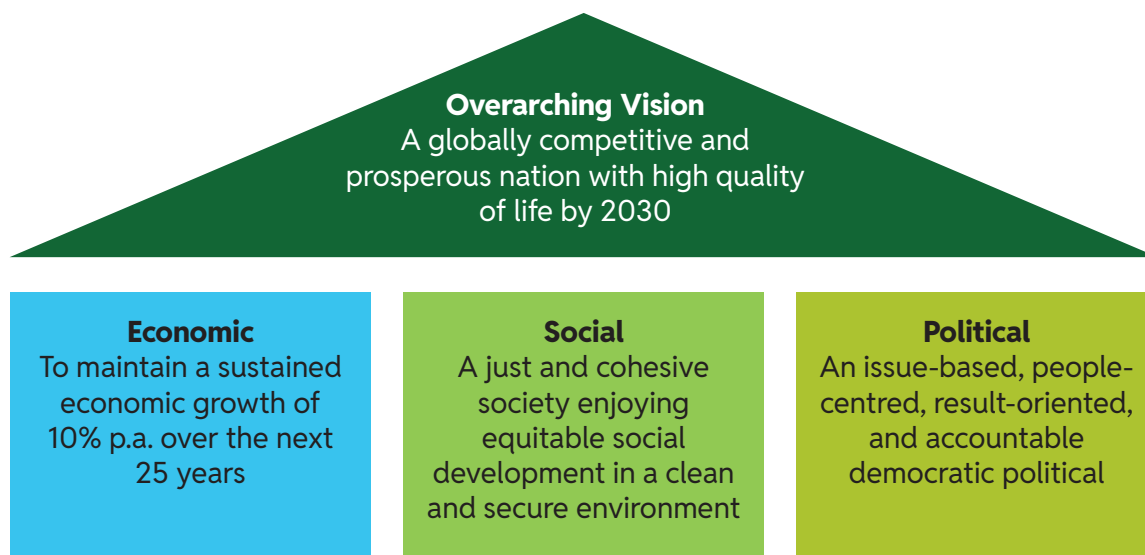


Figure 2:1 Vision Pillars Alignment to the Strategic Plan

The Bottom-Up Economic Transformation Agenda, Kenya

The GHI is following the economic model of the Bottom-Up Economic Transformation Agenda in Kenya, which aims to stimulate economic development by prioritizing grassroots development and inclusivity. This agenda focuses on Tana Delta local communities, enhancing their economic capacities, and addressing specific regional challenges. Strategies include empowering small-scale farmers, promoting sustainable agriculture practices, fostering local industries, and ensuring that development initiatives are tailored to the unique needs and priorities of the Tana Delta communities.

2.5.3 Multilateral Agreements

The Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) provide a comprehensive framework for addressing global challenges and promoting sustainable development. In its operation, GHI aligns the projects and programs with relevant SDGs to ensure a holistic and integrated approach.

United Nations Framework Convention on Climate Change (UNFCCC)

The UNFCCC has near universal membership and is the parent treaty of the 1997 Kyoto Protocol, which has been ratified by 192 of the UNFCCC Parties. Both treaties aim to stabilize greenhouse gas concentrations in the atmosphere at a level that will prevent dangerous human interference with the climate system. The GHI shall ensure that all activities and development plans are undertaken in line with the provisions of the Convention aimed at stabilizing greenhouse gas concentrations in the atmosphere.

2.5.4 Institutional

GHI shall collaborate and partner with regulatory, policy and funding institutions. Such institutions are pivotal in ensuring the GHI achieves its intended objectives, and the communities and stakeholders earn their intended benefits. The institutions shall range from global, governmental and non-governmental institutions such as UNEP, Ministry of Agriculture and Livestock, Ministry of Industry Trade and Investment, NLC, NEMA, and County Government.



Source: The United Nations

Figure 2:2 SDGs to be Considered in the Strategic Plan

A photograph of two men in a boat on a body of water. The man on the left is standing, wearing a blue cap, a red t-shirt, and light-colored pants. The man on the right is sitting, wearing a blue cap, a blue polo shirt, and light-colored shorts. The image is overlaid with a semi-transparent blue filter. The text 'PART TWO ANALYSIS' is centered over the image, with 'PART TWO' in white and 'ANALYSIS' in blue. A horizontal blue line is positioned above the text.

PART TWO
ANALYSIS

3. SITUATIONAL ANALYSIS

3.1 Overview

During the preparation of the strategic plan, close attention was paid to the GHI's existing situation in the context of the external and internal assessments to provide a comprehensive understanding of the environmental, social, economic, and governance factors that influence its advancement.

A clear and holistic understanding of these factors provides the foundation for formulating the strategic pathways that inform the strategic objectives and themes of this strategic plan.

3.2 Internal Assessment

- The GHI is currently governed by a Joint committee appointed by the governor of County Government of Tana River vide a Kenya gazette notice no. 589, vol. CXXIV No. 18 dated 28th January, 2022. The Joint Committee comprises representatives of the Tana River County government and stakeholders. During the preparatory phases, it became clear that some Joint Committee members have limited knowledge of their roles and responsibilities, which has hindered its operation.
- The Joint Committee is supported by a GHI secretariat, which is currently composed of seconded officers from the County Government of Tana River and Nature Kenya. This arrangement has delayed the implementation of key GHI policies and strategies, thus affecting the realization of the GHI vision.
- On development, the County government of Tana River allocated three potential industrial sites, each measuring 100 acres, in Minjila to GHI. The sites have been surveyed, and a PDP has been prepared, awaiting approval. At present, only the preferred site is required. However, this site has not been fenced and is therefore exposed to encroachment.
- Regarding information dissemination, the GHI has a website that is hosted by the County government and periodically updated by the secretariat. However, stakeholders have limited knowledge of the GHI.
- Currently, GHI is not anchored in the County government structure/department to facilitate resource allocation in the CIDP.
- The progress of the GHI has been held back by a lack of a strong legal and policy framework. Specifically, the Tana River County Investments and Development Corporation Act lacks regulations to guide its operationalization.
- The Tana Delta Land Use Plan (2014) and related policies have not been approved by the Tana River County assembly. The LUP sets out clear guidance on the selection and allocation of development land in the Delta, and until this guidance is implemented,

the GHI will be unable to select and assist investors in working with the local communities and cooperatives in the Tana Delta.

3.3 External Assessment

The external environment of GHI plays a significant role in realising its mandate in the Tana Delta. Some of the factors identified during stakeholder engagement and filed survey include:

- Insecure land tenure in the Tana Delta hinders investors' confidence, affecting the GHI's efforts to attract investors.
- There is low awareness of GHI by the stakeholders.
- The concept of the GHI Business model has not been well understood by the stakeholders. Thus, there is a need for modelling the GHI business case and development of an investment handbook
- Human activities and Climate change have degraded the Tana Delta, which thus needs to be sensitized to the conservation and restoration of the Tana River Delta ecosystem.
- There is limited adoption of new livestock production technologies such as feedlot and pasture production within the Tana Delta to boost production and caution livestock from extreme climatic conditions.
- There is minimal knowledge and understanding of the measures needed to stimulate investment and formalize business activities in the Tana Delta
- Poor infrastructural support, such as transportation, storage and preservation facilities for perishable goods produced in the delta, such as fish.
- There is a conflict of interest among the key stakeholders, as evidenced by the political interest that has hindered the approval of key policies and conflicting communal interests from farmers and livestock keepers within the Delta.

Internal and external factors directly and indirectly impact the GHI, respectively. Therefore, these factors are analyzed in the strategic analysis section to guide the formulation of strategic objectives, themes, and action plans. The actors involved in addressing these factors are varied and identified; their roles are elaborated in the following section.

3.4 Strengths, Weaknesses, Opportunities And Threats Analysis

The issues in the situational analysis section, which represent stakeholders' concerns, were analyzed using the SWOT analysis technique to establish strengths and opportunities that will be harnessed and weaknesses and threats that will be curbed

Table 3.1 SWOT Analysis Portraying Facilitative and Hindering Factors

	Facilitating	Hindering
Internal	<p>Strength</p> <ol style="list-style-type: none"> 1. The GHI is an entity of County Government, established by law, benefiting from resource allocations e.g. industrial sites, funding, man power, website etc. 2. A Joint Committee has representation of key stakeholders to ease realization of the vision of GHI. 3. Availability of investment brochure to ease investors decision making process 4. Strategic location 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. The Joint Committee and the secretariat are working on interim basis, thus, limiting GHI operations. 2. Ineffective legal and policy framework hindering resource allocation through CIDP. 3. Unapproved Tana Delta LUP, hindering its implementation by GHI and county government. 4. Culture 5. Financial 6. Lack of County spatial Plan 7. Inadequate data for value chains
External	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Existence of Governors’ consultative Forum for consultations, discussion and dissemination and buy-in 2. Community land tenure permits resource sharing 3. Support for new livestock production technologies e.g. feedlots by county government 4. County budget and economic forum 5. Availability of potential investors 	<p>Threats</p> <ol style="list-style-type: none"> 1. Insecure land tenure system 2. Low publicity of GHI by the stakeholders, including model of operation 3. Uncontrolled human activities are degrading Tana Delta 4. Changing river course is affecting livelihoods 5. Low adoption of new livestock production technologies 6. Negative attitude towards investment and formalization of businesses 7. Poor infrastructure in Tana Delta to support movement of goods and services. 8. Political, cultural and communal conflicts over resources 9. Negative publicity

and strengthened to realize the vision of GHI in the strategic plan section. Table 4.1 presents the SWOT analysis, which indicates facilitating and hindering factors.

3.5 Emerging Issues

The following issues have emerged from situational analysis;

- Skills and training
- Value addition
- Land tenure and Land use
- Conservation efforts
- Climatic conditions
- Technology
- Legal structure
- Institutional framework
- Government support
- Production and Marketing

4. STAKEHOLDERS ANALYSIS

4.1 Overview

This process involves identifying key stakeholders that directly and indirectly influence the operation of GHI and its scope to realize its goal and mandate. It also involves understanding the roles and

responsibilities of stakeholders, their level and nature of contribution, and their influence in the Tana Delta towards the realization of GHI goals. Therefore, the stakeholders are categorized into development partners, investors, community, and leadership

4.2 Key Stakeholders

Table 4.1 Roles and Responsibilities of Key Stakeholders

Stakeholders	Role & Responsibility	Level
Government Agencies <ul style="list-style-type: none"> Tana River county government (<i>Sub-county administrators, county secretary, directors.</i>) Leadership - MCA s (<i>committee chair, speaker, Area MCAs</i>) National government- (<i>County Commissioner, ACC, DCC, chief, sub chiefs</i>) Agriculture Tourism Industries and commerce Finance and economic planning Attorney 	<ul style="list-style-type: none"> Resources Legal and Policy formulation Conflict resolution Training and extension services Infrastructure development Planning 	High
Local Communities Groups <ul style="list-style-type: none"> Ida-sa Godhana ranching cooperative: Hewani farmers’ cooperative society: Fishermen groups at Moa Idsowe village resource committee: Chamber of commerce Tana delta: Lower Tana delta conservation trust: Neema women group (bee keeping) Small scale women traders at Minjila-Garsen Road junction 	<ul style="list-style-type: none"> Production Feedback 	High
Development Partners <ul style="list-style-type: none"> Nature Kenya WWF Wetlands international Kenya Wetlands Forum Kenya Forest Working Group Tana Pastoralists Forum CANCO Kenya Oil and Gas Working Group TADECO (Tana Delta Conservation Organization Wild Living Resources Flora and Fauna International World Food Programme (WFP) FAO 	<ul style="list-style-type: none"> Research & development Funding Policy advisory Training Technology innovation 	Medium
Private Sector <ul style="list-style-type: none"> Media Kipini Botanical and Wildlife Conservancy Trust Lower Tana Conservation Trust Salt Works Oil and Gas developers opinion leaders, religious leaders Civil Society Organizations; Environment and climate change, Human rights, Academic and Research Institutions: International Organizations: Indigenous and Minority Groups: Tourism Industry: Donors and Funding Agencies: 	<ul style="list-style-type: none"> Information Conservation Advocacy 	Medium

4.3 Vision

The agreed vision guiding the GHI within the Tana Delta is:

“A pristine and prosperous Tana Delta that promotes ecological integrity and sustainable livelihoods”.

The vision is built around the following four pillars;

- Livelihood promotion
- Biodiversity protection
- Institutional strengthening
- Climate adaptation

4.4 Stakeholder Concerns

The following concerns were raised by the stakeholders to improve GHI in the Delta; -

1. Ecosystem restoration
2. Land ownership
3. Better market
4. Capacity building
5. Industry development
6. Good governance
7. Attracting investors
8. Infrastructure and facilities provision
9. Peace and conflict resolution, and
10. Approved Land Use Plan



PART THREE
THE STRATEGIC
DEVELOPMENT PLAN

5. THE STRATEGIC PLAN

5.1 Overview

The findings of the previous chapters have been combined to define the contents of the Strategic Development Plan. This plan provides a roadmap for decision-makers, stakeholders, and team members by outlining the Tana Delta Communities' priorities, defining their purpose, and creating attainable targets that are in line with their overarching vision.

The Strategic Development Plan incorporates the Mission Statement the Joint Committee of the Green Heart Initiative adopted and the communities' collective vision for the Tana River Delta.

5.2 Strategic Direction

Each term used in the Strategic Plan is defined in the box below.

The Vision	The vision adopted by stakeholders following discussion in meetings follows broadly similar lines: <i>"A pristine and prosperous Tana Delta that promotes ecological integrity and sustainable livelihoods".</i>
The Mission	The Mission Statement for GHI reads as follows: <i>"The Tana Delta Green Heart" project will transform the lives of people living within and around the Tana Delta by promoting sustainable economic development and protection of the environment, creating new jobs and livelihoods and boosting the regional and national economy."</i>
The Goal	The Strategic Goal for the GHI is therefore to ensure that; <i>"The Tana River Delta is sustainably managed by and for Tana Delta communities and stakeholders in order to achieve the Vision and Mission. This strategic goal will be delivered by combining the technical and financial resources of government, communities, individuals and investors".</i>
The Strategic Directions	The overall goal is underpinned by five related Strategic Directions which are supported in turn by specific aims and objectives;
	1: Strengthen Institutional and Legal Framework To establish an effective, institutional, and administrative structure which will define policies, legal and strategic planning frameworks and secure the desired outputs from the GHI over the next 5 years.
	2: Realize Sustainable Economic Development To promote sustainable economic development in the Delta through nature-based solutions by encouraging private sector investment and support from ethical finance organizations.
	3: Promote Sustainable Livelihoods To uplift the status of the delta communities by promoting sustainable livelihoods through green value chains and by creating new employment opportunities in order to transform the lives of people in and around the Delta.
	4: Enhance Ecological Integrity To safeguard and enhance the ecological integrity of the Delta through wise use, research, monitoring and reporting, (for example implementing the SEA recommendations /catchment management and government to government partnerships.
	5: Efficient Infrastructure and Services To support the goal by planning and developing appropriate infrastructure and services.
Aims	Each Strategic Direction provides the overarching statement for a number of specific aims.
Objectives	The aims will be delivered in turn by pursuing individual objectives.

Finally, it should be noted that the broad aims and objectives underpinning each Strategic Direction and goal will be translated into clearly defined tasks or activities in annual work programmes as described in the final chapter on Action Planning.

5.3 The Strategic Plan

The aims and objectives of the plan are captured under each Strategic Direction in the sections below.

1. Strengthen Institutional and Legal Framework

AIM 1.1 CLARIFY FUNCTIONS/ROLES OF THE JOINT COMMITTEE AND SECRETARIAT		
Objectives	Agencies	Target
a. Distinguish between roles of the JC and the roles of the CGTR Directorates.	Governor of the County Government of Tana River Nature Kenya	Smooth running and coordination of GHI
b. Stipulate clear functions of the Joint Committee with clear roles and responsibilities of JC members in accordance with the Charter.	JC Governor - CGTR	Harmonized functions
c. Assign clear roles and responsibilities to the CEO - GHI	JC CEO - GHI	Full time CEO
d. Assign clear roles and responsibilities to secretariat-GHI	JC	Functional secretariat

AIM 1.2 STRENGTHEN THE CAPACITY OF THE JOINT COMMITTEE AND SECRETARIAT		
Objectives	Agencies	Target
a. Define the structure, management and responsibilities of the JC and Sub Committees	Governor - CGTR NK (Consultant)	Structured and functional GHI Committee
b. Define the structure, management and responsibilities of the Secretariat.	Joint Committee NK (Consultant)	Structured and functional GHI secretariat
c. Boost the membership of the JC by replacing deceased members and individuals who have exited and incorporating renowned community livelihood representatives	Governor - CGTR	Restructured and inclusive committee
d. Recruit and train permanent line managers and staff	JC CEO	Competent staff

AIM 1.3 REINFORCE LEGAL FRAMEWORK		
Objectives	Agencies	Target
a. Prepare Tana River County Investment and corporation Development Act Regulations establishing and elaborating functions, roles and mandate of the GHI	County Assembly - CGTR CEC - CGTR JC NK (Consultant)	Operationalize Tana River County Investment and corporation Development Act
b. Approve Tana River LUP	County Assembly - CGTR	Implementation of LUP
c. Align and incorporate GHI projects in Tana River County CSP, CIDP and Tana Delta Wards Development Plans	CEC - CGTR NK (Consultant)	Resource allocation

AIM 1.4 ESTABLISH INSTITUTIONAL PARTNERSHIPS		
Objectives	Agencies	Target
a. Facilitate exchanges of expertise, best practices, and information among partner institutions.	JC GHI - Secretariat	Empowerment and skill development
b. Launch pilot projects in collaboration with partner institutions.	JC GHI - Secretariat	Improve production

2. Realize Sustainable Economic Development

AIM 2.1 FOSTER COLLABORATION BETWEEN THE PUBLIC AND PRIVATE SECTORS			
Objectives		Agencies	Target
a.	Facilitate regular joint meetings and forums between in the Tana Delta community and private sector stakeholders	JC GHI - Secretariat	Build partnerships and collaboration
b.	Set action plans and milestones for each collaboration initiatives, including deadlines for project implementation and evaluation	JC GHI - Secretariat	Effective implementation of projects
c.	Utilize public sector resources and minimize investment risks to encourage private sector involvement in crucial projects	JC GHI - Secretariat	Reduce risk
d.	Continuously improve collaboration mechanisms and processes based on lessons learned and best practices	JC GHI - Secretariat	Stronger partnerships greater synergy

AIM 2.2 ATTRACT INVESTMENT THAT PROMOTE ECONOMIC DEVELOPMENT			
Objectives		Agencies	Target
a.	Develop and implement GHI marketing and branding strategy	JC Secretariat NK (Consultant)	Identified markets The Tana Green Heart Brand
b.	Provide subsidies and tax reliefs for sustainable investments in the Tana Delta	CGTR	Attract investors New investments

AIM 2.3 PROMOTE VALUE-ADDED LIVESTOCK; AGRICULTURE; FISHERIES; APICULTURE AND HORTICULTURAL BUSINESS VENTURES			
Objectives		Agencies	Target
a.	Provide collection and storage facilities and infrastructure; special produce carriers and vehicles	CGTR JC Investors	<ul style="list-style-type: none"> Better preserved produce Quality assurance Continuous flow of agro produce in the market
b.	Develop manufacturing and agro-processing facilities and infrastructure (Minjila, Garsen and Malakote)	CGTR JC Investors	<ul style="list-style-type: none"> Value added competitive products in the market Diversified Profitable Tana Delta products Job creation
c.	Increase market competitiveness through quality standards packaging and strong market networks	CGTR JC Investors	<ul style="list-style-type: none"> Quality Improvement and customer satisfaction (prolong product freshness and reduce food waste.) product visibility, Convenience and Portability diversify revenue streams and income generation

AIM 2.4 DEVELOP THE TOURISM POTENTIAL OF THE TANA DELTA		
Objectives	Agencies	Target
a. Create Compelling Content: Develop high-quality content such as videos, blogs, and social media posts showcasing its natural beauty, biodiversity, and heritage	CGTR KWS Tourism Fund	A wider reach to potential tourists
b. Market the Tana Delta as an eco-tourism destination. Can be with influencers, local and international airports, trade fairs, sporting events etc.	JC Partners	Increased tourists
c. Host Events and Festivals: Organize cultural events, festivals, and celebrations that showcase the destination's heritage	JC Community Partners	Revenue and income
d. Offer Packages and Deals: Create enticing travel packages, discounts, and special offers to attract visitors	JC Partner travel agencies	Increased tourism

3. Promote Sustainable Livelihoods

AIM 3.1 ENHANCE THE WELL-BEING OF TANA DELTA COMMUNITIES		
Objectives	Agencies	Target
a. Ensure <i>active participation and engagement</i> of the Tana Delta community throughout the goal-setting, implementation, and evaluation processes to ensure sustainability and cultural relevance	JC Tana Delta community	Acceptability and harmony
b. Establish <i>microfinance institutions</i> and support existing ones to provide financial services, including credit, savings, and insurance, tailored to the needs of small-scale entrepreneurs and farmers	CGTR Private sector	Ease Access and affordability of financial services
c. <i>Enable trade and commerce</i> through provision of shops and vending stalls in key centres, access to external markets, provision of roads and infrastructure, improve ease of doing business in Tana River County	CGTR JC Private sector	Ease of trading farm outputs
d. Provide <i>training, resources, and market linkages</i> for cooperative members	JC Training institutions	Develop skills and improve production
e. <i>Capacity building and skill development</i> to equip community with skills that empower them	CGTR JC	Improve competence
f. Support initiatives that <i>promote gender equality</i> , including access to education, healthcare, and economic opportunities for women and youth	CGTR JC	Empowered women and increased household revenue
g. Introduce <i>appropriate technologies and innovations</i> that can improve productivity, reduce post-harvest losses, and enhance market access for local products	CGTR JC	Increased returns Minimal loss
h. Encourage <i>diversification of livelihoods</i> beyond agriculture, such as promoting small-scale businesses, eco-tourism, handicrafts and Community-Based Conservation Projects. This reduces dependency on a single income source and increases resilience to economic shocks	Tana Delta Community	Resilience to market dynamics and climate change
i. Address <i>underlying social tensions and conflicts</i> through dialogue, mediation, and reconciliation initiatives. Peaceful coexistence fosters stability, encourages investment, and creates an enabling environment for socio-economic development	CGTR JC Communities	Cohesiveness and peace

AIM 3.2 ENHANCE LIVELIHOOD ACTIVITIES		
Objectives	Agencies	Target
a. <i>Improve livestock production</i> through cross breeding, provision of pasture and water, pest and disease control, extension services	Tana Delta Community CGTR	Improved product quality
b. <i>Intensify agriculture</i> through securing farmlands, crop rotation, and provision of seeds, and water for irrigation	JC Tana Delta Community CGTR	Increased yields and product quality.
c. <i>Improve Fisheries</i> through protection of fish breeding grounds, provision of adequate tools, equipment and boats to the fishermen	Tana Delta Community CGTR	Sustainable fishing
d. <i>Enhance apiculture</i> through provision protection of bee hives and apiaries, provision of adequate hive tools and equipment, bee suits	Tana Delta Community CGTR	Better quality honey
e. <i>Promote horticulture</i> by providing seedlings, water for irrigation, and training in modern fruit farming practices	Tana Delta Community CGTR	Fruit products variety
f. <i>Training services and products for all livelihoods</i>		

AIM 3.3 BUILD RESILIENT COMMUNITIES		
Objectives	Agencies	Target
a. Enhance community awareness on climate change adaptation and mitigation measures; floods, droughts, and storms	CGTR JC Media Training institutions	Knowledge of Adaptation Measures
b. Adopt livelihoods diversification to mitigate the impact of climate change on food security	CGTR JC Tana Delta Community	Food security Reliable sources of income.
c. Develop early warning systems and disaster preparedness plans to reduce vulnerability to extreme weather events	CGTR Meteorological departments Media	Enhanced response to disaster
d. Educate community on potential risks such as adverse weather conditions, market fluctuations, and pest infestations	CGTR JC Media	Awareness and preparedness
e. Establish and support attractive insurance schemes and access to mitigative products; pesticides, evacuation, storage for all livelihoods	JC Insurance organizations	Recovery and continuity
f. Improve water management practices to ensure access to clean water and reduce risks of water scarcity	CGTR	Access to water

4. Enhance Ecological Integrity


AIM 4.1 PROMOTE BIODIVERSITY PROTECTION AND ENVIRONMENTAL CONSERVATION STRATEGIES			
Objectives	Agencies	Target	
a.	Implement <i>habitat restoration projects</i> to rehabilitate degraded ecosystems and conserve natural habitats within the Tana Delta, such as protect and restore wetlands, conservation of mangroves, forests, and savannahs, freshwater marshes, and floodplains which provide critical habitat for wildlife and support biodiversity	Tana Delta Community CGTR NK (Consultant)	Recover ecosystems and biodiversity
b.	Develop land management plans that balance conservation priorities with sustainable agricultural practices, urban development, and infrastructure projects to minimize habitat fragmentation and loss	Tana Delta Community CGTR	Update and approve Land use Development plan

AIM 4.2 ENGAGE LOCAL COMMUNITIES IN BIODIVERSITY CONSERVATION EFFORTS			
Objectives	Agencies	Target	
a.	<i>Engage local communities in biodiversity conservation efforts</i> through participatory management approaches, collaborative decision-making, and equitable benefit-sharing mechanisms	CGTR JC NK (Consultant)	Participatory conservation approach
b.	<i>Conduct educational programs and awareness campaigns</i> to increase understanding of the importance of biodiversity conservation among local residents, stakeholders, and policymakers	CGTR Secretariat	Empower communities
c.	Collaborate with environmental organizations, involve local community members, and <i>enforce laws and regulations</i> aimed at preventing illegal activities such as poaching, illegal logging, and land encroachment within protected areas and critical habitats	CGTR Tana Delta Community	Protect nature

AIM 4.3 ESTABLISH LOCAL CONSERVATION AREAS WITHIN THE DELTA			
Objectives		Agencies	Target
a.	Designate specific areas as community-led conservation areas, protected zones or wildlife reserves to safeguard critical habitats and species diversity	CGTR Tana River Community	Establish community-led conservation zones for habitat protection Planning for wildlife
b.	Control and manage invasive species that threaten native biodiversity through eradication programs, biological control methods, and public awareness campaigns	CGTR Tana River Community NK(Consultant)	Combat invasive species
c.	Encourage adoption of agro ecological practices in sustainable agriculture that promote biodiversity conservation, soil health, and water conservation, e.g. <i>Organic farming, agroforestry, and integrated pest management</i>	CGTR Tana River Community	Promote nature-based practices
d.	Conduct scientific research and monitoring programs to assess biodiversity status, identify threats, and evaluate the effectiveness of conservation interventions	CGTR JC Tana River Community NK (Consultant)	Data-driven biodiversity conservation
e.	Develop and implement strategies to mitigate the impacts of climate change on biodiversity, such as habitat restoration, ecosystem-based adaptation measures, and conservation of climate-resilient species	CGTR JC Tana River Community	Implement climate change mitigation strategies
f.	Promote sustainable tourism practices that generate income for local communities while minimizing negative impacts on biodiversity, cultural heritage, and ecosystems.	CGTR Tana River Community	Foster sustainable tourism

5. Efficient Infrastructure and Services

AIM 5.1			
Objectives		Agencies	Target
a.	Prepare Local Physical and Land Use Development Plans	CGTR	Support Preparation of statutory participatory development plans
b.	Improve on <i>Infrastructure Development</i> such as roads, bridges, and electricity to facilitate transportation of goods, access to markets, and connectivity to essential services e.g. <i>Healthcare and education</i>	CGTR	Improve connectivity and access Secure public land for infrastructure and service provision
c.	Implement <i>water management strategies</i> e.g. building dams, wells, and irrigation systems to improve access to clean water for drinking, sanitation, and agriculture	CGTR	Secure public land for infrastructure and service provision Implement water management plans for improved access and sustainability
d.	Reduce reliance on non-renewable energy sources of energy by supporting research, development, and investment in green technologies to accelerate the transition to sustainable energy systems promoting environmental sustainability	CGTR Tana River Community NK (Consultant)	Transition away from non-renewable energy sources

A photograph of a duck in a field, overlaid with a semi-transparent blue filter. The duck is positioned in the center-right of the frame, facing right. The background shows a field with some green plants and a fence line. The text 'PART FOUR ACTION PLAN' is centered over the image, with 'PART FOUR' in white and 'ACTION PLAN' in blue. A horizontal blue line is positioned above the text.

PART FOUR
ACTION PLAN

6. ACTION PLANNING

6.1 Overview

The Strategic Plan described in Chapter 7 sets out the overall direction of the Green Heart Initiative. Still, the goals, aims, and objectives must be translated into concrete actions and deliverables, with clearly defined responsibilities, timelines, and costs. The task of preparing the annual action plans will fall to the full-time secretariat. The director of

the Secretariat will present each action plan to the full Joint Committee for formal endorsement.

The first Action Plan for 2024 has been developed and is presented in the tables which follow.

6.2 Action Plan

1. Strengthen Institutional and Legal Framework

Aim 1.1 Clarify Functions, Roles and Strengthen Capacity of the Joint Committee

	Objective/Action	Deliverable	Actors	Timeline	Cost (KES)
1.1a 1.1b 1.1c 1.1d	Confirm functions of the Joint Committee and secretariat	Executive order and Gazette notice establishing the GHI and clarifying the functions, roles and responsibilities of the JC and the Secretariat	Governor-CGTR	By May 2024	500,000
		All Committee Members and secretariat inducted	CGTR JC NK (Consultant)	By August 2024	3,000,000

Aim 1.2 Strengthen the Capacity of the Joint Committee and Secretariat

	Objective/Action	Deliverable	Actors	Timeline	Cost
1.2a 1.2b 1.2c 1.2d	Strengthen the capacity of JC and Secretariat	Approved procedure manual	CGTR Joint Committee	By December 2024	-
		Gazette notice of fully constituted JC Committee	Governor - CGTR	By June 2024	100,000
		A permanent and full time CEO; recruited and trained	Governor - CGTR JC NK (Recruitment firms)	By August 2024	300,000
		Managers and support staff recruited and trained	CGTR JC NK (Recruitment firms)	By August 2024	500,000

Aim 1.3 Reinforce Legal Framework

	Objective/Action	Deliverable	Actors	Timeline	Cost
1.3a	Enact Tana River County Investment and Corporation Development Act' Regulations	Approved Tana River County Investment and Corporation Development Act' Regulations	County Assembly	December 2024	2,000,000
1.3b	Approve Tana River LUP	Approved and numbered LUP recorded in TRCA Hansard	County Assembly	August 2024	2,000,000
1.3c	Align and incorporate GHI projects in Tana River County CSP, CIDP and Tana Delta Wards Development Plans	Executive order	Governor -CGTR	May 2024	1,000,000

Aim 1.4 Establish Institutional Partnerships

	Objective/Action	Deliverable	Actors	Timeline	Cost
1.4a	Enhance collaboration with other institutions within context	MoU and MoAs with Government and Development Partners Collaborative research initiatives, trade fairs, Policy briefs	Joint Committee/ Nature Kenya/ County government	Continuous	500,000
1.4b	Contribute to the capacity building	Resource and Data sharing Access to funding opportunities	Joint Committee/ Nature Kenya/ County government	Continuous	300,000

2. Realize Sustainable Economic Development

Aim 2.1 Foster Collaboration between the Public and Private Sector

	Objective/Action	Deliverable	Agent	Timeline	Cost
2.1a	Promote PPPs to mobilize private sector resources, expertise, and technology for infrastructure development	PPPs venture contracts Infrastructure development; technologies development initiatives	GHI joint committee/ National and county government/ private investors	Continuous	1,000,000
2.1b	Leverage public sector assets and mitigate investment risks to attract private sector participation in key projects	Skilled expertise Diversification of Funding Source Risk sharing Guaranteed project success	GHI joint committee/ National and county government/ private investors	Continuous	500,000

Aim 2.2 Attracting Investment and Promoting Economic Development Strategies

	Objective/Action	Deliverable	Actors	Timeline	Cost
2.1c	Create an enabling environment for businesses by implementing policy reforms and regulatory incentives	Incentives; land, tax holidays Private investments Job creation	County government	Continuous	500,000
2.1d	Develop industry by constructing large to medium scale agro processing and manufacturing industries,	Industrial Park Registered and active cooperatives	GHI/private investors	December 2027	3,000,000
	Marketing the Green Heart to domestic and international investors	Trade fairs, investment forums and promotional materials; brochure and investors handbook	GHI/private investors	August, 2024	2,000,000

Aim 2.3 Promote Value-added Agriculture and Agribusiness Ventures

	Objectives/Action	Deliverables	Actors	Timeline	Cost
	Support agro-processing facilities to add value to agricultural produce	Grain Mills and Flour Mills Dairy Processing Plants Canning and Preservation Facilities Cold storage infrastructure	GHI/private investors	December 2026	3,000,000
	Increase market competitiveness, and enhance income opportunities for farmers and agro-entrepreneurs	marketing networks branding Collaboration with distributors and retailers	GHI/private investors	August, 2024	1,000,000

AIM 2.4 Develop the Tourism Potential of the Tana Delta

	Objectives/ Action	Deliverables	Actors	Timeline	Cost
	Create Compelling Content: Develop high-quality content such as videos, blogs, and social media posts showcasing its natural beauty, biodiversity, and heritage.	A wider reach to potential tourists	CGTR KWS Tourism Fund	December 2024	500,000
	Market the Tana Delta as an eco-tourism destination. Can be with influencers, local and international airports, trade fairs, sporting events etc.	Increased tourists	JC Partners	December 2024	1,000,000
	Host Events and Festivals: Organize cultural events, festivals, and celebrations that showcase the destination's heritage	Events, festivals, sporting events	JC Community Partners	December 2024	2,000,000
	Offer Packages and Deals: Create enticing travel packages, discounts, and special offers to attract visitors.	Affordable Tourism and travel products	JC Partner travel agencies	December 2024	5,00,000

3. Promote Sustainable Livelihoods

Aim 3.1 Enhance the Well-being of Tana Delta Communities

	Objective/Action	Deliverable	Actors	Timeline	Cost
3.1.a	Encourage Participation and Engagement of Communities	Hold one public meeting of the Joint Committee annually	Joint Committee	Continuous	5,00,000
3.1.b	Establish Microfinance Institutions	At least two microfinance enterprises established for the Green Heart	Secretariat/ Banks/ finance institutions	By December 2025	1,000,000
3.1.c	Support development of shops and vending stalls	Two new shops and five vending stalls established	Secretariat/ Cooperatives	By December 2025	500,000
3.1.d	Establish training, resources, and market support to cooperatives	Skilled members Equipped cooperatives	JC Training institutions	By December 2025	500,000
3.1.e	Provide training and mentoring for individuals	Set up training programme with schedule to visit and support individuals at key locations in the Delta (Minjila/ Witu/Tarasaa/Kipini etc.)	CGTR JC Training institutions	By December 2025	500,000
3.1.f	Give support to programmes aimed at gender equality and youth	Empowered women and youths	CGTR JC	December 2025	500,000
3.1.g	Increase diversification of livelihoods	Diverse livelihood activities for every household.	Tana Delta Community	December 2025	1,000,000
3.1.h	Address underlying social tensions and conflicts	Peace treaties among communities	CGTR JC Communities	December 2025	1,000,000

Aim 3.2 Enhance Livelihood Activities

	Objective/Action	Deliverable	Actors	Timeline	Cost
3.2.a	Improve Livestock production	Implement the policies and specific programmes set out in Chapter 13 of the TDLUP (specifically items 15-18 of the Land Use Action Plan and Plan Section 8.7.1)	Joint Committee/ Government Directorates	December 2025	2,000,000
3.2.b	Intensify crop agriculture.	Water for irrigation Better seeds Farming equipment	JC Tana Delta Community CGTR Development partners	December 2025	2,000,000
3.2.c	Improve Fisheries	Breeding facilities Fishing boats and equipment	JC Community Development partners	By December 2025	2,000,000
3.2.d	Enhance Apiculture	Bee hives Harvesting suits Extraction tools	JC Tana Delta Community CGTR Development partners	By December 2025	2,000,000
3.2.e	Promote horticulture and fruit production	Fruit seedlings and nurseries Irrigation systems Green houses	JC Tana Delta Community CGTR Development partners	By December 2025	2,000,000
3.2.f	Training services and products for all livelihoods	Training booklets in local dialect	JC Agricultural training institutes	By December 2025	1,000,000
3.2.g	Establish and support attractive insurance schemes	Insurance products	JC Insurance organizations	By December 2025	1,000,000

4. Enhance Ecological Integrity

Aim 4.1 Promote Biodiversity Protection

	Objective/Action	Deliverable	Actors	Timeline	Cost
4.1.a	Establish and support Tana Delta Habitat Restoration projects	Increased indigenous Tana Delta tree and forest cover Restored Tana River flows and course Increased Tana Delta endemic wildlife species	CGTR Tana Delta Community NK (Consultant) KWS KFS	December 2026	1,000,000
4.1.b	Enact laws, regulations and Approve Land management plans that restore and protect Tana Delta ecosystem	An updated and approved Tana Delta LUP	Tana River County Assembly CGTR NK (Consultant)	December 2024	1,000,000

Aim 4.2 Environmental Conservation and Management

	Objective/Action	Deliverable	Actors	Timeline	Cost
4.2.a	Set up Participatory Management approaches	Quarterly workshops and community outreaches on conservation efforts	CGTR JC Tana Delta Community NK (Consultant)	December 2026	5,000,000
4.2.b	Conduct educational programmes and awareness campaigns	roadshows, radio shows, talk shows, local school programs	CGTR JC NK (Consultant)	December 2025	1,000,000
4.2.c	Enable communities engagement in enforcement of biodiversity conservation laws and regulations	Trained Tana Delta Community conservation officers	CGTR JC Tana Delta Community NK (Consultant)	December 2025	1,000,000

Aim 4.3 Establish Local Conservation Areas within the Delta

	Objective/Action	Deliverable	Actors	Timeline	Cost
4.3.a	Designate community-led conservation areas / protected zones or wildlife reserves	Protected conservation zones (<i>forest, mangrove, wetlands, riparian reserves</i>) Designated wildlife reserves areas	CGTR Tana Delta Community NK (Consultant) KWS KFS	December 2025	2,000,000
4.3.c	Develop and implement strategies to mitigate the impacts of climate change on biodiversity	comprehensive climate change adaptation plan	CGTR Tana Delta Community NK (Consultant) KWS KFS	December 2025	1,000,000
4.3.b 4.3.d	Conduct Scientific Research and Monitoring Programmes	Tana Delta Habitat and Biodiversity status report	CGTR Tana Delta Community NK (Consultant) KWS KFS	December 2025	2,000,000
4.3.f	Promote sustainable tourism practices	sustainable Tana Delta tourism guidelines	CGTR Tana Delta Community NK (Consultant) KWS KFS	December 2025	2,000,000

5. Efficient Infrastructure and Services

Aim 5.1 Prepare Local Physical and Land Use Development Plans

	Objective/Action	Deliverable	Actors	Timeline	Cost
5.1.a	Support Preparation of statutory participatory development plans	Approved Tana River County Spatial Plan	CGTR	December 2025	50,000,000
		Approved Tana Delta Wards development plans	CGTR	December 2025	45,000,000
		Approved integrated urban development plans for urban centres within Tana Delta	CGTR	December 2025	30,000,000
5.1.b 5.1.c	Secure public land for infrastructure and service provision	Land Use Scheme plans	CGTR	December 2026	10,000,000

Aim 5.2 Transition Towards Renewable Energy Sources

	Objective/Action	Deliverable	Actors	Timeline	Cost
5.1.d	Reduce reliance on non-renewable energy sources of energy	Develop and execute a renewable energy transition plan	CGTR Tana Delta Community NK (Consultant)	December 2025	2,000,000

7. IMPLEMENTING THE STRATEGY

7.1 Overview

This chapter prescribes systematic execution of the strategic plan as detailed in the objectives aimed at achieving a pristine and prosperous Tana Delta that promotes sustainable livelihood

It encompasses a series of coordinated actions, annual work plans, resource allocations and budget alignment, communication strategies and monitoring mechanisms designed to assess progress, identify challenges, provide feedback and measure the impact of implementation efforts.

7.2 Implementation Plan

To implement the strategy, an implementation plan aligned with the five strategic directions was developed. The plan aims to incorporate the actions in Chapter 6 (action plan) into the various actors' annual work plans and budgetary allocations.

7.5.1 Legal and Policy Alignment

It is important that all strategies are anchored within departmental policies for smooth implementation and adoption by various agencies. This includes synergy with the Land use plans, CISPs, and other programs in the key actor's mandate.

7.5.2 Cascading the Strategies

To ensure the Authority aligns with the strategy, the Joint Committee will regularly cascade the strategic plan to all staff and relevant agencies. The Leadership team will ensure the strategic plan is broken down into annual work plans incorporated into the performance contract and cascaded to all employees.

The Joint Committee will engage in a companywide strategy cascade activity immediately after launch. It will include symbols and actions to signify appreciation, commitment and alignment of the daily work to the strategic plan. The secretariat will spearhead this cascading exercise and ensure every department can be held accountable for delivering its part of the strategy. Further cascading to the employees should occur at the department level so that employees execute aspects of the strategy in their day-to-day operational activities.

7.5.4 Annual Work Plans

The action plan has been developed. It shows the actions and deliverables to be achieved in certain timelines, the offices responsible for achieving these targets, the key initiatives to be implemented and their estimated budgets. Annual Work Plans (AWPs) will be prepared yearly based on the five-year implementation that has been developed. The Joint Committee work plans will provide detailed

activities planned for achievement in the specific year in line with the five-year strategic plan. The development of the AWPs will include a strategic review and adjustment as per the performance of the strategic plan over the strategic period.

Each year, the AWPs will be evaluated to gauge the extent to which the set targets were achieved and to identify lessons learned that could be useful in the next year.

7.5.5 Budget Alignment

The Joint Committee will align its annual budget with the annual work plan for each year. This means the budget must fund the prioritized key initiatives in the strategic plan.

7.5.6 Communication

The Joint Committee, secretariat, staff and stakeholders of the Green Heart Initiative will be actively involved in implementing this strategic plan. To enable a strong alignment to strategy, the Joint Committee will conduct sensitization sessions on the implementation of the strategic plan and their contribution towards attaining the developed strategic objectives. It will ensure regular strategic review sessions to ensure the strategic plan becomes a living guide to the initiative's performance priorities.

7.3 Monitoring And Evaluation

Periodic monitoring is a critical strategy in the implementation process. Monitoring the strategic plan ensures that key performance indicators are achieved within the period stipulated in the plan in which the objectives and deliverables/indicators are well spelt out. The monitoring will be done annually to evaluate the performance of specific strategic aims.

Monitoring strategic plans are very crucial for four key reasons, and the GHI Joint Committee will use M&E to find out the following;

To ensure that the plan is executed within the set parameters.

To assess if progress is being made in line with expectations in the plan and determine there is a need to change tact for better results and

To avail information periodically for decision-making.

To find out the risks and limiting factors that contribute to achieving targets.

Table 7.1 Monitoring and Evaluation Matrix

	Action/Aim	Key Performance Indicators	Outcome	Frequency of Monitoring
1.	Confirm functions of the Joint Committee	Executive order and Gazette notice issued with clear functions, roles and responsibilities of the JC.	Fully constituted, functional and effective JC Board and CEO	Bi-annual (Twice a year)
2.	Strengthen the capacity of JC and secretariat	Approved procedure manual	An efficient and Operational GHI that exceeds its expectation.	Bi-annual (Twice a year)
		Number of managers and support staff recruited and trained	A permanent and full time CEO and performing line managers on <i>Green Livelihoods and Value Chains, Green Trade Investment and Marketing, Environment and Conservation, Administration, Human Resource and Finance</i>	Bi-annual (Twice a year)
3.	Enact Tana River County Investment and Corporation Development Act' Regulations	Tana River County Investment and Corporation Development Act' Regulations approved and operational	Tana River County Investment and Corporation Development Board	Bi-annual (Twice a year)
4.	Approve Tana River LUP	Hansard Number of LUP recorded in TRCA	LUP operational	Annual
5.	Align and incorporate GHI projects in Tana River County CSP, CIDP and Tana Delta Wards Development Plans	Executive order issued. Number of GHI projects featured in Tana River County Development Plans	GHI fully anchored in Tana River County Development Plans	Bi-annual (Twice a year)
6.	Facilitate exchanges of expertise, best practices, and information among partner institutions.	Number of signed MoU and MoAs with Government, Collaborative research initiatives and Development Partners	Development partners working in the Delta	Annual
7.	Launch pilot projects in collaboration with partner institutions.	Number of pilot projects launched in collaboration with partner institutions.	10 projects launched per annum	Annual

	Action/Aim	Key Performance Indicators	Outcome	Frequency of Monitoring
8.	Promote PPPs to mobilize private sector resources, expertise, and technology for infrastructure development.	Number of PPPs concession agreements signed	4 operating concessions per annum	Bi-annual (Twice a year)
9.	Leverage public sector assets and mitigate investment risks to attract private sector participation in key projects.	Number of public sector assets recorded/registered to GHI	Inventory established	Bi-annual (Twice a year)
10.	Create an enabling environment for businesses by implementing policy reforms and regulatory incentives	Number of policy reforms and regulatory incentives implemented	Approved Policy document	Annual
11.	Develop industry by constructing large to medium scale agro processing and manufacturing industries	Number of medium and large-scale industries constructed and operational in GHI Industrial Park.	GHI Industrial Park	Bi-annual (Twice a year)
12.	Market the Green Heart to domestic and international investors	Number of Trade fairs, investment forums and promotional materials; brochure and investors handbook undertaken.	10 marketing events featuring GHI per year.	Bi-annual (Twice a year)
13.	Support agro-processing facilities to add value to agricultural produce	Number of agro processing facilities by type, capacity and training supported by GHI.	20% annual increase in agricultural produce	Bi-annual (Twice a year)
14.	Increase market competitiveness, and enhance income opportunities for farmers and agri-entrepreneurs	Number of marketing networks and brands established and MOUs signed between agri-entrepreneurs and distributors/retailers.	10 MOUs on marketing signed between agri-entrepreneurs and distributors/retailers	Annual
15.	Create Competing Content by Developing high-quality GHI content (<i>videos, blogs, and social media posts</i>) showcasing Tana Delta natural beauty, biodiversity, and heritage.	Number of GHI content on Tana Delta natural beauty, biodiversity, and heritage shared on mainstream media, social media and GHI website.	Reach and Impressions	Monthly

	Action/Aim	Key Performance Indicators	Outcome	Frequency of Monitoring
16.	Market the Tana Delta as an eco-tourism destination through partnership with influencers, local and international airports, trade fairs, sporting events.	Number of MOU signed on tourism marketing with influencers, local and international airports, trade fairs, sporting events	20% tourist increase recorded per year	Annual
17.	Organize cultural events, festivals, and celebrations that showcase the destination's heritage	Number of cultural events, festivals, and celebrations per year	1 cultural and tourism festival recorded per year	Annual
18.	Encourage Participation and Engagement of Communities	Number of annual public meetings and forums conducted on GHI issues	50 public meetings and forums conducted per annum on GHI issues	Bi-annual (Twice a year)
19.	Establish Microfinance Institutions	Number of microfinance enterprises established for the Green Heart	1 microfinance enterprises registered per year	Annual
20.	Support development of shops and vending stalls	Number of new shops and vending stalls established in GHI industrial estate	Two new shops and five vending stalls operating	Annual
21.	Establish training, resources, and market support to cooperatives	Number of cooperative members trained and cooperatives equipped	10 cooperatives equipped with Skilled members	Bi-annual (Twice a year)
22.	Provide training and mentoring for individuals through programmes with scheduled visit and support at key locations in the Delta (Minjila/Witu/Tarasaa/Kipini etc.)	Number of trainings conducted and individuals trained and mentored in the Delta. Number of Training booklets in local dialect printed and distributed.	10 trainings conducted per year in the Delta. 1,000 Training booklets in local dialect printed and distributed annually	Annual
23.	Give support to programmes aimed at gender equality and youth	Number of women and youths groups Empowered	10 women and youth groups empowered per year	Bi-annual (Twice a year)
24.	Increase diversification of livelihoods	Number of households with diverse livelihood activities.	1,000 Households practicing diverse livelihood activities per annum	Annual

	Action/Aim	Key Performance Indicators	Outcome	Frequency of Monitoring
25.	Address underlying social tensions and conflicts	Number of Peace treaties among communities retained.	Reduction of conflicts/tension recorded to null in the Delta.	Bi-annual (Twice a year)
26.	Improve Livestock production	Number of Implemented policies and specific programmes as set out in Chapter 13 of the TDLUP (specifically items 15-18 of the Land Use Action Plan and Plan Section 8.7.1)	20% annual increase in livestock production	Annual
27.	Intensify crop production.	Number of irrigation practices, better seeds and Farming equipment recorded	20% annual increase in crop production	Annual
28.	Improve Fisheries	Number of best fishing practices and methods Adopted. Number of fishermen with improved Fishing boats and equipment Number of Fish breeding areas identified and protected	20% annual increase in fish production	Annual
29.	Enhance Apiculture	Number of bee hives, harvesting suits and Extraction tools distributed in the Delta	20% annual increase in honey production.	Annual
30.	Promote horticulture and fruit production	Number of fruit seedlings and nurseries established in the Delta Number of irrigation systems and greenhouses operating in the Delta	20% annual increase in horticulture and fruit production.	Annual
31.	Establish and support attractive insurance schemes	Number of Insurance products available in the Delta.	500 Households registered to insurance schemes	Monthly
32.	Establish and support Tana Delta Habitat Restoration projects	Number of comprehensive indigenous Tana Delta tree and forest cover recorded.	20% increased tree cover per year	Annual
		Percentage of Tana River water flow and course restored	100% natural water flow in the Tana River Delta	Annual
		Number of Tana Delta endemic wildlife species recorded.	100% Tana Delta endemic wildlife species protected.	Annual
33.	Enact laws, regulations and approve Land management plans that restore and protect Tana Delta ecosystem	Number of laws and regulations on Tana Delta Land management plans enacted	5 legislations and policies enacted	Annual

	Action/Aim	Key Performance Indicators	Outcome	Frequency of Monitoring
34.	Set up Participatory Management approaches	Number of workshops and community outreaches on conservation efforts conducted per year	Quarterly workshops and community outreaches on conservation efforts	Bi-annual (Twice a year)
35.	Conduct educational programmes and awareness campaigns on environmental conservation	Number of educational programmes and awareness campaigns on environmental conservation Conducted per year	1000 individuals trained on environmental conservations per year	Monthly
36.	Enable communities engagement in enforcement of biodiversity conservation laws and regulations	Number of Trained Tana Delta Community conservation officers	100 Tana Delta Community conservation officers trained per annum	Bi-annual (Twice a year)
37.	Designate community-led conservation areas / protected zones or wildlife reserves	Number of gazetted conservation zones (<i>forest, mangrove, wetlands, riparian reserves</i>) and wildlife reserves areas	1 gazetted conservation zone per year	Annual
38.	Develop and implement strategies to mitigate the impacts of climate change on biodiversity	Number of comprehensive climate change adaptation plans	1 climate change adaptation plan per year	Annual
39.	Conduct Scientific Research and Monitoring Programmes	Number of Tana Delta Habitat and Biodiversity scientific status reports.	5 scientific status reports per year.	Annual
40.	Promote sustainable tourism practices	Number of sustainable Tana Delta tourism guidelines established	1 Tana Delta sustainable tourism guidebook	Annual
41.	Support Preparation of statutory participatory development plans	Number of Approved integrated urban development plans for urban centres within Tana Delta	1 development plan per urban centre	Biennial
42.	Secure public land for infrastructure and service provision	Number of approved Land Use Scheme plans on public land for infrastructure and service provision	Approved Part Development Plans (PDP) for all public lands within the Delta	Annual
43.	Reduce reliance on non-renewable energy sources of energy	Number of Renewable energy transition plans Developed and executed	20% increase in Renewable energy adoption per year.	Annual

8. REVISION, COMMUNICATION AND FEEDBACK

This strategic plan shall be reviewed after three years and revised after five years through procured consultancy. The Joint Committee and the

secretariat shall update the action plan annually in consultation with the CGTR, community leaders, and key stakeholders.



9. CONCLUSION

The Tana Delta has the undoubted potential to enhance livelihoods and a higher rate of sustainable economic activity while also enhancing biodiversity. However, it suffers from uncontrolled development that greatly affects its biodiversity. During the planning phase, the community came together and presented their concerns.

This Strategic Development Plan endeavours to inspire cohesion, focus efforts, mobilize resources,

and enhance capacity to enable environmental conservation and biodiversity protection, livelihood promotion, and economic development in the Tana Delta. The Strategic Plan, action plan, and implementation strategy stipulate actionable, measurable, and tangible strategic directions and the costs they attract.



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