

Nairobi Metropolitan Area Transport Authority

Strategic Plan

2019-2023

VISION

A safe, reliable, affordable and seamless Public transport system

MISSION

To transform the quality of life through delivery of an integrated and sustainable public transport system within the Nairobi Metropolitan Area

CORE VALUES

Integrity
Customer centric
Innovative
Inclusivity
Teamwork

FOREWARD

The Nairobi Metropolitan Area (NMA) has been experiencing significant challenges arising from increased vehicular traffic congestion and increased NMT ridership. This has resulted to huge losses of man hours by commuters within the NMA. The Integrated National Transport Policy, therefore, outlined the challenges in the public transport sector, and recommended for the establishment of Nairobi Metropolitan Area Transport Authority (NaMATA) as a coordinating agency.

NaMATA was established by an Executive Order through Legal Notice No. 18 of 17th February, 2017. The Order mandates the Authority to oversee the establishment of an integrated, efficient, effective, and sustainable public transport system particularly Mass Rapid Transit System (MRTS) which includes Bus Rapid Transit (BRT), Commuter Rail Services and Non-Motorized Transport (NMT) among others within the NMA.

The restructuring and modernization of an urban public transport system is extremely complex and difficult. The development and maintenance of public transport will best be tackled through a multi-agency approach for tangible benefits to be realized. Implementation of this Strategic Plan will revolutionize public transport from the way we know it today. Introduction of Mass Rapid Transit System (MRTS) is one of the agenda of this Strategic Plan. NaMATA will expect all players in the sector and beyond to participate in the realization of this noble goal. Further, the Authority will continue to engage stakeholders on matters affecting its operations in the spirit of stakeholder participation and to promote activities that increase the attractiveness of MRTS.

The Plan was developed in cognizance of the national development agenda. To this end, the role of the Authority as far the realization of national development agenda as stated in a number of protocols is clearly mapped out. These protocols include; the Kenya Vision 2030, the Big Four Agenda, Africa Agenda 2063 and Sustainable Development Goals among others. The Authority's strategic focus has been communicated through the Key Result Areas clear vision and mission have been developed to steer it towards it.

It is my hope and desire that all our stakeholders will support us as we implement this strategic plan whose main agenda is to enhance mobility within the NMA.

Chairman of the Board

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Preface

The development of a safe, reliable, affordable and seamless Public transport system is a prerequisite for any country's economic growth. NaMATA has been established to oversee the development of an integrated, safe, efficient and sustainable public transport within particularly reference to MRTS within the NMA.

The purpose of this Strategic Plan is to guide the activities of the Authority through the defined five years period with a vision and mission statements that are committed to transforming quality of life through an integrated, safe, reliable, affordable, seamless and sustainable Public transport system within the Nairobi Metropolitan Area. The Authority's core values which are integrity, customer centric, staff focus, innovative, inclusivity and teamwork are aimed at in calculating professionalism and a positive organizational culture.

In addition, the plan is expected to help NaMATA to focus on the delivery of its mandate by navigating challenges, threats and internal/external environment. The focus of the Authority's strategy is on four key result areas, namely: Transformation of the Public transport industry, Environmental Sustainability, Financial sustainability and Institutional Capacity. The management team is expected to align their actions to support the four key result areas. This will go a long way in unifying the coordination role as well as avoiding unilateral decisions that result into unnecessary conflicts within the NMA.

The strategic plan will also provide the necessary strategic cartelist and approach to engaging partners in the public transport sector. The plan is unique by itself and is expected to provide premier model for future institutional development and operationalization for other Metropolitan Areas within the county.

Eng. Francis Gitau

Ag. CEO, NaMATA

Definition of Terms

Bus Rapid Transit (BRT): A high-quality bus-based transit system that delivers fast, comfortable, and cost-effective urban mobility through the provision of segregated right- of-way infrastructure, rapid and frequent operations, and excellence in marketing and customer service

“declared transport corridor” means a corridor comprising of a number of individually stated sections of roads or railways which the Authority requires in the discharge of its functions and which has been brought under the jurisdiction of the Authority in order for its quality to be maintained to published standards from the Authority;

Mass rapid transit (MRTS), also referred to as public transit, is a passenger transportation service, usually local in scope, which is available to any person who pays a prescribed fare. Examples include Bus Rapid Transit, heavy rail transit, and light rail transit.

Metropolitan Area” means the Nairobi Metropolitan Area and includes the counties of Nairobi City, Kiambu, Machakos, Kajiado and Murang’a.

Interpretation

Non-Motorized Transportation (NMT) also known as active transportation and human powered transportation includes walking and bicycling, and variants such as small-wheeled transport (cycle rickshaws, skates, skateboards, push scooters and hand carts) and wheelchair travel.

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Acronyms and Abbreviations

ADA	Africa Development Agenda
BRT	Bus Rapid Transit
CBD	Central Business District
COK	Constitution of Kenya
ICT	Information Communication Technology
ITS	Intelligent Transport System
KeBS	Kenya Bureau of Standard
KeNHA	Kenya National Highway Authority
KeRRA	Kenya Rural Road Authority
KM	Kilometer
KRB	Kenya Road Board
KRC	Kenya Railways Corporation
KURA	Kenya Urban Road Authority
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Reporting and Learning
MOTIHUD&PW	Ministry of Transport, Infrastructure, Housing & Urban Development and Public Works
MOU	Memorandum of Understanding
MTP	Medium Term Plan
MTEF	Medium Term Expenditure Framework
MTER	Mid Term Evaluation and Review
MRTS	Mass Rapid Transit System
NaMATA	Nairobi Metropolitan Area Transport Authority
NCCG	Nairobi City County Government
NEMA	National Environment Management Act
NLC	National Land Commission
NMA	Nairobi Metropolitan Area
NMT	Non- Motorized Transport
NPS	National Police Service
NTSA	National Transport and Safety Authority
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFM	Public Fund Management
TNA	Training Need Analysis
TOD	Transport Oriented Development
TOR	Terms of Reference
SDGs	Sustainable Development Goals
SWOT	Strength, Weakness, Opportunity and Threat

EXECUTIVE SUMMARY

The Strategic Plan for NaMATA has been developed in cognizance of its mandate as stipulated in the Legal Notice No. 18 of February 17, 2017, the Kenya Vision 2030 (with special reference to MTP III), the Constitution of Kenya, the Big Four Agenda, Africa Agenda 2063, Sustainable Development Goals and other prevailing legal and policy documents. Successful implementation of this Strategic Plan will be based on stakeholder engagement, good governance and a professional approach to doing business. The Authority envisions “***a safe, reliable, affordable and seamless Public transport system***” and aims “***to transform the quality of life through delivery of an integrated and sustainable public transport system within the Nairobi Metropolitan Area.***”

Chapter One of the Strategic Plan presents the historical development of the Authority. The Chapter also provides the institutional framework which expounds on the mandate of the Authority, its role in the realization of the national development agenda: the Big Four, the MTP III of vision 2030, the SDGs and Africa 2063 aspirations.

Chapter Two outlines outcomes of the situational and environmental analyses undertaken using the Strengths, Challenges, Opportunities and Threats (SCOT) and Political, Economic, Social-Cultural, Technological, Environmental and Legal (PESTEL) models. A stakeholder analysis was undertaken to identify the key stakeholders, their expectations and the Authority’s expectations.

Chapter Three presents the Strategy Model of the Authority, which includes the Vision, Mission, Motto, Core Values, Key Result Areas, Strategic Objectives and Strategies. The five Key Result Areas are:

- i. Transformation of the Public transport industry
- ii. Environmental Sustainability
- iii. Financial Stewardship
- iv. Institutional Capacity

These will be achieved through the following strategic objectives:

- i. To enhance mobility of people
- ii. To improve safety and security of public transport
- iii. To improve quality of life
- iv. To protect the environment
- v. To secure financial sustainability

- vi. To ensure prudent and optimal utilization of resources
- vii. To attract and retain competent human capital
- viii. To integrate ICT in service delivery.
- ix. Entrench Corporate Governance

Chapter Four outlines the Authority's resource capacity by highlighting the staffing levels, governance structures and organizational structure and presents the financial projections for the Strategic Plan. The chapter also highlights the implementation and coordination mechanism which identifies what the Authority must do before, during and post implementation. Risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating factors recommended.

Chapter Five highlights the monitoring, evaluation, reporting and learning framework.

CHAPTER ONE

INTRODUCTION

1.1. Background

Kenya has practiced traditional models of city development – without an effective transport and proper land use planning. In 2003 an inter-agency committee was formed by the then Minister for Transport to address problems affecting all sub-sectors of transport in the country. The committee came up with an Integrated National Transport policy that was approved by the Cabinet in 2009 and by Parliament as sessional Paper no. 2 of 2012. Among other recommendations was development of Mass Rapid Transit System (MRTS) comprising of Bus Rapid transit, Light Rail, metro system and an elaborate non-motorized transport network and to carry out the integrated transport agenda with the Nairobi Metropolitan Area the establishment of Nairobi Metropolitan Area Transport Authority (NaMATA). This recommendation was anchored into the Vision 2030 and subsequent Medium-Term Plans.

This led to the signing of MOU to establish NaMATA on 21st October 2014 between the Governors of the five NMA Counties of Nairobi City, Kajiado, Kiambu, Machakos, and Murang'a; and Cabinet Secretary for Transport and Infrastructure. This paved way for the establishment of Nairobi Metropolitan Area Transport Authority (NaMATA) Steering Committee through Gazette Notice No. 1093 of 20th February 2015 supported by a secretariat.

In February 2017, Nairobi Metropolitan Area Transport Authority (NaMATA) was established by an Executive Order by His Excellency the President through Legal Notice No. 18 of 17th February 2017. The main objective is to develop a sustainable integrated public transport strategy and a sustainable urban mobility plan for the Metropolitan Area.

A Mass Rapid Transit System (MRTS) map for the Nairobi Metropolitan Area has been developed and it identifies five (5) Bus Rapid Transit corridors with provision for upgrade to light rail and integration locations with the current commuter rail. These corridors are at various implementation stages and technical/institutional set up initiatives are all being executed by different road agencies under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public works (MoTIHUD&PW). This stakeholder/agency multiplicity has created challenges in the definition of transport integration and sustainability principles along the predetermined MRTS corridors, hence the pertinence of establishment of NaMATA.

1.2. Mandate of the Organization

The main mandate of NaMATA is to oversee the establishment of an integrated, efficient, effective and sustainable public transport system within the Nairobi Metropolitan Area (NMA). In particular, the Authority shall-

- a) Develop, formulate and implement strategies, plans and policies in relation to public transport.
- b) Coordinate the development, management and maintenance of MRTS with other government agencies and parties
- c) Regulate and enter into agreements with MRTS Operators and Service Providers
- d) Integration of all modes of transport, as well as transport and land use planning
- e) Research and development to provide evidentially based MRTS network
- f) Improve the environmental sustainability of the transport system in the Metropolitan Area

1.3. Products and Services

MRTS corridors have been identified with five (5) Bus Rapid Transit (BRT) lines with provision for upgrade to light rail and integration locations with the current commuter rail. These corridors are at various stages of implementation and technical/institutional set up initiatives are all being executed by different road agencies under the Ministry of Transport, Infrastructure, Housing, Urban Development and Public works (MoTIHUD&PW).

The authority provides the following: -

- i. Policy advice
- ii. MRTS infrastructure
- iii. NMT infrastructure
- iv. Coordination role

1.4. Legal and Policy Documents

1.4.1. NaMATA Executive Order

The Legal Notice No. 18 of 2017 established the Authority making it a corporate body charged with the responsibility of enhancing mobility in NMA through provision of sustainable public transport system.

1.4.2. The County Government Act, 2012

This establishes County Governments outlining the functions and power within the concurrent jurisdiction of each of these levels of Government.

1.4.3. Roads Act 2007

The Act establishes the road agencies that are responsible for the management, development, rehabilitation and maintenance of roads in Kenya. The Authority shall coordinate with the road agencies namely; KeNHA, KURA and KeRRA to ensure that declared corridors are developed and maintained to the set standards and specifications.

1.4.4. National Transport and Safety Authority Act 2012

The Act establishes the National Transport and Safety Authority that is responsible for road transport and safety management in Kenya. The Authority shall partner with NTSA to ensure that the BRT rolling stock and infrastructure promote road transport safety.

1.4.5. Kenya Railways Corporation Cap 397

The Act establishes Kenya Railways whose function is to provide a coordinated and integrated rail system within Kenya. The Authority shall coordinate with KR to ensure that the development and operations of the NMA rail system are within the policies.

1.4.6. Standards Cap 496

This establishes the Kenya Bureau of standards that is responsible for preparing, framing, modifying or amendment of specifications or codes of practice. The Authority shall collaborate with KeBS to ensure that the standards and specifications are adopted and adhered to.

1.4.7. Traffic Cap 403

This gives the traffic department in NPS power to enforce traffic laws and regulations. The Authority will collaborate with traffic department to ensure compliance of regulations related to traffic.

1.4.8. Kenya Roads Board Act 1999

This establishes the Kenya Roads Board that oversees the road networks and coordinated development, rehabilitation and maintenance funded by RMLF. The Authority shall collaborate with KRB to ensure prudent use of discharged funds from RMLF.

1.4.9. Vision 2030

The aim of vision 2030 is to create a globally competitive and prosperous country with a high quality of life to all its citizens by 2030. This therefore requires heavy investment in infrastructure. The Authority's mandate is in line with vision 2030 in provision of MRTS within the NMA that will spur the economic growth through transforming the public transport system.

1.4.10. Africa Development Agenda 2063

This is a shared strategic framework for inclusive growth and sustainable development and a global strategy to optimize the use of Africa's resources for the benefit of all Africans. The Authority's mandate is in line with ADA 2063 in provision of MRTS that will promote a prosperous, inclusive growth, sustainable development and an integrated continent

1.4.11. Sustainable Development Goals

This are a collection of 17 goals set by the United Nations General Assembly in 2015 to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The Authority's mandate lines up with SDGs and will facilitate realization of the set goals.

1.4.12. Integrated National Transport Policy

The policy is aimed at streamlined public service vehicle operations. Provision of MRTS shall streamline the public transport system within the NMA.

1.4.13. Nairobi NMT Policy

This policy strives to facilitate a mobility environment where all transport modes are of equal importance. Integration of all modes of transport shall enhance mobility within Nairobi City County.

1.4.14. Big Four Agenda

The big four priorities for the National Government are food security, affordable housing, manufacturing and affordable healthcare. Provision of MRTS enables the achievement of the big four.

1.5. Compliance with the constitution

The Constitution of Kenya 2010 in Article 189 (2) provides for governments at each level to cooperate in the performance of functions and may set up joint committees and authorities.

1.6. Rationale for development of strategic plan

This strategic plan aims to

- i. set direction and priorities
- ii. Ensure all directorates move together in one direction
- iii. Simplify decision-making
- iv. Alignment of resources to maximize strategic success
- v. Communicate the needs and key activities

1.7. Methodology of strategic plan

The Strategic Plan was developed through a consultative process which involved management drafting the zero draft of the strategic plan. The Board in consultation with and management reviewed the internal and external environment. The output of this process was NaMATA strategic focus which included the Key Result Areas, Vision, Mission determine the key result areas, objectives, strategies and activities. A further consultative meeting of the management team finalized the draft Strategic Plan in readiness for stakeholder validation and subsequent Board adoption and Launch. Appropriate legal instruments, policies and other relevant documents were referred to.

1.8. Global challenges specific to mandate

1.8.1. Inadequate Financial resources

Introducing MRTS requires large capital investment that is not always readily available.

1.8.2. Conflict with other authorities/agencies

Transport Authorities find themselves in space that was already dominated by infrastructure authorities.

1.8.3. Political interference

Change in political leadership may have lead to change in priority projects.

1.9 National Challenges - specific to the mandate of the organization;

The Authority faces the following challenges

1.9.1 Multiplicity of stakeholders in transport sector

The Authority finds itself in a sector that has various stakeholders; other government agencies, operators, general public and mandated to play the coordination role bringing all stakeholders on board shall pose a challenge.

1.9.2 Inadequate financial resources

Transformation of the public transport system requires large capital investment.

1.9.3 Inadequate human capacity

Transport is a relatively new subject in the country.

1.9.4 Political interference

The NMA council functions may be disrupted every time there's an election.

1.9.5 Corruption

This may pose a challenge when it comes to enforce enforcement and service delivery.

1.10 Role of NaMATA in development of National Agenda

The Organization's Development Role vis-à-vis the national development agenda – Kenya Vision 2030, the Third Medium Term Plan (2018 – 2022), the "Big Four" Agenda, SDGs, Africa's Agenda 2063, among other national and international obligations.

Table 1. 1: Role of NaMATA in development of National Agenda

	Big 4 Agenda	Role of NaMATA
1.	Enhancing manufacturing	Enhancing mobility for labour force within the NMA.
		Promote local bus production/manufacturing
		Attract investment
		Reduced cost of production
2.	Affordable Housing	TOD: Integration of public transport with land use planning
		Improved access to residential/estates
		Decentralization of settlements
		Reduced cost of housing
3.	Universal Health Care	Creation of healthy environment for commuters and NMA residents
		Improved accessibility to medical centre
		Reduced travel cost
		Provision of special services to the vulnerable groups
4.	Food Security and Nutrition	Improved road safety through appropriate infrastructure development
		Creation of formal employment that enhances the purchasing power of employees/households

	Vision 2030 and MTP3	Role of NaMATA
1.	Economic pillar	Increase industrialization through bus manufacturing
		Increase employment
		Reduce congestion and resource wastage
		Promote investment

2.	Social Pillar	Reduce travel cost
		Improved mobility
		Increased safety of commuters
		Reduced emissions
		Reduce stress
3.	Political pillar	Enhance cooperation between the two levels of government
		Improve effectiveness and efficiency in budget execution
		Promote the implementation and realization of constitutional provisions under schedule 4
		Promotion of national principle of governance and national values through enhanced diversity

	Sustainable Development Goals (SDG)	Role of NaMATA
1.	No Poverty	Reduction of cost of transport Increase of accessibility of resources and services
2.	Decent work and economic growth	Increased productivity as a result of effective public transport system Strategic location of NMA as regional business and transit hub
3.	Industry innovation and infrastructure	Introduction of mass rapid transit, sustainable public transport and innovation
4.	Sustainable cities and communities	Provision of effective, efficient and sustainable public transport to ever increasing urban population
5.	Climate Action	By Provision of effective mass transportation leading to reduction of carbon emission Usage of friendly fuel (euro 4) Promotion of non-motorized transport

	Agenda 2063	Role of NaMATA
1.	Prosperous Africa based on an inclusive growth and sustainable development	Provision of public transport as a basic necessity within the NMA as the hub of economic activity
2.	An integrated continent	The NMA is the regional commercial and transit hub, NaMATA will provide an efficient transport system thus Increasing more integration in the region

CHAPTER TWO

SITUATIONAL REVIEW AND ANALYSIS

A situational analysis was undertaken to determine the milestones realized, challenges faced and lessons learnt. This was followed by environmental analysis which was undertaken with the aid of SWOT and PESTEL tools to determine factors that affect the transport sector. Strategic implications for each of the factors identified were developed and appropriate strategic responses recommended. A further Stakeholder analysis was undertaken to determine the Authority's stakeholders, the respective expectations and Authority's expectations from each stakeholder.

2.1 Situational Review

NaMATA has been in operation for last two years. During the period of existence, the Authority has realized number milestones, faced challenges and learnt a number of lessons as outlined in the following tables and section.

2.1.0 Milestones

Milestones realized are outlined in table 2.1.

Table 2. 1: Milestones

S. No.	Milestones	Evidence
1.	Establishment of NaMATA	Legal Notice No. 8 of 17 th February, 2017
2.	Introduction of NaMATA Bill in Parliament	Draft NaMATA Bill, 2017
3.	Development of BRT Design framework	BRT Design framework
4.	Development of Bus Standards and Specifications	NaMATA-Kenya Standards KS 372: 2019
5.	Declaration of MRTS Corridors through Gazettement	NMA Council resolution and Gazette Notice
6.	Designs for BRT Corridors	Study Reports
7.	Service plan for BRT Corridors	Plans
8.	Supervision of consultancy services	Design of BRT Line 3 and Submission of Project Proposal
9.	Development of an Intelligent Transportation System for Nairobi.	<ul style="list-style-type: none">• Identified 400 junctions• The design of 102 critical junctions completed• The process of tendering is under

S. No.	Milestones	Evidence
		way.
10.	Spearheading of Nairobi regeneration transport sector transformation	<ul style="list-style-type: none"> • Car free day • BRT Lite on Thika road • Relocation and automation of bus terminals • Introduction of cross city routes
11.	Capacity building	<ul style="list-style-type: none"> • Training of personnel on various courses • Benchmarking trips on best practices
12.	Stakeholders engagement forums	<ul style="list-style-type: none"> • Counties and State Agencies consultative forums • Public transport stakeholders engagements • Federation of public transport sector (FPTS)
13.	Organization development	<ul style="list-style-type: none"> • Human resource policy instruments • Strategic planning
14.	Governance structure	<ul style="list-style-type: none"> • NMA Council • Constitution of the Board • Management staff
15.	Participation on MTEF, MTP 3 and sector resource sharing	Budget Estimates
16.	Operationalization of the Authority	<ul style="list-style-type: none"> • Deployment of critical staff • KCB Bank account • NaMATA logo • NaMATA website

2.1.1 Challenges Faced

Challenges faced by the Authority as it implements its agenda are summarized in table 2.2

Table 2. 2: Challenges

S. No.	Challenges	Mitigations
1.	Lack of political champion	<ul style="list-style-type: none"> • Appointment of chairperson of the board
2.	Coordination of stakeholders	<ul style="list-style-type: none"> • CS Circular • Stakeholders consultative forums
3.	Financial constrain	<ul style="list-style-type: none"> • Participation on budget planning process

S. No.	Challenges	Mitigations
		<ul style="list-style-type: none"> • Preparation of financial proposal for donor funded projects • Dedicated funding • Lobbying through consultative forums
4.	Human resource capacity	<ul style="list-style-type: none"> • Human resource instruments • Recruitment plan • Trainings • Deployment of staffs • Staff motivation
5.	Undefined staff roles and responsibilities	<ul style="list-style-type: none"> • Categorization of the Authority
6.	Office space	<ul style="list-style-type: none"> • Leasing of office space • Acquisition of office premise at the CBD • Allocation of office space in any Government building
7.	Logistical problems(transport, office furniture and related equipment)	<ul style="list-style-type: none"> • Procurement of vehicles, office furniture and related equipment
8.	Technical Capacity	<ul style="list-style-type: none"> • Recruitment and deployment of technical staff • Hiring of consultancies
9.	Change management	<ul style="list-style-type: none"> • Trainings, sensitization, workshops, seminars as well as putting in place a transition plan
10.	Diverse legislative and regulatory framework	<ul style="list-style-type: none"> • Consequential amendments
11.	Lack of appropriate communication strategy	<ul style="list-style-type: none"> • Development of a communication strategy
12.	Litigation from stakeholders	<ul style="list-style-type: none"> • Sensitization of stakeholders

2.1.2 Lessons Learnt

- a) Political champion is necessary for implementation of National programs.
- b) Leadership is essential for organizational development.
- c) Coordination is key to multi agency programs.
- d) Dedicated funding is necessary for establishment and operation of a new organization.

- e) An appropriate communication strategy is a prerequisite for management of organizations and stakeholders

2.1.3 Way forward

Fast track operationalization of the Authority through:

- i. Appointment of a political champion as the chairperson of the board
- ii. Categorization of the Authority
- iii. Allocation of funding
- iv. Provision of adequate office space, office equipment and other logistical requirement.
- v. Allocation of duties and responsibilities to the deployed staff.
- vi. Recruitment of additional staff
- vii. Brand NaMATA to enhance visibility

2.2 Environmental Scan

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

This section presents the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis on NaMATA to identify the major strengths the organization can use to exploit various opportunities and overcome threats posed by the external environment. Major weaknesses that need to be overcome are also identified.

Table 2. 3: SWOT

Category	Description
Strengths	a) NaMATA is well grounded in law (established by an Executive Order) b) Unique coordination function c) The authority's governance structure in place d) Diverse, competent, dedicated and professional staff in all departments e) Political goodwill and support f) Goodwill from stakeholders g) Availability of support from the development partners h) General consensus on the need for reform in the public transport sector
Weaknesses	a) Inadequate technical capacity b) Bureaucratic structure c) Inadequate capacity of public transport systems
Opportunities	a) Vision 2030 and Integrated National Transport Policy – give

	<p>prioritization of the public transport system</p> <p>b) Advancement in technology provides platform for effective service delivery</p> <p>c) Availability of the railway network</p> <p>d) The big four Agenda & Sustainable Development Goals</p> <p>e) Wide jurisdiction and the implication on transport demand</p> <p>f) Several existing transport studies /data.</p>
Threats	<p>a) Technology/ cyber crime</p> <p>b) Transition effects- confusion in ownership and operation of the MRTS</p> <p>c) Climate change and environmental degradation leading to natural disasters and calamities such as floods which negatively impact on transport infrastructure</p> <p>d) Unfavorable macro-economic environment such as rising inflation affecting the cost of constructing public transport infrastructures</p> <p>e) Inadequate local experts' capacity to undertake effective MRTS works</p>

2.2.1 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

This section highlights the key external forces shaping the environment in which NaMATA will be expected to operate. An analysis of the external environment is important because a change in this environment presents the opportunities, which NaMATA can exploit. The dynamism in the external environment also present threats that NaMATA must manage effectively to ensure its survival in the long term.

Table 2. 4: PESTEL

Political	Strategic Implications	Strategic Responses
Political instability	Political instability during the transition may lead to delay in delivery of public transport Programmes.	Compliance with legal and regulatory framework Capacity building and sensitization of political class
Insecurity/crime	Increased cost of travel and public transport services	Use of technology ie surveillance cameras, scanners Enforcement unit in place
Political support	Low priorities on public transport projects/reforms	Compliance with legal and regulatory framework Stakeholders engagements and sensitization

Inter-governmental bureaucracy	NaMATA as an intergovernmental agency, decisions made at the two different levels of government may influence its operations	Compliance with legal and regulatory framework Stakeholders engagements

Economical	Strategic Implications	Strategic Responses
Rapid increase of the rural urban migrations	Demand for efficient and reliable sustainable public transport	Compliance with legal and regulatory framework on land use and transport planning
Rising inflation/inflationary pressure/ High Interest rate	Reduction in purchasing power Increased cost of transport infrastructure	Sourcing for alternative funding mechanism such as PPP
Macro-economic stability	Affects disposable income/ purchasing power/reduced long-term investment	Sourcing for alternative funding mechanism such as PPP
Development of suburbs	Unidirectional traffic during peak hours	Compliance with legal and regulatory framework
Increased motorization	Traffic congestion	Introduction of MRTS
Unregulated supply of public transport services	Increased cost of travel fares, unhealthy competition in the industry, unreliable service.	Compliance with legal and regulatory framework
High rate of unemployment	The need for the public transport sector institutions to support the creation of jobs	Employment in the NaMATA workforce Creation of MRTS facilities such as park and ride leading to job creation

Social	Strategic Implications	Strategic Responses
Rapid urbanization	Increased demand of public transport services Urban sprawl	Compliance with legal and regulatory framework on land use and transport planning

Crosscutting issues(empowerment of vulnerable groups)	Need for schemes to be developed to address the issues. Integration of cross cutting issues.	Compliance with legal and regulatory framework Sensitization and awareness creation
Ignorance and violation of traffic rules by motorists and other users	Increased incidents, negative impact on the economy	Compliance with legal and regulatory framework Sensitization and awareness creation
Poor Land use planning	Rise in Unplanned developments Ownership of road reserves not clear	Compliance with legal and regulatory framework on land use and transport planning
In adequate supply of public utilities	Encroachment on reserves, land grabbing	Compliance with legal and regulatory framework

Technological	Strategic Implications	Strategic Responses
Advanced communications and technological systems (e.g., E-procurement, E-government, , E-ticketing, E-packing, Online banking, E-communication, Cloud computing, fourth industrial revolution)	Security risk through increased exposure of NaMATA systems to cyber crime Integration of communication networks between NaMATA and other Stakeholders. Opportunity for NaMATA to improve operational efficiency and effectiveness. Enhanced information dissemination. Enhanced transparency and accountability.	Development of Intelligence Transport System (ITS) and integrated management information system Automation of Authority services
Increased investment in Research and Development	Increased innovation in service delivery. Improved efficiency in MRTS development and operation. Low-cost technologies in operation of public transport. Improvement in data analysis capabilities	Establishment of data management center Investment on modern data analysis softwares

Inadequate contractor/Consultant capacity/skills	Works not delivered in good time Quality is compromised Increased project cost	Compliance with legal and regulatory framework on procurement
Automation of ticketing and fare collection	Reduced fare revenue leakage and cost of maintenance	Improved security on fare revenue
Mapping technologies such as GIS	Improved data collection Improved planning, monitoring and evaluation of public transport system	Enhance security of public transport

Environmental/ Ecological	Strategic Implications	Strategic Responses
NEMA requirements and Implementation of NEMA rules during infrastructure development	Environmental rules, policies and right to clean environment leading to restricted operations in some areas	Compliance with legal and regulatory framework
Climate change/ Global warming and natural calamities such as flooding	Ad hoc planning and budgeting for transport corridors repair and maintenance due to erratic weather/ opportunity to reduce emission.	Compliance with legal and regulatory framework
Poor waste disposal	Blockage of drainage systems. Pollution of air and water sources	Compliance with legal and regulatory framework
Environmental degradation such as deforestation	Increased surface runoff leading to road damage	
Poorly maintained vehicles and increased motorization	Increase in emission of Green House Gases	Reduce Greenhouse Gas Emissions and air pollution

Legal	Strategic Implications	Strategic Responses
Enactment of NaMATA Bill	Need for enactment of NaMATA Bill	NaMATA Act in place
Implementation of COK, 2010 and attendant legislations	Need for NaMATA to harmonize with other relevant legislation.	Compliance with legal and regulatory framework

Affirmative Action (gender, disability, regional balance)	Mainstreaming with policies	Compliance with legal and regulatory framework
Physical planning Act	Un integrated land use planning and transport planning	Development of NMA master plan Compliance with legal and regulatory framework
Traffic Act	No standing passengers on public service	Amendment of the legal and regulatory framework
NTSA Act	Licensing of the operators	Amendment of the legal and regulatory framework

2.2.2 Stakeholder Analysis

Each stakeholder segment has a specific impact and influence on NaMATA functions and service delivery. Table here below provides a surmised analysis of the key NaMATA stakeholders the Name of stakeholder, Stakeholder expectation from organization, organization expectation from the stakeholder.

Table 2. 5: Stakeholder analysis

S. No.	Name of stakeholder	Stakeholder expectation from organization	Organization expectation from the stakeholder
1.	Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works (MoTIHUD&PW)	Implement and manage Public Transport programs as per our mandate.	<ul style="list-style-type: none"> Enabling policies for the transport sector Overall guidance and policy formulation in the transport sector
2.	Nairobi City County (NCCG)	Help in decongestion of the city through implementation of MRTS	<ul style="list-style-type: none"> Collaboration and partnership Ownership and Enabling environment
3.	NMA County Governments	Oversight, financing and implementation of public transport sector policies	<ul style="list-style-type: none"> Ownership and Enabling environment Collaboration and partnership
4.	National Treasury and other Oversight institutions	<ul style="list-style-type: none"> ✓ Facilitating investments in the sector ✓ Collaborate in addressing issues affecting the sector 	<ul style="list-style-type: none"> Oversight and financing

S. No.	Name of stakeholder	Stakeholder expectation from organization	Organization expectation from the stakeholder
5.	Kenya Urban Roads Authority (KURA)	<ul style="list-style-type: none"> ✓ Develop BRT infrastructure standards ✓ Coordination of delivery of BRT infrastructure 	<ul style="list-style-type: none"> • Collaboration and partnership
6.	Kenya National Highway Authority (KeNHA)	<ul style="list-style-type: none"> ✓ Develop BRT infrastructure standards ✓ Coordination of delivery of BRT infrastructure 	<ul style="list-style-type: none"> • Collaboration and partnership
7.	Kenya Road Board (KRB)	<ul style="list-style-type: none"> ✓ Coordination of maintenance of BRT infrastructure ✓ Prudent utilization of resources 	<ul style="list-style-type: none"> • Collaboration and partnership • Provision of funds for BRT projects.
8.	Kenya Railways Corporation (KRC)	<ul style="list-style-type: none"> ✓ Delivery ,operations and maintenance of commuter rail services 	<ul style="list-style-type: none"> • Collaboration and partnership • Vesting of commuter rail programs
9.	National Land Commission (NLC)	<ul style="list-style-type: none"> ✓ Provision of proper documentation on matters of land acquisition and compensation ✓ Coordination of stakeholders on land matters for public transport 	<ul style="list-style-type: none"> • Collaboration and partnership • Proper management of land matters along the MTRS corridors
10.	National Transport and Safety Authority (NTSA)	Develop guiding policies	<ul style="list-style-type: none"> • To advise on matters relating to road transport and safety. • Collaboration and partnership
11.	Kenya National Police Service	Development of regulations	Collaboration and partnership
12.	National Environment Management Authority (NEMA)	Compliance with existing environmental laws	Collaboration and partnership on environmental issues
13.	Legislative Assemblies	<ul style="list-style-type: none"> ✓ Compliance with the existing legislative 	Collaboration and partnership in the development and enactment

S. No.	Name of stakeholder	Stakeholder expectation from organization	Organization expectation from the stakeholder
		framework ✓ Identification of the gaps within the public transport sector legal framework	of supporting legislative framework
14.	Office of the Auditor General	✓ Provision of accountable documents for auditing ✓ Response to audit queries	Responsible auditing
15.	Ethnics and Anti-corruption commission	✓ Prudent and ethical governance system ✓ Zero tolerance to corruption	Capacity building in public service integrity programmes
16.	State law office	✓ Compliance with the existing legislative laws ✓ Identify gaps within the public transport legislative framework ✓ Initiation of draft bills and amendments	Review, finalize and table to the respective legislative assemblies
17.	Development partners	✓ Provision feasibility and detailed design studies ✓ Financial proposals ✓ Prudent utilization of funds ✓ Timely implementation of projects	Provision of financial support
18.	General Public	Provision of quality and affordable products and services.	<ul style="list-style-type: none"> • Responsible citizenship • Provide ridership • Provide feedback on services • Provide labour to the sector
19.	Operators	Provision of guidelines and policies	<ul style="list-style-type: none"> • Quality and timely service delivery • Adherence/compliance with the guidelines and policies
20.	Suppliers and Contractors	Provision of contracts	Timely provision of quality products/services

S. No.	Name of stakeholder	Stakeholder expectation from organization	Organization expectation from the stakeholder
21.	Financial institutions	To be responsible banking clientele	<ul style="list-style-type: none"> • Offer banking, insurance and other financial services • Source of domestic borrowing • Fund management • Provision of Insurance covers
22.	Civil societies	Good governance ,transparency and accountability	<ul style="list-style-type: none"> • Cooperation • Fair representation
23.	Institutional of higher learning	<ul style="list-style-type: none"> ✓ Absorb graduates ✓ Identify tailor made courses ✓ Facilitate mentorship through attachments and internships 	<ul style="list-style-type: none"> • Capacity building • Offer relevant courses • Conduct research
24.	Manufacturers	Standards and specifications	Delivery of products as per the standards and specifications

CHAPTER THREE

3.0 STRATEGIC MODEL

3.1 Overview

The Authority intends to focus on its core functions and operations as stipulated in the Legal Notice No 18 of 2017. Appropriate Key Result Areas have been determined and respective strategic objectives set out. Realization of these objectives will in the long run help NaMATA achieve its vision.

3.2 Vision

A safe, reliable, affordable and seamless public transport system

3.3 Mission

To transform the quality of life through delivery of an integrated and sustainable Public transport system within the Nairobi Metropolitan Area.

3.4 Core Values

Core values and their respective strategic responses are summarized in table 3.1

Table 3. 1: Core Values

Core Values	Description	Strategic Responses
1.0 Integrity	1.1 We are committed to acting with honesty, fairness, accountability and transparency in all our operations	1.1.1 Sensitize staff on ethics and integrity issues 1.1.2 Implement public service integrity programs
2.0 Customer centric	2.1 We are committed to meeting our stakeholder requirements to their satisfaction by ensuring effective and efficient use of resources. We shall also be committed to continual improvement of our products and processes.	2.1.1 Develop service charter 2.1.2 Establish customer care desks 2.1.3 Undertake customer satisfaction surveys and implement recommendations 2.1.4 Seek ISO certification
3.0 Innovative	3.1 We endeavor to develop new products and services for our clients through continual learning and improvement	3.1.1 Benchmarking 3.1.2 Establish innovation hubs
4.0 Inclusivity	4.1 We shall embrace diversity and promote inclusiveness in our organization and shall not discriminate on the basis of age, gender, race, religion, tribe or physical ability.	4.1.1 Become equal opportunity employer

Core Values	Description	Strategic Responses
5.0 Teamwork	5.1 We promote respect and unity of purpose among staff	5.1.1 Cultivate open communication 5.1.2 Clearly outline roles and responsibilities 5.1.3 Organize team processes 5.1.4 Allow team members to take part in decision-making 5.1.5 Mediate conflict quickly and efficiently 5.1.6 Recognize good work

3.5 Motto

Advancing Mobility

3.6 Key Result Areas

- i. Transformation of the Public transport industry
- ii. Environmental Sustainability
- iii. Financial Stewardship
- iv. Institutional Capacity

3.7 Strategy Matrix

The Key Result Areas/Strategic Focus Areas and corresponding strategic objectives and strategies are summarized in the table 3.2.

Table 3. 2: Strategy Matrix

Key Result Areas	Strategic objectives	Strategies
1. Transformation of Public Transport	1.1. To enhance mobility of people	1.1.1 Decongestion of NMA
		1.1.2 Improve Traffic management
		1.1.3 Integration of Public Transport and Land use planning
	1.2. Improve Safety and security of public transport	1.2.1 Improve public transport modes
		1.2.2 Enhance security of public transport
2. Environmental sustainability	2.1. To improve quality of life	2.1.1 Enhance traffic management
		2.1.2 Modal Substitution
		2.1.3 Fare Controls
	2.2. To protect the environment	2.2.1 Reduce Greenhouse Gas Emissions and air pollution
		2.2.2 Increasing green corridors
		2.2.3 Develop climate proof infrastructure
3. Financial Stewardship	3.1. To secure financial sustainability	3.1.1. Enhance mobilization of financial resources
	3.2. To ensure prudent and optimal utilization of resources	3.2.1. Strengthen internal control systems and procedures
4. Institutional Capacity	4.1. To attract and retain competent human capital	4.1.1. Establish an optimal staffing level
		4.1.2. Talent Acquisition
		4.1.3. Human Resource Development
		4.1.4. Performance Management
		4.1.5. Establish staff benefits and welfare programs
		4.1.6. Establish Conducive work environment
	4.2. To improve ICT service delivery.	4.2.1. Enhance Utilization of ICT
		4.2.2. Increase level of access to information
		4.2.3. Enhance cyber security
	4.3. Entrench Corporate Governance	4.3.1. Promote good Governance
		4.3.2. Compliance with legal and regulatory framework
		4.3.3. Enhancing NaMATA corporate image and visibility

CHAPTER FOUR

4.0 IMPLEMENTATION AND COORDINATION FRAMEWORK

4.1 Introduction

Establishment of appropriate implementation and coordination frameworks will strengthen the Authority's institutional capacity. This will in turn aid in the successful implementation of this strategic plan.

4.2 Staffing Levels

The Authority has an approved staff establishment of 150 employees. Currently, there are 20 employees all whom serving in acting capacity. To bridge the prevailing human resource gaps the Authority shall proactively seek to attract, develop and retain the highest quality of human resources at all levels. Critical positions will have to be filled to ensure successful launch and implementation of this strategy. The proposed staffing level for the plan period, 2019-2023, is as provided in Appendix III.

4.3 Organizational Structure

A well-designed organizational structure is important for the delivery of quality services in an efficient and cost-effective manner. It further recognizes the key support functions to the core business and the facilitation of efficient management of information and communication for decision making. The Authority has adopted a task-oriented structure with an efficient management system consisting of experienced and professional management staff. The structure is set out as shown in figure 4.1.

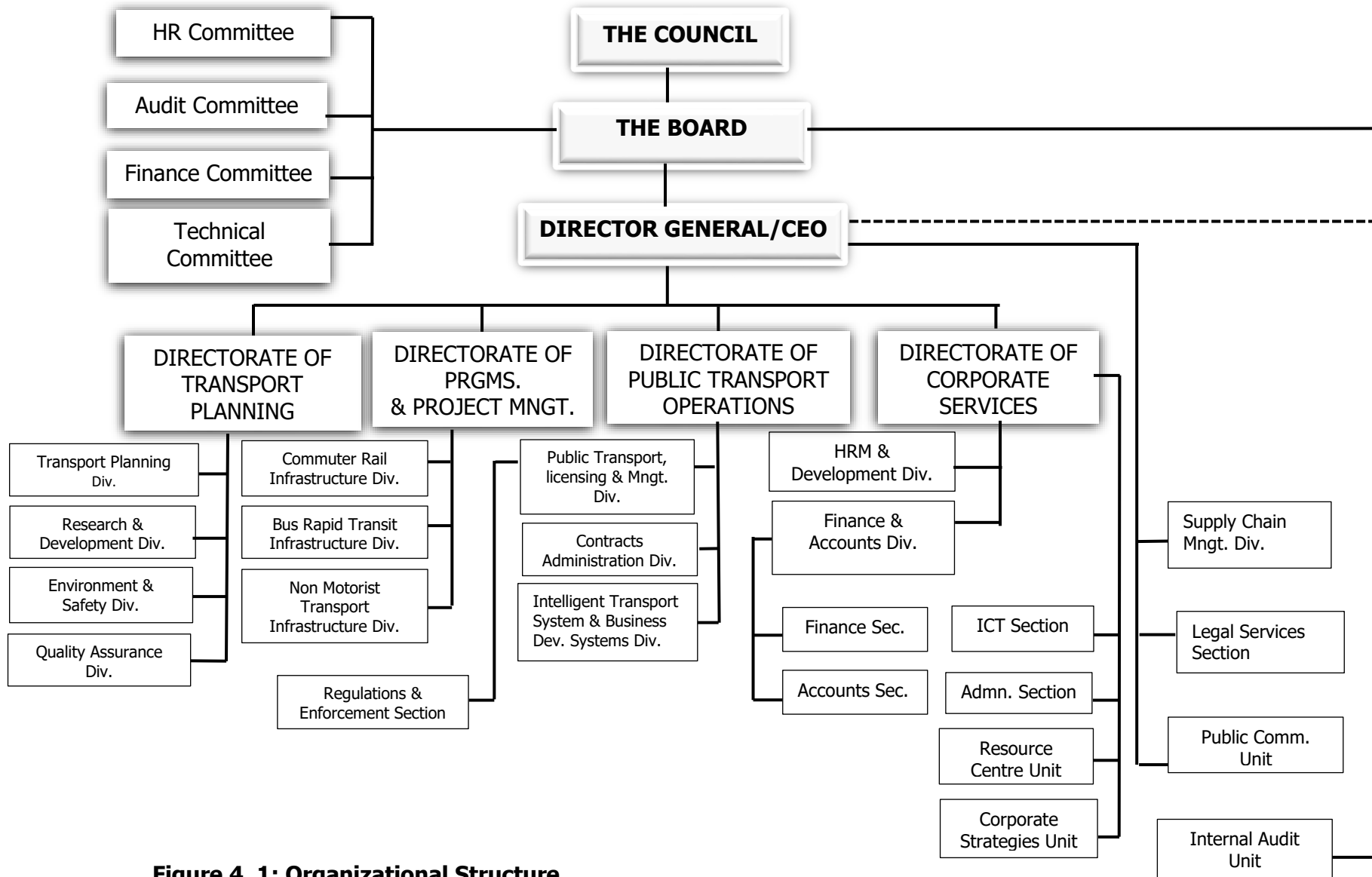


Figure 4. 1: Organizational Structure

4.4 Governance Structure

The governance structure comprises of NMA Council, Board and Management staff. The Council is responsible for the development of policies, goals and objectives of the Authority. Memberships of the Council include:

- i. The Cabinet Secretary responsible for Transport;
- ii. The Cabinet Secretary responsible for Finance;
- iii. The Governor of the five (5) NMA counties

The Board is responsible for providing strategic direction for Authority and Comprises of thirteen (13) members as follows: -

- i. The chairperson of the Board, appointed by the President;
- ii. The Principal Secretaries responsible for Transport, National Treasury, Infrastructure, Housing and Urban Development
- iii. The County Executive Committee Member responsible for transport in each of the five counties of the Metropolitan Area;
- iv. The Director-General of the Authority appointed by the Board, who shall be the Chief Executive Officer of the Authority and shall be responsible for the day to day operations and administration of the Authority.
- v. Three independent persons who shall be appointed by virtue of their knowledge and experience
- vi. Corporation Secretary as an ex-official member of the Board

The structure has four (4) Directorates which are subdivided further into Divisions, Units and Sections as follows

i. Directorate of Transport Planning

The directorate is responsible for the development of policies, strategies, plans and regulatory framework required to support public transport within the NMA

It consists of Transport planning, Research and Development, Environment and Road Safety Divisions

ii. Directorate of Programs and Project Management

The directorate is responsible for managing studies related to MRTS and traffic management projects, development and maintenance of infrastructure to the specified quality and agreed schedule. It consists of commuter rail, BRT and NMT Division.

iii. Directorate of Public Transport Operations;

The directorate is responsible for licensing and all aspects associated with the concession of the MRTS operations. It is also responsible for operation aspect of traffic and parking management on declared corridors. It consists of Public Transport licensing

and management, Contracts administration and Intelligent Transport System and business

iv. Directorate of Corporate Services

The directorate provides services across the authority to assist the organization to achieve its cooperate objectives and provision of accurate and timely financial management information, and the development, implementation and maintenance of appropriate administrative IT, procurement and human resource system and procedures. It consists of HRM management and development, Finance & Accounts Division; Resource Centre, Corporate Strategies, Public Communication and Internal Audit Unit Finance, Accounts, Administration, ICT section and Legal services section.

4.5 Financial Resources

4.5.1 Financial Resources Requirements (by Key Result Areas per Financial Year and total for plan period)

Sub-section 4.5.1 may be summarized using the format provided below.

Table 4. 1: Financial Resources Requirements

Key Result Area	Resource Requirements						
	Baseline e estimates (Ksh.Mn)	Projected Estimates (Ksh. Mn)					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
Transformation of the Public transport industry							
Environmental Sustainability							
Financial sustainability							
Institutional Capacity							
Total							

4.5.2 Resource Gaps

This sub-section may be summarized using the format provided below.

Table 4. 2: Resource Gaps

Expenditure	Requirement Estimates (Ksh. Mn) (As per					Allocation (Ksh.Mn)	Variance (Ksh.Mn)
	Year1	Year2	Year 3	Year4	Year5		
Recurrent							
Development							
Total							

4.5.3 Resource Mobilization Strategies

Table 4. 3: Resource Mobilization Strategies

Sources	Year1	Year 2	Year3	Year 4	Year 5
Fare revenues					
Advertisements- in the buses, along the corridors, stations, online, on the tickets, bus wraps					
Parking fee					
Licensing of the operators and corridors					
Grants and donations					
Specialized training levy					

County and National Government Contributions					
Proceeds from investments					
Rental income					
Road and railway levy					
Public private partnerships					
Land value capture					
Land appreciation levy					
Any other source as may be determined from time to time					

4.6 Risk Analysis and Mitigation Measures

A description of risks and their categorization (High, Medium or Low), giving planned actions for mitigation, monitoring and reporting of those risks. Sub-section 4.4 may be summarized using the format provided below.

Table 4. 4: Risk Analysis and Mitigation Measures

RISK FACTOR	RISK	CATEGORY	MITIGATION
Social Risks	Rigidity and resistance to change by public and private institutions.		<ul style="list-style-type: none"> ➤ Development of a corporate communication Strategy to ensure stakeholders and the public participate in activities. ➤ Creation of awareness among various cultures on the importance of safe, efficient and effective public transport system. ➤ Lobbying and advocacy among stakeholders to promote the culture of a safe, efficient and effective public transport system.
	Slow speed of implementation of the initiatives		<ul style="list-style-type: none"> ➤ Continuous sensitization, advocacy, and capacity building on the in the areas of public transport.
Political	Unpredictable political environment		<ul style="list-style-type: none"> ➤ Lobbying and advocacy across the political divide and seeking legal redress where necessary.
Financial	Insufficient financial resources due to inadequate funding and resource mobilization.		<ul style="list-style-type: none"> ➤ Proper planning and budgeting processes ➤ Prudent utilization of available resources in key activities and programmes that create optimal impact. ➤ Development of a resource mobilization strategy. ➤ Investment in income generating initiatives in

			addition to the budget allocation
Technical	Lack of clear systems, guidelines, specifications and standards.		<ul style="list-style-type: none"> ➤ Development and coordination of guidelines, specifications and standards. ➤ Streamlining current systems through automation, ICT systems development
Operational	Overlaps and competing mandates with other institutions		<ul style="list-style-type: none"> ➤ Collaborate and partnership with key public transport institutions to build synergies and avoid duplication of efforts.
Structural Changes	Inadequate Staff Capacity.		<ul style="list-style-type: none"> ➤ Conduct Competency gap analysis and Identify staffing levels to effectively deliver on the strategic plan ➤ Develop systems and processes that enhance effectiveness, efficiency and accountability. ➤ Capacity building through training and team building activities

MONITORING, EVALUATION, REPORTING AND LEARNING

5.0 Introduction

Monitoring, Evaluation, Reporting and Learning (MERL) is a central feature of the Strategic Plan implementation. MERL is vital in ensuring that targets are achieved within the time allocated. The Authority will monitor and evaluate the activities and output to ensure that the objectives of the Plan are realized.

5.1 Monitoring, Evaluation, Reporting and Learning Framework

The Authority will develop a monitoring and evaluation (M&E) and reporting framework to track and report performance by directorates. The MERL framework for this Plan will focus on such indicators as activities, process, output and outcomes for each of the Key Result Areas. Specifically, the MERL will consider outcomes of each KRA and ensure corrective actions are taken to avoid any deviations from the targets. The MERL Framework is attached as appendix II.

5.1.1 Monitoring, Evaluation, Reporting and Learning Strategies

Monitoring the implementation of the Strategic Plan shall be undertaken as follows:

- (i) The Authority shall develop a corporate annual work-plan which shall be cascaded to all functional areas;
- (ii) Each functional area shall in turn develop an annual work-plan with appropriate targets, activities, performance indicators and budgets as derived from this Plan;
- (iii) All employees shall prepare individual performance targets from the annual work-plans in their respective functional areas;
- (iv) Progress for each activity shall be measured against specific targets and schedules included in the Plan;
- (v) Data capture templates shall be developed and used for data collection;
- (vi) Reporting shall be done quarterly, half-yearly and yearly to management and to the Board; and
- (vii) Results from the analysis shall be used to inform decision-making, identify challenges and to take immediate corrective action.

5.1.2 Monitoring and Evaluation Team

For the Strategic Plan to be effectively implemented, MERL shall be coordinated by the head of corporate strategy unit. The unit shall ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed, and corrective action is taken where necessary. All the functional areas

shall be accountable for the completion of tasks indicated in their respective work-plans. Responsibility for data collection, aggregation, analysis and reporting on the Plan will rest with the Heads of Directorates.

The Board shall be responsible for overseeing and managing the monitoring and evaluation of the Plan.

5.2 Linking MERL to Performance Management

For the implementation of the Plan to be effective, the MERL shall be an integral part of the Authority's performance management system and shall be linked to staff appraisal system. The Authority shall monitor and evaluate its activities and performance in the process of reporting on its Performance Contract on quarterly, semi-annually and annual bases. The tracking of the Plan will be regularized to become part of this process.

5.2.1 Cascading the Plan

The Strategic Plan shall be cascaded to all directorates and sections through performance contracting. The Board shall enter into a Performance Contract with the Director General. The Director General in turn shall sign Performance Contracts with all Heads of Directorates. The Performance contracts shall then be cascaded to all cadres of employees.

The Management Committee shall review the performance of the Strategic Plan every quarter. Quarterly reports will be maintained and an annual report completed at the end of the Plan.

5.2.2 Functional Areas and Annual Work Plans

Detailed work-plans with clear performance indicators and responsibility for their achievement shall be developed taking into consideration the activities in the Plan. The Director General shall be responsible for coordinating all the activities in the Plan.

5.2.3 Data and Information Collection Procedures

To measure performance as per the indicators and report to management, data and information collection templates and procedures shall be developed for use by the functional areas. The reports shall describe actions taken towards achieving the specific strategies of the Plan and shall include achievements, challenges and emerging issues, costs, benefits and recommendations.

5.2.4 Scheduled Meetings and Workshops

- (i) Monthly review meetings at the functional levels shall be convened to ensure implementation is on track;
- (ii) Quarterly review meetings at the management and Board levels shall be convened to receive reports on implementation of the Plan;

- (iii) The Board shall oversee the implementation of the Plan. Progress reports shall be an agenda item in all quarterly meetings of the Board; and
- (iv) A strategy review workshop shall be held annually to evaluate the progress made on the implementation of the Plan.

5.2.5 Progress Reports

Reporting the progress of implementation will be critical in adjusting strategic directions and measuring performance. The head of the corporate strategy unit shall prepare and submit the following reports to the Management and the Board on the progress made in implementation of the Plan:

- (a) Quarterly report – Management and the Board; and
- (b) Annual Report – Management, the Board and relevant stakeholders

5.3 Budget Monitoring

Actual results will continually be checked against planned results and variances investigated. If necessary, work-plans shall be amended so that they are brought in line with the available resources or the budget will be revised to take account of new developments that require action.

5.4 Performance Review

This section provides details on annual performance, mid-term evaluation and end term reviews of the Plan.

5.4.1 Annual Performance Review

At the end of each financial year, a report will be prepared giving details on the progress of implementation and shared with the relevant stakeholders.

5.4.2 Mid Term Evaluation and Review (MTER)

The purpose of MTER shall be to assess the extent to which the objectives of the Authority are achieved. The MTER shall be carried out in December 2021. This will provide an opportunity to give recommendations for the remaining phase of the Plan. The MTER will be done by the Management in liaison with external consultants to ensure objectivity.

5.4.3 End Term Review

The final evaluation for the Plan shall be carried out at least six months before the end of the Strategic Plan period. The review shall determine:

- (i) The extent to which the activities undertaken achieved the objectives;
- (ii) Sustainability of the achievements made;
- (iii) Challenges faced;
- (iv) Lessons learnt;
- (v) Mitigation measures; and

(vi) ToRs for the subsequent plan.

5.5 The Implementation Matrix

The implementation matrix is a critical management tool for:

- (i) Mobilization, allocation and utilization of resources;
- (ii) Management and coordination of the strategic plan;
- (iii) Monitoring of progress; and
- (iv) Evaluating outputs.

The implementation matrix is presented below and consists of:

- i. Key Result Areas;
- ii. Strategic Objectives;
- iii. Strategies;
- iv. Activities;
- v. Performance Indicators;
- vi. Targets;
- vii. Budget; and
- viii. Responsibility.

Annexes

Annex I: Implementation Matrix

KRA 1: Transformation of Public Transport													
Strategic Objective 1: To enhance mobility of people													
Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
Decongestion of NMA	Introduction and operationalization of MRTS	MRTS Policies	5 No.										
		Urban mobility plan	1 No.										
		MRTS Strategy	1 No.										
		Partnership and collaboration framework	1 No.										
		KMs of BRT infrastructure											
		BRT facilities											
		Commuter rail facilities											
	Enhance NMT network	KMs of NMT											
		NMT facilities developed											
	Regulate the use of private cars	Policies and regulations developed	1 No.						x	x			

KRA 1: Transformation of Public Transport													
Strategic Objective 1: To enhance mobility of people													
Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
		Level of compliance	100%						x	x	x	x	x
	Adherence to <i>staggered working hours guidelines</i>	MRTS programmes and reports	5 No.										
	Introduction of cross city routes	Feasibility study reports	2 No.										
		Reviewed cross city routes report	1 No.										
	Integration of transport modes	Transport modes integrated	5 No.										
		Integration hubs											
		Level of integration	100%										
Improve Traffic management	Enhance ITS	ITS master plan	1 No.										
		Level of implementation	100%										
	Enforcement of regulations	Level of enforcement	100%										
	Standards and specifications for public transport system	Standards and specifications in place	1 No.										
		Level of conformity	100%										

KRA 1: Transformation of Public Transport													
Strategic Objective 1: To enhance mobility of people													
Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
	Surveillance and response	Surveillance coverage	100%										
		Level of response	100%										
Integration of Public Transport and Land use planning	Promote Transit Oriented Development (TOD)	Policies and regulations	1 No										
	Controlled development along BRT corridors	Traffic impact assessment report											

KRA 1: Transformation of Public Transport													
Strategic objective 2: Improve Safety and security of public transport													
Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
Improve public transport modes	Enforce regulations on bus standards and specifications	Level of compliance											
	Capacity building for operators	No. of capacity building Reports											
	Vehicle safety inspection	No.											

KRA 1: Transformation of Public Transport													
Strategic objective 2: Improve Safety and security of public transport													
Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
	Public relations and awareness campaign	No. of awareness campaign											
	Development of a data center	Data center											
	Establish road furniture	Road markings and signages											
Enhance security of public transport	Introduction of enforcement unit	Enforcement unit											
	Installation of Surveillance system	Surveillance system											
	Automate public transport systems	Systems automated	No.										
	Street Lighting												
	Security education for commuters and operators	No. of security education											

KRA 2: Environmental Sustainability
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Strategic Objective 1: To improve quality of life													
Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget (M)				
				1	2	3	4	5	1	2	3	4	5
Enhance traffic management	Implement ITS masterplan	Traffic Management Centre introduced											
		Ramp Metering introduced											
		No. of signalized junctions											
		No of Smart Highway,											
		Routing and Scheduling Enhancement											
	Regular maintenance of roads	No. of KMs maintained											
Modal Substitution	Promote public transport	% reduction of private vehicles											
		KMs of BRT coverage											
		No. of BRT introduced											
	Implement NMT policy	Public Sensitization											
		KMs of Walk ways											
		Cycling infrastructure developed											
Fare controls	Enhance pricing policies	Level of implementation											
	Apply incentives and disincentives	No.											

KRA 2: Environmental Sustainability													
Strategic Objective 1: To protect the environment													
Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget (M)				
				1	2	3	4	5	1	2	3	4	5
Reduce Greenhouse Gas Emissions and air pollution	Adopt New Vehicle Technologies	No. of smart vehicles											
		Reports on Manufacturer Innovations											
		No. of Hybrid and Electrical vehicles											
		Level of consumption of Green Fuel											
	Promote use of higher quality fuel	Level of consumption											
Increasing green corridors	Introduction of dedicated green spaces	Area coverage											
	Maintenance of green coverage	Area coverage											
Develop climate proof infrastructure	Defining acceptable risk levels	Report											
	Integrating climatic risks into infrastructure designs	Policy											
	Mapping climate vulnerable infrastructure	Report											
	Promote utilization of climatic resilient	Report											

KRA 2: Environmental Sustainability													
Strategic Objective 1: To protect the environment													
Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget (M)				
				1	2	3	4	5	1	2	3	4	5
	construction materials												

KRA 3: Financial Stewardship													
Strategic Objective 1: To secure financial sustainability													
Strategies	Activities	Performance Indicators	Target (5 years)	Annual Targets					Budget				
				1	2	3	4	5	1	2	3	4	5
Enhance mobilization of financial resources	Establish financial gaps	Budget Reports	5 No.										
		Financial statements	5 No.										
	Determine sources of funding	Profile revenue sources	5 No.										
	Request for funding	Approved budget estimates	5 No.										
		Funding Proposals	7 No.										

KRA 3: Financial Stewardship													
Strategic Objective 2: To ensure prudent and optimal utilization of resources													
Strategies	Activities	Performance		Annual Targets					Budget				

		Indicators	Target (5 years)	1	2	3	4	5	1	2	3	4	5
Strengthen internal control systems and procedures	Comply with provisions of PFM Act 2012	Financial operations and procedures manual	1 No.			1							
		Unqualified financial reports	5 No.										
	Comply with Public Procurement and Asset Disposal Act 2015	Annual procurement plans	5 No.										
		Unqualified Audit reports	5 No.										
	Improve Internal audit systems	Internal Audit Unit	1	1									
		Audit Reports	5 No.	1									

KRA 4: Institutional Capacity

Strategic Objective 1: To attract and retain competent human capital

Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget				
				1	2	3	4	5	1	2	3	4	5
Establish an optimal staffing level	Job analysis and evaluation	Job descriptions, salary structure, organogram	1 report										
Talent Acquisition	Recruitment and selection	No. of employees placed											
Human Resource Development	Develop training policy	Training policy	1 No.										
	Training Needs assessment	TNA report	2 No.										
		Annual training plan	5No.										
	Develop Career progression policy	Career progression policy	1 No.										
	Succession Planning	Succession management plan	5										
Performance Management	Develop and implement a performance management system	Performance contract report	5 No.										
		Performance appraisal Report	5 No.										
Establish staff benefits and welfare programs	Develop staff benefits and welfare policy	Policy	1 No										
	Introduce medical	Scheme in place	1 No.										

KRA 4: Institutional Capacity													
Strategic Objective 1: To attract and retain competent human capital													
Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget				
				1	2	3	4	5	1	2	3	4	5
	insurance												
	Establish staff credit schemes	List of beneficiaries	1 No.										
		Amounts extended to the members											
Establish a conducive work environment	Acquire office space	Presence of adequate office space	1 No										
	Innovative working terms	Policy document	1 No										
	Undertake employee satisfaction survey	Level of satisfaction	%										

KRA 4: Institutional Capacity

Strategic Objective 2: To improve ICT service delivery.

Strategies	Activities	Performance Indicators	Targets (5 years)	Annual Targets					Annual Budget (M)				
				1	2	3	4	5	1	2	3	4	5
Enhance Utilization of ICT	Develop and implement ICT strategy	ICT strategy	1 No.										
		Level of implementation	100%										
Increase level of access to information	Developing and maintaining an integrated management information system	IMIS in place	1 No.										
Enhance cyber security	Undertake ICT security Audit	Audit reports	5 No.										
	Develop disaster recovery and business continuity plans	Plans	5 No.										

KRA 4: Institutional Capacity													
Strategic Objective 3: Entrench Corporate Governance													
Strategies	Activities	Performance Indicators	Targets (5 years)	Targets					Budget				
Promote good Governance	Build capacity of the Board	No. of programs	10 No.										
		Board induction reports	2 No.										
		Board charter	2 No.										
		Board calendar	5 No.										
		Board evaluation reports	5 No.										
Compliance with legal and regulatory framework	Profile applicable laws and regulations	Lists of applicable laws and regulations	2 No.										
	Determine level of compliance	Level of compliance	100%										
	Sensitize staff on Corporate Governance and Authority's core values	Programs for Corporate Governance	5 no.										
Enhancing NaMATA corporate image and visibility	Branding	Branding strategy	1 No.										
		Level of brand awareness	90%										
	Undertake Customer satisfaction survey	Customer satisfaction index	90%										
	Develop service charter	Service charter	2 No.										
	Corporate Social Responsibility(CSR)	Initiatives											

	Develop a strategy for internal and external communication	Communication Strategy	1 no.										

S/No	Designation/Cadre	Job Scale	In-Post	Proposed	Variance
	THE DIRECTOR GENERAL/CEO OFFICE				
1.	Director General/CEO	1	1*	1	0
2.	Personal Assistant	6/5	0	1	1
3.	Office Administrator	7/6	1*	1	0
4.	Driver II/I/Senior	9/8/7	1*	1	0
5.	Office Assistant (Support Staff)	10/9	1*	1	0
	Sub Total		4	5	1
	THE DIRECTOR OF TRANSPORT PLANNING OFFICE				
6.	Director, Transport Planning	2	0	1	0
7.	Office Administrator	8/7	0	1	1
8.	Driver	10/9	0	1	1
9.	Office Assistant (Support Staff)	10/9	0	1	1
	Sub total		0	4	4
	TRANSPORT PLANNING DIVISION				
10.	Deputy Director, Transport Planning	3	0	1	1
11.	Assistant Director, Transport Planning	4	1*	1	0
12.	Senior Transport Planning Officer	5	0	2	2
13.	Transport Planning Officer	6	0	7	7
	Sub Total		1	11	10
	RESEARCH AND DEVELOPMENT DIVISION				
14.	Deputy Director, Research & Development	3	0	1	1
15.	Assistant Director, Research and Development	4	0	1	1
16.	Senior Research and Development Officer	5	0	1	1
17.	Research and Development Officer	6	0	2	2
	Sub Total		0	5	5
	ENVIRONMENT & SAFETY DIVISION				
18.	Deputy Director, Environment & Safety	3	0	1	1
19.	Assistant Director, Environment & Safety	4	0	1	1
20.	Senior Environmental and Safety Officer	5	0	2	2
21.	Environmental and Safety Officer	6	0	2	2
	Sub Total		0	6	6
	QUALITY ASSURANCE DIVISION				
22.	Deputy Director, Quality Assurance	3	0	1	1
23.	Assistant Director, Quality Assurance	4	0	1	1
24.	Senior Quality Assurance Officer	5	0	1	1
25.	Quality Assurance Officer	6	0	1	1
	Sub Total		0	4	4
	DIRECTOR OF PROGRAMMES & PROJECTS MANAGEMENT				
26.	Director, Programmes & Projects Management	2	0	1	1

27.	Office Administrator	8/7/6	0	1	1
28.	Driver	10/9/8	0	1	1
29.	Office Assistant (support Staff)	10/9	0	1	1
	Sub Total		0	4	4
	COMMUTER RAIL INFRASTRUCTURE DIVISION				
30.	Deputy Director, Commuter Rail Infrastructure	3	0	1	1
31.	Assistant Director, Commuter Rail Infrastructure	4	0	1	1
32.	Senior Commuter Rail Infrastructure Officer	5	0	1	1
33.	Commuter Rail Infrastructure Officer	6	0	3	3
	Sub Total		0	6	6
	BUS RAPID TRANSIT (BRT) INFRASTRUCTURE DIVISION				
34.	Deputy Director, BRT Infrastructure	3	0	1	1
35.	Assistant Director, BRT Infrastructure	4	1*	1	0
36.	Senior BRT Officer	5	0	2	2
37.	BRT Officer	6	0	3	3
	Sub Total		1	7	6
	NON-MOTORIST TRANSPORT INFRASTRUCTURE DIVISION				
38.	Deputy Director, NMT Infrastructure	3	0	1	1
39.	Assistant Director, NMT Infrastructure	4	0	1	1
40.	Senior NMT Infrastructure Officer	5	0	1	1
41.	NMT Infrastructure Officer	6	0	2	2
	Sub Total		0	5	5
	DIRECTORATE OF PUBLIC TRANSPORT OPERATIONS				
42.	Director, Public Transport Operations	2	0	1	1
43.	Office Administrator	8/7	0	1	1
44.	Driver	10/9	0	1	1
45.	Office Assistant	10/9	0	1	1
	Sub Total		0	4	4
	PUBLIC TRANSPORT LICENSING AND MANAGEMENT DIVISION				
46.	Deputy Director, Public Transport, Licensing & Management	3	0	1	1
47.	Assistant Director, Public Transport, Licensing & management	4	0	1	1
48.	Senior Public Transport, licensing & management	5	0	3	3
49.	Public Transport, licensing & Management	6	0	3	3
	Sub Total		0	8	8
	CONTRACTS ADMINISTRATION DIVISION				
50.	Deputy Director, Contracts Administration	3	0	1	1

51.	Assistant Director, Contracts Administration	4	0	1	1
52.	Senior Contracts Administration officer	5	0	1	1
53.	Contracts Administration officer	6	0	1	1
	Sub Total			4	4
	REGULATIONS AND ENFORCEMENT SECTION				
54.	Assistant Director, Regulations and Enforcement	4	0	1	1
55.	Senior Regulations and Enforcement	5	0	2	2
56.	Regulations and Enforcement officer	6	0	5	5
57.	Assistant Regulations and Enforcement officer	7	0	12	12
	Sub Total		0	20	20
	INTELLIGENT TRANSPORT SYSTEMS AND BUSINESS DEVELOPMENT.				
58.	Deputy Director, ITS and Business Development	3	0	1	1
59.	Assistant Director, ITS and Business Development	4	0	1	1
60.	Senior ITS Officer	5	0	1	1
61.	Senior Business Development Officer	5	0	1	1
62.	ITS Officer	6	0	3	3
63.	Traffic Management Officer	6	0	3	3
64.	Business Development officer	6	0	2	2
	Sub Total		0	12	12
	DIRECTOR OF CORPORATE SERVICES				
65.	Director, Corporate Services	2	1*	1	0
66.	Assistant Office Administrator/Senior	8/7	1*	1	0
67.	Driver	10/9	1*	1	0
68.	Office Assistant	10/9	0	1	1
	Sub Total		3	4	3
	HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT DIVISION				
69.	Deputy Director, Human Resource Management and Development	3	0	1	1
70.	Assistant Director, Human Resource Management and Development	4	1*	1	0
71.	Senior Human Resource Management and Development Officer	5	0	1	1
72.	Human Resource Management and Development Officer	6	0	1	1
73.	Clerical Officer II/I/Senior	8/7/6	0	1	1
	Sub Total		1	5	4
	ADMINISTRATION SECTION				
74.	Assistant Director, Administration	4	0	1	1
75.	Senior Administration Officer	5	0	1	1
76.	Administrative Officer	6	0	1	1

	Sub Total	3	0	3	3
	FINANCE AND ACCOUNTS DIVISION				
77.	Deputy Director, Finance & Accounts	3	0	1	1
78.	Assistant Director, Finance	4	0	1	1
79.	Assistant Director, Accounts	4	1*	1	0
80.	Senior Finance Officer	5	0	1	1
81.	Senior Accountant	5	0	1	1
82.	Accountants	6	0	2	2
83.	Finance Officer	6	0	1	1
84.	Clerical Officer	8/7	0	2	2
	Sub Total		1	10	9
	SUPPLY CHAIN MANAGEMENT SECTION				
85.	Deputy Director/Supply Chain Management	3	0	1	1
86.	Assistant Director/ Supply Chain Management	4	1*	1	0
87.	Senior Supply Chain Management	5	0	1	0
88.	Supply Chain Management Officer	6	0	1	0
	Sub Total		1	4	3
	ICT DIVISION				
89.	Assistant Director, ICT	4	0	1	1
90.	Senior ICT Officer	5	0	1	1
91.	ICT Officer	6	0	1	1
	Sub Total		0	3	3
	LEGAL AFFAIRS SECTION				
92.	Corporation Secretary	3	0	1	1
93.	Senior Legal Counsel, Commercial Contracts	5	0	1	1
94.	Senior Legal Counsel, Litigation	5	0	1	1
95.	Senior Legal Counsel, Legislation and Policy	5	0	1	1
96.	Assistant Director, Legal Services	4	1*	1	0
97.	Office Administrator	8/7	0	1	1
	Sub-Total		1	6	5
	INTERNAL AUDIT MANAGEMENT UNIT				
98.	Assistant Director, Internal Audit	4	0	1	1
99.	Internal Auditor	6/5	0	1	1
	Sub Total		0	2	2
	GRAND TOTAL		13*	150	137

NB*: All in-post are staff deployed from the ministry's Departments and NMA county governments.