

REPUBLIC OF LIBERIA  
**ENVIRONMENTAL PROTECTION AGENCY**  
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## **FIVE YEARS STRATEGIC PLAN**



### **DEVELOPING A LOW CARBON ECONOMY AND GREEN ENVIRONMENT**

2012-2017

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## **EPA STRATEGIC KEY INTERVENTIONS:**

(Identifiable Goals):

**Goal 1:** Building effective and efficient institutional and human capacities

**1.0 Objectives:**

- 1.1 Establish necessary facilities and provide requisite logistics
- 1.2 Enhance training and development
- 1.3 Provide attractive remunerations and benefits
- 1.4 Establish an effective personnel data base
- 1.5 Financial Audit and compliance

**Goal 2:** Completing Decentralization process of EPA operations

**2.0 Objectives:**

- 2.1 Acquire and construct county offices (Regional)
- 2.2 Put in place an effective personnel and management structure
- 2.3 Ensure provision of equipment and other logistics

**Goal 3:** Developing and enforcing Environmental Laws, Regulations and Guidelines.

**3.0 Objectives:**

- 3.1 Develop legal and regulatory instruments
- 3.2 Recruitment and deployment of adequate personnel and logistics at  
Local level

**Goal 4:** Developing Effective Environmental Communication, Education and Public Awareness

Programs

**4.0 Objectives:**

- 4.1 Create Environmental awareness and education
- 4.2 Establish information data base
- 4.3 Develop effective communication and media strategies

**Goal 5:** Ensuring effective Environmental Planning and Reporting

**5.0 Objectives:**

- 5.1 Develop National Environmental reporting system
- 5.2 Develop quality strategic Environmental research for planning
- 5.3 Mainstream environmental concern into national development  
Processes

**Goal 6: Ensuring effective Environmental Monitoring, audit and evaluation**

**6.0 Objectives:**

- 6.1 Develop and strengthen EIA Administration
- 6.2 Develop strategic monitoring of water resources, land and air
- 6.3 Develop implementation strategies for conservation
- 6.4 Develop benchmark for efficient Environmental Audit
- 6.5 Develop effective Waste management system

**Goal 7: Developing strategies internal and external Co-operation for funds**

**Mobilization**

**7.0 Objectives:**

- 7.1 Solicit stronger political will for budget support
- 7.2 Develop stronger collaboration with development partners
- 7.3 Identify and develop projects/ programs to attract more donor Support
- 7.4 Improve internal funds generation

**Goal 8: Implementing Multilateral Environmental Agreements (MEA's)**

**8.0 Objectives:**

- 8.1 Promote low carbon economy to address climate change
- 8.2 Promote effective ecosystem management
- 8.3 Phase out all Ozone depleting substances
- 8.4 Mainstream sound chemical management

## ***EXECUTIVE SUMMARY***

The idea of developing a Strategic Plan for the Environmental Protection Agency (EPA), Liberia, was initiated by management during a retreat in December 2010, held in Monrovia, to enhance its programs through the effective and efficient protection and management of Liberia's Environment.

The purpose of the Strategic Plan is to strategize all of EPA's activities, and identify areas of key interventions for improved quality results. The Strategic Plan has been designed to cover a period of five (5) years, 2011-2015. After each yearly review, the programs shall be rolled over for performance evaluation and a fresher look at future prospects. During the implementation period, corporate re-organization and restructuring shall be undertaken by management, and EPA Personnel shall be given adequate training both internally and externally, necessary for effective result oriented performance.

Identifiable key Interventions of the Strategic Plan include:

- Building effective and efficient institutional and human capacities
- Completing decentralization of EPA Operations
- Developing and enforcing Environmental Laws & Regulations
- Providing effective Environmental Communication, Education and Public Awareness Programs
- Ensuring effective Environmental Planning and Reporting
- Ensuring effective Environmental Monitoring, Audit & Evaluation
- Developing Strategic Internal and External co-operation for funds mobilization
- Implementing Multilateral Environmental Agreements (MEAs).

In summary, the full implementation of the Strategic Plan shall place EPA in a very strong position to achieve Green Environment for Liberia.

Finally, management shall provide the quality of leadership towards achieving high level of motivation and quality work performance, in order to also achieve the vision, mission and corporate objectives of EPA.

**Anyaa Vohiri**  
**Executive Director**

## **ESTABLISHMENT AND MANDATE**

The Environmental Protection Agency (EPA) was created by an Act of Legislature in 2003 with the mandate to carry out the followings:

- A. Monitor
- B. Co-ordinate and
- C. Supervise the Sustainable Management of the environment in partnership with other line Ministries and Agencies.

The EPA is headed by an Executive Director, Assisted by a Deputy Executive Director.

### ***EPA MISSION***

*To protect, promote and sustainably manage natural resources and the environment*

### ***CORE FUNCTIONS OF THE AGENCY***

- 1) *The agency is empowered to carry out the following functions;*
  - a) *Co-ordinate, integrate, harmonize and monitor the implementation of environmental policy and decisions of the Policy Council by the Line Ministries;*
  - b) *Propose environmental policies and strategies to the Policy Council and ensure the integration of environmental concerns in overall national planning;*
  - c) *Collect, analyze and prepare basic scientific data and other information pertaining to pollution, degradation and on environmental quality, resource use and other environmental protection and conservation matters and undertake research and prepare and disseminate every two years a report on the state of the environment in Liberia;*
  - d) *Build the capacity of line Ministries, authorities and organizations through the exchange of data and information, and to render advice, technical support and training in environment and national resource management so as to enable them to carry out their responsibilities effectively;*
  - e) *Ensure the preservation and promotion of important historic, cultural and spiritual values of natural resources heritage and, in consultation with indigenous authority, enhance indigenous methods for effective natural resource management;*

- f) *Promote public awareness through public participation in decision making and formal and non-formal education about the protection and sustainable management of the environment, and to allow at minimal or no costs, access to environmental information and records made in connection with this Act;*
- g) *Integrate scientific mechanisms and technical requirements in environmental management in order to develop indicators for environmental changes and progress of environmental sustainability in accordance with this Act;*
- h) *Encourage the use of appropriate environmentally sound technologies and renewable sources of energy and natural resources;*
- i) *Create categories of fiscal and economic instruments with line Ministries in order to discourage pollution and encourage clean production and minimal generation of waste in industrial processes and at consumer level;*
- j) *Establish environmental criteria, guidelines, specifications and standards for production processes and the sustainable use of natural resources for the health and welfare of the present generation, and in order to prevent environmental degradation for the welfare of the future generations;*
- k) *Identify projects, activities, policies, and programs for which environmental impact assessment must be conducted under this Act;*
- l) *Review and approve environmental impact statements and environmental impact assessment submitted in accordance with this Act;*
- m) *Investigate reports of pollution and other related matters;*
- n) *Initiate and co-ordinate actions required in a state of environmental emergency or any other situation which may pose serious threat to the environment and public health;*
- o) *Monitor and assess projects and activities including activities being carried out by relevant ministries and bodies to ensure that the environment is not degraded by such activities and that environmental management objectives are adhered to and adequate early monitoring on impending environmental emergencies is given;*
- p) *Exercise or perform any of the pollution control functions with the relevant ministries and organizations;*
- q) *Review sectoral environmental laws and regulations and recommend for amendments and to initiate proposals for the enactment of environmental legislation in accordance with this Act or any other Act;*



- r) *Function as the national clearinghouse for all activities relating to regional and international environment-related conventions, treaties and agreements, and as national liaison with the secretariat for all such regional and international instruments;*
  - s) *Improve efficiency of financial processes under multilateral agreements by prioritizing and harmonizing host and donor priorities in programmes, project preparation and design;*
  - t) *Review project documents for donor-sponsored environment-related projects to ensure and/or recommend to the negotiating ministry or agency, the inclusion of strategies and activities for capacity building of nationals;*
  - u) *Advise the State and participate in the process of negotiating, ratifying or acceding to relevant regional and international environmental agreements;*
  - v) *Enter into regional cooperation for the management of shared natural resources and the harmonization of environmental laws and standards;*
  - w) *Perform such other functions as the government may assign the Agency or as are incidental to or conducive to the exercise by the Agency of any of the functions provided for under this Act;*
- 2) *Notwithstanding the functions enumerated under sub-section (1), all sectors of the population has the duty to protect the environment, and the Agency may in the performance of its functions under subsection (1) and by published notice delegate any of its functions to a Ministry, Agency, Organization, a Technical Committee or any public officer.*
  - 3) *In the delegation of its powers the Agency shall not be relieved of its responsibilities under the Act.*
  - 4) *To enable the performance of its functions under subsection (1), the Agency shall require each Ministry or Agency charged with the management of any segment of the environment under any law to submit:*
    - a) *Annual reports of its operations; and*
    - b) *Such other reports and may be required for the purposes of this Act.*

## **VISION**

*A clean, safe and healthy environment*

## **CORE VALUES**

*The EPA shall endeavor to achieve corporate*

- *Integrity*
- *Reliability*
- *Accountability*
- *Transparency*
- *Professionalism*
- *Efficiency*
- *Respect for all*
- *Honesty*
- *Excellence*
- *Responsibility and*
- *Team work*

## **STRATEGIC OBJECTIVES**

There are Eight Strategic Key Interventions identified to achieve the mission of EPA, as outlined in the Strategic Plan.

They are:

1. Building Effective and Efficient Institutional and Human Capacities
2. Complete Decentralization Process of EPA Operations
3. Developing and Enforcing Environmental Laws, Regulations and Guidelines
4. Developing Effective Environmental communication, Education & Public Awareness Programs
5. Ensuring effective Environmental Planning & Reporting
6. Ensuring effective Environmental Monitoring, Audit and Evaluation
7. Developing Strategic Internal and External Cooperation for Funds Mobilization
8. Implementing Multilateral Environmental Agreements

## **IMPLEMENTATION AND COST OF THE STRATEGIC PLAN (2011-2015)**

The Implementation of the Strategic Plan shall be done in collaboration with all Stakeholders.

EPA shall endeavor to mobilize additional resources to undertake the greater challenges identified.

The Financial cost for implementing the Strategic Plan shall be Sixteen Million Four Hundred and Twenty Five thousand Seven Hundred and Fifty Eight Dollars **(\$16,425,758.00 USD)** and shall be raised through three major Interventions:

1. Government of Liberia budget appropriation
2. Multi-Lateral and Donors support and
3. Internal funds generation

## **STRATEGIC RESOURCE MOBILIZATION**

Strategies to be adopted for Resource Mobilization include:

1. Effective and Efficient utilization of available Resources and Funds Mobilization
2. Quality financial Compliance and Accountability

3. Lobbying various relevant Government Ministries/Agencies for increased budget support
4. Effective and Efficient linkages with Multi-lateral and Donor Agencies
5. Motivate existing Management and Staff for quality performance on the job
6. Strengthen Partnership with the private sector and NGO's that are involved in Environmental activities.

EPA Immediate past Financial Standing 2009/2010

**Sources of Revenue:**

1. GOL ( Budget Allocation)	\$ 593,203
2. GRANTS	\$ 567,252
3. Internal Funds Generation	\$153,700

## EPA SITUATION ANALYSIS

### INTERNAL ANALYSIS

<b>STRENGTH</b>	<b>WEAKNESS</b>
<ol style="list-style-type: none"> <li>1. Promulgation of EPA Act, Laws and Policy</li> <li>2. Qualified and experience professional staff</li> <li>3. Government of Liberia Budgetary support</li> <li>4. Establishment of Environmental Units in Ministries and Agencies</li> <li>5. Mini Laboratory</li> <li>6. Environmental Resource Center</li> <li>7. functional EIA System</li> <li>8. Donor support</li> <li>9. Inter-sectoral Collaboration</li> <li>10. Establishment of County and Regional Offices</li> <li>11. Accession to and ratification of International Multilateral Environmental Agreements</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate budgetary support</li> <li>2. Unattractive salary and benefits</li> <li>3. In-adequate qualified and experience Personnel</li> <li>4. No functional institutional structure</li> <li>5. Inadequate logistics and equipment</li> <li>6. Lack of permanent office space (own)</li> <li>7. Lack of equipment to enhance Laboratory Work</li> <li>8. Incomplete county structure</li> <li>9. Lack of understanding of Legal Framework by staff</li> <li>10. Weak compliance and enforcement mechanism</li> <li>11. Weak public awareness and education</li> <li>12. Conflicting Sector Laws and mandate</li> <li>13. Weak monitoring and inspection system</li> <li>14. Limited research and data collection</li> </ol>

### EXTERNAL ANALYSIS

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Willingness of Donors support to EPA</li> <li>▪ Public Private Partnership</li> <li>▪ International Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Limited show of political will perhaps due to lack of Awareness of EPA mandate</li> <li>• Lack of strong political will</li> <li>• Illiteracy and Poverty</li> <li>• Poor infrastructural development</li> <li>• Weak Resource mobilization</li> <li>• Culture of non-compliance</li> </ul>

## **STRATEGIC TARGETS**

<b>GOAL</b>	<b>DESCRIPTION:</b>	<b>ACHIEVABLE TARGET:</b>
1	Building effective and efficient institutional and human capacities	<ul style="list-style-type: none"> <li>▪ By 2013 60% of the EPA Professional work force would have received adequate training</li> <li>▪ To have an effective efficient and retainable work force by the end of 2013</li> <li>▪ To have a complete frame work for governance at all levels by 2015 (i.e. structure, decentralization, automation, etc)</li> </ul>
2	Complete Decentralization process of EPA operations	<ul style="list-style-type: none"> <li>▪ By 2013, Regional and county Offices constructed, equipped and staffed</li> </ul>
3	Developing and enforcing Environmental Laws, Regulations and Guidelines	<ul style="list-style-type: none"> <li>▪ By end of 2011, Environmental Laws, Acts and Policy reviewed, harmonized and updated</li> <li>▪ By end of 2012, additional 15 legislation, guidelines, regulations and policies developed and promulgated;</li> <li>▪ By 2015, a total of 35 legislation, guidelines, regulations and policies shall be developed and promulgated</li> <li>▪ By end 2013, at least three Environmental Lawyers trained</li> <li>▪ By end 2013, Administrative Environmental Court established</li> </ul>
4	Developing Effective Environmental Communication, Education Public Awareness Programs	<ul style="list-style-type: none"> <li>▪ By end of 2011, Environmental Awareness and Education strategy developed</li> <li>▪ By 2013, Country wide Environmental Awareness and Education carried out</li> </ul>
5	Ensuring effective Environmental Planning and Reporting	<ul style="list-style-type: none"> <li>▪ By end 2011, State of the Environment Report (SER) prepared</li> <li>▪ By end 2012 National Environmental Action Plan (NEAP) developed</li> </ul>
6	Ensuring effective Environmental Monitoring, Inspection, audit and evaluation	<ul style="list-style-type: none"> <li>▪ By end 2011, effective and efficient environmental monitoring and Inspection systems in place</li> </ul>
7	Developing strategic internal and external co-operation for funds Mobilization	<ul style="list-style-type: none"> <li>▪ Next Fiscal Year (2011/2012), lobby for budget increase from government of at least 1.5 Million United States Dollars</li> <li>▪ By end 2011-2012 organize Donor Conference and develop comprehensive project proposals to access more donor support</li> <li>▪ Increase yearly internal funds generation intake by 50% beginning 2011</li> </ul>
8	Implementing Multilateral Environmental Agreements	<ul style="list-style-type: none"> <li>▪ Work towards achieving low carbon economy by 2015</li> <li>▪ By 2013 mainstream and develop National program for effective implementation of MEAs</li> </ul>

## **STAKEHOLDERS ANALYSIS**

The key stakeholders of the EPA Liberia are the Management and staff of the Environmental Protection Agency itself, the Legislature, the Line Ministries and Agencies such as, the Ministry of Lands, Mines & Energy, Ministry of Health & Social welfare, Ministry of Commerce & Industry, Ministry of Transport, ministry of Public Works, Ministry of Internal Affairs, Ministry of Agriculture, and the Ministry of Finance. Other agencies are, Liberia Water & Sewer Corporation, National Port Authority, Liberia Petroleum Refining Corporation, Forestry Development Authority, Monrovia City Corporation.

Other Institutions are the County, District, and Community based organizations. Development partners such as: World Bank, UNDP, European Union (EU), UNEP, GTZ, UNICEF, UNMIL and a number of NGO's and professional bodies.

The EPA shall endeavor to work in collaboration with the Stakeholders to achieve low Carbon Free Economy and greening of the Environment. Please find below stakeholders matrix.

### ANALYSIS/ STAKEHOLDERS MATRIX

<b>STAKEHOLDERS</b>	<b>ROLES/RESPONSIBILITY</b>	<b>CRITICAL IMPORTANCE</b>	<b>CONTRIBUTION TO EPA</b>
Legislators	<ul style="list-style-type: none"> <li>▪ Legislation</li> <li>▪ Oversight responsibilities on Environment issues</li> <li>▪ Lobbying</li> </ul>	<ul style="list-style-type: none"> <li>▪ Constitutional mandate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budget approval and allocation</li> <li>▪ Bills enactment</li> <li>▪ Advocacy and awareness programs at Constituency level</li> </ul>
Line Ministries	<ul style="list-style-type: none"> <li>▪ Enforcement</li> <li>▪ Policy formulation</li> <li>▪ Bi-Lateral and Multi-Lateral Agreement</li> <li>▪ Compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical assistance</li> <li>▪ Capacity building</li> <li>▪ Infrastructure development</li> <li>▪ Institutional mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building</li> <li>▪ Lobbying</li> <li>▪ Policy implementation</li> <li>▪ Technical co-operation</li> <li>▪ Enforcement and Compliance</li> <li>▪ Resource mobilization</li> <li>▪ Partnerships</li> </ul>
Development Partners and Donor agencies	<ul style="list-style-type: none"> <li>▪ Technical support</li> <li>▪ Logistics</li> <li>▪ Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Technical advice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical advice</li> <li>▪ Training and Development</li> <li>▪ Finance</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>▪ Management and protection of Environment</li> <li>▪ Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finances</li> <li>▪ Partnership</li> <li>▪ Corporate social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness</li> <li>▪ Finances</li> <li>▪ Management and protection of Environment</li> </ul>
Media	<ul style="list-style-type: none"> <li>▪ Public information</li> <li>▪ Education/Awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public education &amp; communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnerships</li> <li>▪ Information dissemination</li> </ul>
NGO's and CBO's	<ul style="list-style-type: none"> <li>▪ Partnership in managing the environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy</li> <li>▪ Cultural norms</li> <li>▪ Resource mobilization</li> <li>▪ Awareness programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building</li> <li>▪ Information dissemination</li> <li>▪ Partnership</li> </ul>
Professional Bodies	<ul style="list-style-type: none"> <li>▪ Collaboration</li> <li>▪ Promote expertise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Knowledge and research</li> <li>▪ Develop standards</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standards</li> <li>▪ Policy formulation</li> </ul>

### STRATEGIC KEY INTERVENTIONS

## Goal 1: Building effective and efficient institutional and human capacities

1.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET ((US\$))				
						YR-1	YR-2	YR-3	YR-4	YR-5
1.1	To establish necessary facilities and provide logistics	Fully functional two regional monitoring Laboratories	<ul style="list-style-type: none"> <li>▪ Assessment identifying appropriate location</li> <li>▪ Source funding</li> <li>▪ Construct</li> <li>▪ Furnish</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-5yrs	10,000 5,000 40,000	5,000 40,000	5,000 40,000	5,000 200,000	5,000 165,000
		Complete automation of key EPA activities	<ul style="list-style-type: none"> <li>▪ Website development</li> <li>▪ On line EIA application and processes</li> <li>▪ Proper Accounting System</li> <li>▪ Personnel activities</li> <li>▪ Labor</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs	2,000 1,000 25,000	25,000	25,000		
		Construction of EPA Headquarters	<ul style="list-style-type: none"> <li>▪ Identification of site and land acquisition</li> <li>▪ Sourcing of fund</li> <li>▪ Architecture Design</li> <li>▪ Construction</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-5yrs	20,000 15,000	15,000 350,000	15,000	15,000	15,000 3,500,000
<b>Total: US\$ 4,517,800.00</b>										



1.2	To enhance training and development	<p>Training in environmental Awareness, Monitoring, Inspection, Planning &amp; legal, Human Resource Management, Information Technology(IT), Accounting System and Control, Establish Environmental Training School, Partnering with Universities and high education (local and external)</p>	<ul style="list-style-type: none"> <li>▪ Source for funding</li> <li>▪ Identification of Training Programs</li> <li>▪ Appropriate personnel section</li> <li>▪ Determine suitability of time and place (internal and external)</li> <li>▪ Develop Curriculum</li> <li>▪ Identify key resource person</li> <li>▪ Mobilize resources to operate Environmental Training Institute</li>   <li>▪ Develop modalities to foster partnership with Universities (local and foreign)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1yr	27,000					
					1-5yrs	5,000	5,000	5,000	5,000	5,000	
					1-2yrs	25,000	25,000				
					1-2yrs	25,000	10,000				
					1-2yrs	10,700	5,000				
					1yr	5,000					
					1-2yrs	10,000	15,000				
1-5yrs	20,000	20,000	20,000	20,000	20,000						
<b>Total: US\$ 282,700.00</b>											

1.3	To provide attractive remunerations and benefits	Pay attractive salaries  Establish quality fringe benefits	<ul style="list-style-type: none"> <li>▪ Develop professional salary scale</li> <li>▪ Develop system for quality fringe benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> </ul>	1-5 yrs	451,980	587,574	734,468	918,084	1,193,510
						180,365	234,475	476,711	595,888	774,655
<b>Total: US\$ 5,847,710.00</b>										
1.4	To establish an effective personnel data base	Accurate record system  Manpower planning development	<ul style="list-style-type: none"> <li>▪ Revision of existing records</li> <li>▪ Acquire soft ware system</li> <li>▪ Collect and collate quality data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1yr	18,000				
					1-2 yrs	10,000	5,000			
					1-5yrs	5,000	5,000	5,000	5,000	5,000
<b>Total: US\$58,000.00</b>										
1.5	To ensure Financial Compliance & Accountability	Develop effective and efficient internal control system	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Improve logistics/equipment</li> <li>▪ Routine checks and visitations to county offices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-2yrs	12,000	8,000			
					1-2yrs	0	38,000			
					1-5yrs	3,000	2,000	2,000	2,000	2,000
<b>Total: 71,000 USD</b>										

## Goal 2: Complete Decentralization process of EPA Operations

2.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
2.1	Acquire and construct county offices	Construct fifteen (15) County Offices	<ul style="list-style-type: none"> <li>▪ Identify land</li> <li>▪ Source funding</li> <li>▪ Construct</li> <li>▪ Furnish</li> <li>▪ Sampling kits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1yr 1-2yrs 1-3yrs 1-3yrs 1yr	15,000 15,000 100,000 20,000 75,000	10,000 100,000 20,000	100,000 20,000		
<b>Total:US\$475,000.00</b>										
2.2	Put in place an effective personnel and management structure	EPA County structure and Local Communities structure put in place	<ul style="list-style-type: none"> <li>▪ Recruitment and deployment of EPA County staff</li> <li>▪ Appointment and establishment of County Environmental Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs  1-3yrs	3,000  5,000	2,500  5,000	2,500  5,000		
<b>Total: US\$23,000.00</b>										
2.3	Ensure provision of equipment and other logistics	Provide quality equipment and adequate logistics	<ul style="list-style-type: none"> <li>▪ Identify and procure quality equipment and adequate logistics</li> <li>▪ Ensure quality maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-2yrs  1-5yrs	207,250  5,000	207,250  5,000	5,000	5,000	5,000
<b>Total:US\$439,500.00</b>										

### Goal 3: Developing and enforcing Environmental Laws, Regulations and Guidelines

3.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
3.1	Developing Legal and regulatory instruments	Enforcement of environmental Laws and Guidelines  Full compliance	<ul style="list-style-type: none"> <li>▪ Establish Environmental Courts</li> <li>▪ Train Environmental Lawyers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs 1-2yrs	25,000 67,500	25,000 67,500	25,000		
<b>Total: US\$ 210,000.00</b>										
3.2	Recruitment and deployment of adequate personnel and logistics at local level	Employed Trained Inspectors  Acquire adequate logistics	<ul style="list-style-type: none"> <li>▪ Identify Personnel</li> <li>▪ Recruit</li> <li>▪ Trained</li> <li>▪ Source funds to purchase logistics (Motor Bikes, Vehicles, Office Equipment, etc)</li> <li>▪ Acquire logistics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs 1-3yrs 1-5yrs 1-2yrs  1-3yrs	3,000 1,000 100,000 20,000  150,000	3,000 1,000 100,000 20,000  250,000	3,000 1,000 100,000  104,000	100,000	100,000
<b>Total: US\$1,056,000.00</b>										

### Goal 4: Effective Environmental Communication, Education and Public Awareness Programs

4.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
4.1	To create Environmental awareness and Education	Environmental awareness and education at national, county and community level	<ul style="list-style-type: none"> <li>▪ Partnership with various Environmental Unit in various Ministries and Agencies</li> <li>▪ Establish Environmental Club in various Schools and Universities</li> <li>▪ Mobilize Environmental Awareness Team at various county, District and community level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-5yrs	2,000	2,000	2,000	2,000	2,000
					1-3yrs	3,000	3,000	3,000	3,000	3,000
					1-5yrs	5,000	5,000	5,000	5,000	5,000
<b>Total:US\$50,000.00</b>										
4.2	To establish Information Data Base	A functional quality record system	<ul style="list-style-type: none"> <li>▪ Identify, source and acquire modern IT equipment</li> <li>▪ Train Environmental IT and Data Base Management personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-2yrs	25,000	20,000			
					1-3yrs	5,000	7,000			
<b>Total: US\$37,000.00</b>										
4.3	To develop effective communication and media strategic	Efficient and effective communication and media strategies	<ul style="list-style-type: none"> <li>▪ Launching of Environmental Media activities, i.e.; various drama programs on radio, television and newspapers</li> <li>▪ Develop Environmental flyers, stickers as well as EPA Brochures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-2yrs	10,000	10,000			
					1yr	25,000				
<b>Total:US\$45,000.00</b>										

### Goal 5: Ensuring effective Environmental Planning and Reporting

5.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
5.1	To develop National Environmental reporting system	Effective National Environmental Action Plan(NEAP)	<ul style="list-style-type: none"> <li>▪ Liaise with relevant government and other national institutions to identify critical environmental challenges</li> <li>▪ Work with community structure to identify Environmental issues at County, District</li> <li>▪ Prepare and implement national Environmental Action Plan(NEAP)</li> <li>▪ To recruit experts to develop Environmental Report</li> <li>▪ Conduct National Validation Workshop</li> <li>▪ Produce State of the Environment Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-5yrs	50,000	75,000	75,000	50,000	50,000
					1-5yrs	20,000	20,000	20,000	20,000	
					1-2yrs	12,000	10,000			
					1-4yrs	50,000	50,000	50,000	50,000	
					1yr	15,000				
		Regular State of the Environment Reporting								20,000
<b>Total:US\$637,000.00</b>										
5.2	To develop quality strategic Environmental research for planning	Quality up –to-date Scientific Data	<ul style="list-style-type: none"> <li>▪ Recruit and train Environmental Researchers</li> <li>▪ Conduct survey</li> <li>▪ To liaise with Statistic House for quality Environmental Data</li> <li>▪ To collect and collate information from</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1 yr	3,000				
					1yr	20,000				
					1yr	500				
					1-2yrs	1,000	1,000			
		Improved								

		planning and management of EPA activities	<ul style="list-style-type: none"> <li>various department</li> <li>Prepare Work and Action Plans as a linkage to the Strategic Plan</li> </ul>		1yr	1,500					
<b>Total: US\$27,000.00</b>											
5.3	To mainstream Environmental concern into national development processes	Develop linkages and integrate EPA activities into the private and public sector	<ul style="list-style-type: none"> <li>Partner and collaborate with government and other relevant institutions at both the county and local level</li> <li>Collaborate with development partners and donor agencies</li> <li>Work with the various community base organizations(CBO), Civil Society Organizations(CSO), media, academia</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Human</li> <li>Logistics</li> </ul>	1 yr	10,000					
					1yr	10,000					
					1-5yrs	1,500	2,000	2,000	2,000	2,000	
<b>Total: US\$29,500.00</b>											

### Goal 6: Ensuring effective Environmental Monitoring, Audit and Evaluation

6.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
6.1	Develop and strengthen EIA Administration	Effective and efficient EIA Administration	<ul style="list-style-type: none"> <li>▪ Provide capacity building for improve EIA Administration</li> <li>▪ Strengthen Inter-sectoral Coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs	145,500	48,500	48,500		
					1-2yrs	22,000	15,000			
<b>Total-6.1: US\$279,500.00</b>										
6.2	Develop strategic monitoring of water resources, land and air	A system of Strategic environmental monitoring of water, land and air	<ul style="list-style-type: none"> <li>▪ Conduct national survey</li> <li>▪ Collection and analysis of baseline data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1yr	150,00				
					1-2yrs	175,000	75,000			
<b>Total:US\$400,000.00</b>										
6.3	Develop implementation strategic for conservation	Significant reduction of Bio-Diversity loss	<ul style="list-style-type: none"> <li>▪ Enhance the process of establishing additional Protected Areas</li> <li>▪ Ensure the security of proclaimed deserted areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-5yrs	50,000	15,000	15,000	15,000	15,000
					1-5yrs	18,000	20,000	20,000	15,000	15,000
		Sustainable Agriculture are strengthened	<ul style="list-style-type: none"> <li>▪ Knowledge management (KM) system in support of sustainable agriculture established</li> <li>▪ SLM is integrated into agriculture extension programs</li> <li>▪ SLM integrated into university curricula for agriculture</li> <li>▪ Logistics</li> </ul>	1-2yrs	25,270	25,270				
				1-2yrs	9,419.00	9,000				
				1-2yrs	9,239.00	9,100	50,000	50,000	50,000	
1-5yrs	75,000	50,000								



<b>Tota:US\$560,298.000</b>										
6.4	Develop benchmark for efficient Environmental Audit	A system of environmental quality standard established	<ul style="list-style-type: none"> <li>▪ Develop a more functional laboratory for the EPA</li> <li>▪ Ensure train personnel</li> <li>▪ Conduct stakeholder consultation</li> <li>▪ Develop quality audit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs	250,000	<b>250,000</b>	250,000		
					1-2yrs	35,000	35,000			
					1yr	12,000				
					1-2yrs	15,000	20,000			
<b>Total:US\$177,750.00</b>										
6.5	Develop effective Waste Management System	Effective monitoring and management of waste streams  Quality implementation of strategic waste management	<ul style="list-style-type: none"> <li>▪ Conduct public awareness on effective and sustainable waste management</li> <li>▪ Identify proper community transit dump site</li> <li>▪ Develop appropriate guidelines for the transportation of waste</li> <li>▪ Identify proper landfill site</li> <li>▪ Construct and develop landfill site</li> <li>▪ Improve current landfill site</li> <li>▪ Promote stronger Inter-sectoral collaboration for</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	1-3yrs	25,000	25,000	25,000		
					1yr	15,000				
					1yr	10,000				
					1yr	5,000				
					1-2yrs	25,000	30,000			
					1yr	8,000				
					1-2yrs	12,000	12,000			

		Integrated waste management	<ul style="list-style-type: none"> <li>effective waste management</li> <li>Put in place mechanism for waste segregation</li> <li>Promote recycling programs</li> </ul>		1yr	10,000				
					1yr	10,000				
<b>Total: US\$212,000.00</b>										

### Goal 7: Developing strategic internal and external co-operation for funds mobilization

7.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
7.1	To solicit stronger political will for support	To place EPA in a very strong and viable financial position	<ul style="list-style-type: none"> <li>Lobby Government to increase EPA Budgetary support</li> <li>Identify the need for expanded programs</li> <li>Solicit for increase support from development partners</li> <li>Ensure active participation and collaboration in International forum and partnership</li> <li>Put in place effective EIA fees collection</li> <li>Establish and implement Environment Trust Funds</li> <li>Encourage</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Human</li> <li>Logistics</li> </ul>	1yr	55,000				
					1yr	5,000				
					1yr	150,000				
					1-2yrs	75,000	75,000			
					1yr	15,000				
					1yr	15,000				
					1-2yrs	20,000	20,000			

			consultancy services							
<b>Total:US\$430,000.00</b>										

**Goal 8: Implementing Multilateral Environmental Agreements (MEAs)**

8.0	OBJECTIVES	OUTCOME	ACTIVITIES	RESOURCE	TIME FRAME	BUDGET (US\$)				
8.1	To promote low Carbon economy	To develop a system to ensure low carbon economy	<ul style="list-style-type: none"> <li>▪ Develop national appropriate Mitigation actions (NAMA)</li> <li>▪ Encourage the use of renewable energy</li> <li>▪ Liaise with relevant agencies to enforce regulations on the importation of over age vehicles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Logistics</li> <li>▪ Human</li> </ul>	1 yr	175,000				
					1yr	50,000				
<b>Total: US\$ 225,000.00</b>										
8.2	To promote effective reforestation and sustainable agriculture	Improve sustainable management of the forest and agriculture sectors	<ul style="list-style-type: none"> <li>▪ Effective monitoring of the forest and agriculture sectors</li> <li>▪ Develop appropriate guidelines for land use</li> <li>▪ Promote transfer of appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Logistics</li> <li>▪ Human</li> </ul>	1-2yrs	100,000	100,000			
					1yr	10,000				
					1yr	12,000				

			technology for sustainable land use							
<b>Total:US\$222,000.00</b>										
8.3	To face out all Ozone Depleting Substances	To ensure the total face out of all Ozone Depleting substances	<ul style="list-style-type: none"> <li>Prepare National Policy document on total phase out (HCFC) all ODS</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Logistics</li> <li>Human</li> </ul>	1-2yrs	30,000	30,000			
<b>Total:US\$60,000.00</b>										
8.4	To mainstream sound chemical management	<p>To create registry of chemical</p> <p>To establish chemical information exchange network</p> <p>To develop strategic planning for chemical management</p>	<ul style="list-style-type: none"> <li>Establish a Secretariat Identify and recruit registry personnel Trained all related stakeholders</li> <li>Establish website Recruit and train website personnel</li> <li>To develop mapping or baseline activities to collect quality data</li> <li>Identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Logistics</li> <li>Human</li> </ul>	1yr	10,000				
					1yr	3,000				
					1yr	30,000				
					1yr	10,000				
<b>Total:US\$53,000.00</b>										
<b>Grand Total for Goal1-8: US\$ 16,425,758.00</b>										

## **ACCOUNTABILITY AND RISK MEASURES**

In order to achieve corporate excellence regarding the implementation of the strategic plan, various departments must adhere to and adopt effective control mechanisms to ensure transparency. Also, quality audits shall be carried out periodically both at the headquarters and regional levels, to assure the multi-laterals and government of unwavering accountability and fixed asset management.

## **RISK MANAGEMENT**

Very often risks occur when the unexpected happens. Risk has several dimensions like the natural occurrences as well as internal management conflicts, and external occurrences.

Some of the natural causes are floods, earthquakes, as well as fire disasters, etc. When these occur, in most cases it is difficult to achieve corporate objectives. It creates instability in the economy thereby forcing cuts in budgets. It is therefore prudent to take strategic measures against these unexpected shocks.

## **MATRIX FOR EPA PERSONNEL SITUATION**

### **1-OFFICE OF THE EXECUTIVE DIRECTOR**

<b>POSITION</b>	<b>QUALIFICATION</b>	<b>REQUIRED QUALIFICATION</b>
<b>EXECUTIVE DIRECTOR</b>	MASTER & ABOVE	POST GRADUATE & ABOVE
ADM. ASSISTANT	BSC/MANAGEMENT	FIRST DEGREE
CHIEF INTERNAL AUDITOR	BSC/ECONOMICS	FIRST DEGREE
AUDITOR	BBA/ACCOUNTING	FIRST DEGREE
EXECUTIVE SECRETARY	DIPLOMA-SEC. SCI.	AA DEGREE
DRIVER	BELOW HIGH SCH.	HIGH SCHOOL GRADUATE
JANITOR	BELOW HIGH SCH.	BELOW HIGH SCHOOL

## 2-OFFICE OF THE DEPUTY EXECUTIVE DIRECTOR

POSITION	QUALIFICATION	REQUIRED QUALIFICATION
DEPUTY EXE. DIRECTOR	MASTER & ABOVE	MASTER & ABOVE
ADMINISTRATIVE ASSISTANT	MASTERS	FIRST DEGREE
SECRETARY	PROFESSIONAL DIPOLMA	PROFESSIONAL DIPLOMA
DRIVER		HIGH SCHOOL
OFFICE ASSISTANT	BELOW HIGH SCH.	HIGH SCHOOL GRADUATE

## 3-DEPARTMENT OF ADMINISTRATION & FINANCE

POSITION	QUALIFICATION	REQUIRED QUALIFICATION
MANAGER	BSC/FORESTRY	MBA & ABOVE/
ADMINISTRATIVE OFFICER	MBA/FINANCE	FIRST DEGREE
FINANCE OFFICER	BBA/ACCOUNTING	FIRST DEGREE
IT OFFICER	BBA/MANAGEMENT	FIRST DEGREE
HUMAN RESOURCE SUP.	BPA/PUBLIC ADM	FIRST DEGREE
MAINTENANCE SUPERVISOR	BA/SOCIOLOGY	TECHNICAL DIPLOMA
TRANSPORT OFFICER	BSC/ECONOMICS	FIRST DEGREE
ACCOUNTANT	BBA/ACCOUNTING	FIRST DEGREE
ACCOUNTANT	BBA/ACCOUNTING	FIRST DEGREE
ACCOUNTNAT	BBA/ACCOUNTING	FIRST DEGREE
ACCOUNTANT	BBA/ACCOUNTING	FIRST DEGREE
MEDIA/PR OFFICER	BA/SOCIOLOGY	FIRST DEGREE
ASSIST. HR. SUPERVISOR	HIGH SCH. GRADUATE	FIRST DEGREE
ASSIST. PROCUREMENT SUP.	HIGH SCH. GRADUATE	FIRST DEGREE

INSURANCE OFFICER	HIGH SCH. GRADUATE	FIRST DEGREE
WARE HOUSE/LOGISTICS OFFICER	HIGH SCH. GRADUATE	FIRST DEGREE
PTOTOCOL OFFICER	HIGH SCH. GRADUATE	FIRST DEGREE
MECHANIC	HIGH SCH. GRADUATE	TECHNICAL DIPLOMA
ELECTRICIAN	TECH. DIPLOMA	TECHNICAL DIPLOMA
ELECTRICIAN	TECH. CERTIFICATE	TECHNICAL DIPLOMA
ELECTRICIAN	BELOW HIGH SCH.	TECHNICAL DIPLOMA
MECHANIC	BELOW HIGH SCH.	TECHNICAL DIPLOMA
ACCOUNTNANT	BBA/ACCOUNTING	FIRST DEGREE
DRIVER	HIGH SCH. GRADUATE	HIGH SCHOOL GRADUATE
JANITOR	HIGH SCH. GRADUATE	BELOW HIGH SCH.
JANITOR	HIGH SCH. GRADUATE	BELOW HIGH SCH.
DISPATCHER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
PROCUREMENT EXPEDITOR	BSC/AGRICULTURE	PROFESSIONAL DIPLOMA
DRIVER	BELOW HIGH SCH.	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	BSC/BIOLOGY	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
SECURITY	BELOW HIGH SCH./CERT. IN SECURITY	HIGH SCH. GRADUATE

SECURITY	BELOW HIGH SCH.	HIGH SCH. GRADUATE
SECURITY	HIGH SCH.GRADUATE	HIGH SCH. GRADUATE
SECURITY	BELOW HIGH SCH.	HIGH SCH.GRADUATE
SECURITY	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
JANITOR	BELOW HIGH SCH.	BELOW HIGH SCH.
JANITOR	BELOW HIGH SCH.	BELOW HIGH SCH.
JANITOR	BELOW HIGH SCH.	BELOW HIGH SCH.
DRIVER	BELOW HIGH SCH.	HIGH SC. GRADUATE
SECRETARY	PROFESSIONAL DIPLOMA	PROFESSIONAL DIPLOMA
CASHIER	HIGH SCH. GRADUATE	BBA/ACCOUNTING
PROJECT ACCOUNTANT	BBA/ACCOUNTING	BBA/ACCOUNTING

#### **4-DEPARTMENT OF PLANNING, POLICY & LEGAL AFFAIRS**

<b>POSITION</b>	<b>QUALIFICATION</b>	<b>REQUIRED QUALIFICATION</b>
<b>MANAGER</b>	LAW ENVIRONMENT AND MASTERS OF ENVIRONMENT SCIENCE	MSC/ENVIRONMENT
PLANNING SUPERVISOR	MSC/REG. PLANNING	MSC/MPA
LEGAL OFFICER	LLM	LLM/ENVIRONMENT
PLANNING OFFICER	BSC/MANAGEMENT	FIRST DEGREE
SECRETARY	HIGH SCH. GRADUATE	PROFESSIONAL DIPLOMA
JANITOR	BELOW HIGH SCH.	BELOW HIGH SCH.
MEAS OFFICER	BSC/AGRICULTURE	FIRST DEGREE/NATURAL SCIENCE
STATISTICIAN	BSC/ECONOMICS	FIRST DEGREE/ECONOMICS, MATH



DRIVER	BELOW HIGH SCH.	HIGH SCH. GRADUATE
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## 5-DEPARTMENT OF INTERSECTORAL COORDINATION

POSITION	QUALIFICATION	REQUIRED QUALIFICATION
MANAGER	MSC/REG. SCIENCE	MASTER AND ABOVE/REG. SCIENCE
PUBLIC AWARENESS OFFICER	BA/FORESTRY	MASTER DEGREE/MASS COM/REG. SCIENCE/ENVIRON. SCIENCE
ASSIST. PUBLIC AWARENESS OFFICER	BSC/SOCIOLOGY	FIRST DEGREE/MASS COM/SOCIOLOGY
ENVIRONMENTAL SUPERVISOR	BSC/BIOLOGY	MSC/NATURAL SCIENCE
TECHNICAL OFFICER	HIGH SCH. GRADUATE	FIRST DEGREE/SCIENCES
LIBRARIAN	HIGH SCH. GRADUATE	FIRST DEGREE/SOCIOLOGY/MGT.
ASSIT. LIBRARIAN	BBA/MANAGEMENT	FIRST DEGREE/SOCIOLOGY/MGT.
SECRETARY	HIGH SCH. GRADUATE	PROFESSIONAL DIPLOMA
JANITOR	HIGH SCH. GRADUATE	BELOW HIGH SCH.
DRIVER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE

## 6-DEPARTMENT OF MONITORING, ASSESSMENT & CONSERVATION

POSITION	QUALIFICATION	REQUIRED QUALIFICATION
MANAGER	MSC/PESTOLOGY	MSC/ENVIRON. RELATED
ERS SUPERVISOR	BSC/CHEMISTRY	MSC/CHEMISTRY
EIA COORDINATOR	BSC/FORESTRY	MSC/ENVIRON./NATURAL SCI
CONSERVATION SUP	BSC/BIOLOGY	MSC/NATURAL SCIENCE
SOIL & WATER ANALYST	MSC/BIO-CHEMISTRY	MSC/NATURAL SCIENCE
WASTE MGT. OFFICER	MSC/ENVIRON. MGT.	MSC/NATURAL SCIENCE
INDUSTRY & REMEDIATION ANALYST	MSC/ORGANIC CHEM.	MSC/NATURAL SCIENCE
LAB. TECHNICIAN	BSC/CHEMISTRY	BSC/CHEMISTRY/BIOLOGY
PROTECTED AREAS OFFICER	BSC/FORESTRY	FIRST DEGREE/NATURAL SCIENCE
LAB. TECHNICIAN	BSC/BIOLOGY	BSC/CHEMISTRY/BIOLOGY
ASSIST. CONSERVATION OFFICER	BSC/BIOLOGY	FIRST DEGREE/NATURAL SCIENCE
EIA ANALYST	BSC/BIOLOGY	FIRST DEGREE/NATURAL SCIENCE
ASSISTANT CONSERVATION OFFICER	BSC/NURSING	BSC/BIOLOGY/CHEMISTRY
DRIVER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
DRIVER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
JANITOR	HIGH SCH. GRADUATE	BELOW HIGH SCHOOL
SECRETARY	HIGH SCH. GRADUATE	PROFESSIONAL DIPLOMA

## 7-DEPARTMENT OF OUTSTATION & INSPECTORATE

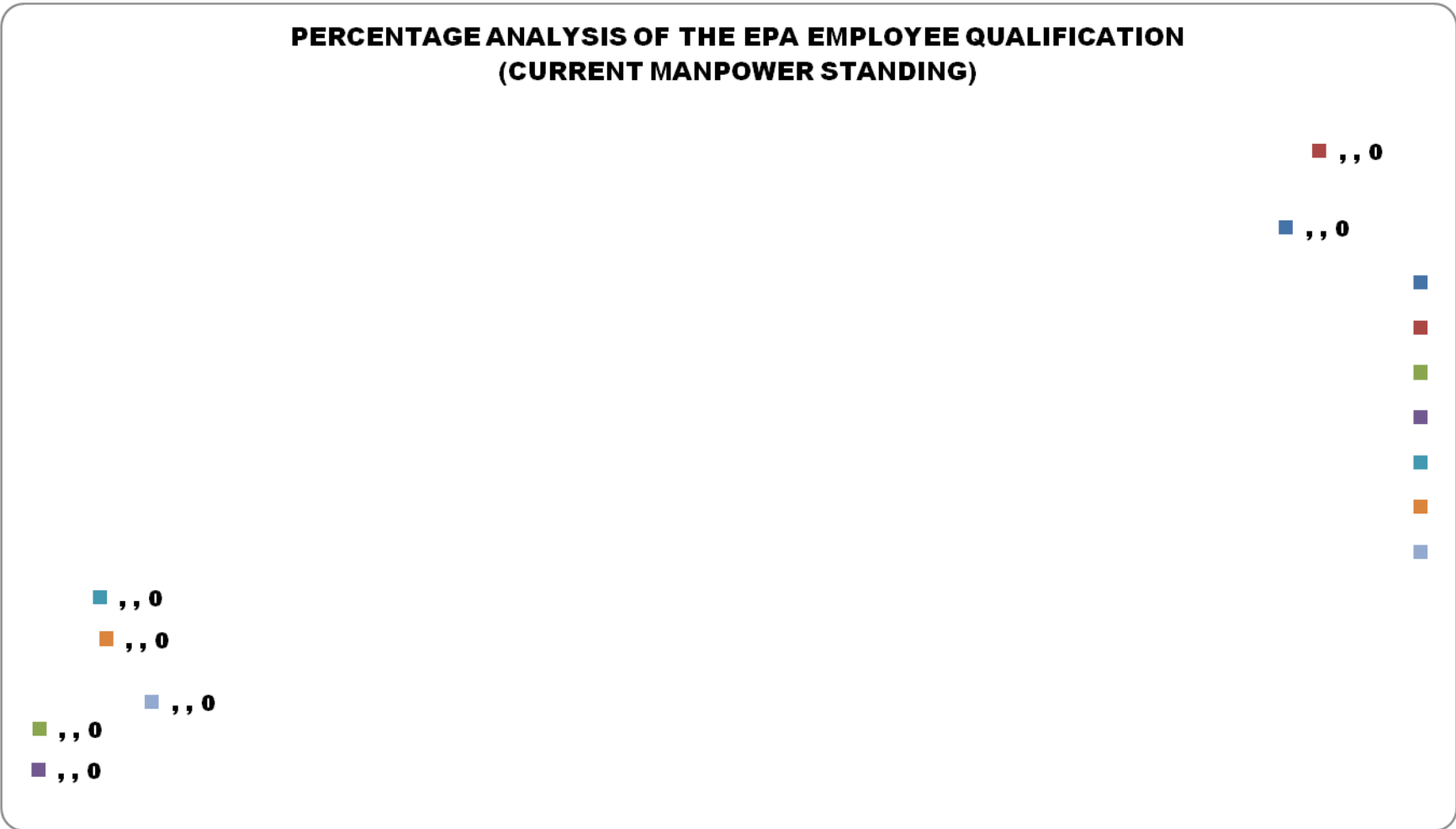
POSITION	QUALIFICATION	REQUIRED QUALIFICATION
MANAGER	DIPLOMA/ENVIRON. HEALTH	MSC/NATURAL SCIENCE
TECH. SUPERVISOR	BA/MGT.	FIRST DEGREE/NATURAL SCIENCE

REG. ADM. SUPERVISOR	BSC/AGRICULTURE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	BA/SOCIOLOGY	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	AA?????	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	BSC/FORESTRY	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	BBA/MGT	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	DIPLOMA/FORESTRY	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	BSC/PHYSICS	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
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INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	HIGH SCH. GRADUATE	FIRST DEGREE/NATURAL SCIENCE
INSPECTOR	BSC/FORESTRY	FIRST DEGREE/NATURAL SCIENCE
SECRETARY	PROFESSIONAL DIPLOMA	PROFESSIONAL DIPLOMA
DRIVER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE
DRIVER	HIGH SCH. GRADUATE	HIGH SCH. GRADUATE

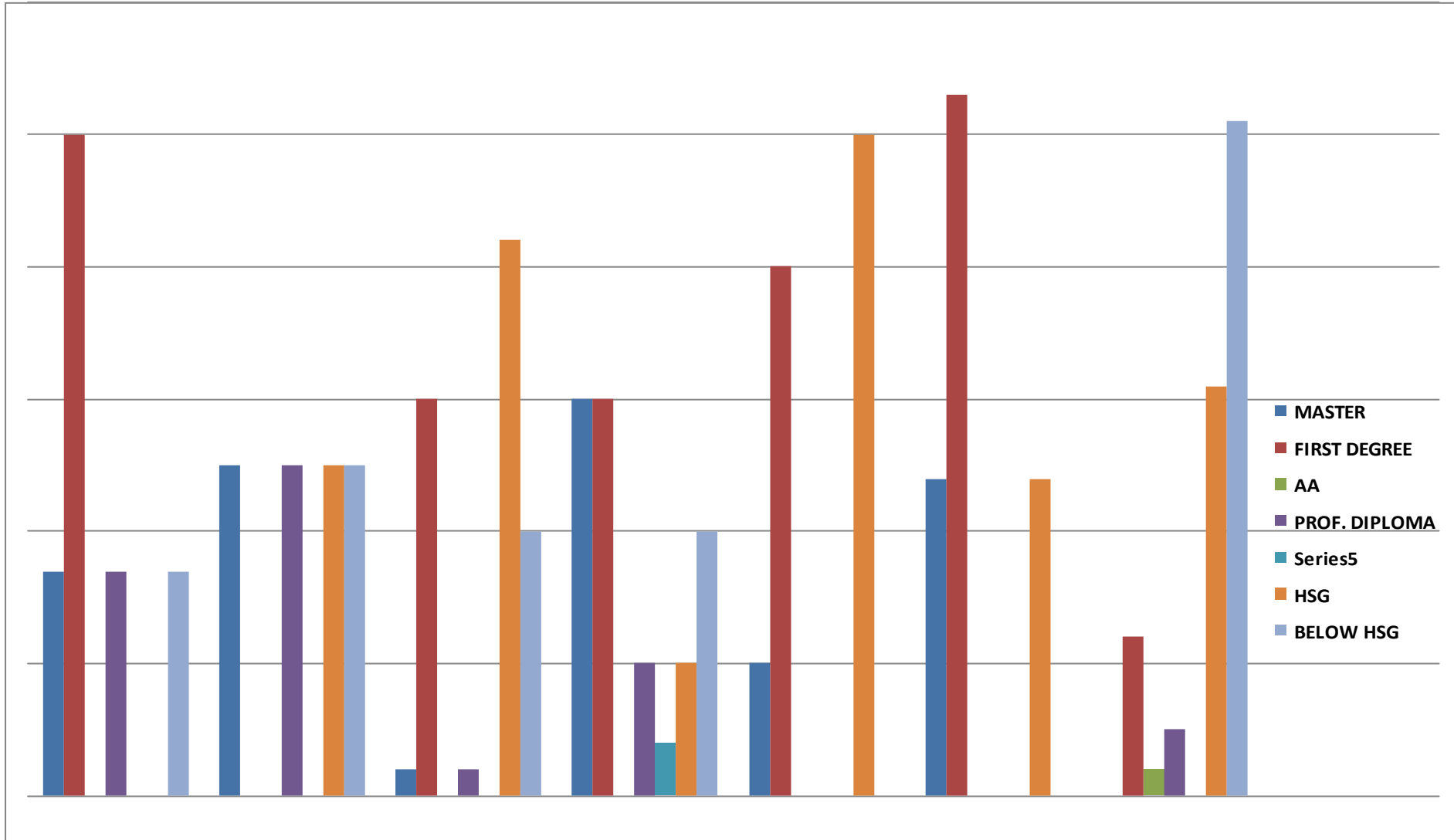
## DATA ANALYSIS:

N O	DEPARTMENT	PHD	POST GRADUATE DEGREE	FIRST DEGREE	ASSOCIAT E DEGREE	PROFESSIONAL DIPLOMA	TECHNICAL DIPLOMA	HIGH SCH. GRADUATE	BELOW HIGH SCHOOL GRADUATE	TOTAL NUMBER OF EMPLOYEES
1	OFFICE OF THE ED	00	01	03	00	01	00	00	02	07
2	OFFICE OF THE DED	00	01	00	00	01	00	01	01	04
3	DEPT. OF ADM & FINANCE	00	01	15	00	01	02	21	10	50
4	DEPT. OF PLANNING, POLICY & LEGAL	00	03	03	00	01	00	01	02	10
5	DEPT. OF INTERSECTORAL	00	01	04	00	00	00	05	00	10
6	DEPT. OF MONITORING	00	04	09	00	00	00	04	00	17
7	DEPT. OF OUTSTATION	00	00	07	01	03	00	18	30	59
	<b>TOTAL</b>	<b>00(0.00 %)</b>	<b>11(0.07 %)</b>	<b>41(0.26 %)</b>	<b>01(0.01 %)</b>	<b>07(0.04 %)</b>	<b>02(0.01 %)</b>	<b>50(0.32 %)</b>	<b>44(0.28 %)</b>	<b>156(100 %)</b>

**PERCENTAGE ANALYSIS OF THE EPA EMPLOYEE QUALIFICATION  
(CURRENT MANPOWER STANDING)**



**NOTE: PHD holder is 0.00%**



**PERCENTAGE OF QUALIFICATION PER DEPARTMENT**

### **IMPLEMENTATION AND COST OF THE STRATEGIC PLAN (2011-2015)**

The Implementation of the Strategic Plan shall be done in collaboration with all Stakeholders.

EPA shall endeavor to mobilize additional resources to meet up with the greater challenges identified.

The Financial cost for implementing the Strategic Plan shall be Sixteen Million Four Hundred and Twenty Five thousand Seven Hundred and Fifty Eight Dollars (**\$16,425,758.00 USD**) and shall be raised through three major Interventions:

1. Government of Liberia budget appropriation
2. Multi-Lateral and Donors support and
3. Internal funds generation

# STRATEGIC PLAN IMPLEMENTATION

## 1.0 DEPARTMENT OF ADMOINISTRATION AND FINANCE

ACTIVITIES	STRATEGIES	RESOURCES	BUDGET	YEAR	COMMENT
<ul style="list-style-type: none"> <li>▪ Assessment of land acquisition for two regional monitoring Laboratory</li> <li>▪ Source funding</li>   <li>▪ Construction</li>   <li>▪ To put in place effective and efficient internal control system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of land site</li> <li>▪ Acquisition of land</li>   <li>▪ Develop resource mobilization strategic</li>   <li>▪ Hire Architecture and Contractors</li> <li>▪ Began construction</li>   <li>▪ Hire external consultant to work with Administration to develop (1) Administrative policy manual (2) Accounting manual ( install accounting software and develop audit policy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li>   <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li>   <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li> </ul>	<p>40,000</p> <p>5,000</p> <p>20,000</p> <p>12,000</p>	<p><b>1yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Website development</li> <li>▪ On line EIA application and processes</li>   <li>▪ Identification of site and land acquisition(counties)</li> <li>▪ Sourcing of funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify personnel to develop doming for the website</li> <li>▪ Employ Data entry personnel</li>   <li>▪ Identification of land site</li> <li>▪ Acquisition of land (counties)</li>   <li>▪ Develop resource mobilization strategic</li>   <li>▪ Develop project proposal for donors and government support</li> <li>▪ Conduct workshop through a power point presentation Outlining EPA activities and programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li>   <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li>   <li>▪ Human</li> <li>▪ Finance</li> <li>▪ Logistics</li> </ul>	<p>2,000</p> <p>1,000</p> <p>20,000</p> <p>15,000</p> <p>20,500</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Identification of Training Programs</li>   <li>▪ Determine suitability of time and place (internal and external)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personnel analysis</li> <li>▪ Categorize personnel qualification</li> <li>▪ Develop communication for donors support</li>   <li>▪ Internal &amp; external analysis</li> <li>▪ Number of training programs attended by personnel</li> <li>▪ Place &amp; Time</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li>   <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>10,000</p> <p>15,000</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	



<ul style="list-style-type: none"> <li>▪ Develop Curriculum</li> <li>▪ Identify key resource person</li> <li>▪ Mobilize resources to operate Environmental Training Institute</li> </ul>	<ul style="list-style-type: none"> <li>▪ Setup a committee both internal &amp; external to work in close collaboration with EPA administration</li> <li>▪ Advertise &amp; hire experts or consultants</li> <li>▪ Develop project document and source funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li> </ul>	<p style="text-align: center;">10,700</p> <p style="text-align: center;">5,000</p> <p style="text-align: center;">10,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Develop modalities to foster partnership with Universities (local and foreign )</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mainstream activities &amp; collaborate with relevant higher institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p style="text-align: center;">10,000</p>	<p style="text-align: center;"><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Develop professional salary scale</li> <li>▪ Pay attractive salaries &amp; fringe benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyze personnel situation</li> <li>▪ Determine present scale</li> <li>▪ Evaluate terms of reference (TOR)</li> <li>▪ Determine linkage to the budget &amp; other sources of revenue</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p style="text-align: center;">20,000</p> <p style="text-align: center;">2,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Accurate personnel records</li> <li>▪ Collect and collate quality data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquire software for personnel data &amp; development</li> <li>▪ Hire consultant to train personnel &amp; Administration staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p style="text-align: center;">18,000</p> <p style="text-align: center;">10,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Lobby Government to increase EPA Budgetary support</li> <li>▪ Identify the need for expanded programs</li> <li>▪ Solicit for increase support from development partners</li> <li>▪ Ensure active participation and collaboration in International forum and partnership</li> <li>▪ Put in place effective EIA fees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop strategic plan</li> <li>▪ Submit copies of the plan to appropriate government ministries , agencies &amp; donors</li> <li>▪ Consultative meeting with stakeholders</li> <li>▪ Propose additional programs for enactment</li> <li>▪ Identify &amp; develop project documents for support</li> <li>▪ Collaborate &amp; adhere to protocols &amp; bilateral agreements</li> <li>▪ Develop mechanisms for determination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p style="text-align: center;">55,000</p> <p style="text-align: center;">15,000</p> <p style="text-align: center;">150,000</p> <p style="text-align: center;">75,000</p>	<p style="text-align: center;">1 yr.</p> <p style="text-align: center;">1 yr</p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	

<ul style="list-style-type: none"> <li>collection</li> <li>▪ Establish and implement Environmental Trust Funds <ul style="list-style-type: none"> <li>• Encourage consultancy services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborate with relevant stakeholders for the determination</li> <li>• Periodically identify the need for consultancy service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	15,000	<b>1 yr.</b>	
		<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	15,000		
		<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	20,000		

**TOTAL: US \$ 584,200.00**

## 2.0 DEPARTMENT OF PLANNING, POLICY & LEGAL AFFAIRS

ACTIVITIES	STRATEGIES	RESOURCES	BUDGET	YEAR	COMMENT
<ul style="list-style-type: none"> <li>▪ Establish Environmental Courts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication to the Office of the President of the Republic</li> <li>▪ Presidential appointments of environmental judge</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	25,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Train Environmental Lawyers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Confirmation of the environmental judge</li> <li>▪ Establish and furnish the Secretariat of the court</li> <li>▪ Recruit and Train two (2) Environmental lawyers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	67,500	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Identify, source and acquire modern IT equipment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertise items to be procured</li> <li>▪ Select qualify vendors</li> <li>▪ Procure items</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	25,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Train two (2) IT Specialist and three (3) Data Base Management personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertised, recruit and trained</li> </ul>		5,000	<b>1 yr.</b>	

<ul style="list-style-type: none"> <li>▪ Liaise with relevant government and other national institutions to identify critical environmental challenges</li> <li>▪ Work with community structure to identify Environmental issues at County, District</li> <li>▪ Prepare and implement National Environmental Action Plan(NEAP)</li> <li>▪ To recruit experts to develop Environmental Report</li> <li>▪ Conduct National Validation Workshop (SOER)</li> <li>▪ Produce State of the Environment Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting with stakeholders</li> <li>▪ Build the capacity to address environmental issues at sectorial levels</li> <li>▪ Conduct regular meeting</li> <li>▪ Sensitization and conduct training to identify mitigation measure</li> <li>▪ Identify and Hire Consultant</li> <li>▪ Consultation at all level to identify environmental issues</li> <li>▪ Conduct national workshop to review and validate NEAP</li> <li>▪ Advertise and hire expert</li> <li>▪ Identify and invite relevant stakeholders</li> <li>▪ Review and validate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p style="text-align: center;">50,000</p> <p style="text-align: center;">20,000</p> <p style="text-align: center;"><b>12,000</b></p> <p style="text-align: center;">50,000</p> <p style="text-align: center;">15,000</p> <p style="text-align: center;">15,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	
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<ul style="list-style-type: none"> <li>▪ Recruit and train Environmental Researchers</li> <li>▪ Conduct survey</li> <li>▪ To liaise with Statistic House for quality Environmental Data</li> <li>▪ To collect and collate information from various department</li> <li>▪ Prepare Work and Action Plans as a linkage to the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertise</li> <li>▪ Vet applicants and recruit</li> <li>▪ Broad zoning</li> <li>▪ Identify representative sampling site</li> <li>▪ Deploy staff and analysis data</li> <li>▪ Prepare memorandum of understanding</li> <li>▪ Share information</li> <li>▪ Validate data process and analysis</li> <li>▪ Have meeting, communicate and review information with managers internal</li> <li>▪ Conduct periodic review</li> <li>▪ Identify and prioritize action for implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>3,000</p> <p>20,000</p> <p>5000</p> <p>1,000</p> <p>1,500</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Partner and collaborate with government and other relevant institutions at both the county and local level</li> <li>▪ Collaborate with development partners and donor agencies</li> <li>▪ Work with the various community base organizations(CBO), Civil Society Organizations(CSO), media, academia</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify issues and Meet with relevant institution</li> <li>▪ Define Role and responsibility of the various actors</li> <li>▪ Prepare and submit project proposal</li> <li>▪ Enter into memorandum of Understanding where necessary to identify and address critical environmental issues</li> <li>▪ To build their capacity through training and sanitization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>10,000</p> <p>10,000</p> <p>1,500</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<p><b>TOTAL: US \$ 336,500</b></p>					

### 3.0 DEPARTMENT OF COMPLIANCE AND ENFORCEMENT, OUTSTATION & INSPECTORATE

ACTIVITIES	STRATEGIES	RESOURCES	BUDGET	YEAR	COMMENT
<ul style="list-style-type: none"> <li>▪ Identify land for construction of fifteen (15) county offices</li> <li>▪ Source funding</li> <li>▪ Construct</li> <li>▪ Furnish</li> <li>▪ Sampling kits</li> </ul>	<ul style="list-style-type: none"> <li>▪ EPA headquarters will communicate with county officials to acquire land either through buying or leasing.</li> <li>▪ Source funds through writing of proposal to donors and through direct request from government</li> <li>▪ Hire contractors to construct the building</li> <li>▪ Furnish the building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>150,000</p> <p>15,000</p> <p>100,000</p> <p>20,000</p> <p>75,000</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Recruitment and deployment of EPA County staff</li> <li>▪ Appointment and establishment of County Environmental Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish notices in the local daily and radio under the desire to conduct training</li> <li>▪ Receive and process applications from applicants</li> <li>▪ Conduct interview of suitable candidates</li> <li>▪ Training and deployment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>3,000</p> <p>5,000</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Identify and procure quality equipment and adequate logistics</li> <li>▪ Ensure quality maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need Assessment</li> <li>▪ Proposal for relevant equipment with cost</li> <li>▪ Seek donors and government support to purchase the requisite equipment</li> <li>▪ Procure and distribution</li> <li>▪ Develop contraction agreement with the requisite garage or workshop</li> <li>▪ Develop maintenance schedule</li> <li>▪ Assess regularly condition of equipment and do maintenance</li> <li>▪ Carry out maintenance as necessary or require</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>207,250</p> <p>5,000</p>	<p><b>1 yr.</b></p> <p><b>1 yr.</b></p>	

<ul style="list-style-type: none"> <li>▪ Identify Personnel for recruitment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertise, Short list, interview &amp; recruit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> </ul>	3,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Source funds to purchase logistics (Motor Bikes, Vehicles, Office Equipment, &amp; other logistics)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify linkage to the fiscal budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	20,000	<b>1 yr.</b>	

**TOTAL: US \$ 603,250**

### 4.0 DEPARTMENT OF INTERSECTORAL & COORDINATION

ACTIVITIES	STRATEGIES	RESOURCES	BUDGET	YEAR	COMMENT
<ul style="list-style-type: none"> <li>▪ Partnership with various Environmental Unit in various Ministries and Agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultative meeting with the focal point that is responsible for line agencies and ministries</li> <li>▪ Conduct periodic monitoring and assessment of their activities</li> <li>▪ Conduct technical workshops for the focal point</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	2,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Establish Environmental Club in various Schools and Universities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct technical workshop for Teachers and students and periodic visitation</li> </ul>		3,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Mobilize Environmental Awareness Team at various county, District and community level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage county Environmental committees and other related governmental officials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	5,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Conduct public awareness on effective and sustainable waste management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct technical workshops for stakeholders involve in the waste management sector</li> <li>▪ Through the solid waste management task force hold periodic consultative meeting with relevant stakeholders</li> <li>▪ Consolidate the activities of stakeholders involved in the waste sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	25,000	<b>1 yr.</b>	

<ul style="list-style-type: none"> <li>▪ Launching of Environmental Media activities, ie; various drama programs on radio, television and newspapers</li>   <li>▪ Develop Environmental flyers, stickers as well as EPA Brochures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop and prepare the awareness materials</li> <li>▪ Used appropriate media to launch awareness program</li>   <li>▪ Distribution to relevant stakeholders including schools, markets, government ministry &amp; agency, private institution, etc</li> <li>▪ Awareness raising to sanitize the public , i.e through the media, drama performances, movie industry, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li>   <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li> </ul>	<p style="text-align: center;">10,000</p> <p style="text-align: center;">25,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	
<ul style="list-style-type: none"> <li>▪ Establish a Secretariat, identify &amp; recruit registry personnel and Trained all related stakeholders</li>   <li>▪ Establish website, recruit &amp; and train website personnel &amp; procure</li>   <li>▪ To develop mapping or baseline activities to collect quality data</li>   <li>▪ Identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>▪ Call stakeholders committee meeting</li> <li>▪ Identify relevant stakeholders to be trained</li> <li>▪ Consult other chemical related Convention Focal Points</li>   <li>▪ Consult the CIEW secretarial</li> <li>▪ Identify host for the local secretarial</li> <li>▪ Establish secretarial</li> <li>▪ Directing of Institution dealing with chemicals</li> <li>▪ Conduct workshops on chemical management &amp; quality assurance</li>   <li>▪ Conduct workshops on chemical Management &amp; Quality Assurance</li>   <li>▪ Conduct Assurance program in communities &amp; for decision makers, law makers, communities, etc.</li> <li>▪ Identify and consult related publication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li>   <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li>   <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistic</li> </ul>	<p style="text-align: center;">11,000</p> <p style="text-align: center;">2,000</p> <p style="text-align: center;">5,000</p> <p style="text-align: center;">7,000</p>	<p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p> <p style="text-align: center;"><b>1 yr.</b></p>	

**TOTAL: US \$ 95,000**

## 5.0 DEPARTMENT OF COMPLIANCE AND ENFORCEMENT

ACTIVITIES	STRATEGIES	RESOURCES	BUDGET	YEAR	COMMENT
<ul style="list-style-type: none"> <li>▪ Provide capacity building for improve EIA Administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Short-term external training for two (2) person</li> <li>▪ Short-term internal training for two (2) person</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	145,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Strengthen Intersectoral Coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sectorial Awareness</li> </ul>		22,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Conduct National Survey to collect and analysis baseline data</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders consultation to develop the baseline parameters</li> <li>▪ Recruit and trained environmental monitors for data collection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	325,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Enhance the process of monitoring Protected Areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruit additional trained personnel in conservation activities</li> <li>▪ Provide logistics support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	50,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Ensure the security of proclaimed gazette areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Educate and create awareness of the needs to protect proclaimed gazette areas</li> <li>▪ Develop and enforce guidelines for protected areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	18,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Capacity to mainstream SLM into the 6 major GOL institutions improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify the 6 GOL institutions</li> <li>▪ Identify requisite stakeholders</li> <li>▪ Provide internal training for stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	62,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ The policy environment for SLM implementation improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish a national committee</li> <li>▪ National committee should comprise of institutions directly linked to land issue/degradation (10 members)</li> <li>▪ NAP channeled through the legislature for approval</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	45,500	1 yr.	
<ul style="list-style-type: none"> <li>▪ The legal environment for SLM implementation improved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage relevant institutions on the enforcement &amp; implementation of the framework of SLM</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	25,000	1 yr.	
				1 yr.	



<ul style="list-style-type: none"> <li>▪ SLM is mainstreamed into the national land use plan facilitated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that SLM is integrated into land policy &amp; land use system</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	32,000		
<ul style="list-style-type: none"> <li>▪ A sustainable post logging forest management system is established</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify well degraded (logging) areas</li> <li>▪ Support the FDA reforestation programme</li> <li>▪ Established pilot projects to monitor system put in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	74,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Land degraded due to mining activities rehabilitated and sustainably managed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Also identify degraded mining areas</li> <li>▪ Supports the Ministry of Land, Mines &amp; Energy on land rehabilitation program</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	87,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ A national coordination mechanism is established</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordination mechanism be established &amp; support by PMT</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	18,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ M &amp; E system design</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have a well-designed M &amp; E system established</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	22,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Baseline data collection for M &amp; E</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate trained &amp; specialized technicians for the collection of data</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ UNDP</li> <li>▪ GOL</li> </ul>	30,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Develop a more functional laboratory for the EPA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Procure laboratory equipment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	250,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Ensure train personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Short-term external training for laboratory personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	35,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Conduct stakeholder consultation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholders sector specific consultative workshops to facilitate standards development using baseline data</li> </ul>		12,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Develop quality environmental audit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Source donor funding</li> <li>▪ Advertising , vetting and selection process to engage third party consultants to conduct environmental audits</li> </ul>		75,000	1 yr.	

<ul style="list-style-type: none"> <li>▪ Prepare National Policy document on total phase out (HCFC) all ODS</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare draft policy documents</li> <li>• Conduct Stakeholders consultative meeting</li> <li>• Validation workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	30,000	1 yr.	
<ul style="list-style-type: none"> <li>▪ Conduct public awareness on effective and sustainable waste management</li> <li>▪ Identify proper community transit dump site</li> <li>▪ Develop appropriate guidelines for the transportation of waste</li> <li>▪ Identify and develop proper landfill site</li> <li>▪ Improve current landfill site</li> <li>▪ Promote stronger Intersectoral collaboration for effective waste management</li> <li>▪ Put in place mechanism for waste segregation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct Public awareness through various media channel</li> <li>▪ Conduct workshops with major stakeholders</li> <li>▪ Coordinate with government ministries and agencies to identify transit dump site in communities</li> <li>▪ Consult relevant stakeholders and prepare guidelines for transportation of waste</li> <li>▪ Coordinate with relevant government ministries and agencies to identify and construct environmental suitable landfill site</li> <li>▪ Regularly supervision and monitoring</li> <li>▪ Hold monthly meeting with all stakeholders in waste sector</li> <li>▪ Provision of education and awareness in waste segregation</li> <li>▪ Promote recycling programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	<p>25,000</p> <p>15,000</p> <p>10,000</p> <p>10,000</p> <p>8,000</p> <p>12,000</p> <p>20,000</p>	<p>1 yr.</p> <p>1 yr.</p> <p>1 yr.</p> <p>1 yr.</p> <p>1 yr.</p> <p>1 yr.</p>	
<ul style="list-style-type: none"> <li>▪ Encourage the use of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Devise a scheme to promote renewable energy</li> <li>▪ provide incentive for consumers and importers of environmental friendly types of renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	12,000	<b>1 yr.</b>	

<ul style="list-style-type: none"> <li>▪ Liaise with relevant agencies to enforce regulations on the importation of over age vehicles</li> </ul>	<ul style="list-style-type: none"> <li>▪ collaborate with ministry of transport and relevant authority on developing comprehensive of vehicles inspection to reduce pollution and enforce regulation</li> <li>▪ Hire consultant firm to carry out road worthiness inspections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	5,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Effective monitoring of the forest and agriculture sectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborate and share information on the forest and agriculture sector by the Outstation and Monitoring department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	6,000	<b>1 yr.</b>	
<ul style="list-style-type: none"> <li>▪ Promote transfer of appropriate technology for sustainable land use</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation with relevant government ministries</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Human</li> <li>▪ Logistics</li> </ul>	5,000	<b>1 yr.</b>	
<b>TOTAL: US \$ 1,604,428</b>					

**GRAND TOTAL: US \$ 3,223,378.00**

## **MONITORING AND EVALUATION**

The law mandates EPA to sustainably manage, protect and conserve the environment of the Republic of Liberia.

The Implementation of this mandate requires that the EPA to develop a system of effective monitoring and evaluation. Therefore, EPA shall endeavor to develop or adopt mechanisms to ensure that it undertakes quality monitoring and evaluation of the strategic plan at all levels of the implementation.

### **RESULT BASED MONITORING AND EVALUATION**

Undertaking of monitoring and evaluation will provide greater understanding amongst stakeholders and other implementing partners, with working data and information, in order to properly measure progress. This will enable actions to be taken early during implementation of the plan.

### **METHODOLOGY**

1. Monitoring and evaluation mechanisms
2. Identify and define all objectives, outcome & targets
3. Develop indicators to properly measure programs impact
4. Develop channels for quality feedback
5. Identify stakeholders involvement in project implementation
6. Develop annual monitoring and evaluation matrix as work plan
7. Put in place well trained qualified M& E personnel

### **M & E MATRIX EXAMPLE**

<b>ACTIVITIES</b>	<b>STAKEHOLDERS</b>	<b>BUDGET</b>	<b>TIME FRAME</b>	<b>COMMET</b>