



NATIONAL BIOSAFETY AUTHORITY

STRATEGY & VISION 2016-2020 (Abridged version)

Message from the Chief Executive Officer

This Strategic Plan outlines the strategic direction NBA will follow in the next five years. It sets out the Vision, Mission, Goals and Strategic Objectives for the period 2016-2020 to ensure that the Authority is effective in achieving positive outcomes for regulating research and commercial use of GMOs in Kenya. To achieve its purpose, the Strategic Plan contains definite robust programmes and actions that focus on ways and means of effective implementation of our mandates.

This Strategic Plan builds on the national priorities as spelt out in Vision 2030 and Medium Term Plan (2013-2017) among other national, sectoral and stakeholder considerations. The Authority also commits to support the Government implement the United Nations' new 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs) adopted by the UN General Assembly on 25 September 2015.

It is my hope that all NBA staff and stakeholders will individually and collectively work towards the full implementation of this Strategic Plan for the benefit of the Kenyan people.

Willy Kiprotich Tonui, PhD, RBP, EBS
CHIEF EXECUTIVE OFFICER,
NATIONAL BIOSAFETY AUTHORITY

VISION: *A World- class Biosafety Agency.*

MISSION: *To ensure and assure safe development, transfer, handling and use of genetically modified organisms in Kenya.*

OUR MANDATE

The National Biosafety Authority (NBA) was established pursuant to the provisions of the Biosafety Act No. 2 of 2009. The overarching mandate of NBA is to exercise general supervision and control over development, transfer, handling and use of genetically modified organisms (GMOs) so as to ensure safety of human and animal health and provide adequate protection of the environment. The Authority regulates all activities involving GMOs in food, feed, research, industry, trade and environmental release.

The Role of the Authority is to facilitate responsible research into, and minimize the risks that may be posed by genetically modified organisms; ensure an adequate level of protection for the safe development, transfer, handling and use of genetically modified organisms that may have adverse effect on the health of the people and the environment; and to establish a transparent, science-based and predictable process for reviewing and making decisions on the development, transfer, handling and use of genetically modified organisms and related activities.

To achieve acceptable results, the Authority is guided by the principle of public participation and collaboration with all stakeholders in the development of policies, plans and processes, effective management and total commitment of the entire staff.

CORE VALUES

Among the core values for the Authority are transparency, customer focus, accountability, good governance and integrity, collaboration, professionalism and responsible citizenship.

NBA ORGANIZATIONAL STRUCTURE

The Authority is managed by a Chief Executive Officer appointed by the Board. The CEO is responsible for day to day running of activities of NBA on behalf of the Board. The Authority is organized in three Divisions overseen by NBA's Chief Executive Officer:

- Corporate Services
- Technical Services
- Finance and Administration

The Audit Department and the Corporate Services Division report administratively to the CEO and functionally to the Board.

STRATEGIC ENVIRONMENT

National Biosafety Authority (NBA) was established pursuant to the provisions of the Biosafety Act No. 2, 2009 and became fully operational in 2010. The Authority is headed by a Board of Management responsible for the general policy and strategic direction of the Authority. The ministerial responsibility is vested on the Cabinet Secretaries for Education, Science and Technology as per the Biosafety Act No. 2 of 2009, and Agriculture, Livestock and Fisheries as provided for in the Executive Order No. 2 of 2013. The day to day Management of the Authority is carried out by a Management Team headed by the Chief Executive Officer.

The Authority has completed the 2011-2015 Strategic Plan that was aligned to the first Medium-Term Plan (2008-2012) of the Kenya Vision 2030. In order to gauge performance during the 2011-2015 implementation periods, the organization undertook an evaluation of its Strategic Plan. Lessons learnt from the evaluation were taken into consideration during development of the current 2016-2020 Strategic Plan.

Some of the lessons learnt include the need to strengthen organizational excellence and accountability, the need for an efficient and effective regulation, public awareness and communication, need for strengthening of County and Institutional biosafety risk-assessment mechanism, adoption of international agreements and strengthening of partnerships, emerging issues in Biotechnology and promotion of bioeconomy policy and strategy for Kenya.

This Strategic Plan will help NBA to position herself strategically in her operational environment by aligning herself effectively to the changes taking place therein. This will enable her to remain relevant while enhancing performance, meeting diverse expectations and aligning programmes and activities to the overall Government development agenda.

STRATEGIC GOALS AND OBJECTIVES

To assist the country in addressing today's challenges the Authority has identified and prioritized five strategic goals within which it will realize its mandate. These include:

Strategic Goal 1: To provide Organizational Excellence and Accountability that is high Performing, Efficient, and Adaptable.

Over the next five years, NBA will pursue five objectives to strengthen organizational excellence and accountability:

- Recruit, develop, retain, and strategically manage a world-class workforce.
- Improve the overall operation and effectiveness of NBA.
- Invest in infrastructure to enhance productivity and capabilities.
- Develop a customer centric, inclusive, and high performing workforce by investing in and engaging employees to improve service delivery.

- Maximize the return on taxpayer investment through enhanced stewardship activities of resources and focused program evaluations.
- Enhance good corporate governance.

Strategic Goal 2: To deliver efficient and effective regulatory system that safeguard the health and well-being of Kenyan people, animals, environment, and economy by ensuring safe development, transfer, handling and use of Genetically Modified Organisms (GMOs).

The overall objective is to put in place further tools and guidance necessary to make the Biosafety Act fully operational. Over the next five years, NBA will continue to make progress by implementing the following strategies:

- To put in place effective mechanisms for developing biosafety systems with the necessary coordination and monitoring support
- To further develop and support implementation of scientific tools on common approaches to risk assessment and risk management for Kenya
- To develop modalities for cooperation and guidance in identifying GMOs or specific traits that may have adverse effects on the conservation and sustainable use of biological diversity, taking also into account risks to human and animal health
- To implement decisions adopted during international agreements on Biosafety
- To provide relevant guidance on socio-economic considerations that may be taken into account in reaching decisions on the import of living modified organisms

Strategic Goal 3: To ensure the Kenyan public and the stakeholders are better informed and effectively engaged.

The overall goal of this strategic objective is to support Institutions and Counties to becoming active participants towards supporting Biosafety Regulatory framework in Kenya. Over the next five years, NBA will pursue two objectives to strengthen organizational excellence and accountability:

- Focus on enhancing awareness and outreach activities that will be conducted in a continuous and progressive manner.
- To create Institutional and County biosafety risk-assessment mechanism.

Strategic Goal 4: To serve as a Centre of Excellence that strengthens global, regional, national collaboration, partnerships and capacity towards meeting international obligations in Biosafety.

The Authority intends to serve as a Centre of excellence (CoE) that would help strengthen cooperation and partnerships in biosafety and provide the necessary support to institutions involved in biotechnology and biosafety. Over the next five years, NBA as a CoE the Authority will undertake the following objectives:

- Promote regulatory and capacity building
- Provide guidance

- Provide shared Learning and sustainability
- Provide Monitoring and Evaluation
- Enhance Good Corporate Governance
- Provide partnerships
- Certification of professionals and competencies

Strategic Goal 5: To ensure and assure sustainable economic benefits of biotechnology and adoption of emerging technologies/Issues in Biosafety.

Over the next five years, NBA will help promote sustainable economic benefits and adoption of applications of Biosafety and Biotechnology and emerging technologies/ Issues in Biosafety in Kenya by:

- Reviewing the Biosafety Act 2009 and Regulations to cover issues relating to safety and security of non pharmaceutical activities (vaccines, drug development, and synthetic biology), emerging technologies and complies with international frameworks.
- Developing a Bioeconomy policy and strategy for Kenya.
- Supporting Kenya’s attainment of United Nations Sustainable Development Goals by 2030

GUIDING PRINCIPLES FOR THE STRATEGIC PLAN

NBA will be guided by the following principles in the implementation of its Strategic plan:

- a) Embrace technology to support and strengthen regulatory approval process, services, training, community outreach and all operational systems.
- b) Strengthen and nurture collaborative partnerships with local, regional and international organizations.
- c) Commitment to excellence, professionalism, teamwork, respect for environment and best practices in delivery of our services.
- d) Commitment to providing a supportive working environment, necessary services, leadership and professional development opportunities.
- e) Ensure cultural, ethnic, racial, and gender diversity and balance in staff recruitment and retention.
- f) Commitment to supporting community service and outreach through Corporate Social Responsibility (CSR) activities that directly address societal needs while promoting the image of NBA and improve the quality of life.

MONITORING AND EVALUATION

This Strategic Plan represents the dynamic process within which the Authority will ensure the best results for Kenya. NBA and its programmes will be subject to evaluation in accordance with the policies and procedures established for this purpose by the Government of Kenya. Through this process, the Authority will be able to continually assess the quality of its provision of services to the public. Monitoring will be undertaken to establish whether a program is showing any sign of problems. Data will be collected about the program and analysed regularly to ensure that there are no problems that need to be addressed. Through monitoring, the NBA shall obtain valuable data that will give indication of the extent of success of the program implementation. It therefore provides a quality control mechanism for a program.

OUTCOMES

1. A world-class workforce, and an Organizational that is accountable, high Performing, Efficient, and Adaptable.
2. A transparent, science-based and predictable process for reviewing and making decisions on the development, transfer, handling and use of genetically modified organisms and related activities established.
3. Kenyan public and the stakeholders are better informed and effectively engaged.
4. A Centre of Excellence that strengthens global, regional, national collaboration, partnerships and capacity towards meeting international obligations in Biosafety.
5. Kenyan Nation with sustainable economic benefits of modern biotechnology.

VISION: A World- class Biosafety Agency.

MISSION: To ensure and assure safe development, transfer, handling and use of genetically modified organisms in Kenya.

Strategic Objective	<p>Strategic Goal 1: To provide Organizational Excellence and Accountability that is high Performing, Efficient, and Adaptable.</p>	<p>Strategic Goal 2: To deliver efficient and effective regulatory system that safeguards the health and well-being of Kenyan people, animals, environment, and economy.</p>	<p>Strategic Goal 3: To ensure the Kenyan public and the stakeholders are better informed and effectively engaged.</p>	<p>Strategic Goal 4: To serve as a Centre of Excellence that strengthens global, regional, national collaboration, partnerships and capacity towards meeting international obligations in Biosafety.</p>	<p>Strategic Goal 5: To ensure and assure sustainable economic benefits of biotechnology and adoption of emerging technologies/Issues in Biosafety.</p>
Guiding Principles	<p>Qualified staff and Good Corporate Governance Embrace technology Nurture Collaborations and partnerships Sustainability</p>				
Outcomes	<p>A world-class workforce, and an Organizational that is accountable, high Performing, Efficient, and Adaptable.</p>	<p>A transparent, science-based and predictable process for reviewing and making decisions on the development, transfer, handling and use of genetically modified organisms and related activities established.</p>	<p>Kenyan public and the stakeholders are better informed and effectively engaged.</p>	<p>A Centre of Excellence that strengthens global, regional, national collaboration, partnerships and capacity towards meeting international obligations in Biosafety.</p>	<p>Nation with sustainable economic benefits of modern biotechnology.</p>