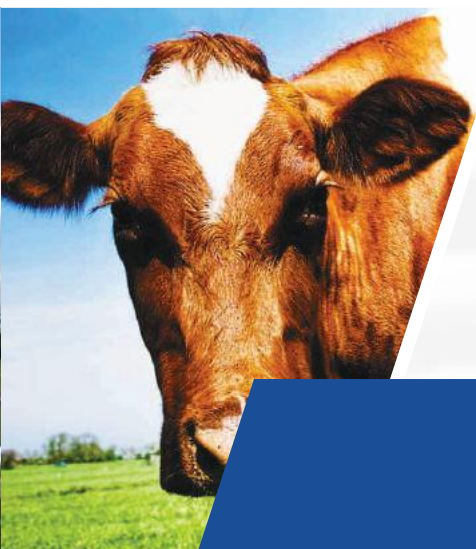




**Tana and Athi Rivers
Development
Authority**



STRATEGIC PLAN

2019-2023



Proposed High Grand Falls - Confluence of Tana and Kathita River

CABINET SECRETARY'S REMARKS

I am honoured to unveil the Tana and Athi Rivers Development Authority (TARDA) Strategic Plan 2019-2023. TARDA is one among six Regional Development Authorities under my Ministry, with a focus to implementing integrated development programmes and projects in Tana and Athi River Basins.



The formulation of this Strategic Plan was guided by the overall national strategic planning framework guided by the following policies: the Third Medium Term Plan 2018-2022 of Vision 2030, the government's 'Big Four Agenda' and global policies such as the Sustainable Development Goals of the United Nations.

The Plan therefore sets out an ambitious and robust vision for TARDA, representing the needs of all stakeholders and focuses on service delivery, effectiveness, efficiency, objectivity and transparency with a more strategic approach to regional development. The Authority is keen on delivering services, carrying out its mandate whilst recognizing changes in the policy environment under which it operates.

Achievement of this vision will offer an opportunity for the Authority to broaden its portfolio and be competitive in an ever changing economic world. It is noted that the Strategic Plan will also act as a guide for assessing performance and achievements of results in the period to reflect both organisational and national aspirations.

I commend the Board of Directors, Management and all the staff for their efforts and dedication towards formulating this Plan and wish to assure the Authority that you will have the full support of my Ministry in implementation of this plan.

A handwritten signature in black ink, consisting of stylized, overlapping loops and lines.

Hon. Adan Mohammed, EGH
CS. Ministry of EAC and Regional Development

PRINCIPAL SECRETARY'S REMARKS

It is with great pleasure that we launch the TARDA Strategic Plan 2019-2023, to further the Government's development focus in delivering the Big Four Agenda particularly food security to its people.

TARDA's mandate is in line with the greater Vision of our Ministry which is to be "A Champion on Regional Integration matters for Sustainable Development". As such, the Authority will play a great role in supporting the achievement of this vision as well.



We are honored to be associated with TARDA and will continue to collaborate with its management to mobilize resources, improve capacity of its human resources, offer support in technology adoption, enhance the environmental management of its region and to provide the necessary performance management in order to see the fruition of its planned strategies. The stipulated strategies offer a promise to re-engineer and re-brand the Authority in matters of sustainable development which are of global concern, even as it seeks to reposition itself in natural resources management.

The Ministry will play a big role in providing the necessary oversight to implement the Strategies highlighted within the Plan. The Performance Contracting cycles of the government will ensure monitoring and evaluation of the Authority's activities geared towards delivering on its long term Vision and Mission.

The Ministry, in its role to support regional integration will work with TARDA to reach out and strengthen partnerships in development; in mind are the Counties within her area of jurisdiction and other development partners for co-ordinated development. This will go a long way to ensure optimal utilization and management of cross county natural resources for sustainable communities.

I thus wish to acknowledge the team of staff and professionals who consolidated this plan, and as we launch it, I encourage all the stakeholders to cooperate with the staff and management of TARDA to ensure that it is fully implemented.

Dr. Margaret W. Mwakima
PS. State Department for Regional and
Northern Corridor Development

BOARD CHAIRMAN'S REMARKS

TARDA being a state corporation has had the responsibility of implementing National Government policies and executing programs for economic and social development of our country in her area of jurisdiction. The Strategic Plan 2019-2023 is aimed at guiding the Authority in integrated natural resources planning and sustainable development within the Tana and Athi River Basins for the socio-economic wellbeing of our people. This plan is in line with the National Government's Vision 2030 and the Third Medium Term Plan (2018-2022) on advancing socio-economic development through the "Big Four Agenda" initiatives of the National Government.



Tana and Athi River Basins have an exceptional resource base which provides an opportunity for socio-economic development. In spite of this, the Basins' economy has remained underdeveloped characterized by high levels of unemployment, poverty, food scarcity and environmental degradation. Through the implementation of this plan, TARDA will be able to combat these challenges through key initiatives such as agro processing, environmental sustainability, food security, technology and innovation and institutional linkages for wealth creation.

The Board is alive to the County's dynamic environment. As such, the Board is committed to providing policy direction and applying the principles of corporate governance and ethics to ensure TARDA delivers its mandate.

I am confident that the implementation of this Strategic Plan will have immense benefits in the region's economic and social development initiatives.

A handwritten signature in black ink, appearing to read 'Jamleck Kamau'. The signature is stylized with a large initial 'J' and a long horizontal stroke at the end.

Hon. Jamleck Kamau, E.G.H.
Chairman Board of Directors

MANAGING DIRECTOR'S REMARKS

I am pleased to present the Tana and Athi Rivers' Development Authority (TARDA) Strategic Plan for the period 2019-2023.

In developing the Plan, the Authority reflected on key accomplishments and challenges of the past Strategic Plan 2014-2018 and undertook a comprehensive analysis for attainment of optimum results. This Plan is a product of a highly consultative, participatory, interactive and collaborative process that involved the staff, Board of



Directors, stakeholders and key experts in the public and private sectors. The Plan endeavors to build upon the achievements and lessons learnt by the Authority during the last strategy implementation period by strengthening the capacity of the Authority to deliver on key sustainable development projects and programmes.

The plan therefore articulates the shared vision, mission, strategic directions and strategies that the Authority will use in the next five years to effectively execute its mandate within the present and emerging legal, political, economic, technological, environmental and social frameworks. The Authority will embrace Performance Based Management so as to execute the Strategies therein and achieve its vision of being "A leading Development Authority in natural resource conservation and utilization".

TARDA formulated the Plan through a Balanced Score Card approach. The key themes being: Organizational Sustainability and Sustainable Development

On behalf of the Authority, I wish to express my gratitude to all those who participated in the development of this Strategic Plan. I reserve special recognition for the Board of Directors, the management team and the entire staff for their invaluable contribution and dedication to the process. I invite all stakeholders to hold us to account in the implementation of this Strategic Plan, even as you give us the much needed support. I wish to assure you that the staff will embrace a disciplined focus on the implementation and the cultivation of a culture of excellence as we look forward to enhancing livelihoods within the TARDA region and beyond.

A handwritten signature in blue ink, which appears to be "S. Githaiga". The signature is fluid and cursive, written on a white background.

Mr. Steven Githaiga Ruimuku
Managing Director - TARDA



Improved Livestock Breeding at Emali Farm - Kajiado County

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Acronyms

AGOA	African Growth and Opportunity
AIA	Appropriation in Aid
ASAL	Arid and Semi-Arid Land
BOT	Built Operation Transfers
BSC	Balance Scorecard
CEO	Chief Executive Officer
CMTB	Chief Manager Tana Basin
CMHR&A	Chief Manager Human Resource and Administration
CoG	Council of Governors
CoK	Constitution of Kenya
CS	Cabinet Secretary
CSO's	Civil Society Organizations
CMAB	Chief Manager Athi Basin
CMP&BD	Chief Manager Planning and Business Development
CMTS	Chief Manager Technical Services
CMFA	Chief Manager Finance and Accounts
DBO	Design Build and Operate
DCMHR&A	Deputy Chief Manager Human Resource and Administration
DPM	Directorate of Personnel Management
Eng.	Engineer
EAC	East African community
EPC	Engineering, Procurement and Construction
FM	Finance Manager
GDP	Gross Domestic Product
HM	Hospitality Manager
KNBS	Kenya National Bureau of Statistics
KIHBS	Kenya Integrated Household Budget Survey
MA	Management Accountant
MEAC&RD	Ministry of East African Community and Regional Development
MEM	Monitoring and Evaluation Manager

MD	Managing Director
MDGs	Millennium Development Goals
MDR	Masinga Dam Resort
M&E	Monitoring and Evaluation
MICT	Manager Information and Communication Technology
MTP	Medium Term Plan
NGO	Non-Governmental Organizations
NR	Natural Resources
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PC	Performance Contract
PM	Planning Manager
PRM	Public Relation Manager
QMS	Quality Measurement System
QPMS	Quality Productivity Measurement Systems
RC	Regional Coordinator
RDA	Regional Development Authorities
RM	Resource Mobilization
SAGA's	Semi-Autonomous Government Agencies
SEM	Strategy Execution Management
TNA	Training Needs Assessments
SCAC	State Corporation Advisory Committee
SDGs	Sustainable Development Goals
SLO	Senior Legal Officer
SP	Strategic Plan
SPM	Supplies and Procurement Manager
SOs	Strategic Objectives
SWOT	Strengths, Weaknesses, Opportunities and Threats
TARDA	Tana and Athi Rivers Development Authority
TDIP	Tana Delta Irrigation Project
UN	United Nations

TARDA'S AREA OF JURISDICTION



EXECUTIVE SUMMARY

The integrated development approach adopted by the Regional Development Authorities (RDAs) recognizes the fact that, projects implemented within the river basins for utilization of natural resources are interrelated and interdependent. The RDAs initiate, plan, implement and coordinate several integrated development programmes and projects intended to improve livelihoods and ensure sustainability within the regions they operate in.

The concept of integrated basin-based development is not unique to Kenya since it has been successfully practiced in both the most industrialized and least industrialized (developing) countries with exemplary successes. Tana and Athi Rivers Development Authority (TARDA) is one among six existing RDAs that was formed by an Act of Parliament (CAP 443) in 1974. Tana and Athi River-basins occupy a strategic part of Kenya; a region that has attracted massive investments and development projects due to the existence of the varied resources.

The functions of TARDA as stipulated in its enabling Act entail the following:-

- 1) Long range basin-wide development plans formulation;
- 2) Resource-use studies and surveys; data and information generation in agriculture, energy, water resources, range management, forestry, fisheries, marine; mineral resources and lacustrine;
- 3) Abstraction and use of (development) natural resources;
- 4) Civil works construction, including hydraulic structures for water resource and environmental management;
- 5) Implementation of integrated development programmes and projects by utilization of basin-wide resources and
- 6) Community capacity building and technological transfer initiatives for sustainability and wealth creation.

Over the years, population growth and rapid urbanization of the upper and middle catchments has created new challenges in economic development and resource use in the region due to the shared water resources. This has hindered the resources utilization and sustainable development in the region leading to degradation of the environment and resource based conflicts in the region. Hence, there is need to harness and manage shared resources through an inter and intra-county coordination.

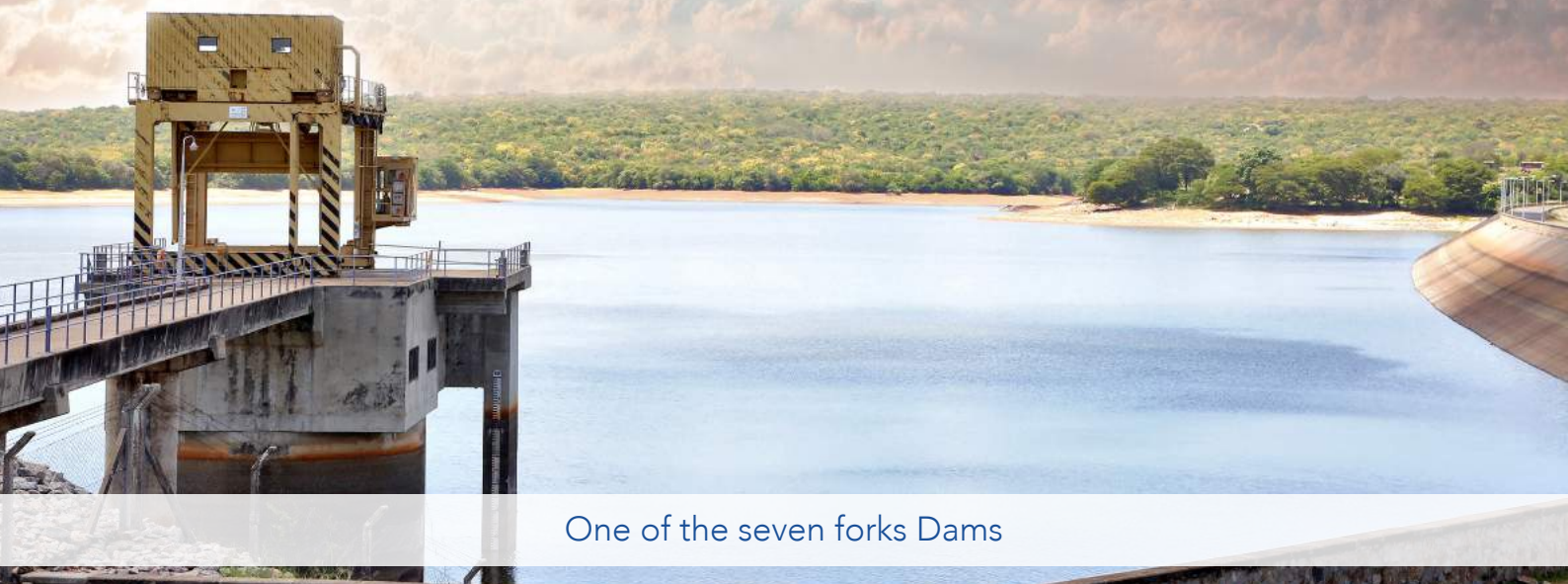
The encroachment of the riparian reserves, over-abstraction of water for irrigation, water pollution and general environmental degradation upstream of Tana and Athi river basins are some of the challenges experienced in achievement of conservation and sustainability of water resources in the region.

While more arable land is taken up for urban development, unsustainable cash and food crop farming systems have with time led to loss of land productivity. Communities downstream in the lower river basins where livelihoods are constrained by arid and semi-arid climatic conditions have continued to rely heavily on river water for their socio-economic survival that is mainly dependent on pastoral livestock economy, limited food crop production and underexploited irrigated agriculture.

The Strategic Plan 2019-2023, therefore, seeks to address a myriad of development challenges by initiating interventions such as fact based resource planning; protecting the environment; aggressive resource mobilization; economic development as an achievement of the government's "Big Four Agenda" and the Vision 2030; strengthening collaborations with organizations and institutions in the implementation of the Plan's identified programmes and projects; technological adoption and transfer; and enhanced capacity building for the Authority's human resource to deliver on its mandate.

Chapter 1

INTRODUCTION



One of the seven forks Dams

1. INTRODUCTION

1.1. BACKGROUND OF TARDA

The Tana and Athi River Basins are one of the country's most unique natural resources. The Basin has exceptional resource values that include; water, arable land, forests, wildlife, minerals among other natural resources. This presents an excellent opportunity for the country to advance socio-economic development by utilizing the natural resources within the river basins. In order to optimize the utilization, there was need to sustainably plan and develop the resources using an integrated approach. The Government therefore, in the mid 1970's adopted a river-based development approach modelled along the successful story of Tennessee Valley Authority in the US.

In 1974, the Tana River Development Authority was established by an Act of Parliament CAP 443. The functions and responsibilities of the Authority encompassed integrated planning and coordination of all development projects within the Tana River Basins and specifically to implement any projects for the purpose of utilization and protection of water and soils of the area. In 1981, this mandate was expanded to include the Athi River Basin. Therefore, the focus of the Authority then included; Hydro-power generation, environmental protection, natural resource planning and management, economic development for rural areas to reduce regional disparities.

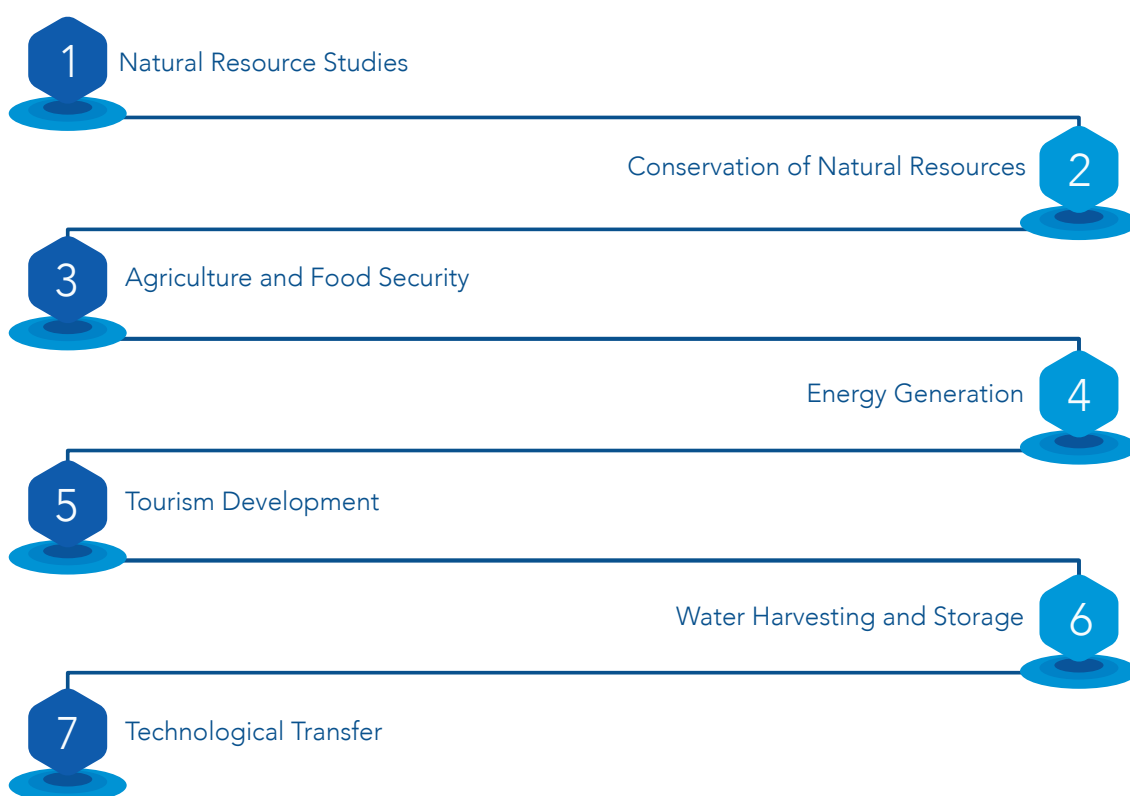
TARDA's area of jurisdiction covers approximately 138,000 km², comprising 100,000 km² of the Tana Basin and 38,000 km² of the Athi Basin. This area is about 25% of the total land mass of Kenya and traverses some 19 counties. Based on the 2009 census, the population under TARDA's jurisdiction was estimated at 11 million people. This is about 37% of the National population that is projected at 15 million.

The Authority is therefore mandated through its Act:

- i. To advise the Government generally and the Ministries set out in the schedule in particular on all matters affecting the development of the Area including the apportionment of resources.
- ii. To draw up and keep up to date long-range development plan for the Area.
- iii. To initiate such studies and carry out surveys of the area as it may consider necessary, and to assess alternative demands within the Area on the resources thereof including; Electricity power generation, Irrigation, Wildlife, Land and other resources and, to recommend economic priorities.
- iv. To co-ordinate the various studies of, and schemes within the Area, so that human, water, animal, land and other resources are utilized to the best advantage, and to monitor the design and execution of planned projects within the Area.

- v. To effect a programme of monitoring the performance of projects within the Area so as to improve that performance and establish responsibility therefore and to improve future planning.
- vi. To ensure close co-operation between all Agencies concerned with the abstraction and use of water within the Area in the setting up of effective monitoring of that abstraction and use.
- vii. To collect, assemble and correlate all such data related to the use of water and other resources within the Area as may be necessary for the efficient forward planning of the Area.
- viii. To maintain a liaison between the Government, the private sector and foreign agencies in the matter of the development of the Area with a view to limiting the duplication of effort and to assuring the best use of technical resources.
- ix. To render assistance to operating agencies in their applications for loan funds if required and
- x. To cause the construction of any works necessary for the protection and utilization of the water and soils of the Area.

TARDA's mandate and jurisdiction contributes positively to several sectors of the economy and development. Some of the key sectors that TARDA's activities in socio-economic development have had a multiplier effect and impacts over the years include;



TARDA's achievements over time in conservation, natural resources development and management as well as climate change mitigation programs can be attributed to an array of capacities. A basic premise of TARDA's intervention is that 95% of basic human needs are associated with land and water resources. The degradation and fragmentation of land resource and its use or any other natural resource is rightfully a main concern for the Authority. Additionally, the Constitution of Kenya 2010 has presented unique challenges especially in the area of governance and resource allocation.

In consideration of the above, it is critical that the Authority seeks to have the TARDA Act realigned to the constitution. This will spell out and minimize overlapping mandates to enhance stakeholder engagements for implementation of integrated natural resource programs and projects within the Basins. Further resource allocation for the Authority will be streamlined and improved.



Intake works at Njeng'u Small Holder Irrigation Project - Nyeri County

Chapter 2

REVIEW OF THE STRATEGIC PLAN (2014-2018)



Rehabilitation works on Samaki Dam - Nyeri County

2. REVIEW OF THE STRATEGIC PLAN (2014-2018)

The 2014-2018 Strategic Plan was developed through a participatory process using the balanced score card approach. Upon completion it was launched in 2015 amid the onset of the devolved governance system that had been adopted in 2013. The Plan design effectively addressed the national development priorities, regional development concerns, and TARDA's specific priorities. It also highlighted and provided support on all the aspects of the mandate. The strategic themes that were used to implement the Plan were based on four (4) perspectives; Customer, Internal processes, Learning, growth and Financial.

It is evident from the review that remarkable achievements were realized on multiple fronts as a result of deliberate and concerted initiatives. Based on the qualitative reviews that were undertaken, between 30% - 40% of the Strategic Plan objectives were achieved by end of the implementation period. This was despite limited Exchequer support and minimal receipt of external funding for the envisaged projects and programmes. Furthermore, a shift in funding policy from EPC to BOT models affected the execution of critical activities. There was also a need to amend TARDA's strategic thrust and themes to effectively integrate the different interests and capacity levels of stakeholders, partners, implementers and beneficiaries in the new environment.

2.1. KEY ACHIEVEMENTS OF THE PREVIOUS STRATEGIC PLAN 2014-2018

Some of the notable milestones and achievements of the period under review are illustrated below;



2.2. CHALLENGES AND LESSONS LEARNT

2.2.1. Challenges

During the implementation of the strategic plan 2014-2018 a number of challenges were encountered that included;

- i. The absence of an overarching Regional Development Authority (RDA) policy and a reviewed TARDA Act that is aligned with CoK 2010 brought out the following fundamental challenges;
 - a. Frequent changes in ministerial placements that affected business continuity and planning
 - b. The overlaps in mandate and functions occasioned by devolution.
 - c. Dwindling Exchequer receipts for development during the period
- ii. Change in national policy on accessing external funding for government department during the period of implementation.
- iii. Delayed operationalization of the Authority's resource mobilization policy and strategy.
- iv. Weak project conceptualization and proof of concept.
- v. Absence of stakeholder engagement frameworks that promotes linkages, relationships and collaborative arrangements with partners considering the multiple players with varied interests within TARDA's area of jurisdiction.

2.2.2. Lessons Learnt

1. Need for a vibrant monitoring, evaluation, reporting and learning framework.
2. Streamline financial, budgetary, procurement and operational processes.
3. Adopt revised human resource policy, staff establishment, career progression guidelines, placements to motivate staff and enhance performance that will improve the organizational culture.
4. Need for collaborative synergies in policy, project and program execution.
5. Need to adopt technology and innovations for optimal productivity.
6. Improve the bottom-up and top-down communication channels for improved organizational performance.

Chapter 3

SITUATIONAL ANALYSIS



Kiambere Dam Spillway in Embu County

3. SITUATIONAL ANALYSIS

TARDA's operating environment is shaped by internal and external factors; the understanding of this operating environment is vital and may influence success or cause failure of its strategy and implementation.

The United Nations Sustainable Development Goals lay emphasis on poverty reduction by encouraging equitable socio-economic development. Similarly, Agenda 2063 of the African Union seeks to improve living standards, transformed, inclusive and sustained economies.

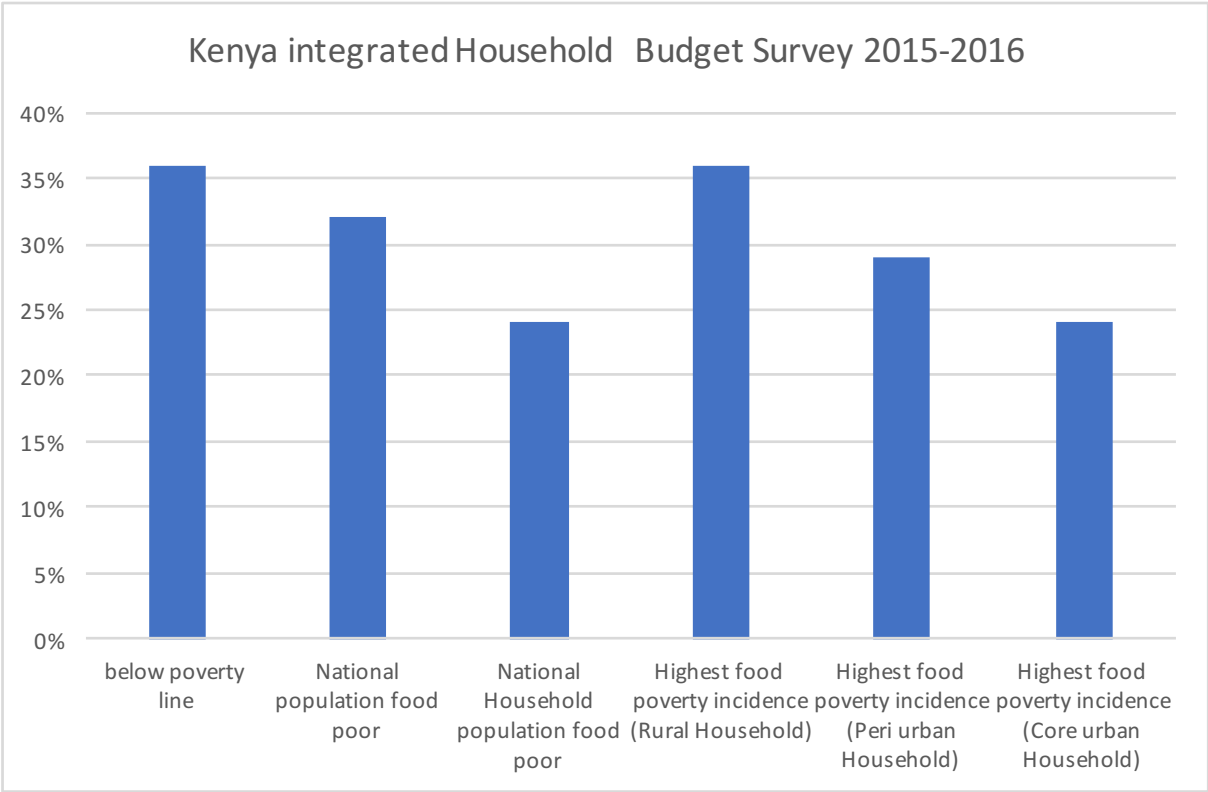


The current national development priorities and strategic concerns according to Vision 2030, the third Medium-Term Plan (2018-2022) and The Big Four Agenda will guide the Authority's mandate in execution of this Strategic Plan. Broadly, the focus of The Four Agenda includes; improving food security, increasing the manufacturing base of the nation, provision of housing to majority of Kenyans and provision of accessible universal health. The RDAs including TARDA have an obligation to deliver on this national agenda. Based on the Authority's mission, food security and value addition will feature as part of this delivery.



Kenya’s long-term goal for the agriculture and manufacturing sectors is to be innovative, commercially oriented and modernised. According to the Vision 2030 and MTP II Review report, the agriculture sector still remains the most significant contributor to the country’s GDP followed by manufacturing. On average, both sectors contribute about 40% of the national GDP, about 27% through linkages with other sectors, 75% of the country’s total exports, about 29% of the formal employment and 60% of total employment sector as well.

According to KNBS Economic Survey 2018, 36% of Kenyans are living below the poverty line (living below US\$ 2 a day). About 32% and 24% of the national population and household respectively are considered to be food poor. The highest food poverty incidence was recorded at approximately 36% in rural households, 29% in peri-urban and 24% in core urban. -Pie chart. (Kenya Integrated Household Budget Survey (KIHBS) done in 2015-2016



Accelerating the pace of poverty reduction will require higher and more inclusive growth rates coupled with a sharper focus in poverty reduction policies. TARDA’s priority programmes will be geared towards achievement of food security, integrated basin-based development, promotion of agro-technologies, value chain development, climate proof projects and production techniques. Focus will therefore be on investments that target irrigation, drainage systems and small-scale value addition processes.

In support of sustainable development, environmental management is also critical to the above and includes; increasing forest cover, restoration of degraded catchments, rehabilitation of the water towers, water harvesting and storage, research and development, green energy and water resources management.

TARDA's basin is made up of nineteen (19) counties mainly from the ASAL agro-economic regions. From 2010, Kenya adopted a new governance framework that comprises of National and County Governments among other reforms. The basins have exceptional resource base potential that can be exploited over time including; varied natural resources, capital assets among them minerals, tourist attraction sites, agricultural, livestock and commodities, high populations and established institutional frameworks that can provide an avenue for entry and partnership.

However, irrespective of the above opportunities the new policy environment presents various challenges to the Authority. Key among them being; overlapping mandates that have an adverse effect on funding from the Exchequer. Some of the counties in the basins are forming regional economic blocks that are depriving the Authority funding and project initiation opportunities. The absence of an overarching Regional Development Authority policy has negatively affected the anchoring, alignment and placement of Regional Authorities within government. Currently, the policy and the respective Act are under review to strengthen the mandate and functions of the Authority. In actual fact the Council of Governors (CoG) have filed a suit seeking the dissolution of the RDAs and their mandates given to the respective counties.



Fig.: Summary of Issues / concerns facing TARDA

3.1. INSTITUTIONAL ANALYSIS

TARDA has over time been consistent in contributing to the national agenda. This has been due to an interaction of several factors including; a supportive Board of Directors, existing institutional framework, a staff establishment and defined work processes. However, with changes in both national policy and operating environment the institution has been faced with fundamental gaps. The gaps have had negative impact on delivery of set out strategies, human resource policy and internal work processes that had not been reviewed over time to make them consistent with current challenges.

Additionally, the resource mobilization policy and strategy was not fully implemented, resource limitations and the threat of dwindling Exchequer disbursements over the last few years since devolution has augmented the above.

It is with this in mind that TARDA forges forward in the new strategic dispensation that aims at improving its collaborative policy framework, strengthening its organizational structure, enhancing its human resource policies and procedures, reorganizing fundraising efforts and strengthening the internal resource mobilization mechanisms.

This 2019-2023 Strategic Plan aims at addressing some of the concerns that were previously highlighted as challenges. It also integrates the lessons learnt and experiences; key among them being; strengthening institutional capacity and enhanced natural resource management for integrated development. Further, the coordination with other stakeholders and government initiatives should be strengthened to spur economic development in Kenya.

Following a comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the organization, it was noted that a host of both internal and external factors would ensure success of the strategy, while others threatened its implementation. Additionally, the analysis identified organizational strengths to build upon and opportunities to take advantage of in the delivery of the plan.

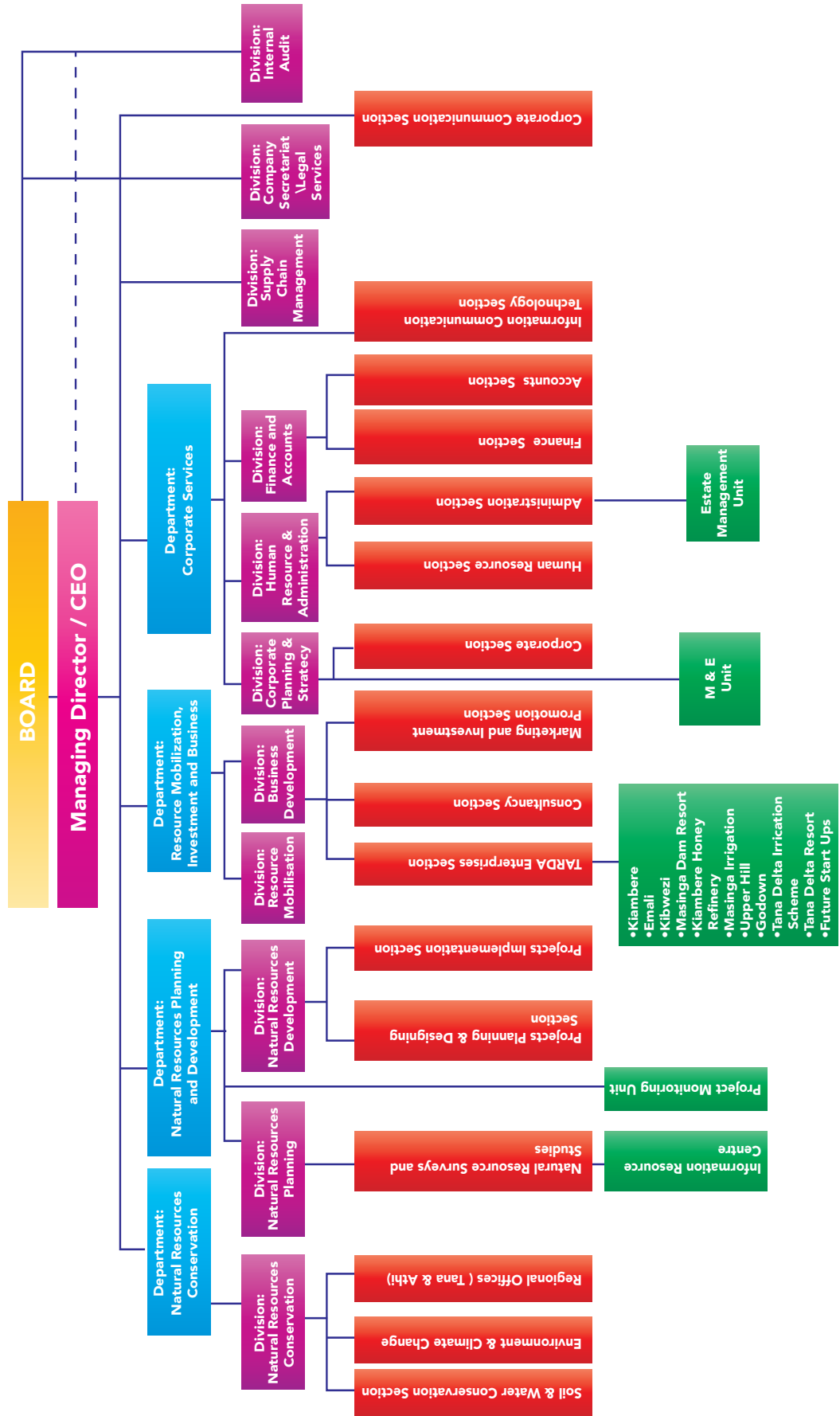
On the other hand, the PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis examined the factors that are likely to impact the strategic plan and its delivery.

The following table and organogram gives a short description of TARDA's operational institutional structure.

Position	Role and Mandate
Board of Directors	Charged with the responsibility of setting the policies and programmes for efficient and effective management of Authority. The Board will provide oversight role in management and approve policies in line with recommendations provided by the management headed by the Director and other relevant government organs
Managing Director	Executes the institutional strategy, provides visionary leadership, and coordinates the implementation of all activities of TARDA in line with policies approved by the Board of Directors with the following key functional mandates in the office: <ul style="list-style-type: none"> a. Strategic Direction b. General Management/ Governance c. Ensuring that TARDA executes its mandate d. Undertaking fundraising and resource mobilisation activities for TARDA e. Acts as the spokesperson for the organisation
Directors in charge of Departments	Department of Natural Resource Conservation <ul style="list-style-type: none"> a. Maintaining and conserving the water catchments areas of Tana and Athi River Basins b. Undertake Strategic Social and Environmental Impact studies for proposed TARDA projects and programmes c. Restore, promote and conserve sustainable environmental services d. Spearhead climate change mitigation and adaptation initiatives
	Department of Resource Mobilization/ Investment & Business Development <ul style="list-style-type: none"> i. Develop business plans and proposals for funding of TARDA projects and programmes ii. Gathering information on donor policies and priorities, and subsequently, update donor profiles, strategies and policies and to better direct its resource mobilization efforts. iii. Establish and maintain networks and actively engaging in knowledge sharing, information dissemination on TARDA's priorities and promotion of TARDA's technical cooperation programme iv. Implementation of TARDA's Public-Private Partnership resource mobilization strategy. v. Manage and upgrade the existing TARDA enterprises vi. Undertake product promotion, branding and marketing

Position	Role and Mandate
	Department of Natural Resources Planning and Development; <ol style="list-style-type: none"> Carrying out natural resource surveys and studies in the Tana and Athi River Basin Carry out surveys and data collection for specific resource development projects Develop a natural resources Integrated Regional Development Plan Ensuring proper utilization of resources along the Basins; Undertake technical designs for specific resource development projects; develop the necessary cartographic designs, reports and drawings Implement, monitor and evaluate multipurpose or integrated projects across the TARDA region
	Department of Corporate Services <ol style="list-style-type: none"> To advise management on policies, strategies and regulations governing human resources, finance and accounts, information and technology and corporate planning. Performance Management and Quality assurance Corporate Monitoring and Evaluation function To mobilize and efficiently utilize financial resources sustainably. Coordinating the overall accountability, planning, directing and executing all human resources & administrative strategies, policies and activities; Coordinate Development, deployment and maintenance of appropriate ICT infrastructure and connectivity solutions for secure, efficient and effective flow of information. Coordinate the development, installation and maintenance of appropriate security systems to ensure Network, Systems and Data Security. Coordinate administration and security matters
Other Functional Offices	<ol style="list-style-type: none"> Internal Audit – Charged with the responsibility of overall risk management policy, evaluating management policies, procedures, regulations and systems to ensure that there is effective utilization of TARDA's resources and that programmes are accomplished in time and within the budget. Coordinate internal and external communication strategies, legal, audit and supply chain functions and compliance.

TARDA Organization Structure



Below is a summary of SWOT and PESTEL analysis

3.2. SWOT ANALYSIS

Following an incisive exercise of the present and envisaged environments under which this strategic plan will be implemented, below is an outline of the findings;



3.3. PESTEL ANALYSIS



Politically the following issues were identified

ASPECT	FACTORS	OPPORTUNITY	THREATS
POLITICAL	Election	<ul style="list-style-type: none"> ■ Political goodwill. 	<ul style="list-style-type: none"> ■ Damage of properties. ■ Reduced cashflows (pre & post elections). ■ Change of government policies.
	International policy	<ul style="list-style-type: none"> ■ Stimulate local market production, cross border collaborations-AGOA, EAC. ■ Increased local revenue (imposed tariffs) ■ Protection of local industries (Tariffs) 	<ul style="list-style-type: none"> ■ Pull out of international agreement. (e.g. Paris agreements) ■ International wars lead to trade barriers.eg. Consumer goods due to increase of oil prices. ■ Imposition of tariffs.
	Market performance	<ul style="list-style-type: none"> ■ Market share index increase due to positive political outcome. (Improved market of TARDA's products) 	<ul style="list-style-type: none"> ■ Inflation. ■ Market share index fall.
	County Government policies	<ul style="list-style-type: none"> ■ Favorable tax policies will attract both local and foreign investors ■ Enable collaborations in National programs. ■ Reference point for technical repository information. 	<ul style="list-style-type: none"> ■ Unfavorable tax policies will scare away both local and foreign investors. ■ Political influence and threat over ownership to TARDA's assets.
	Terrorism	<ul style="list-style-type: none"> ■ Increased security for TARDA establishments 	<ul style="list-style-type: none"> ■ Scares away investors and donor support (TDIP) ■ Insecurity affects access to Project areas.
	Review of TARDA's Bill	<ul style="list-style-type: none"> ■ Alignment to the constitution. 	<ul style="list-style-type: none"> ■ TARDA's Redundancy.
	New SAGAs	<ul style="list-style-type: none"> ■ Collaboration and partnerships. 	<ul style="list-style-type: none"> ■ Overlapping mandate ■ Loss of assets.

Economically, the following factors will influence TARDA;

ASPECT	FACTORS	OPPORTUNITIES	THREAT
ECONOMIC	State of current national economy.	<ul style="list-style-type: none"> ■ Increased funding ■ Chance to initiate more GoK development projects. 	<ul style="list-style-type: none"> ■ Reduced funding from Exchequer.
	Key exchange rates.	<ul style="list-style-type: none"> ■ Predictable financing of projects 	<ul style="list-style-type: none"> ■ Instability affecting project costs/ disbursements
	Employment rates.	<ul style="list-style-type: none"> ■ Availability of skilled labour ■ Cheap skilled labour 	<ul style="list-style-type: none"> ■ Cost of skilled labour may be very high. ■ High turnover rates due to limited resources. ■ Security threat.
	Globalization.	<ul style="list-style-type: none"> ■ Expanded scope of funding and collaborations. ■ Emergence of global market for TARDA products. ■ Enhanced human and technical capability. 	<ul style="list-style-type: none"> ■ Flooding of market with cheap low quality goods that compete unfairly with our high quality products. ■ Increased insecurity

Closely linked to economic are social and cultural concerns;

ASPECTS	FACTORS	OPPORTUNITIES	THREAT
SOCIAL CULTURAL	Population Demographics	<ul style="list-style-type: none"> ■ Readily available workforce ■ Available market ■ Availability of Cheap labor ■ Market for products 	<ul style="list-style-type: none"> ■ Security risk due to overpopulation ■ Depletion of natural resources ■ Lack of market for our products
	Culture/ Religion	<ul style="list-style-type: none"> ■ Integrity ■ Values and virtues 	<ul style="list-style-type: none"> ■ Religious extremism ■ Discrimination ■ Fraud and corruption ■ Slow and vested interests in project implementation
	Health	<ul style="list-style-type: none"> ■ Increased productivity ■ Reduced costs 	<ul style="list-style-type: none"> ■ Poor productivity ■ Increased costs
	Education	<ul style="list-style-type: none"> ■ Enhanced efficiency and productivity ■ Professionalism ■ Wealth creation ■ Successful project implementation ■ Increased information dissemination 	<ul style="list-style-type: none"> ■ Lack of technical professionals ■ Low quality products ■ Slow implementation and adoption of technology ■ Increased poverty levels
	Gender mainstreaming	<ul style="list-style-type: none"> ■ Inclusivity ■ Enhanced project implementation 	<ul style="list-style-type: none"> ■ Slow implementation

On the technological front;

ASPECT	FACTORS	OPPORTUNITIES	THREAT
TECHNOLOGICAL	ICT and Internet Connectivity	<ul style="list-style-type: none"> ■ Efficiency in operational procedures and project implementation ■ Enhanced visibility and branding ■ Revenue generation 	<ul style="list-style-type: none"> ■ Increased cybercrime and fraud ■ Reduced productivity and project outcomes ■ Institutional redundancy
	Modern Equipment, innovation, technology and automation	<ul style="list-style-type: none"> ■ Increase efficiency, accuracy and capacity building ■ Enhanced productivity and reduced costs 	<ul style="list-style-type: none"> ■ High costs of acquisition and maintenance ■ Poor sustainability ■ Rapid technological change
	Publicity	<ul style="list-style-type: none"> ■ Enhanced Market ■ Use of Social Media platform to communicate and get feedback ■ Cut cost 	<ul style="list-style-type: none"> ■ Inaccurate feedback
	Infrastructure Development	<ul style="list-style-type: none"> ■ Climate proofing systems 	<ul style="list-style-type: none"> ■ Costly

TARDA has a legal regime that requires review and time to implement. However, it is going to be influenced by;

ASPECT	FACTOR	OPPORTUNITY	THREAT
LEGAL	Legal Framework Act	<ul style="list-style-type: none"> ■ Mandate 	<ul style="list-style-type: none"> ■ Overlaps of mandate ■ Reduced Exchequer funding
	Regulatory Framework (Policy)	<ul style="list-style-type: none"> ■ Clarity of functions ■ Clear reporting framework. 	<ul style="list-style-type: none"> ■ Business continuity ■ Weak governance

ASPECT	FACTORS	OPPORTUNITY	THREATS
ECOLOGICAL	Climate change	<ul style="list-style-type: none"> ■ Increased funding ■ Enhanced collaboration with stakeholders ■ Enhanced technological innovation and adoption ■ Increased revenue stream (Carbon Trade & Payment for ecosystem services) ■ Enhanced natural resource management 	<ul style="list-style-type: none"> ■ Costly projects ■ Slow implementation and productivity ■ Mal-adaptation of existing projects

	Species Extinction	<ul style="list-style-type: none"> ■ New research opportunities ■ Natural resource management program 	<ul style="list-style-type: none"> ■ Decrease production in agriculture
	Pollution	<ul style="list-style-type: none"> ■ Increased funding for environmental restoration programs. ■ Job creation and employment ■ New research opportunities ■ Increased revenue generation (Polluter pay principle) 	<ul style="list-style-type: none"> ■ Increased disease outbreaks ■ Reduced value of natural resources such as water and land ■ Reduced life expectancy ■ Species extinction such as fish

3.4. STAKEHOLDERS

Stakeholders play important but complementary roles in supporting TARDA fulfill her mandate. The stakeholders include among others: County governments, national government departments, development partners and communities. Significance is placed on intergovernmental relations between TARDA and national government and the representative county governments through the Council of Governors (CoG). Where possible, TARDA will reach out with specific targeted initiatives to ensure all its partnership roles and competences are realized. The other critical stakeholders are national government and development partners who are generally required to support the mandate of TARDA through policy enactment and funding. TARDA will continue to enhance its collaboration with these partners especially on providing necessary resources to support budgets and also leverage on their strengths to deliver its vision.



The table below illustrates the relationship with the Authority and areas of engagement.

STAKEHOLDER	AREA OF COLLABORATION	CURRENT LEVEL OF ENGAGEMENT	EXPECTATIONS	
			TARDA	Stakeholder
Internal Stakeholders				
Board	Governance and policy direction	High	Delivery of Mandate	<ul style="list-style-type: none"> ■ Policy and strategic direction ■ Resource mobilization ■ Oversight and governance
Staff/ Employees	Human capital	High	High Productivity and performance	<ul style="list-style-type: none"> ■ Motivation ■ Tenure ■ Conducive work environment
External Stakeholders				
Ministries/ Departments & Agencies	<ul style="list-style-type: none"> ■ Funding, ■ Policy Direction ■ Collaborative synergies ■ Technical assistance 	High	<ul style="list-style-type: none"> ■ Funding, ■ Delivery of Mandate ■ Policy coordination ■ Skills transfer 	<ul style="list-style-type: none"> ■ Compliance ■ Delivery of mandate ■ Skills transfer
County Governments	<ul style="list-style-type: none"> ■ Collaborative synergies, ■ Technical assistance 	Low	<ul style="list-style-type: none"> ■ Collaborative synergies 	<ul style="list-style-type: none"> ■ Delivery of mandate
Communities in the region	Delivery of mandate	Medium	<ul style="list-style-type: none"> ■ Collaborative synergies 	<ul style="list-style-type: none"> ■ Delivery of mandate ■ Provide economic opportunities ■ Technology and skills transfer
International Partners, NGO's, CSO's	<ul style="list-style-type: none"> ■ Funding ■ Collaborative synergies 	Low	<ul style="list-style-type: none"> ■ Funding, ■ Technical assistance, ■ Skills and technology transfer 	<ul style="list-style-type: none"> ■ Eligibility for funding ■ Accountability and transparency ■ Impact on beneficiaries
Suppliers & Contractors	Delivery of works, services and goods	High	<ul style="list-style-type: none"> ■ Professionalism ■ Quality assurance and timely delivery 	<ul style="list-style-type: none"> ■ Integrity ■ Transparency and timely payments

Chapter 4

STRATEGIC FRAMEWORK



4. STRATEGIC FRAMEWORK

During this plan period 2019-2023, the Authority's focus will be; attainment of organizational sustainability and enhanced integrated natural resources management. Anchored on the above the Authority seeks to improve livelihoods within its jurisdiction in particular job creation, economic empowerment, environmental conservation and attainment of food security. The Authority will carry out catchment management planning and implement programmes to ensure sustainable development.

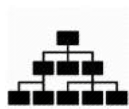
The strategic framework is designed to make TARDA a centre of excellence. This framework will help TARDA re-engineer herself by adapting and re-inventing herself in order to effectively discharge her mandate and deliver with impact. The design is to make TARDA a highly functioning organization that makes improvements at operational levels, thus ensuring that it bridges the gap between strategy and day-to-day operations. This will be done through;



Reorganizing and prioritizing fundraising efforts to strengthening internal resource mobilization mechanisms.



Strengthening governance to improve the collaborative policy framework of the Authority,



Strengthening TARDA's organizational structure to ensure that it responds to the environment,



Defining core values and



Revitalizing processes through adoption of performance management systems for enhanced efficiency and effective programme and project execution while embracing suitable technologies.

4.1. TARDA'S STRATEGIC APPROACH



This strategic plan is based on the Balanced Scorecard approach that gives TARDA the ability to plan for the future in a deliberate manner, while meeting the day-to-day operational requirements of providing quality services to customers and uses a set of performance measures across all functions.

The Balanced Scorecard approach allows TARDA to develop a logical connection between the; vision and mission, the strategies, programs and activities. It also ensures that departments and individuals manage and implement the plan successfully. Using a balanced set of strategic and operational performance measures inbuilt in the plan, TARDA will translate its mission requirements into performance results and build accountability through four perspectives i.e. mission, operational efficiency, customer, and organizational capacity. The key questions that were highlighted and addressed by this approach included;

- What is our Mission and how does it translate into actions?
- What do our customers need and value; how do we create value?
- How do we ensure good stewardship of entrusted resources?
- How do we develop program alignment with the mission, departmental and personal accountability?
- What business processes must we excel at to deliver cost-effective services?
- How will we improve employee knowledge, skills, and abilities to meet the current and future challenges?
- How will we leverage technology to enable TARDA to work smarter?

4.2. TARDA'S STRATEGIC PERSPECTIVES

4.2.1. Mission accomplishment Perspective

TARDA exists to sustainably accomplish its mission; ensuring the promotion of socio-economic development as the ultimate goal hence the need to have the Mission at the top of the perspectives.

4.2.2. Operational efficiency Perspective

Operational efficiency is concerned with the processes that create and deliver the customer/stakeholder value proposition. It focuses on all the activities and key processes required in order for TARDA to excel at providing the value expected by

the customers both productively and efficiently. These include both short-term and long-term objectives while incorporating innovative process development in order to stimulate improvement. The clusters for the internal process perspective are; operations management (by improving asset utilization, supply chain management), customer management (by expanding and deepening relations), innovation (by developing and adopting new products and services) and regulatory (by ensuring compliance).

4.2.3. Customer/ Stakeholder Perspective

The customer perspective defines the value proposition that the Authority will apply in order to satisfy her customers. The measures that are selected for the customer perspective should ensure the value that is delivered to the customer and cost / outcomes that come as a result of this value proposition. TARDA’s value proposition is centered on: customer/ stakeholder intimacy.

4.2.4. Organizational Capacity/ Learning & Growth Perspective

This is foundational strategy that focuses on the intangible assets of the Authority, mainly the internal skills and capabilities that are required to support the value-creating internal processes. This perspective is concerned with the human, information and organization capital of the enterprise. These three factors are the infrastructure that is required in order to enable other perspectives to be achieved. The costs may be high in the short term but guarantee long term benefits. It is noted that intangible assets are the most powerful means by which to effect permanent change in TARDA.



4.2.5. TARDA'S - Vision, Mission, Value Statements

4.2.6. Vision

"To be a leading self-sustaining river basin development Authority in natural resource conservation and development"

4.2.7. Mission Statement

"To undertake integrated basin based natural resources conservation through planning and sustainable development"

4.2.8. Core Values

TARDA will endeavor to establish a culture capable of achieving its Vision by upholding the following values;



Integrity: the Authority is committed to ensure ethics and transparency in the delivery of its mandate



Professionalism: TARDA will uphold excellence in carrying its day to day operations and support high standards of strategy and function execution in all its areas of operation.



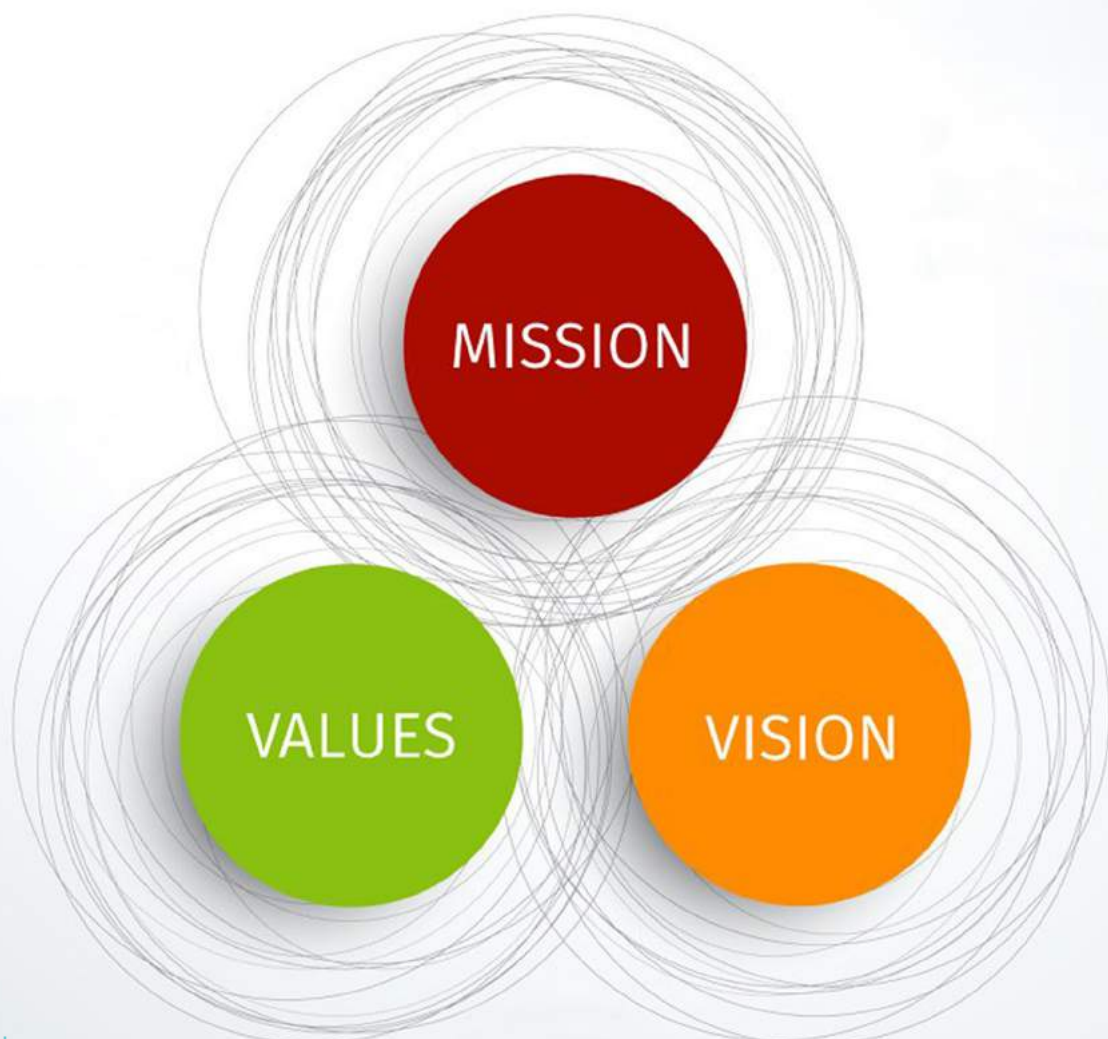
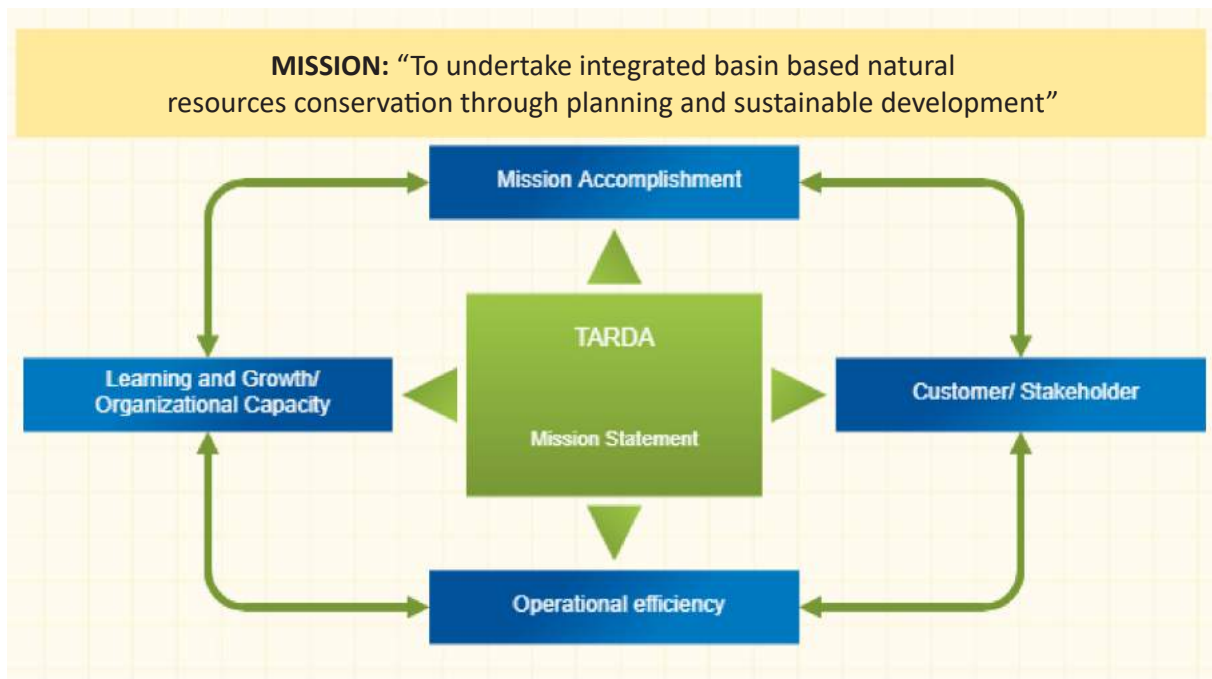
Teamwork: The Authority will encourage the building of synergies across and within departments for smooth delivery of mandate, mentorship and timely delivery of services.



Accountability: TARDA will uphold the national values and endeavor to satisfy both internal and external customers in all the Authority's operations.



Derived from the vision and mission statements, the following are strategic themes, key strategic result areas and strategic objectives that TARDA will pursue in the planned period;



4.2.9. STRATEGIC THEMES, KEY RESULT AREAS & STRATEGIC OBJECTIVES

STRATEGIC THEME	KEY STRATEGIC RESULT AREAS (OUTCOME)	STRATEGIC OBJECTIVES (SO)'S
Organizational Sustainability	Strengthened institutional; human, financial, technical capacity and establishment of automated quality and performance management systems for optimal service delivery.	1. To strengthen the institutional human capital capacity for optimal service delivery.
		2. To enhance TARDA's financial stability
Sustainable Development	Enhanced natural resource management for integrated development and adoption of sustainable technologies leading to food secure and resilient communities.	3. To adopt the use of modern technology for operational efficiency in institutional processes, procedures and products
		4. To enhance natural resources studies and integrated planning to inform the potential for sustainable resource utilization and development
		5. To implement natural resource-based development projects and promote basin-based Investments for sustainable development and enhanced livelihoods
		6. To implement climate change adaptation and mitigation programs to build resilience of vulnerable communities
		7. To develop broad consultative and collaborative frameworks with stakeholders for coordinated integrated development



4.2.10. CAUSE & EFFECT DIAGRAM

Mission Mandate:

Accomplishing the Mission/ Mandate, the Authority will contribute towards the achievement of 3rd Medium Term Plan of Vision 2030 and Big 4 Agenda

Operational Efficiency:

Create and deliver a value proposition including attaining operational and financial stability. It focuses on all the activities and key processes required for the Authority to excel at providing the value expected by the customers both productively and efficiently.

Customer Service:

Satisfy customers /stakeholders including creating collaborative frameworks. Ensuring efficient and effective Internal Processes that will lead to enhanced Quality Service Delivery, hence improved Partnerships with Customers and Stakeholders

Organizational Learning & Growth:

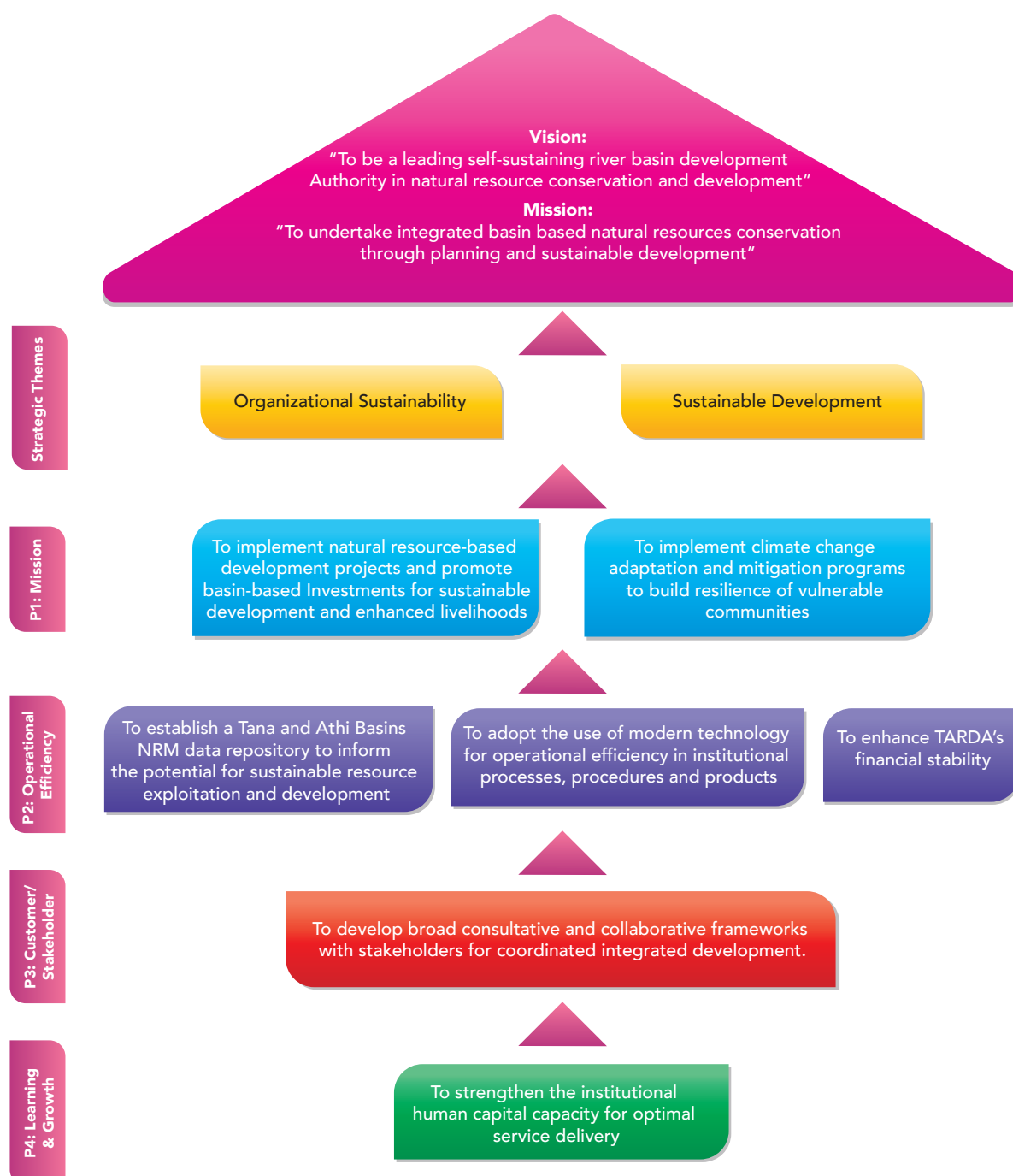
Strengthen Internal skills and capabilities that are required to support the value-creating internal processes including; Human, Information and Organizational capital requirements. This will result in TARDA having the required capacity to develop efficient and effective Internal Business Processes leading to enhanced quality service delivery.



Masinga Small holder irrigation scheme - Machakos County

4.3. CORPORATE STRATEGY MAP

The following diagram depicts the corporate strategy map with top level strategies in each of the ten (10) strategic objectives



4.3.1. STRATEGIES AND ACTIONS

The Strategic objectives, strategies and actions are based upon a tiered outline that is conceptualized as illustrated below:

TARDA'S Strategic Conceptualization



In the first tier, the framework identifies pillars that target outcomes and the overall impact of envisaged activities. Each strategic pillar is then broken down in the second tier into a number of strategic objectives. The strategic objectives are then delineated in the third tier into strategies that will facilitate the operationalization of the respective strategic objectives and direct implementation of activities. These are enumerated below;



STRATEGIC OBJECTIVE 1

To strengthen the institutional human capital capacity for optimal service delivery. This objective is aimed at improving and retaining the human resources within the Authority through the following strategies;

STRATEGY: Capacity enhancement and development focused at two levels; individual and institutional

Actions/ Activities



1. Review and implement organizational HR and administration policy
2. Review and implement career progression guidelines and job descriptions
3. Develop staff establishment and undertake recruitment and placement of competent staff
4. Review and implement remuneration framework
5. Conduct a Training Needs Assessment (TNA)
6. Implement recommendations of the organizational Training Needs Assessment (TNA) report
7. Conduct annual staff and workplace survey and implement recommendations
8. Create a progressive organizational culture through elaborate leadership and mentorship programs to enhance productivity
9. Review and implement staff welfare, recognition and reward schemes

STRATEGY: Attract and develop skillsets linked to specific scientific, managerial skills and knowledge areas

Actions/ Activities



1. Identify and develop key skillsets, managerial and knowledge areas



STRATEGIC OBJECTIVE 2

To enhance TARDA's financial stability. This objective has the goal of making the Authority self-sustaining and able to support its activities.

STRATEGY: Resource Mobilization

Actions/ Activities



1. Review and implement RM Policy and strategy,
2. Strengthen Project Proposal Development unit,
3. Strengthen donor and government liaison services for revenue generation
4. Train staff on RM

STRATEGY: Diversification of Revenue Streams

Actions/ Activities



1. Develop and implement a policy on hiring out assets
2. Conduct, implement lease reviews and compliance
3. Commercialization and marketing of products and services including; enterprise, consultancy and investment promotion services,

STRATEGY: Enhance Financial Management

Actions/ Activities



1. Adopt and Implement financial Information and Management Systems
2. Adopt financial and procurement policies, processes and procedures
3. Conduct annual financial and procurement audits
4. Training of staff on financial, audit, procurement and compliance procedures
5. Implement Corruption detection and fraud protection systems



STRATEGIC OBJECTIVE 3

To improve on the operational efficiency in institutional processes, procedures and products. The aim of this objective is to; transform the operational management systems, procedures, processes and productivity of the Authority and its beneficiaries for decision making.

STRATEGY: Strengthen use of information capital in decision making



1. Review the policy
2. Review the status of information and systems infrastructure
3. Implement information management systems to support decision making

STRATEGY: Enhanced Customer management and service delivery processes



1. Review customer service delivery charter and PR code of conduct for staff
2. Conduct customer satisfaction surveys
3. Establish customer feedback management systems
4. Strengthen customer service unit/ staff

STRATEGY: Develop capabilities for operations management, innovation processes and product development for business continuity



1. Review organizational performance management system
2. Develop and implement corporate annual work plans and performance contracts
3. Develop and implement an institutional M&E policy and framework
4. Develop and implement a risk management policy and framework
5. Implement a QPMS and compliance management system and strategies
6. Conduct annual Performance Management System audits
7. Develop and implement innovation and technology hubs
8. Technology adoption, transfer and assessment for product development

 **STRATEGIC OBJECTIVE 4**

To enhance natural resources studies and integrated planning to inform the potential for sustainable resource utilization and development. The Authority seeks to identify, map and develop a platform to manage the natural resources within its jurisdiction for optimal utilization.

STRATEGY: Enhance the ability of the Authority to harness and manage information.



1. Review, update existing data and identify data gaps
2. Conduct comprehensive resource studies and surveys
3. Develop an integrated regional development plan and atlas

STRATEGY: Provide a clearing house mechanism for natural resource capital within the Tana and Athi Basins for integrated planning by the Authority and stakeholders



1. Develop an information repository policy and protocols for data sharing
2. Develop platform for data management
3. Market data platform

 **STRATEGIC OBJECTIVE 5**

To implement natural resource-based development projects and promote basin-based Investments for sustainable development for enhanced livelihoods. This objective seeks to enhance the core mandate of the Authority through planning, designing and implementation of projects.

STRATEGY: Improve utilization of natural resources in the Basins

Actions/ Activities



1. Monitor and evaluate the efficacy of existing projects
2. Identify feasible projects and programs to be implemented during the plan period
3. Detailed design, plan and implement integrated development projects and programs

STRATEGY: Enhance catchment and riparian zone conservation

Actions/ Activities



1. Develop catchment management plan
2. Strengthen, expand and leverage catchment water and soil conservation programs
3. Sensitize and mobilize communities to participate in catchment conservation programs
4. Strengthen conservation collaborative efforts with key stakeholders
5. Restoration and rehabilitation of rivers in the Tana and Athi basins
6. Establish sustainable natural resources income generation activities within the basins



STRATEGIC
OBJECTIVE 6

To implement climate change adaptation and mitigation programs to build resilience of vulnerable communities. This objective seeks to improve the safety net of communities in dealing with the vagaries of changing weather patterns.

STRATEGY: Climate proofing of programs to avoid mal-adaptation

Actions/ Activities



1. Train staff on climate proofing of envisaged projects
2. Review and redesign existing projects to avoid mal-adaption
3. Review agricultural and livestock improvement programs for communities in collaboration with stakeholders.
4. Develop climate change action plan for the Authority

STRATEGY: Improve information, education and communication for communities on climate change

Actions/ Activities



1. Sensitization of catchment communities on causes and effects of climate change
2. Identify community climate change champions and forums



STRATEGIC OBJECTIVE 7

To develop broad consultative and collaborative frameworks with stakeholders for coordinated integrated development. The objective seeks to reaffirm and rebrand TARDA to a lead role in integrated regional development and natural resource management by promoting participatory socio-economic development.

STRATEGY: Develop framework for coordinated planning and development of resources within the Basin

Actions/ Activities



1. Review Regional Development Authorities Policy and TARDA Act
2. Develop a stakeholder engagement framework, database and communication policy
3. Conduct stakeholder dialogue forums and catchment planning sessions/bi annual stakeholder-donor roundtable forums
4. Sensitize and educate staff on stakeholder networking
5. Periodic review and evaluation of efficacy on engagement

STRATEGY: Establish better intergovernmental and county cross-sectoral linkages

Actions/ Activities



1. Develop and implement intergovernmental conflict resolution policy
2. Plan and conduct intergovernmental dialogue forums with the counties within the region
3. Disseminate TARDA SP and plans to CoG and parliamentary committee on Environment and Budget
4. Plan and conduct joint project and programs within the region
5. Increase the visibility of the Authority

Chapter 5

IMPLEMENTATION AND COORDINATION



5. IMPLEMENTATION AND COORDINATION

This implementation and coordination framework is to guide the Authority to discharge its mandate in a rapidly changing and challenging environment. The following steps will be undertaken to ensure success in the corporate strategy implementation:



Strategy Rationalization:

The overall corporate strategy on its own would be meaningless if each division, department or business unit did not map its own strategies and activities to the mission and vision of the organization. In terms of application, the mapping will aid the process of questioning current methodologies and approaches in various business processes and whether they should be retained, changed or eliminated altogether. This step will be undertaken at the departmental level.



Strategy Decomposition/Adjustments:

In a five-year strategic plan, variables are likely to arise during implementation that may not be obvious at the beginning. However, during annual performance plans, envisaged changes, challenges and other unforeseeable factors will be easily incorporated and adjustments made accordingly. These are rationalized against budget estimates and actual resource availability for execution.



Strategy Deployment including Staff Training:

This step involves clear role definition and presentation of individual strategies. Assignment of responsibility and accountability for tasks which need to be accomplished within given timelines are spelt out at departmental unit and individual levels. Relevant training would be provided to staff to upskill them for strategy execution including cause/effect for action or in action.



Empowerment:

The individuals and teams assigned responsibility and accountability will be empowered to measure and manage strategy execution with clear guidelines on how things should be done.



Some of TARDA'S Projects

5.1. IMPLEMENTATION AND COORDINATION

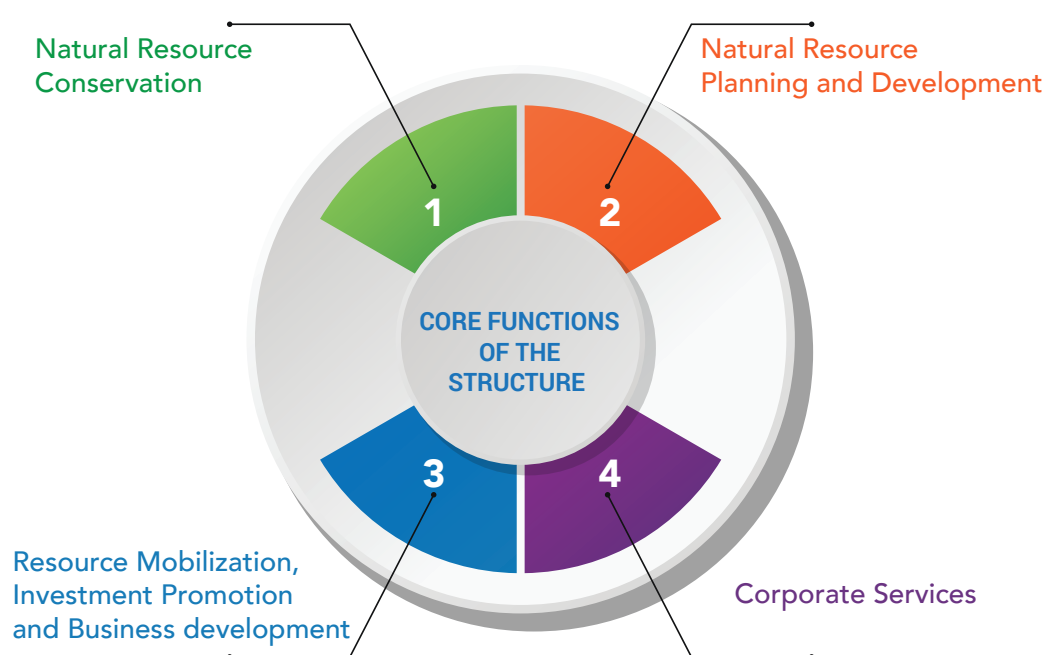
Implementation and coordination will be an integral component in the successful delivery of this strategic plan. Implementation will be accomplished through logical and sequential activity plans that are linked to strategy and a well-funded implementation plan that will also ensure that the activities are regularly monitored to measure achievement. On the other hand, coordination will be an attribute of an elaborate organizational structure and staffing.

5.1.1. TARDA Organizational Structure

This strategic plan will be implemented through an efficient organizational structure that has been aligned to the new organizational mission. The structure has three key levels of management: -



The core functions of the structure will be: -





Mechanised Estate Management of Rice Production - Tana River County

5.1.2. Human Resources Capacity/Staff Establishment

For effective strategy execution, TARDA will rationalize its operational/management structure so as to streamline staff deployment and performance. This will include; implementation of the career progression guidelines, staff appraisal system and creation of new departments and divisions for effective management.

5.1.3. Financial Resources

In order to attain financial sustainability, during the plan period it will be necessary to identify alternative sources of revenue to reduce dependency on one revenue source, streamline the collection of and accounting for revenue and lobby for enhanced long-term funding from the Exchequer, partners, and communities. This will be complemented by structural changes that will ensure that resources are allocated to areas and operations that generate revenue.

5.1.4. Operationalize Strategies for Resource Mobilization

Effective planning requires that all strategies and activities are fully funded and that there will be no deficit (budgeting/financing) during the plan period and in future. Hybrid resource mobilization interventions that combine internal competencies and outsourcing will be considered particularly in respect to specific activities that encourage general process re-engineering.

Currently, TARDA's main source of revenue is the Exchequer and donor support for projects and general operations. These are likely to continue being the main sources of funds for the organization including envisaged Appropriation in Aid (AIA's) from TARDA enterprises that will also compliment the recurrent budget. Considering the central role of TARDA and Regional Development Authorities in the socio-economic development of Kenya, the Authority will seek to enhance support from the Exchequer.

To ensure sustainability and proper matching of resources to strategic activities, TARDA will revamp engagements with development partners to explore additional resource areas. Key among the options to be considered will be the review and implementation of the resource mobilization strategy.

Additionally, the scope for arrangements of private-public partnerships such as DBO (Design, Build and Operate) infrastructure projects has been enhanced by this plan. Benefits include a stable infrastructure base, possible spillovers to communities and more time to focus on the core business.

5.1.5. Financing Gap

The financial projection and resource mobilization plan seeks to enable the Authority be on a sound financial footing to support socio-economic development in the basins. Currently, the Authority has received about Kenya shillings three (3) billion from the Exchequer over the past five years, to support both its recurrent and development budgets. This strategic plan requires about Kenya shillings Two Hundred and Seventy Five (275) billion to be fully implemented.

In the above proposed budget, Kenya Shillings Two Hundred and Fifty (250) Billion (through BOTs) will support projects implementation while the rest will be used for recurrent expenditure. As noted earlier on, Exchequer subvention is quite inadequate in terms of assisting the Authority; meet its envisaged targets, provide working capital during periods of shock that often leave the Authority vulnerable and fiscally fragile impacting heavily on its operations.

This plan has henceforth undertaken elaborate financial projections with the objective of;

1. Increasing core funding to strengthen the institution and provide the means it needs to achieve its mandate over the five year strategic planning period and beyond;
2. To increase extra-budgetary funding besides that which is received from the Government of Kenya and development partners;
3. To institutionalise resource mobilisation as an enabler among staff and stakeholders; and
4. Ensure a constant flow of working capital.

5.2. MONITORING & EVALUATION MECHANISMS

This plan will deploy an elaborate best “Strategy Execution Management ”(SEM) system that will provide the tools for measuring performance, tracking progress of initiatives and performing in-depth analysis to determine sources of problems and opportunities for improvement.

The monitoring and evaluation plan will link the monitoring function; to work plans, focusing on efficiency and cost effectiveness, employ a participatory approach to monitoring progress, utilize internal expertise in monitoring, disseminate results widely with the Authority, using data from multiple sources, and facilitate the use of data to make the Authority a learning organization.

The SEM encourages the use of data at all levels for the continuous improvement of services while enabling staff in the Authority to be able to review performance against a visualization of the strategy at various levels of the organization to demonstrate implementation progress. This performance visualization will be perceived through the cause and effect diagram to provide a better understanding of how variances in performance will have an impact in other areas of the organization. Implementation of an SEM will be undertaken immediately.

5.3. MONITORING THE PLAN

This Strategic Plan will be subjected to a robust monitoring and evaluation framework that will integrate best practices (utilize the SEM). Monitoring will be a routine and continuous function that will primarily provide the management, Board of Directors and stakeholders with early indications of progress, or lack thereof in the achievement of results. The monitoring plan is based on four fundamental principles;

1. Managing for results through integration of simple data collection and reporting methods in work processes
2. Monitoring is an organizational asset, not a burden.
3. Local ownership is fundamental to increased utilization and sustainability and
4. Leadership continuation and commitment is requisite.

A quantitative mid-term review will be conducted in the third year of implementation to inform on the progress and to gauge the extent of the achievement of intended results. The monitoring and evaluation process will be supervised at the Board of Director's, management and departmental levels.

Further monitoring will be conducted at activity and inputs levels through performance benchmarks with regular collection of information pegged to performance appraisals to assist timely decision making, ensure accountability and provide a mechanism for corrective action. To determine relevance, effectiveness and efficiency of strategy execution, evaluation of implementation will comprise of systematic assessment of the Key Result Areas to ensure the envisaged results have desired impact and sustainability. This process will provide the Authority with a knowledge management platform that integrates lessons learnt into corporate decision-making processes.

5.4. LOGICAL SEQUENCING AND ALIGNMENT WITH PERFORMANCE CONTRACTING (PC)

For there to be a seamless integration of the activities and the performance appraisal and contracting; the activities will have to be sequenced and aligned with the monitoring mechanism and monitoring framework and plan. Further, the monitoring plan will be designed for implementation on an annual basis integrated into the planning cycle with periodic data collection exercises that adhere to the performance contracting cycle.

Chapter 6

RISKS IN IMPLEMENTING THE STRATEGY





6. RISKS IN IMPLEMENTING THE STRATEGY

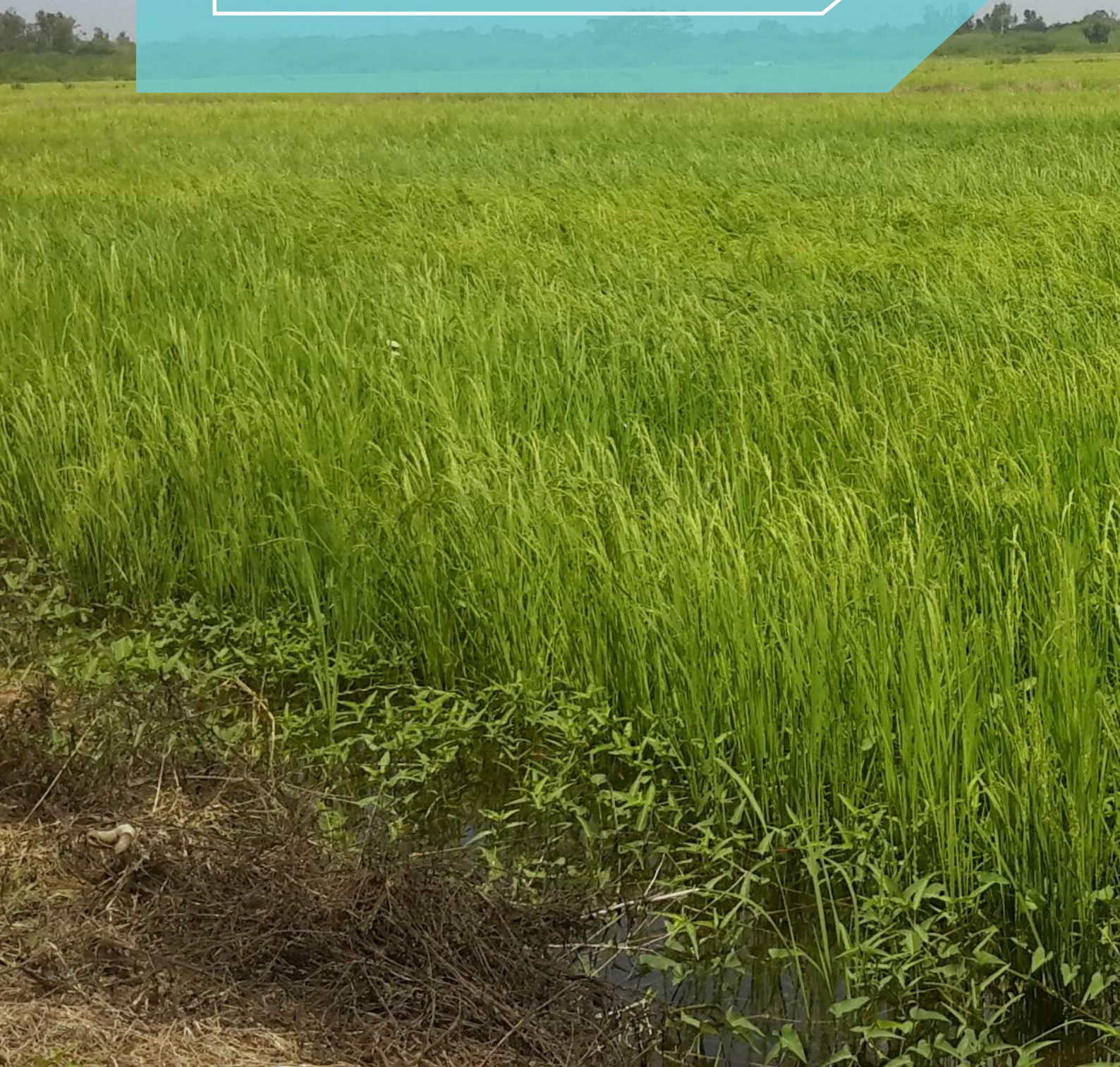
A number of risks can affect the implementation of this strategy plan and they have been highlighted below;

TYPE OF RISK	DEFINITION OF RISK	LEVEL OF RISK LOW, MEDIUM, HIGH	IMPACT DESCRIPTION	MITIGATION OF RISK
Financial	TARDA receives most of its funding from the Exchequer and donors. (In the event of reduction of subvention, revenue generation and poor support from donors).	High	The Authority will be left vulnerable and not able to meet its obligations	<ul style="list-style-type: none"> ■ Expand income base ■ Strengthen external resource mobilization and partnerships.
	Pending bills and financial commitments	Low	The Authority assets can be attached	<ul style="list-style-type: none"> ■ Compliance with financial and budgetary requirements
	Lack of enactment of RDA policy and Revised Act	Medium	Authority vulnerable to overlaps in mandate and ambiguity in implementation of programmes	<ul style="list-style-type: none"> ■ Enactment of Policy and revised TARDA Act as per CoK 2010
Legal	Exposure of Authority Assets to loss due to lack of security and proof of ownership.	High	Ownership of Authority assets is at risk of loss	<ul style="list-style-type: none"> ■ Development of Asset security and Asset register ■ Develop commercialization and enterprise policy ■ Conduct and implement lease review
	Failure to comply with statutory requirements	Medium	Penalties and litigation cases	<ul style="list-style-type: none"> ■ Conduct regular compliance audits and abide with Mwongozo and related Acts

TYPE OF RISK	DEFINITION OF RISK	LEVEL OF RISK LOW, MEDIUM, HIGH	IMPACT DESCRIPTION	MITIGATION OF RISK
Environmental	Climate change and exposure to climatic impacts and shocks.	High	Compromised resource base and project mal-adaption	<ul style="list-style-type: none"> ■ Climate proofing of programmes and projects ■ Adoption of climate adaptation and mitigation measures
Political	Poor governance, political interference and electioneering cycle	Medium	Poor prioritization of projects during implementation, resource allocation and institutional placement in government	<ul style="list-style-type: none"> ■ Implementation of peace and justice frameworks ■ Appreciation of stakeholders and engagement
Strategic	Weak ownership of the strategy by management,	Low	Inefficiencies and leakages in fiscal processes, weak human capital management, weak institutionalization of M&E processes	<ul style="list-style-type: none"> ■ Full implementation of the strategic plan ■ Implementation of human resource policies ■ Development and implementation of M&E framework
Technical	Poor, slow or failure to adopt and transfer technology	Medium	Project delays, weak implementation of project designs, construction and maintenance exposes the Authority's programmes to sustainability issues	<ul style="list-style-type: none"> ■ Adoption of global professional standards ■ Adoption of QPMS

Chapter 7

STRATEGIC PLAN IMPLEMENTATION MATRIX





7. ANNEX 1. STRATEGIC PLAN IMPLEMENTATION MATRIX

Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outputs	Outcomes	Budget Ksh 000,000	Implementation Schedule				
							Year				
							1	2	3	4	5
SO 1: To strengthen the institutional human capital capacity for optimal service delivery											
Capacity enhancement and development focused at two levels; individual and institutional	Review and implement organizational HR and administration policy	Human Resources & Administration	% of implementation of the revised HR & Administration Policies	1 No. Policy document	Organisational effectiveness and efficiency	2.50	•	•	•	•	•
	Review and implement career progression guidelines and job descriptions	Human Resources & Administration	% implementation of career Progression Guidelines & JD's	1 No. Career Progression Guidelines document ; 1 No. database job descriptions	Management of succession planning / Management of staff career progression	5.00	•	•	•	•	•
	Develop staff establishment and undertake recruitment and placement of competent staff	Human Resources & Administration	% of implementation of staff establishment framework	Staff Establishment document ; Recruitment and placement procedures	Organisational effectiveness and efficiency	60.00	•	•			
	Review and implement remuneration framework for recognition and reward scheme	Human Resources & Administration	% of implementation of staff establishment framework	1 No. Remuneration Framework	Enhanced staff motivation	40.00	•	•	•	•	•
	Conduct a Training Needs Assessment (TNA)	Human Resources & Administration	no of Training needs identified	5 No. Training Needs Assessment reports	planned training and staff capacity building	5.00	•				
	Implement recommendations of organizational Training Needs Assessment (TNA)	Human Resources & Administration	% of Training needs identified	5 No. annual training reports	well trained and competent staff	20.00	•	•	•	•	•

Strategies	Activities/ Projects	Responsible Office	Performance Indicator			Budget Ksh 000,000	BUDGET SOURCES		Implementation Schedule				
							TARDA/GoK	Donor	1	2	3	4	5
Resource Mobilisation	Strengthen donor and government liaison services for revenue generation	Planning & Business Development	No. of liaison initiatives in place	1 No. donor inventory manual, no of confirmed stakeholder partnership, contracts and deals	"• Financed start-up plan • responsive stakeholder relationship with the organisation, effective project / program delivery"	35.00			•	•	•	•	•
	Train staff on Resource Mobilisation	Human Resources & Administration	No. of training sessions on RM	4 No. annual training reports on Resource Mobilisation	• competent and effective resource mobilization staff	5.00			•	•	•	•	•
	Develop a commercialization and enterprise policy	Planning & Business Development	Policy approval by the Board	Commercialisation policy document developed and approved	• Increased/enhanced revenue generation, organisational sustainability	2.00			•				
Diversification of Revenue Streams	Conduct, implement Lease Reviews and compliance	Legal	Developed lease documents	Amount of Kshs raised from land leases and other TARDA properties (TDIP/Masinga, Kiambere buffer zone)	"• Enhanced revenue from TARDA properties"	150.00			•	•	•	•	•
	Commercialization and marketing of products and services including; enterprise, consultancy and investment promotion services	Basins	No. of commercialized enterprises and services in place	"• Registration with NCA as contractors • EIA certification • revenue generation (Ksh)"	"• Organizational sustainability • Improved food security • Provision of consultancy services"	10.00			•	•	•	•	•

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Strategies	Activities/ Projects	Responsible Office	Performance Indicator			Budget Ksh 000,000	Implementation Schedule					
						BUDGET SOURCES	Year					
						TARDA/GoK	Donor	1	2	3	4	5
Enhanced Customer management and service delivery processes	Review customer service delivery charter and PR code of conduct for staff	Public Relations	No. of review sessions held	Updated customer service charter. Updated PR code of conduct.	Improved customer engagement.	3.95		•	•			
	Conduct customer satisfaction surveys	Public Relations	No. of surveys planned	Survey analysis report	Improved customer satisfaction	2.00			•		•	
	Establish customer feedback management systems	Public Relations	No. of customer feedback systems identified	Functional Feedback management systems in place. Report of records of feedback from various platforms	Improved customer satisfaction	0.50		•	•			
Develop capabilities for operations management, innovation Processes and product development for business continuity	Strengthen customer care services	Human Resources & Administration	No. of training sessions on customer service	No of staffs trained in customer care services	Improved customer experience	0.70				•		
	Develop organizational performance management system	Planning & Business Development	% of ERP implemented	Performance management system in place	Enhanced efficiency and effectiveness in organizational processes and procedures	50.00			•	•		
	Develop and implement corporate annual workplans and performance contracts	Monitoring and Evaluation	No. of annual workplan and PC sessions	Approved annual workplan, performance contracts and respective reports	Implementation of strategic objectives and fulfillment of Authority's mandate	19.00		•	•	•	•	•

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Strategies	Activities/ Projects	Responsible Office	Performance Indicator			Budget Ksh 000,000		Implementation Schedule				
						BUDGET SOURCES		Year				
						TARDA/GoK	Donor	1	2	3	4	5
	Restoration and rehabilitation of riparian zones in the Tana and Athi basins	Basins & Technical Services	No. of acreage under rehabilitation and restoration	5 Rehabilitation programs in place	Improved water quality and Reduction in siltation	20.00	700.00	•	•	•	•	•
	Establish sustainable natural resources income generation activities within the basins	Basins & Technical Services	No. of IGA's identified	Revenue Generated (Ksh.) and number of beneficiaries	Environmental protection and enhanced livelihoods	150.00		•	•	•	•	•
SUB TOTAL 5						20,980.00	251,700.00					
SO 6: To implement climate change adaptation and mitigation programs to build resilience of vulnerable communities												
Climate proofing of programs to avoid mal-adaptation	Train staff on climate proofing of envisaged projects	Human Resources & Administration	No. of training sessions held	No. of staff trained	Increased awareness and capacity of skills on climate change adaptation among staff	5.00		•	•	•	•	•
	Review and redesign existing projects to avoid mal-adaption	Technical Services	No. of projects reviewed	No. of projects/ enterprises reviewed and improved	Enhanced project performance	10.00		•	•			
	Review agricultural and livestock improvement programs for communities in collaboration with stakeholders-KCSAP (Kenya Climate Smart Agri Programme)	Technical Services	No. of agricultural and livestock program review sessions held with key stakeholders	number of beneficiaries from agricultural and livestock programs initiated	Enhanced livelihoods	2.00	200.00	•	•	•	•	•

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Strategies	Activities/ Projects	Responsible Office	Performance Indicator			Budget Ksh 000,000	BUDGET SOURCES		Implementation Schedule				
							TARDA/GoK	Donor	Year				
									1	2	3	4	5
	Develop a stakeholder engagement framework, database and communication policy	Public Relations	No. of review sessions held	Stakeholder engagement policy in place ,updated stakeholders inventory and a Communication Policy document	Efficient stakeholder management and involvement in TARDA activities	0.50			•				
	Conduct stakeholder dialogue forums and catchment planning sessions/bi annual stakeholder-donor roundtable forums	Planning	No. of forum held	12 dialogue forums per basin	Stakeholder participation and ownership of programs	5.00		20.00	•	•	•	•	•
	Sensitize and educate staff on stakeholder networking	Human Resources & Administration	No. of sensitization sessions	10 no sessions	Positive stakeholder cooperation and widened stakeholder base.	5.00			•	•			
	Periodic review and evaluation of efficacy on engagement	Planning & Consultants	No. of reviewed forum	4 Annual Reports	Coordinated planning and development	5.00				•		•	

[illegible]

ANNEX II: MONITORING AND EVALUATION MATRIX

Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outcomes		TARGET	Mid Term Period Target	End Of Plan Period Target
KEY RESULT AREA 1: ORGANIZATIONAL SUSTAINABILITY								
SO 1: To strengthen the institutional human capital capacity for optimal service delivery								
SO 1: To strengthen the institutional human capital capacity for optimal service delivery	Review and implement organizational HR and administration policy	Human resources & administration	% of implementation of the revised HR & Administration Policy's	Organisational effectiveness and efficiency	Policy under development; 90% complete	1 policy document adopted		Policy Implementation
	Review and implement career progression guidelines and job descriptions	Human resources & administration	% implementation of career Progression Guidelines & JD's	Management of succession planning / Management of staff career progression	Guidelines being developed; 90% complete	Career Progression guideline adopted and JD database generated		100% Implementation of Career Progression Guidelines
	Develop staff establishment and undertake recruitment and placement of competent staff	Human resources & administration	% of implementation of staff establishment framework	Organisational effectiveness and efficiency	Staff Establishment is being developed; 90% complete	Staff establishment approved and adopted		100% implementation
	Review and implement remuneration framework for recognition and reward scheme	Human resources & administration	% of implementation of staff establishment framework	Enhanced staff motivation	Framework 75% complete	Remuneration framework in place and adopted		100% implementation
	Conduct a Training Needs Assessment (TNA)	Human resources & administration	no of Training needs identified	planned training and staff capacity building	TNA being done in FY 2019/20	3 TNA reports generated and recommendations implemented		5 TNA reports generated and recommendations implemented
	Implement recommendations of organizational Training Needs Assessment (TNA)	Human resources & administration	% of Training needs identified	well trained and competent staff	25% TNA implementation of FY 2018/19	50% TNA implemented		100% TNA implemented

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Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outcomes	Baseline	TARGET	
						Mid Term Period Target	End Of Plan Period Target
	Strengthen donor and government liaison services for revenue generation	Planning & Business Development	No. of liaison initiatives in place	<ul style="list-style-type: none"> Financed strategic plan responsive stakeholder relationship with the organisation, effective project /program delivery" 	25% liaison	Donor inventory manual and 75% stakeholder liaison; resources enhanced by 20%	100% stakeholder liaison; enhanced external resources mobilized by 50%
	Train staff on Resource Mobilization	Human Resources & Administration	No. of training sessions on RM	<ul style="list-style-type: none"> competent and effective resource mobilization staff 	N/A	2 training sessions on RM held; more than 20 staff trained on RM	4 training sessions on RM held; 30 staff trained on RM
Diversification of Revenue Streams	Develop a commercialization and enterprise policy	Planning & Business Development	Policy approval by the board	<ul style="list-style-type: none"> Increased/enhanced revenue generation, organisational sustainability 	N/A	Commercialization policy developed and approved	100% Implementation of policy
	Conduct, implement Lease Reviews and compliance	Legal	Revised lease documents	<ul style="list-style-type: none"> Enhanced revenue from TARDA properties 	N/A	50% Leases reviewed; 100% compliance	100% Leases reviewed; 100% compliance
	Commercialization and marketing of products and services including; enterprise, consultancy and investment promotion services	Basins	No. of commercialization frameworks in place	<ul style="list-style-type: none"> Organizational sustainability Improved food security" Provision of consultancy services" 	Negligible revenues from products sales	Registration with NCA, NEMA, as consultants; Increased product sales revenues by 30%	Commercialisation frameworks in place; increased revenues generated by 75%

Enhance Financial Management	Adopt and Implement Financial Information and Management Systems	Finance	FIMS software procured	" • Improved financial Management and reporting "	N/A	FIMS in place and adopted. 20% of staff trained on FIMS	100% FIMS operational
	Adopt financial and procurement policies, processes and procedures	Finance	No. of policies adopted	" • Enhanced operational efficiency and accountability"	Reviewed policies	Financial/ procurement policy and manual in place	100% implementation
	Conduct annual financial and procurement audits	Audit	No. of financial and procurement audits planned	" • Better management decisions and accurate financial reporting"	FY 2018/19 audit reports	3 financial and audit reports generated	5 financial and audit reports generated
	Training of staff on financial, audit, procurement and compliance procedures	Human Resources & Administration	No. of training programs held	Enhanced capacity building for staff in finance, audit, procurement and compliance procedures	N/A	3 training programs on finance, audit, procurement and compliance procedures done	40% of staff trained on finance, audit, procurement and compliance procedures
	Implement Corruption detection and fraud protection systems	Audit	No. of corruption mitigation processes instituted	Zero tolerance to corruption within the authority	Corruption Survey results from FY 2018/19	3 corruption prevention index reports	5 corruption prevention index reports
KEY RESULT AREA 2: SUSTAINABLE DEVELOPMENT							
SO 3: To adopt the use of modern technology for operational efficiency in institutional processes, procedures and products							
Strengthen use of information capital in decision making	Review the ICT policy	ICT	Review process planned	Effective ICT application	Approved ICT policy	Reviewed ICT policy adopted and in place	100% implementation
	Review the status of information and systems infrastructure	ICT	No. of review sessions held	Digitization of processes and procedures.	N/A	1 review report generated and 50% implementation	2 review reports generated and 100% implementation
	Implement information management systems to support decision making	ICT	No. of decision support systems instituted	Enhanced Institutional efficiency	N/A	IMS in place	100% implementation

Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outcomes	Baseline	TARGET	
						Mid Term Period Target	End Of Plan Period Target
Enhanced Customer management and service delivery processes	Review customer service delivery charter and PR code of conduct for staff	Public Relations	No. of review sessions held	Improved customer engagement.	Existing Service Charter and PR code of Conduct	100% reviewed and approved Customer service charter and PR Code of Conduct	100% Implementation
	Conduct customer satisfaction surveys	Public Relations	No. of surveys planned	Improved customer satisfaction	N/A	1 customer survey report	2 customer survey reports
	Establish customer feedback management systems	Public Relations	No. of customer feedback systems identified	Improved customer satisfaction	Register, website and social media platforms in place	100% customer feedback reporting	100% customer feedback reporting
	Strengthen customer care services	Human Resources & Administration	No. of training sessions on customer service	Improved customer experience.	N/A	25% staff trained on customer care services	50% staff trained
Develop capabilities for operations management, innovation Processes and product development for business continuity	Develop organizational Performance Management System	Planning & Business Development	% of ERP implemented	Enhanced efficiency and effectiveness in organizational processes and procedures	N/A	50% PMS framework in place	100% PMS framework in place
	Develop and implement corporate annual workplans and performance contracts	Monitoring and Evaluation	No. of annual workplan and PC sessions	Implementation of strategic objectives and fulfillment of mandate of Authority	Annual workplan and PC FY2018/19	3 annual workplans and PCs developed	5 annual workplans and PCs developed
	Develop and implement institutional M&E policy and framework	Monitoring and Evaluation	Review process planned	Projects and programmes performance review for effectiveness	Existing M&E Policy and Framework	100% M&E Policy and framework reviewed and approved	100% implementation
	Develop and implement a risk management policy and framework	Audit	Review process planned	Prevention and mitigation of risks, losses and litigation	N/A	RMP developed, approved and adopted	100% implementation

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Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outcomes	Baseline	TARGET	
						Mid Term Period Target	End Of Plan Period Target
Provide information repository mechanism for natural resource capital within the Tana and Athi Basins for integrated planning by the Authority and stakeholders	Develop information repository mechanism policy and protocols for data sharing	Basins	No. of sessions for clearing house and data sharing held	Effective resource planning and utilization	Available data	Data Policy developed; 3 data sharing sessions held; 35% database developed	100% implementation of Policy; 5 data sharing sessions held; 90% database developed
	Develop platform for data management	ICT	No. of planning and development sessions held	efficiency in access of natural resource data by both internal and external stakeholders	TARDA Website	50% implementation	100% Data Management Platform adopted
	Market data platform	ICT	No. of product activations held	Effective resource planning and utilization	N/A	3 Product Activations done	5 Product Activations; Consumer awareness report on data access and use generated
SO 5: To implement natural resource based development projects and and promote basin based investments for sustainable developments for enhanced livelihoods							
Improve utilization of natural resources in the Basins	Monitor and evaluate the efficiency of existing projects	Basins	No. of monitoring tools developed	Improved enterprises performance (revenue generation)	PC and Annual workplans FY 2018/19	5 Business plans developed for all TARDA Enterprises	6 Business plans developed for all TARDA Enterprises and implemented
	Conduct feasibility studies for programs to be implemented during the plan period	Basins	No. of projects identified	Improved livelihoods for communities and fulfillment of mandate	Feasibility Studies for Muranga, High Grand Falls, Munyu, Livestock, Tourism, Tana Delta Sugar, Kieni	3 feasibility studies reviewed or conducted	6 feasibility studies reviewed or conducted

	Detailed design, plan and implement integrated development projects and programs	Basins	No. of integrated project plans developed	Improved livelihoods for communities and fulfillment of mandate	Feasibility Studies for Muranga, High Grand Falls, Munyu,Livestock, Tana Delta Sugar, Kieni	Implementation of three (3) Integrated projects	Implementation of six (6) Integrated projects		
Enhance catchment and riparian zone conservation	Develop a catchment management plan	Basins & Technical Services	No. of catchment planning sessions held	Catchment Protection and Improved food security for communities downstream	None	3 catchment management plans	6 catchment management plans		
	Strengthen, expand and leverage catchment water and soil conservation programs	Basins & Technical Services	No. of water and soil conservation programs being undertaken	Environmental protection and management;	N/A	2 soil and water conservation programs undertaken	3 soil and water conservation programs undertaken		
	Sensitize and mobilize communities to participate in catchment conservation programs	Basins & Technical Services	No. of community sensitization forums held	Enhance environmental awareness and management and ensure sustainability of conservation programs	N/A	10 sensitisation forums held	20 sensitisation forums held		
	Strengthen conservation collaborative efforts with key stakeholders	Basins & Technical Services	No. of collaborative forum planned	Coordinated Planning and Development	N/A	4 collaborative forums held.	8 collaborative forums held.		
	Restoration and rehabilitation of riparian zones in the Tana and Athi basins	Basins & Technical Services	No. of acreage under rehabilitation and restoration	Improved water quality and Reduction in siltation	Efforts in collaboration with Nairobi County ongoing	2 (two) Rehabilitation programs implemented	5 Rehabilitation programs implemented		
	Establish sustainable natural resources income generation activities within the basins	Basins & Technical Services	No. of IGA's identified	Environmental protection and enhanced livelihoods	Inventory of IGAs	25% increased Revenue from IGAs (Ksh)	70% increased revenue from IGAs implemented		

Strategies	Activities/ Projects	Responsible Office	Performance Indicator	Outcomes	Baseline	TARGET	End Of Plan Period Target
						Mid Term Period Target	
SO 6: To implement climate change adaptation and mitigation programs to build resilience of vulnerable communities							
Climate proofing of programs to avoid mal-adaptation	Train staff on climate proofing of envisaged enterprises	Human Resources & Administration	No. of training sessions held	Increased awareness and capacity of skills on climate change adaptation among staff	N/A	50% of TARDA Enterprises staff trained	80% of TARDA enterprises staff trained
	Review and redesign existing enterprises/projects to avoid mal-adaptation	Technical Services	No. of projects/enterprises reviewed	Enhanced project performance	Project Plans	100% of Authority's enterprises reviewed	100% implementation of design recommendations
	Review agricultural and livestock improvement programs for communities in collaboration with stakeholder	Technical Services	No. of agricultural and livestock program review sessions held with key stakeholders	Enhanced livelihoods	None	Two (2) agricultural and livestock programs initiated	Four (4) agricultural and livestock programs initiated
	Develop climate change action plan for the Authority	Technical Services	No. of sessions held in preparation of climate change action plan	Climate change adaptation initiatives implemented in TARDA area	None	CAP developed and approved for Tana and Athi River basins	Five Initiatives developed and implemented
Improve information, education and communication for communities on climate change	Sensitization of catchment communities on causes and effects of climate change	Technical Services	No. of community sensitization forum held	Awareness creation on Climate Change within TARDA region communities	Communities trained in FY 2018/19	10 sensitisation forums held	20 sensitisation forums held
	Identify community climate change champions and forum for revenue mobilization.	Technical Services	No. of community champions and forum	Enhanced community involvement through the champions	None	10 environmental community initiatives supported	20 environmental community initiatives supported
	Participate in national climate change forum	Technical Services	No. of invitations and applications to participate	Developed networks for future collaboration and knowledge management	N/A	representation at 3 forums on climate change	representation at 6 forums on climate change
SO 7: To develop broad consultative and collaborative framework with stakeholders for coordinated integrated development							

Develop framework for coordinated planning & devt of resources within the Basin	Review Regional Development Authorities Policy and TARDA Act	Legal	No. of review sessions held	Mandates and Functions of Authority clearly spelt out	On-going reviews	RDA Policy and Amended TARDA act in place	100% Implementation of Policy and ACT
	Develop a stakeholder engagement framework, database and communication policy	Public Relations	No. of review sessions held	Efficient stakeholder management and involvement in TARDA activities	N/A	Stakeholder Policy and inventory, Communication in place; 6 forums held	12 stakeholder forums held; 100% policy implemented
	Conduct stakeholder dialogue forums & catchment planning sessions/bi annual stakeholder-donor roundtable forums	Planning	No. of forum held	Stakeholder participation and ownership of programs	N/A	5 dialogue forums held	10 dialogue forums held
	Sensitize and educate staff on stakeholder networking	Human Resources & Administration	No. of sensitization sessions	Positive stakeholder cooperation and widened stakeholder base.	N/A	5 sensitization forums held	10 sensitization forums held
	Periodic review and evaluation of efficacy on engagement	Planning & Consultants	No. of review forum	Coordinated planning and development	N/A	2 reports generated	4 reports generated
Establish inter-governmental and county cross-sectoral linkages	Develop and implement intergovernmental conflict resolution policy	Basins	No. of planning sessions held	Attain synergy levels with other government agencies on future programs.	N/A	Conflict resolution policy developed and approved	100% implementation of Policy
	Plan and conduct intergovernmental dialogue forums with the counties within the region	Basins	No. of intergovernmental dialogue forums held	Coordinated planning and development	N/A	Three (3) forums held with leadership of counties in basin	Five (5) forums held with leadership of counties in basin
	Disseminate TARDA SP and plans to CoG and responsible parliamentary committee	Planning	No. of dissemination forum held	Improved collaboration efforts with other agencies	N/A	Three (3) forums for SP dissemination	Five (5) forums for SP dissemination
	Plan and conduct joint project and programs within the region	Basins	No. of joint programs under implementation	Effective implementation of development programs within the region	Existing collaborations: Makeni, Machakos, Nairobi Counties	Three (3) joint programs initiated within the TARDA region	Five (5) programs initiated within the TARDA region
	Increase the visibility of the Authority	Public Relations	No. of branding interventions done	Increased stakeholder awareness	TARDA Website; Social media Platforms	Developed and Approved Branding Plan and Three (3) customer feedback survey reports	100% Implementation of Plan: Customer Awareness levels above 75%

ANNEX III: TARDA PROPOSED PROJECTS / ENTERPRISES

	EXISTING PROJECT/ ENTERPRISE	PROPOSED PROJECTS	COUNTY	CONTRIBUTION TO BIG FOUR AGENDA	Budget Estimates (Ksh. Millions)
1	Tana Delta Irrigation Project		Tana River	Food Security	5,000.00
2	Murang'a Integrated Project		Murang'a; Machakos	Food Security	8,000.00
3	Kieni Integrated Project	Narumoru and Karemuni Multipurpose Dams	Nyeri	Food Security	26,000.00
4	Kiambere Irrigation Project		Embu	Food Security	500.00
5	Masinga Irrigation Project		Machakos	Food Security	500.00
6	Kibwezi Irrigation Project		Makueni	Food Security	300.00
7	Masinga Dam Resort		Machakos	Tourism	500.00
8	Emali Livestock Multiplication Farm		Kajiado	Food Security; manufacturing	400.00
9	Environmental Conservation Programs		TARDA region counties	Enabler	5,000.00
10	Climate Change	Climate Change Adaptation Program	TARDA region counties	Enabler	10,000.00
11		High Grand Falls Multi-purpose Dam	Embu; Kitui and Tharaka	Food Security; Manufacturing and Industry	160,000.00
12		Munyu Multipurpose Dam	Kiambu	Food Security; manufacturing	41,000.00
13		Tana Delta Integrated Sugar Project	Tana River	Food Security; Manufacturing and Industry	34,000.00
14		Livestock Development	Tana River; Kajiado; Embu and Machakos	Food Security; Manufacturing and Industry	15,000.00
15		Renewable Energy Development	Tana River; Kajiado; Embu and Machakos	Manufacturing	24,000.00
16		Tourism Development	TARDA region counties	Enabler	500.00
17		Riverbasin Rehabilitation Programs	TARDA region counties	Enabler	7,000.00
	TOTAL				332,700.00

ANNEX IV: FINANCIAL RESOURCE REQUIREMENTS

Key Result Area(KRA)		Baseline Projected Estimates (Kshs. Millions)						
		FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	TOTAL
KRA1: Organizational Sustainability	1) Human Resources Devt	2.00	3.00	80.00	50.00	35.00	35.00	205.00
	2) Financial Stability		48.80	48.80	48.80	48.80	48.80	244.00
	SUB TOTAL KRA-1	2.00	51.80	128.80	98.80	83.80	83.80	449.00
KRA 2: Sustainable Development	3) Adoption of modern technology	-	5.15	50.00	50.00	42.00	30.00	177.15
	4) Natural Resource Studies	-	-	400.00	400.00	400.00	318.00	1,518.00
	5) Basin Basin Development programs	314.00	300.00	150,000.00	100,000.00	20,000.00	2,380.00	272,680.00
	6) Climate Change Adaptation	100.00	100.00	50.00	50.00	23.00	20.00	243.00
	7) Consultative/ Stakeholder Networking	-	20.00	45.50	45.00	45.00	40.00	195.50
	SUB-TOTAL KRA-2	414.00	420.00	150,095.50	100,095.00	20,068.00	2,440.00	274,813.65
	TOTAL		476.95	150,803.10	100,742.60	20,677.60	2,955.60	275,262.65

ANNEX V: FINANCIAL RESOURCE GAPS

	Expenditure	Requirement Estimates (Ksh. Millions As per current 3-year MTEF period)			Total Requirement	Allocation (Ksh.Mn)			Total Allocation	Variance (Ksh.Mn)
		FY 2019/20	FY 2020/21	FY 2021/22		FY 2019/20	FY 2020/21	FY 2021/22		
A	Recurrent									
1	GOK Recurrent	348.00	445.00	425.00	1,218.00	348.00	345.00	345.00	1,038.00	180.00
2	AiA KenGen	62.00	62.00	62.00	186.00	62.00	62.00	62.00	186.00	-
3	AIA TARDA	95.00	104.50	114.95	314.45	95.00	104.50	114.95	314.45	-
	TOTAL Recurrent	505.00	611.50	601.95	1,718.45	505.00	511.50	521.95	1,538.45	180.00
B	Development									
1	GOK Allocation	385.62	300.00	300.00	985.62	385.62	300.00	300.00	985.62	-
2	Development Partners	120.00	150,095.00	100,742.00	250,957.00	-	-	-	-	250,957.00
	Total Devt	505.62	150,395.00	101,042.00	251,942.62	-	-	-	-	251,942.62
	Total Resource Requirement	1,010.62	151,006.50	101,643.95	251,942.62	385.62	300.00	300.00	985.62	250,957.00

ANNEX VI: HUMAN RESOURCE GAPS

S/No.	Approved Departments	Approved Establishment	Current Departments	No. in Post	Variance
1	Natural Resource	41	Technical Services	21	169
2	Planning and Development	107	Athi Basin	39	
3	Resource Mobilisation	147	Tana Basin	66	
4	Corporate Services	241	Finance & Accounts	33	-27
			Human Resource & Administration	165	
			Planning & Business Development	17	
			Supplies & Procurement	15	
			ICT/Public Relations	19	
			Monitoring & Evaluation	8	
			Internal Audit & Risk	5	
			Legal	6	
Total		536	Total	394	142





Proposed High Grand Falls Dam along the Tana River

Climatic Change impacts within TARDA Region (Floods Menace)



18 villages affected along water delivery canal in TDIP at the Tana Delta.



Flood menace hindering roads accessibility to the TDIP rice farm



Climatic Change impacts within TARDA Region (Locusts invasion)



Locust invasion along the TARDA Region Destroying farms and fodders



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