



NATIONAL IRRIGATION AUTHORITY

Water for Food Security

STRATEGIC PLAN (2023-2027)



VISION

Irrigation for a food secure and prosperous nation.

MISSION

To develop, coordinate and manage sustainable irrigation services for socio-economic development in Kenya.

CORE VALUES

1. Teamwork
2. Innovation
3. Professionalism
4. Equity
5. Sustainable Development

FOREWORD



On behalf of the National Irrigation Authority (NIA), it is with immense pleasure that I present to you our Strategic Plan for the period 2023-2027. This plan represents a significant milestone in our commitment to ensuring access to quality irrigation services for all Kenyan citizens. It outlines our vision, objectives, and strategies that will guide our actions over the coming years.

Pursuant to the Irrigation Act 2019, NIA was established with the mandate of regulating, promoting the development, and effective management of irrigation services in Kenya.

The specific roles and responsibilities of the Authority include development of water-based irrigation infrastructure, agricultural production (agronomic) based services, marketing-based irrigation infrastructure services, and overall coordination and facilitating sustainable irrigation and drainage services, covering large, medium, and small-scale irrigation projects in Kenya.

At NIA, we envision “Irrigation for a food secure and prosperous nation.” Our mission is “to develop, coordinate and manage sustainable irrigation services for socio-economic development in Kenya.” This plan is inspired by the Sustainable Development Goals (SDGs), African Union Agenda 2063, East African Community Vision 2050, Vision 2030, Medium Term Plan IV (2023-2027), and the Bottom-Up Economic Transformation Agenda (BETA).

This strategic plan aims to guide the achievement of five strategic goals: Improved productivity of irrigation schemes; Enhanced productivity of irrigated agriculture; Sustainable exploitation and development of irrigation potential; Reliable water for irrigation and a Robust and dynamic institution. Initiatives under the plan will be implemented through a participatory and demand responsive approach that will consider the principle of sustainable environmental conservation and management. This will lead to a well-coordinated irrigation sector, accelerated irrigation infrastructure development, effective management of irrigation systems for increased productivity per unit volume of water, and enhanced stakeholder participation.

This plan will support increased contribution of irrigated agriculture to Gross Domestic Product (GDP), increase the supply of food and agro-industry raw materials, and grow foreign exchange earnings from export of agricultural produce besides improving income, employment opportunities and livelihoods at the lower spectrum of the society. Together, we can build a sustainable and resilient irrigation services sector that meets the needs of present and future generations.

We are fully committed to the successful implementation of our strategic plan and understand the critical role that NIA plays in the development and management of irrigation projects nationwide. With the aim of increasing food security, improving livelihoods, and contributing to sustainable development, we pledge to diligently execute the strategic initiatives outlined in our plan. We will provide the necessary oversight, resources, and guidance to ensure that the plan is effectively implemented at all levels of NIA. We will foster a culture of collaboration, knowledge sharing, and innovation, leveraging the expertise of our stakeholders, partners, and staff.

Eng. Gilbert Maluki
Chairperson of the Board

National Irrigation Authority

PREFACE AND ACKNOWLEDGEMENT



The National Irrigation Authority (NIA) Strategic Plan (2023-2027) is a comprehensive blueprint that outlines our strategic direction and priorities for the coming five years. This strategic plan aims to guide our actions and initiatives in ensuring sustainable and efficient irrigation interventions for socio-economic development in Kenya.

This strategic plan is built upon five key result areas that form the foundation of our work: Sustainable Irrigation Management; Irrigation Research and innovation; Sustainable Irrigation Development; Sustainable Water for Irrigation; and Governance and Service Delivery. Under each of these areas, we have identified specific objectives and strategies that will guide our actions and initiatives. Each of these areas holds significant importance in achieving our goal of providing reliable and sustainable irrigation services to farmers across the country.

I am deeply grateful to the stakeholders who supported and participated in the strategic planning process for the development of this Strategic Plan. The Strategic Plan benefitted from extensive consultations, workshops, and meetings with various stakeholders, including farmers, relevant national government agencies, county governments, experts, and NIA staff. These engagements played a pivotal role in shaping the plan's content, goals, and strategies. We are indebted to their valuable contributions, insights, and expertise. The firsthand experiences, feedback, and guidance provided critical insights into the challenges and opportunities in irrigation practices, shaping the strategies and targets outlined in this plan.

Additionally, I would like to express my profound gratitude to the NIA Board of Directors for their invaluable insight, time, and guidance throughout the strategic planning process. Their participation in granting crucial approvals and offering strategic corporate counsel will have a long-term impact on NIA's future. In addition to facilitating the process, the board's reflections and brainstorming during the strategy formulation phase and participation in the validation processes shaped the final outcome of this strategic plan.

Finally, I wish to extend my sincere appreciation to the team of consultants from AFREDEC who provided invaluable support throughout the strategic planning process. Their expertise, skills, and dedication significantly contributed to the development of this Plan. With their assistance, we were able to navigate complex challenges, identify opportunities, and develop a robust strategic plan that aligns with our organizational objectives and national priorities.

As we embark on this journey, I am confident that the NIA Strategic Plan (2023-2027) will serve as a valuable resource, inspiring and guiding all stakeholders toward sustainable irrigation interventions and increased agricultural productivity, for a food secure and prosperous nation.

Eng. Charles M. Muasya, MBS

Chief Executive Officer

National Irrigation Authority

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Agriculture	Agriculture encompasses crop and livestock production, aquaculture, fisheries and forestry for food and non-food products.
Authority	Refers to the National Irrigation Authority
Baseline survey	An initial assessment conducted before the implementation of an intervention or project to gather data on the current situation, attitudes, and behaviors of the target population.
Climate change	A change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable time periods.
Evaluation:	Evaluation is an assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact, and sustainability.
Food security	When all people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.
Goal:	The higher-order program or sector objective to which a development intervention, such as a project, is intended to contribute. Thus, it is a statement of intent.
Impact	To have a strong, negative, and direct impact on a person or system.
Indicator	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards the achievement of a specific result. It is used to measure a project impact, outcomes, outputs, and inputs that are monitored during project implementation to assess progress.
Irrigation	Any process, other than by natural precipitation, which supplies water to crops or any other cultivated plants, livestock, aquaculture and desired forest trees or pastures. This can be done by letting water flow over the land (surface irrigation), by spraying water under pressure over the land concerned (sprinkler irrigation), or by bringing it directly to the plant (localized irrigation).
Key Activities	Actions taken, or work performed, through which inputs are mobilized to produce outputs.
Key Results Areas	They are the broad areas in which you are expected to deliver results. Example: Food Production

Monitoring	A continuous process of collecting and analyzing information to compare how well a project, or program or policy is being implemented against expected results.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention output(s) such as changed practices because of a Programme or project.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Resilience:	The capacity of a system to cope with change, and to withstand stresses and catastrophe.
Risk:	The likelihood of an event occurring combined with the severity of expected impacts.
Stakeholders:	An agency, organization, group or individual with a direct or indirect interest in the program, or who is affected positively or negatively by the implementation and outcome of the program.
Strategic Goal	General qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.
Strategic Issues	These are problems or opportunities emanating from situational analysis that an organization must manage to be able to fulfil its mandate and mission.
Strategic Objectives	These are what the organization commits itself to accomplish to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.
Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Target	A result to be achieved within a given time frame.

ACRONYMS AND ABBREVIATIONS

AEI	:	Area Equipped with Irrigation
ASAL	:	Arid and Semi-arid Lands
ASDS	:	Agriculture Sector Development Strategy
AWM	:	Agricultural Water Management
BETA	:	Bottom-Up Economic Transformation Agenda
BCM	:	Billion Cubic Meters
CAADP	:	Comprehensive Africa Agriculture Development Programme
CBOs	:	Community Based Organizations
CIDU	:	County Irrigation Development Units
CPPMD	:	Central Planning and Project Monitoring Department
CSG	:	Civil Service Grade
EAC	:	East African Community
EBK	:	Engineers Board of Kenya
FAO	:	Food and Agriculture Organization
FLID	:	Farmer Led Irrigation on Development
GDP	:	Gross Domestic Product
GW4R	:	Ground Water for Resilience
HRM&D	:	Human Resource Management and Development Division
ICT	:	Information Communication Technology
IDB	:	Irrigation and Drainage Branch
IEK	:	Institution of Engineers of Kenya
IFPRI	:	International Food Policy Research Institute
IGAD	:	Intergovernmental Authority on Development
IMT	:	Irrigation Management Transfer
IWM	:	Irrigation Water Management
IWUA	:	Irrigation Water Users Association
KRA	:	Key Results Area

LADAs	:	Land Degradation Assessments
LR	:	Land Reclamation
MCM	:	Million Cubic Meters
MDAs	:	Ministries Departments and Agencies
MTP	:	Medium Term Plan
NEMA	:	National Environmental Management Authority
NGOs	:	Non-Governmental Organizations
NIA	:	National Irrigation Authority
NISS	:	National Irrigations Services Strategy
PESTEL	:	Political, Economic, Social, Technological, Ecological and Legal
PPP	:	Public Private Partnership
SAGA	:	Semi-Autonomous Government Agencies
SDI	:	State Department for Irrigation
SFA	:	Strategic Focus Area
SP	:	Strategic Plan
SSIU	:	Small-Scale Irrigation Unit
SWOT	:	Strengths, Weaknesses Opportunities and Threats
ToT	:	Training of Trainers
WRA	:	Water Resources Authority
MIAD	:	Mwea Irrigation Agricultural Development Centre
RMS	:	Resource Mobilization Strategy

EXECUTIVE SUMMARY

The National Irrigation Authority (NIA) Strategic Plan 2023-2027 has been developed in alignment with the Kenya Vision 2030, MTP IV, the Bottom-Up Economic Transformation Agenda (BETA), the Constitution of Kenya and other legal and policy documents. The Plan is also inspired by the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the East African Community Vision 2050. The Authority envisions “Irrigation for a food secure and prosperous nation.” The mission of NIA is “To develop, coordinate and manage sustainable irrigation services for socio-economic development in Kenya.”

Chapter One of the Strategic Plan presents the historical development of NIA. It also provides the institutional framework which expounds on the mandate as stipulated in the Irrigation Act 2019. The chapter further outlines NIA’s role in the realization of the national, regional, and international development agenda.

Chapter Two outlines NIA’s mandate, vision, and mission. It outlines NIA’s five strategic goals which are: Improved productivity of irrigation schemes, Enhanced productivity of irrigated agriculture, Sustainable exploitation and development of irrigation potential, Reliable water for irrigation and a Robust and Dynamic Institution. It also describes NIA’s core values of Teamwork, Innovation, Professionalism, Equity and Sustainable Development, all abbreviated as TIPES.

Chapter Three expounds on the situational and environmental analyses undertaken using the Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) models. A stakeholder analysis identified the key stakeholders, their expectations, and NIA’s expectations from them.

Chapters Four and Five present the strategic focus of NIA, which includes the Strategic Issues, Strategic Goals, Key Result Areas (KRAs), Strategic Objectives and Strategies. The five KRAs which drive the strategic focus are:

- KRA 1: Sustainable Irrigation Management
- KRA 2: Irrigation Research and Innovation
- KRA 3: Sustainable Irrigation Development
- KRA 4: Sustainable Water for Irrigation
- KRA 5: Governance and Service Delivery

Chapters Six and Seven analyses NIA’s resource capacity by highlighting the staffing levels, governance structures and organizational structure and present the financial projections for the strategy. The chapters also highlight the implementation and coordination mechanisms. Risk factors which may affect the implementation of the Strategic Plan have been identified and appropriate mitigating factors recommended.

Chapter Eight focuses on the monitoring, evaluation, and reporting framework that will be utilized by NIA during the strategy implementation. To guide the measurement

of progress under this strategy, outcome indicators and corresponding baselines and targets have been outlined.

1. CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter covers the centrality of this strategic plan in ensuring that NIA successfully delivers its mandate. The chapter demonstrates how the Authority contributes to the achievement of the national, regional, and international priorities and commitments. The Chapter also provides a brief history of the Authority as well as a description of the methodology adopted in developing this strategic plan.

1.1 Strategy as an Imperative for Organizational Success

In the heart of Kenya's agricultural landscape, NIA stands out as a pivotal institution, responsible for ensuring the sustainable distribution of irrigation water resources to support the nation's food security and economic growth. For NIA, this Strategic Plan is not just a choice; it is an undeniable imperative that will steer the course of success.

This Strategic Plan provides the platform through which the Authority will address the strategic issues in pursuit of the set goals and objectives. The Strategic Plan outlines all the identified priorities and interventions articulated in various sectoral policies, legal frameworks, strategies, the fourth Medium Term Plan (2023-2027), and guidelines geared towards actualizing the Authority's vision. The Plan outlines strategic choices on development of irrigation infrastructure, expansion, and management of irrigation schemes.

Execution of the strategic choices espoused in this Strategic Plan will enable NIA to achieve its goals and objectives of increasing the area under irrigation, increase capacity for water harvesting and storage for irrigation, increasing volume of irrigated production, enhance compliance with existing policy and regulatory framework; and strengthen governance and service delivery.

Further, this plan will be the primary tool for monitoring and evaluating NIA's performance as well as acting as a tool for resources mobilization both internally and externally for development of irrigation in Kenya.

For NIA, this Strategic Plan is an absolute necessity for organizational success. This Plan sets the course for goal achievement, resource allocation, risk management and stakeholders' engagement. It empowers NIA to ensure sustainable, equitable, and efficient water resource management while adapting to the challenges of a changing world. By making strategic planning an imperative, NIA stands as a stalwart guardian of Kenya's invaluable water resources, contributing to the prosperity of the nation's agricultural development and the conservation of its environment.

1.2 The Context of Strategic Planning

This section presents the context of this Strategic Plan in relation to national development priorities and various regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The NIA contributes to the achievement of selected Sustainable Development Goals (SDGs). These include:

- **SDG 1: End poverty in all its forms everywhere** - NIA contributes to this goal by providing smallholder farmers and rural communities with access to reliable water resources for farming. This helps increase agricultural productivity, ensuring a stable source of income and reducing poverty among those dependent on agriculture.
- **SDG 2: Zero Hunger** - NIA through implementation of sustainable irrigation practices will significantly contribute to achieving food security by ensuring consistent and reliable water supply for agriculture.
- **SDG 6: Clean Water and Sanitation** - NIA is linked to the responsible management of water resources by ensuring efficient and sustainable water use, avoiding over-extraction and pollution of water sources to maintain clean and accessible water for agriculture and communities.
- **SDG 13: Climate Action** - Sustainable irrigation plays a role in adapting to and mitigating climate change. By optimizing water use, reducing greenhouse gas emissions, and enhancing resilience to climate-related challenges, irrigation authorities contribute to climate action efforts.
- **SDG 15: Life on Land** - Proper irrigation management to prevent soil erosion, salinization, and land degradation, which are essential for preserving terrestrial ecosystems and biodiversity.
- **SDG 17: Partnerships for the Goals** - NIA works in collaboration with government agencies, local communities, non-governmental organizations, and the private sector. Such partnerships are crucial for ensuring the successful implementation of sustainable irrigation practices and achieving the broader goals of the 2030 Agenda.

1.2.2 African Union Agenda 2063

The National Irrigation Authority (NIA) plays a significant role in the context of the African Union Agenda 2063, which is a strategic framework for the socioeconomic transformation of Africa over a 50-year period (2013-2063). Agenda 2063 outlines a vision for a united, prosperous, and peaceful Africa, and it emphasizes the need for agricultural transformation and food security as essential components of this vision.

Through facilitating and managing irrigation infrastructure and practices, NIA directly seeks to support the goals and aspirations of the Agenda 2063, particularly in the areas of agricultural transformation, food security, rural development, climate resilience, infrastructure development, and economic integration across the continent.

1.2.1 Sector Policies and Laws

The irrigation function has previously been highlighted in the following national and sectoral policies and strategies; Sessional Paper No.4 of 1981 on National Food Policy, Sessional Paper No.1 on Economic Management for Renewed Growth,

Sessional Paper No.2 of 1994 on National Food Policy, The Economic Recovery Strategy (2003-2007), Strategy for Revitalizing Agriculture (2004-2014), Agriculture Sector Development Strategy (ASDS 2010-2020), Kenya Vision 2030, National Irrigation Services Strategy (NISS) (2022-2026).

The African Union's *“Framework for Irrigation Development and Agricultural Water Management in Africa of 2020”* acknowledges that the future agricultural water development will have to respond to widely varying opportunities, involving different target groups and using varied strategies. It is cognizant of the fact that water for agricultural development will involve small and large-scale, formal, and informal, modernization of old and construction of new, and conventional irrigation alongside water harvesting in rain-fed agriculture.

The National Irrigation Policy 2017 seeks to accelerate and improve irrigation development by adding 40,000 ha per year with the requisite investments in support infrastructure and establishing mechanisms for sustainable irrigation development.

Part III, Section 7(1) of the Irrigation Act No. 14 of 2019 establishes the National Irrigation Authority with the core mandate of developing and overseeing irrigation management in Kenya. Irrigation management in Kenya is anchored on the Irrigation Act 2019 and the subsequent Irrigation (General) Regulations 2021 which provide for the development, management, and regulation of irrigation to support sustainable food security and socio-economic development.

1.2.2 East Africa Community Vision 2050

The National Irrigation Authority contributes to the East African Community Vision 2050 in the following specific pillars:

- **Pillar 3.1: Infrastructure Development** - NIA seeks to contribute to the EAC Vision 2050's pillar of infrastructure development by developing and managing irrigation infrastructure. This includes irrigation schemes, water storage facilities, and distribution networks. Irrigation infrastructure is essential for increasing agricultural productivity and food security in the EAC.
- **Pillar 3.2: Agriculture, Food Security and Rural Development** - NIA seeks to contribute to the EAC Vision 2050's pillar of agriculture, food security and rural development by increasing crop yields and reducing the risk of crop failure due to drought. This helps to ensure food security for the EAC's population and reduce poverty in rural areas.
- **Pillar 3.4: Natural Resource and Environment Management** - NIA contributes to the EAC Vision 2050's pillar of natural resource and environment management by promoting sustainable irrigation practices. NIA provides training and support to farmers on water-efficient irrigation practices and conservation agriculture. This helps to protect the environment and ensure the long-term sustainability of irrigation.
- **Pillar 3.5: Tourism, Trade and Services Development** - NIA contributes to the EAC Vision 2050's pillar of tourism, trade, and services development by supporting the production of agricultural products for export. Irrigation enables farmers to produce more and higher quality crops, which can then be exported

to other countries. This helps to boost the EAC's foreign exchange earnings and create jobs.

1.2.3 Constitution of Kenya

Article 43 of the Constitution of Kenya 2010 articulates the economic and social rights granted to the people of Kenya. Among the rights enshrined in the constitution include the right to be free from hunger to have adequate food of acceptable quality and safe water in adequate quantities. The NIA, in conjunction with other stakeholders plays a critical role in fulfilling this right by developing and managing irrigation infrastructure which contributes to enhancement of food security in the country.

1.2.4 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan 2023-2027

Irrigation is a key enabler in the transformation and growth of the agriculture sector in the country. Irrigation provides enormous potential in increasing production in a country where 84% of its landmass is arid and semi-arid lands (ASAL) and rain fed agricultural production is vulnerable to climate change (FAO, 2021).

Agriculture Transformation and Inclusive Growth is one of the Pillars of the Bottom-Up Economic Transformation Agenda (BETA). BETA's case for investing in agriculture as the sector that will lead the economic recovery is predicated on several factors that include *Quickest payback period for investments; Resolving cost of living through increased agriculture productivity; Jobs creation in various agriculture value chains; Increased household incomes leading to reduction of extreme poverty; and foreign exchange earnings through increasing production which reduces imports and increases exports.*

The Authority contributes to the achievement of BETA through increased irrigated production of rice and maize to bridge the food deficit. This will be achieved by increasing the area under irrigation and through the seed (rice) intensification system to ensure sustainable increase in agricultural output.

This is in line with the Kenya Vision 2030 goal of expanding irrigated agriculture by developing 40,000 hectares (100,000 Acres) per year and the fourth Medium Term Plan 2023-27 target of increasing area under irrigation to 1,289,142 acres by 2027/2028, respectively.

1.3 History of the National Irrigation Authority

The National Irrigation Authority (NIA), formerly known as the National Irrigation Board (NIB), was established, and incorporated as a state corporation in 1966, vide Irrigation Act, Cap 347 of the Laws of Kenya. This Act was reviewed and replaced with the Irrigation Act No 14 of 2019 which transitioned NIB to NIA.

NIA is functionally under the State Department for Irrigation which was re-established under the Ministry of Water, Sanitation, and Irrigation through Executive Order No. 1 of 2023 on Reorganization of Government.

Operationally, the Irrigation Act of 1966 empowered the institution to be responsible for the technical and administrative (management) aspects of sustainable and integrated irrigation and drainage services in the national (public) schemes in Kenya (Mwea, Hola, Bura, Ahero, West Kano, Bunyala, and Perkerra); the resettlement and compensation of farmers; development and management (operations and maintenance) of irrigation infrastructure; production of crops in the schemes; post-harvest handling; marketing; and control of land use and management. NIA also conducted operational research and established demonstration farms in its research Under the Expanded National Irrigation Programme (ENIP), through a Policy Cabinet Paper developed in 2003 to facilitate the implementation of Economic Stimulus Programme (ESP), NIA was authorized to undertake new development as well as rehabilitation of smallholder and household irrigation projects in Kenya.

Since its inception, NIA has undergone various chronological developments to attain the status of a parastatal under the management of a Board of Directors. The Structural Adjustment Programmes (SAPs) initiated in the early 1980s aimed at restructuring the design and character of the macro-economic outlook of the economy, in terms of monetary and fiscal policies for Kenya. This led to liberalization and privatization of the economy where government and public sector role in the economy was fundamentally changed, and more prominence was given to private sector participation through a Public Private Partnership (PPP) framework. All these laid the strategic foundation upon which NIA would be conceptualized, governed, structured, and managed, including embracing the PPP as a mechanism for attracting external funding for sustainable development and management.

The late 1990s witnessed uprisings and revolt among farmers and communities in the public irrigation schemes in Kenya challenging the powers and management approach of NIA and calling for a greater say and empowerment of farmers in the management and affairs of irrigation schemes in Kenya. This led to the integration of irrigation farmers in the management of irrigation schemes through the Participatory Irrigation Management framework called Irrigation Water Users Association (IWUA).

This situation redefined the roles of NIA and farmers (IWUAs), with the former assuming the role of undertaking care of the development of irrigation infrastructure and the latter taking responsibility of operations and maintenance and other activities of the irrigation services value chain.

The promulgation of the current Constitution in 2010 further led to fundamental reorientation of the economy and institutions discharged with the mandate of delivering public goods and services. Various water sector reforms led to the development of the Water Act 2002 (now Water Act 2016), and Irrigation Act 2019. The main theme of these reforms is to make the water sector conform to the principles of Integrated Water Resource Management and Constitution of Kenya 2010.

1.4 Methodology of Developing the Strategic Plan

The development of this strategic plan was initiated by the top leadership of NIA. This was in line with the requirement to have a successor strategy to replace the 2019-

2023 Strategic Plan that was informed by the Medium-Term Plan (MTP) III of the Kenya Vision 2030.

The process commenced with the competitive recruitment of a consultant to guide the development of the strategic plan. The consultant and NIA held a kickoff meeting where the process for developing this strategic plan was discussed as well as obtaining relevant documents for review.

This strategic plan was developed in accordance with the guidelines for preparation of Fifth-Generation Strategic Plans and other sector policy documents. Amongst the documents reviewed and referenced in preparation of this strategic plan included the Irrigation Act 2019; Irrigation (General) Regulations, 2021; Bottom-Up Economic Transformation Agenda (BETA); Constitution of Kenya 2010; MTP IV 2023-2027; African Union Agenda 2063; East African Community Vision 2050, among others.

Situational analysis included review of NIA internal and external environment, threats and opportunities, strengths and weakness, analysis of the past performance and stakeholders' analysis.

To ensure ownership of the process and the resulting strategic plan, and to conform with the constitutional requirements for stakeholder participation and involvement, the process undertook a series of consultative meetings with key stakeholders of NIA and the irrigation sector.

The consultations involved a series of in-depth interviews and meetings, brainstorming sessions with the NIA Board of Directors, Senior Management, and staff. The process culminated in this draft strategy that was shared with the NIA Board for review. The SP will also undergo stakeholders review and validation as well as a compliance validation by the State Department for Economic Planning.

2. CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter presents the NIA's Mandate, Vision and Mission Statements, Strategic Goals, and the Core Values. It also presents the NIA Quality Policy Statement that provides a framework for quality objectives and includes a commitment to meet applicable requirements.

2.1 Mandate

Part III, Section 7(1) of the Irrigation Act 2019 establishes the National Irrigation Authority (NIA) whose mandate include to:

- i) Develop and improve irrigation infrastructure for national or public schemes.
- ii) Provide irrigation support services to private, medium and smallholder schemes, in consultation and cooperation with county governments and other stakeholders.
- iii) Provide technical advisory services to irrigation schemes in design, construction supervision, administration, operation, and maintenance under appropriate modalities, including agency contracts, as may be elaborated in regulations to this act.
- iv) In consultation with county governments and other stakeholders.
 - a) Facilitate formation and strengthening of irrigation water users' associations at scheme level for operation, maintenance, and management.
 - b) Facilitate formation and strengthening of scheme management and dispute resolution committees at scheme level for management of the schemes and resolution of disputes relating to scheme management.
 - c) Promote the marketing, safe storage and processing of crops, animal and fish products grown or produced on national and other irrigation schemes and liaise in this regard with other responsible state agencies and organizations.
 - d) Conduct periodic research to determine and make recommendations on fair prices for crops, animals and fish products grown or produced on national and other irrigation schemes.
- v) In consultation with the Cabinet Secretary and county governments, co-ordinate, and plan settlement on national or public irrigation schemes, as well as schemes which traverse or straddle more than one county and determine the number of settlers thereof.
- vi) Facilitate linkages between and among the national government and county governments, private sector, civil society organizations, communities, and other stakeholders for the provision of support services to irrigation water user associations.

2.2 Vision Statement

“Irrigation for a food secure and prosperous nation”

2.3 Mission Statement

To develop, coordinate and manage sustainable irrigation services for socio-economic development in Kenya.

2.4 Strategic Goals

The strategic goals pursued by the National Irrigation Authority are:

- i. Improved productivity of irrigation schemes
- ii. Enhanced productivity of irrigated agriculture
- iii. Sustainable exploitation and development of irrigation potential
- iv. Reliable water for irrigation
- v. A Robust and dynamic Institution

2.5 Core Values

NIA has identified the following core values as its guiding principles.

- i. **Teamwork:** We foster collaborative efforts, coordination, and active cooperation to ensure efficient management and sustainable development of irrigation systems.
- ii. **Innovation:** We endeavor to continually improve and pursue innovative ideas to remain adaptable and competitive in a rapidly changing world. We remain open to innovative ideas, look for ways to improve processes and seek creative solutions for stakeholders and partners.
- iii. **Professionalism:** We exhibit and uphold integrity and accountability to conduct ourselves transparently and responsibly in all professional interactions.
- iv. **Equity:** We uphold fairness in our operations for all irrespective of gender, disability, region, and socio-cultural background.
- v. **Sustainable Development:** We strive to balance economic growth, social progress, and environmental protection to ensure a better future for all. We aim at continual improvements in our systems, products, and services.

2.6 Quality Policy Statement

The Authority is committed to provide and coordinate sustainable development and management of irrigation services in Kenya for food security and social economic growth.

In pursuit of this commitment, the top management shall ensure quality objectives are established at relevant functions, levels, and processes of the Authority. To this end, NIA shall ensure customer and applicable requirements are met and effectiveness of Quality Management System is continually improved by adhering to the requirements as set out in ISO 9001:2015 Standard.

3. CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

3.0 Overview

This chapter provides an overview of the environment in which the Authority operates by undertaking both situational and stakeholder analyses. The situational analysis reviews the implications of the external and internal environment on the functioning of NIA. The chapter also presents an evaluation of the past performance regarding achievement of the objectives set in the previous strategic plan. NIA stakeholders' analysis and their roles as well as their expectations are also covered in this chapter.

3.1 Situational Analysis

3.1.1 External Environment

This external environment constitutes all the factors and forces outside the National Irrigation Authority that have an influence on its operations, performance, and strategic decisions. The external environment is divided into macro and micro-environment.

3.1.1.1 Macro Environment

The macro environment for the National Irrigation Authority consists of a range of external factors and conditions that can influence or impact the authority's operations, strategies, and outcomes. The NIA macro environment is analyzed using the Political, Economic, Social, Technological, Ecological and Legal (PESTEL) framework as outlined in table 3-1 below. The framework outlines the threats and opportunities posed either directly or indirectly by the macro environment factors to the operations of the Authority.

3.1.2 Summary of Opportunities and Threats

Table 3-1 below outlines a summary of potential opportunities and threats faced by the Authority in the course of delivering its mandate.

Table 3-1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	i) Policies and other support instruments to promote irrigation development. ii) Relevant policies and strategies that can be integrated. iii) Good working rapport with the National Assembly iv) Opportunity to operationalize coordination framework between National and County Governments v) Irrigation initiatives are anchored on long term national policies and plans	i) Changing government policies and priorities slowing down implementation of projects ii) Uncertainty in political support at both National and County level iii) Politically instigated insecurity in select regions where irrigation is done interfering with their operations

Environmental Factor	Opportunities	Threats
Economic	i) Expanding markets due to increasing national and global demand for food ii) Pool of stakeholders who have the goodwill to support the irrigation agenda. iii) Potential for diversification and intensification of irrigated enterprises iv) Existence of global markets	i) Inadequate public sector funding for the Irrigation Sector ii) Prohibitive cost of irrigation infrastructure and equipment iii) Stringent global safety requirements and standards for agricultural produce iv) Unreliable flow of data from irrigation stakeholders
Social	i) Rapid population growth that requires equivalent increase in food production ii) Increasing youth population venturing into agriculture iii) Mainstreaming of social inclusion in irrigation development to enhance participation of men, women, youth, and people with disabilities. iv) Multi-sectoral approach to irrigation development	i) Increasing water demands due to competing uses. ii) Conflicts arising from sharing of resources. iii) Prevalence of water related and other diseases in the irrigation schemes. iv) Gender disparities affecting the irrigation sector
Technological	i) Growing adoption of efficient technologies and innovations ii) Enhanced research, innovation and training through establishment and operationalization of the Irrigation Research, Innovation and Training Institute iii) Modernization and transformation of irrigation systems iv) Existence of technologies for data and information management, and untapped information from global sources	i) Resistance to adopt new technology by irrigation stakeholders
Legal	i) Existence of supporting policies and legal frameworks/instruments at national, regional, and international levels	i) Delays in implementation of irrigation development processes due to delayed enactment of policy and legal frameworks
Ecological	i) Unexploited irrigation potential especially in ASALs (land and water) ii) Mainstreaming of Climate change and environmental concerns in irrigation development iii) Promotion of water catchment conservation and protection for sustainable water resources iv) Opportunities for Climate Financing into the irrigation sector from	i) Adverse effects of climate change on changing land use and resultant environmental dynamics on irrigation development ii) Land Degradation which affects quality and quantity of water for irrigation

Environmental Factor	Opportunities	Threats
	Developed countries under the Carbon Credit trading arrangement	iii) Unsustainable exploitation of resources in water catchment areas iv) Increased environmental degradation

3.1.3 Internal Environment

This section highlights NIA's internal environment that is shaped by the organizational structure, culture, resources, and management practices.

3.1.3.1 Governance and Administrative Structure

The governance and management organization structure of NIA consists of the Board and Management structure. The core responsibility of the Board as per the Irrigation Act 2019 and the Irrigation Act Board Charter is to oversight and provide overall strategic direction to NIA. Additionally, the Board is to undertake corporate evaluation to ensure that the organization conforms to its statutory mandate and role in contributing towards food and nutrition security in Kenya.

The Authority has a total of ten (10) Board members, comprised of a Chairperson, the Principal Secretary responsible for Irrigation, the Principal Secretary responsible for Finance, the Principal Secretary responsible for Agriculture, the Principal Secretary responsible for Water and Sanitation, two persons nominated by the Council of County Governors, one person nominated by the registered association representing the large number of entities in the private sector in Kenya and one person nominated by irrigation farmers associations. The Chief Executive Officer (CEO) of the Authority serves as an ex-officio member of the Board.

The Authority executes its mandate through various departments which are overseen by the CEO. The CEO is deputized by four Deputy General Managers (DGMs) for Corporate Services; Research Planning and Strategy; Operations and Irrigation Management Services; and Infrastructure & Irrigation Development Services. Other senior administrative staff in the Authority include Chief Engineer, Chief Officer-ICT, Chief Officer-Finance, Chief Officer- Human Resource and Administration, Head of Corporate Communication, Head of Procurement and Supply Chain and Head of Internal Audit.

3.1.3.2 Internal Business Processes

Procurement processes adhere to the Public Procurement and Assets Disposal Act of 2015 and corresponding regulations. The Authority also ensures strict implementation of annual performance targets which are reported through the Government Performance Contracting Information System (GPCIS). All staff set annual targets drawn from the NIA's Annual Performance Contract. They are appraised on a quarterly

and annual basis through the GHRIS systems to ensure that they meet the set performance targets.

3.1.3.3 Resources and Capabilities

The tangible resources available in the NIA include financial, equipment, human while the intangible include the technology, organizational and innovation aspects. The NIA's activities are funded through budgetary allocations by the Government's Exchequer and from loans, grants from development partners and recent opportunities in Public Private Partnerships (PPP). However, the funding has over recent times proved inadequate to facilitate achievement of the set targets.

There is a highly skilled workforce with clear training and constant provision of career progression programmes that enable them to undertake their tasks efficiently. The available human resources are, however, inadequate for the NIA to undertake its mandate fully and effectively, making the department outsource services from contractors resulting in higher costs of projects. The NIA possesses necessary equipment to undertake tasks to meet set targets, although some may be outdated or inadequate. This leads to outsourcing which is costly.

3.1.4 Summary of Strengths and Weaknesses

Table 3.2 presents a summary of strengths and weaknesses faced by the National Irrigation Authority in implementing its mandate.

Table 3-2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	• Irrigation Policy, Legal and Regulatory Framework, Strategy, and published reports • Framework to operationalize the County Irrigation Development Units (CIDUs) • National Water Master Plan 2030 provides for Irrigation potential. • Existence of registered farmer organizations (IWUAs) and professionally managed private irrigation schemes • Provision for establishment of Research, Innovation and Training Institute • Provision for Irrigation Management Transfer (IMT) in public schemes in the Irrigation Act 2019. • Existence of institutions that can support irrigation research and training such as universities and international research centers. • Existence of relevant institutions and guidelines to support mainstreaming of cross cutting issues in irrigation planning development and management	• Weak coordination, collaboration, and partnerships among irrigation sector institutions • Weak water catchment management systems • Weak management of irrigation schemes • Inadequate enforcement of regulatory frameworks governing irrigation • Inadequate legal, policy and institutional frameworks for implementation of projects • Inadequate support infrastructure for irrigation development

Factor	Strengths	Weaknesses
Internal Business Processes	• There is in existence a Public Procurement and Asset Disposal Act 2015, Procurement regulations and PFM Act 2012 • Existence of reliable automated systems such as payroll management system GHRIS, GPCIS, IFMIS, e-NIMES, NIMS, and e-Board • More services are now onboarded on the e-Citizen platform	• Lengthy land acquisition and compensation processes • Over dependence on government support for operation and maintenance in public irrigation schemes • Slow adoption of modern technology • Lack of standard operating procedures
Resources and Capabilities	• Skilled public and private technical agricultural and irrigation personnel at national & county levels • Availability of irrigation service providers • Availability of data on irrigation at national, county levels, and private sector • A pool of competent professionals to provide technical, advisory, research and training services. • A pool of public and private enterprises that can provide irrigation services	• Inadequate resources for irrigation infrastructure development • Inadequate use of existing irrigation profiles • Lack of comprehensive mapping of irrigation potential • Inadequate conceptualization, formulation, and implementation of projects • Inequitable water allocation and unfavorable water tariff regimes for irrigation • Limited exploitation of groundwater, storm water, multipurpose dams, and wastewater for irrigation • Inadequate irrigation technical personnel in public service • Limited research and low uptake of technologies and innovations in the irrigation sector • Lack of a centralized data and information management system • Uncompetitive irrigated produce due to inefficiencies along the value chains • Limited capacity for irrigation service provision within the sector • Limited inclusivity in irrigation planning, development, and management

3.1.5 Analysis of Past Performance

This section provides a snapshot of the key achievements, challenges and lessons learnt in the implementation of the 2019-2023 strategic plan. The plan was guided by five strategic pillars namely:

- i. Sustainable Irrigation Development (SID).
- ii. Sustainable Irrigation Water Harvesting and Storage (SIWHS).
- iii. Sustainable Irrigation Management (SIM).
- iv. Irrigation Oriented Research (IOR); and
- v. Governance and Institutional Capacity Development (GCD).

The strategic plan aimed at achieving the following eight strategic objectives:

- i. Increase area under irrigation by 518,000 acres in the plan period.
- ii. Increase Irrigation water storage capacity by 400M m³.

- iii. Achieve at least 200% utilization in each irrigation scheme.
- iv. Form and strengthen at least one farmer organization in every NIA developed scheme to enter into agreements.
- v. Identify and implement irrigation development advancement technologies.
- vi. Develop and adopt sustainable irrigation management frameworks.
- vii. Develop and implement a transition plan to the Irrigation Act; and
- viii. Develop and implement management systems to improve efficiency.

The status of the implementation of the key activities is discussed in the sections below.

3.1.5.1 Key Achievements

i) Strategic Pillar 1: Sustainable Irrigation Development

The achievements realized under this strategic pillar included the following:

- Feasibility studies and detailed design were conducted for a total of 22,892 acres.
- Development of an additional 38,681 acres of irrigation infrastructure by expanding the existing schemes.
- Development of 61,825 acres of irrigation infrastructure for small scale projects under the National Expanded Irrigation Programme.
- A total of 39,640 acres of land put under irrigation through construction of Household water pans.
- A total of 12 Hydrogeological studies were conducted for ground water potential.
- Construction of groundwater abstraction and irrigation infrastructure: a total of 99 No. boreholes drilled and equipped with solar pumps and storage.

The table below shows the targets and achievements under various Key Result Areas (KRAs) of this strategic pillar.

Table 3-3: SID Implementation Status

Pillar 1		Sustainable Irrigation Development				
Strategic Objective 1.1:		Increase area under irrigation by 1,913,938 acres in the plan period				
Key Result Area:		Sustainable Irrigation Development				
Expected Outcome:		Increased irrigated agricultural production and productivity				
Outcome Indicator:		Area under irrigation				
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs.	Achievement	Percentage (%)
Map out strategic irrigation schemes of at least 10,000 acres and above per county	Undertake feasibility studies, detailed design of large scale and small holder irrigation projects	Mapping of strategic irrigation schemes conducted	No. of acres identified	1,900,000	23,022	1.21
		Feasibility studies and detailed design for strategic irrigation schemes conducted	No. of acres designed	1,900,000	23,022	1.21

Pillar 1		Sustainable Irrigation Development				
	Develop large scale irrigation projects	Construction of irrigation infrastructure	No of acres developed	175,000	42,403	24.23
	Construction of new small-scale irrigation projects	Irrigation Infrastructure for Small scale project Designs Completed	No of acres developed	100,000	57,069	57.07
	Construction of household irrigation water pans.	Irrigation infrastructure developed	Acres under irrigation	125,000	42,473	33.98
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs.	Achievement	Percentage (%)
Exploit groundwater irrigation projects in all areas including arid and high potential areas	Hydrological studies for ground water potential	Potential Volume of water available for irrigation	Sub-basin ground water maps and No. of potential acres that can be put under irrigation	55,000	15,600	28.36
	Construction of groundwater abstraction and irrigation infrastructure	Borehole drilled and equipped	No. of boreholes drilled and equipped with storage	470	100	21.28
Adopt PPPs approach in implementation of National schemes	Feasibility study for national schemes to PPP projects	PPPs	No. of PPP agreements	2	0	0
	Construction of PPP irrigation infrastructure	Irrigation Infrastructure for irrigation schemes	No. of acres irrigated under PPP	10,000 acres	0	0
Average Achievement (%)						18.59

ii) Strategic Pillar 2: Sustainable Irrigation Water Harvesting and Storage

Among the achievements realized under this strategic pillar included:

- Feasibility studies for 16,820 household water pans with a cumulative volume of 42.43 million m³ were conducted.

- Water pans with a cumulative volume of 42.43 million m³ were constructed.
- Rehabilitation and expansion of community water pans and small dams with a storage volume of 32.55 million m³ achieved.
- Feasibility studies, detailed design, and construction of large and medium scale dams: *feasibility studies and detailed design for 3 No dams (Olonkorienito, Kisidai-Pakase, Oloorika) completed.*
- Construction of three medium/large scale dams for Irrigation Projects: *Public Private Partnerships (PPP) for implementation of 5 dams, namely Radat, Lowaat, Kithinu, Galana and High Grand Falls is at an advanced stage.*
- Completion of construction civil works at the Mwea Irrigation Development Project (Thiba Dam). The dam is in use and is expected to enhance area under rice production in Mwea Irrigation Scheme by 10,000 acres.
- Construction of new water pans/small dams: *new community water pans with a storage capacity of 29.974 million m³ constructed across the country under Household Irrigation Development Program.*

The table below shows the targets and achievements of various KRAs under this strategic pillar.

Table 3-4: SIWHS Implementation Status

Pillar 2		Sustainable Irrigation Water Harvesting and Storage				
Strategic Objective 2.1:		Enhance Irrigation Water Storage capacity by 400 million cubic meters				
Key Result Area:		Increased irrigation water security				
Expected Outcome:		Reliable irrigation water supply				
Outcome Indicator:		Volume of water harvested and stored.				
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs.	Achievement	Percentage (%)
Development of water storage at household level	Feasibility studies, detailed design of household irrigation water pans.	Potential volume of water to be harvested for irrigation	Volume of water that can be harvested for irrigation (MCM)	150	42.43	28.29
	Construction of household irrigation water pans.	Volume of storage facilities constructed for irrigation	Volume of water harvested for irrigation Acres under irrigation (MCM)	125	42.43	33.94
Increase capacity of existing community water pans and small dams	Rehabilitation and expansion of existing community water pans and small dams	Volume of storage facilities increased	Volume of water stored (MCM)	400	32.55	8.14
Development of large and medium dams for irrigation projects.	Feasibility studies, detailed design, and construction of large and medium scale dams.	Feasibility reports for 3 No. large dams identified	Volume of potential storage identified (MCM)	30	23.32	77.73
	Construction of three medium/large scale dams for Irrigation Projects	Procurement of contractors for EPCF contract	Commercial Contract agreement and commencement of works	9	0.00	0
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs.	Achievement	Percentage (%)
		% of completion	% completion	100.00	100.00	100

Pillar 2		Sustainable Irrigation Water Harvesting and Storage				
		for Constructio n of 1 No. dam (Thiba Dam)				
Developme nt of new water pans/small dams	Construction of new water pans/small dams	Volume of storage facilities constructed for irrigation	Volume of water harvested for irrigation (MCM)	125	29.974	23.98
Exploiting water stored in existing dams for irrigation under IWRM principles	Determine the potential of utilizing water stored in existing dams for irrigation	Reports	Reports	15	0	0
	Detailed design for irrigation infrastructure	Reports	Reports	5	5	100
Average achievement (%)						41.34

iii) Strategic Pillar 3: Sustainable Irrigation Management

Among the achievements realized under this strategic pillar included:

- Over-achievement in collection of O&M fees for schemes under NIA management by 107.25%.
- Partner with water service providers to provide operation and maintenance services in the irrigation schemes: *partnership between the Migori County Government and Lower Kuja Irrigation Scheme to assist in the development of the irrigation infrastructure of the scheme with an MoU put in place in the FY 2020/21 and Mwea Constituency CDF and Mwea Irrigation Scheme to assist in the maintenance of the canals and roads in Mwea Irrigation Scheme.*
- Mitigation against environmental degradation out of operation of irrigation schemes (Fruit Trees): *more than 1,000,000 fruit tree seedlings being grown and distributed from the fruit tree seedling nurseries in Ahero, Tana, Mwea, Katilu, West Kano, MIAD Centre station.*
- Formation of four IWUAs in Lower Kuja Irrigation Project, Rahole Irrigation Project, Rwabura Irrigation Development Project, and Usueni Irrigation Project.
- Training of 34,029 farmer's leadership and beneficiaries on operation and maintenance functions.
- 4 No. Value Chains on Seed Maize and Commercial Maize in Perkerra, Bura and Tana Irrigation Schemes; Rice in Mwea and Ahero Irrigation Schemes; Cotton in Tana Irrigation Scheme has been adopted and promoted in the schemes.
- A total of 42 Cropping programmes developed for identified value chains.

The table below shows the targets and achievements of various KRAs under this strategic pillar.

Table 3-5: SIM Implementation Status

Pillar 3		Sustainable Irrigation Management (SIM)				
Strategic Objective 3.1:		Ensure 100% utilization of all existing schemes				
Key Result Area:		Sustainable Irrigation Management (SIM)				
Expected Outcome:		Improved national and household incomes, food, and nutritional security				
Outcome Indicator:		Incomes and poverty status of the irrigation farming community				
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Achievement	Percent age (%)
Increase utilization of irrigation infrastructure to 200%	Develop and implement scheme sustainability plans for public schemes including other schemes with NIA Offices	Business Plans for NIA schemes and projects developed (Mwea, Ahero, Bunyala, West Kano, Lower Kuja, Perkerra, Usueni, Hola, Bura, Lokubae, Katilu and Elelea)	No. of plans	12	6	50
	Formulate water allocation and management plan within the schemes.	Water Efficiency Management Strategy Developed	No. of Manuals	12	0	0
Improve the operation and maintenance service/function in irrigation schemes	Determine Operation and maintenance fee and water use charges per scheme	Scheme O&M Strategy Developed	No. of O&M manuals	12	0	0
	Collect 100% O&M fees for schemes under NIA Management	100% O&M fee collection	% O&M Fees collected per Scheme	100	107.25	107.25
	Operate and maintain primary irrigation infrastructure including the main water storage facilities Provide technical advisory services on irrigation water management,	Scheme O&M Strategy for all NIA schemes and projects	No. of O&M Manuals	150	1	0.67

Pillar 3		Sustainable Irrigation Management (SIM)				
	operation, and maintenance					
	Partner with water service providers to provide operation and maintenance services in the irrigation schemes	Partnership and collaboration strategy	No. of MoUs signed	2	0	0
	Mitigate against environmental degradation out of operation of irrigation schemes.	Strategy for Mainstreaming Climate change Adaptation and Mitigation Developed	No. of Interventions	5	1	20
Overall achievement (%)						25.42
Strategic Objective 3.2:	Form and strengthen at least one farmer organization in every NIA developed scheme to enter into agreements.					
Key Result Area:	Sustainable Irrigation Management (SIM)					
Expected Outcome:	Improved national and household incomes, food, and nutritional security					
Outcome Indicator:	Incomes and poverty status of the irrigation farming community					
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs.	Cumulative Achievement	Overall status (%)
Formation and strengthen farmers organizations.	Formation and strengthening of IWUA as provided in the irrigation Act	Scheme/Project Based IWUAs established for all existing projects	Number of IWUAs formed	4	4	100
Improve the operation and maintenance service/function in irrigation schemes	Build capacity of farmers leadership and beneficiaries on operation and maintenance functions	Capacity development of IWUA conducted	No. of farmers	34029	34029	100
	Partner with water service providers to provide operation and maintenance services in the irrigation schemes	Partnership and Collaboration Strategy Developed	Partnership and collaboration Strategy Report	1	0	0
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Cumulative Achievement	Overall status (%)

Pillar 3		Sustainable Irrigation Management (SIM)				
Collaborations on production and development of value chains.	Collaborate identification of value chains for irrigation schemes for contract farming considering the agro-climatic zones, irrigation water requirements, irrigation systems and markets., Warehouse receipts systems, contract farming	Partnership and Collaboration Strategy Developed	No. of value chains (rice & maize, soya beans and sorghum)	4	4	100
	Develop typical cropping programmes for identified value chain	Irrigation Farming Practices and Guidelines Developed for all schemes and projects	No. of cropping programs	150	42	28
	Develop a collaboration framework for farmers, aggregators, financing institutions and country government	Partnership and Collaboration Strategy Developed	No. of MoUs/agreements	1	1	100
Designate the public irrigation schemes as agricultural hubs and centers of excellence in agriculture	Designation of Mwea, Ahero, Perkerra, Katilu, Bura, Kuja as agro-processing centers as planned in the ASTGS	Lobby and Advocacy Strategy developed	% completion of study	100	0	0
	Implementation of agricultural hub		% implementation	100		0
Average Achievement (%)						41.33

iv) Strategic Pillar 4: Irrigation Oriented Research

The strategies planned for implementation in this pillar include:

- Develop a baseline on irrigation investments in the country.
- Establishment of alternative irrigation water sources
- Collect, analyze, and disseminate data on irrigation water use and contribution to food security.

- Adopt climate proofed irrigation infrastructure and climate smart irrigation farming to build resilience against climate change.
- Develop irrigation technologies to increase irrigation efficiency and utilization of findings to operationalize schemes into production through enhanced innovations in all fields.
- Identify/prioritize irrigation research areas/needs.
- Operationalize Research centers for informed irrigation development.

The only achievements in this pillar included the development of two water efficiency management strategy reports against a target of two and development of one research program against a target of 4. The overall achievement for this pillar was 8.93%.

v) Strategic Pillar 5: Governance and Institutional Capacity Development

Among the achievements realized under this strategic pillar included:

- The Irrigation Act 2019 was audited to ensure that there are no overlaps:
- A transition plan was developed to the Irrigation Act No. 14 of 2019
- Cascading of the Strategic Plan/Development of departmental plans/business plans: *4 departmental plans developed. Departmental plans were incorporated in the annual work plans of the Authority's departments.*
- Development of Human Resource Policy Manual and Career Guidelines (schemes of services)
- Review and alignment of the HR instruments which were submitted to the parent Ministry and approved by The State Corporations Advisory Committee (SCAC) and SRC
- Development of a Training Needs Assessment and Skills Gap Analysis report
- Establishment of a Liaison and Resource Mobilization Unit
- Development of a resource mobilization strategy 2021-2026
- Development of a monitoring, evaluation and learning framework has been done and incorporated in the MEL guide to guide in monitoring and evaluation reporting.
- Development of a fully- fledged MEL Unit
- Increased corporate communication actions for improved resource mobilization: *This is achieved through publishing of a newsletter (Unyunyizi News) on a quarterly basis and facilitated newspaper coverage of irrigation development impacts in various projects; Documentaries on irrigation projects implemented by the Authority developed and aired on mainstream TV stations every financial year; Authority also facilitates visits by Ministry officials, the Parliamentary Committee members, CSs, PSs Technical Committee and other government officials to irrigation projects*
- Undertaking Customer Satisfaction Survey which translated into a customer service charter.
- Development of a Corporate Social Responsibility (CSR) Policy for NIA: *CSR Policy as well as the strategy developed to run for five years.*
- Authority was certified ISO 9001:2015 QMS by the Kenya National Bureau of Standards

- Development of automated budget module, procurement plan and Document Management System
- Development of ICT Infrastructure.

The table below shows the targets and achievements of various Key Result Areas (KRAs) under this strategic pillar.

Table 3-6: GCD Implementation Status

Pillar 5		Governance and institutional Capacity Development (GCD)				
Strategic Objective 5.1:		Enhance the Governance capacity of the NIA over the plan period				
Key Result Area 1:		Ensure conformity with the Irrigation Act No.14 of 2019 and other relevant legal documents to NIA				
Expected Outcome:		Improved irrigation service delivery				
Strategy	Activity	Expected Output	Output Indicators	Target for 5 Yrs	Achievement	Percentage (%)
Operationalize the Irrigation Act.	Audit the Irrigation Act 2019 to ensure that there are no overlaps	Irrigation Act audited and any overlaps submitted for redress	Irrigation Act audit report	1	1	100
	Develop a transition plan to the Irrigation Act, No.14 of 2019	Transition Plan for NIA Developed	Transitional Plan	1	1	100
	Implement the transition plan to the Irrigation Act, No.14 of 2019	Implementation level	Implementation status reports	1	1	100
	Reorganizing functions/titles in the structures of the organogram	NIA Organization Structure Reviewed	Revised functions in the Organization Structure	1	1	100
	Review of all institutional policies	Institutional policies reviewed	Reviewed policies	100	100	100
	Review and implement Board Charter	Board Charter Revised	Updated Board Charter	100	0	0
Achievement (%)						83.33
Strategic Objective 5.2		Enhance the institutional capacity of NIA over the plan period.				
Key Result Area 2:		Enhanced operational capacity				
Strategy	Activity	Expected Output	Output Indicators	Target for 5 yrs	Achievement	Percentage (%)
Strategy operationalization	Cascade the Strategic Plan/Develop Departmental plans/ Business Plans	Departmental Plans Developed	4 departmental Plans	100	100	100
	Implement the departmental plans	Level of implementation of the plans	Implementation level	100	100	100
	Monitor the implementation of the departmental plans	Status on the implementation of the departmental plans	Monitoring and evaluation reports	100	100	100
	Develop an integrated Project Management guideline throughout the project lifecycle	Guidelines for Integrated Project Management Developed	Project Management Guidelines Report	100	0	0
	Develop a comprehensive monitoring, evaluation and learning plan/strategy for the institution	Monitoring, evaluation and learning plan/strategy in place	Monitoring, evaluation and learning plan/strategy	100	100	100
	Institute a fully-fledged M&E Unit	Fully fledged M&E unit in place	M&E Unit	100	100	100

Pillar 5		Governance and institutional Capacity Development (GCD)				
	Implement the overarching Monitoring, Evaluation and Learning framework	Status/progress of operations	MEL report	100	80	80
Achievement (%)						82.86
Key Result Area 3: Enhanced NIA's Human Resource Capacity						
Activity	Expected Output	Output Indicators	Target for 5 yrs.	Achievement	Percentage (%)	
Develop a Human Resource strategy	Human Resource Strategy Developed	Human Resource Strategy Report HR Audit Schemes of service Institutional capacity assessment Re-categorization of the institution Training needs assessment. Training plan Capacity building Recruitment	100	89	89	
Implement Human Resource strategy	HR Strategic interventions realized	HR strategy implementation report	100	71	71	
Achievement (%)						80
Key Result Area 4: Enhanced NIA's Financial Capacity						
Activity	Expected Output	Output Indicators	Target for 5 yrs.	Achievement	Percentage (%)	
Establish a liaison and resource mobilization unit	Liaison and Resource Mobilization Unit established	Liaison and Resource Mobilization Unit	100	100	100	
Develop a resource mobilization strategy	Resource Mobilization Strategy in place	Resource Mobilization strategy	100	100	100	
Implement the resource mobilization strategy	Amount of revenue realized	Implementation report	50	20	40	
Develop an institutional policy on PPP	PPP policy in place	PPP policy	100	50	50	
Streamline fiscal management processes and controls	Fiscal management and processes controls streamlined	Financial reports	100	100	100	
Improve institutional staff capacity on resource mobilization lobbying and advocacy	Staff trained in resource mobilization lobbying and advocacy annually	Training reports	20	21	105	

Pillar 5		Governance and institutional Capacity Development (GCD)				
		Number of bankable proposals developed and marketed annually	Bankable proposals developed and marketed annually	20	38	190
		Entrench resource mobilization in the performance contracts and appraisals of managers and technical staff	Targets on RMS incorporated on performance contracts and appraisals of managers and technical staffs	100	0	0
	Increase corporate communication actions for improved resource mobilization	Develop user friendly publications on operationalization, management and benefits of irrigation and development	Different forms of publications annually	20	17	85
		Develop and air 1 documentary annually on popular TV station on impacts of irrigation and development for increased visibility	Documentaries developed and aired	5	45	100
		Arrange visiting program for development partners and government to showcase successful irrigation and development models	Visit trips to successful cases	5	4	80
	Achievement (%)					77.73
Key Result Area 5: Enhanced Communication and Stakeholder Relations						
Activity		Expected Output	Output Indicators	Target for 5 yrs.	Achievement	Percentage (%)
Develop a comprehensive communication Strategy.		Corporate Communication Strategy Developed	Corporate Communication Strategy Report	100	100	100
Implementation of the comprehensive communication strategy		Implementation level	Implementation status	100	80	80
Rebranding of NIB to NIA		NIA rebranded	All aspects of NIA rebranded	100	100	100
		Customer satisfaction survey undertaken	Customer Satisfaction survey Report	100	80	80

Pillar 5		Governance and institutional Capacity Development (GCD)				
	Undertake customer satisfaction survey translating to a customer service charter		Service Delivery charter	100	80	80
	Implement the customer service delivery framework translating to a customer service charter	Level of implementation of the customer service charter	Implementation report	100	80	80
	Continuous branding of the institution			100	80	80
	Development of a CSR Policy for the NIA	CSR policy in place	CSR policy	100	100	100
	Develop a CSR Strategy	CSR strategy in place	CSR strategy	100	100	100
	Implement the CSR strategy	Level of implementation of the strategy	Implementation report	100	60	60
Community and Stakeholder Engagement	Develop a policy for community stakeholder engagement	Community and stakeholder engagement policy in place	Community and stakeholder engagement policy	100	0	0
	Develop a framework for community stakeholder engagement	Framework on community and stakeholder engagement developed	Community and stakeholder engagement report	100	0	0
	Implement the framework for community stakeholder engagement	Implementation level	Implementation report	100	0	0
	Community stakeholder sensitization and engagement in all projects and at all levels of project cycle	Community stakeholder sensitized	Sensitization report	100	60	60
Achievement (%)						65.71
Key Result Area 6: Enhanced infrastructural capacity of NIA						
Strategy	Activity	Expected Output	Output Indicators	Target for 5 yrs.	Achievement	Percentage (%)
Maintain ISO certification including risk management	Ensure compliance of ISO 9001:2015 QMS.	Quality and Risk Management Policy and Strategy reviewed	Quality and Risk Management Policy and Strategy Report	100	100	100
	Seek ISMS certification as per ISO 27001	ISO 27001 Certification acquired	QMS Risk Management Report	100	0	0
	Conduct environmental audits for schemes and projects	Environmental audits conducted	Schemes and projects environmental audits	100	80	80
Mainstreaming ICT in NIA processes	Develop Automated Budget, procurement plan and document management systems	Automated Budget, procurement plan and document management systems in place	No. of automated systems	50	33	66
	Develop ICT infrastructure	ICT infrastructure developed	ICT infrastructure	100	80	80

Pillar 5		Governance and institutional Capacity Development (GCD)				
	Integrate procurement processes in the ERP system	Procurement processes integrated in ERP system	Integration report	100	0	0
Enhanced work environment	Conduct work environment survey	Work environment conductivity levels	Work environment survey report	100	80	80
	Implement work environment recommendations	Implementation levels	Implementation report	100	80	80
Achievement (%)						60.75

vi) Summary of Implementation of the 2019-2023 strategic plan

Pillar	Description	Achievement (%)
Pillar 1	Sustainable Irrigation Development	18.59
Pillar 2	Sustainable Irrigation Water Harvesting and Storage	41.34
Pillar 3	Sustainable Irrigation Management	33.38
Pillar 4	Irrigation Oriented Research	8.93
Pillar 5	Governance and Institutional Capacity Development	75.06
Overall Average Achievement		35.46

3.1.5.2 Challenges

The following are the key factors that hindered achievement of set targets under the 2019-2023 strategic plan.

- i. Global instabilities- The global instabilities that have resulted in high capital and operational costs (forex, inflation, recessions, COVID-19, Russia-Ukraine wars etc.).
- ii. The COVID–19 pandemic caused disruption in financing and implementation of planned irrigation projects.
- iii. Long electioneering period 2021/2022 affected projects delivery.
- iv. Disputes & disagreements- Inter-communal disputes and disagreements thus delaying programme and project completion.
- v. Climate related challenges- Increase in the intensity and frequency of extreme weather events affecting water for irrigation availability. Balancing the need for rapid development and greenhouse gas emission reduction.
- vi. Land acquisition challenges- Lengthy process and cost for way leave acquisition or compensation for large irrigation projects leading to delays in project implementation.
- vii. Inadequate mechanisms to address trans-boundary water management and development for irrigation purposes.
- viii. Inadequate research and M&E challenges- Lack of adequate data management systems resulting in delays in execution of tasks.
- ix. Inadequate human, financial resources, and skills gap essential to NIA mandate leading to ineffective execution, management, monitoring, and evaluation of projects, training, staff motivation, remuneration, organization classification, etc.
- x. Inadequate public understanding of NIA's mandate and poor brand visibility: The public does not sufficiently understand NIA's role and mandate in relation to irrigation water services provision. There was an identified need to conduct more effective public education and engage in activities to promote the corporate brand.

3.1.5.3 Lessons Learnt

The lessons learnt include the following.

- i. **Innovative approaches for financing needed-** Financing of irrigation development through cost sharing model with project beneficiaries improves the rate of irrigation development, ownership, and sustainability.
- ii. **Climate sensitive planning & implementation-** Adoption of climate smart irrigated agriculture, collection, and timely dissemination of climate related data as well as capacity building of farmers and technical officers are adaptation and mitigation measures that helps in reducing the effects of climate change and needs to be mainstreamed in projects.
- iii. **Multi-agency approach with relevant stakeholders** on security of critical irrigation infrastructure is essential. Success, sustainability
- iv. **Risk mitigation and management-** Covid-19 pandemic affected the implementation of programmes and projects hence there is need to put finances and other strategies in place to mitigate such occurrences.
- v. **Research and innovation-** Focus and financing of research and innovation in the sector to improve on absorption and utilization of modern technologies.
- vi. **Capacity building-** Incorporating capacity building in all projects and programmes targeting all stakeholders from decision makers to subsidiary implementers results in sustainability and resilience.
- vii. **Collaboration** between the National (SDI, NIA, NEMA, WRA etc.) and County governments is essential for sustainable environment, basin-based development, water resource and irrigation management.
- viii. **Land acquisition-** Early land acquisition and land use planning for project sites/wayleaves for large infrastructures reduces compensation claims and timely inception of projects.
- ix. **Public-Private Partnerships (PPPs)-**The National Government's approach towards PPP based investments in irrigation water harvesting and storage offers an opportunity to scale up irrigation development.
- x. **Climate financing** to mainstream environment and climate change mitigation in multilateral and bilateral trade agreements/negotiations is critical for irrigation development. Transitioning from brown to green economic growth that ensures environmental health and addresses the challenges of climate (Green Growth Programme).
- xi. **Partnership with key stakeholders-** sustained collaboration with key Stakeholder is critical for advancing service delivery and compliance with regulations. NIA will continue leveraging on partnerships with key stakeholders during the plan period.

3.2 Stakeholder Analysis

The table below outlines the NIA stakeholders, their roles, and expectations.

Table 3-7: Stakeholder Analysis

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the NIA
1.	Farmers / Farmer Groups	- Engage in agricultural production activities. - Participation in policy development - Participation in institutional governance	- Enabling policy environment - Efficient service delivery - Involvement in SDI's irrigation development	- Regular feedback on sector services, policies, and regulations - Compliance with laws and regulations - Ownership and sustainability of projects - Adoption of irrigation technology
2.	Public/citizenry	- Participation in policy development - Public oversight	- Active participation in irrigation related issues - Efficient and effective irrigation services - Transparency and accountability in the service delivery	- Regular feedback on services - Responsive citizenry - Compliance with laws and regulations - Ownership and sustainability of projects - Enhanced awareness of the irrigation sector issues. - Goodwill - Consumers of irrigated produce
3.	Irrigation professionals	- Participate in development and implementation of irrigation projects and programs. - Capacity building, technical support and advisory services to the citizens and stakeholders - Participate in policy development	- Recognition - Capacity development - Reward for professional input. - Conducive work environment	- Improved productivity - Provision of necessary skills and workforce - Portray skilled professional image. - Efficient and timely services to clients - Adherence to professional codes of conduct and practices - Efficient utilization of resources - Transparency and accountability - Mentorship of young professionals
4.	Professional bodies (e.g EBK, IEK, KeSEBAE, ICPAK)	- Registering and regulating professionals - Training the professionals - Approve curriculums in training institutions	- Compliance by professionals through registration and renewal of membership - Uphold professional ethics. - Provide opportunities for continuous professional development. - Involvement in initiatives within irrigation sector	- Improved standards of technical expertise and professional management in the sector - Enforce professional ethics. - Partner in the implementation of irrigation development projects and programmes - Improved innovation
5.	Research and academic institutions	- Technology development and transfer - Training of workforce - Participate in policy development. - Participate in project development and implementation.	- Creation of an enabling environment for irrigation research and innovation - Financing for research - Partnership and collaboration in research and policy formulation	- Training of workforce to meet irrigation sector requirements. - Generation of irrigation technologies and innovations - Share generated data and information.

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the NIA
		Generation of knowledge	- Provide internship and employment to their graduates. - Share generated data and information. - Feedback on technology and innovation - Feedback on sector human resource requirement - Dissemination and commercialization of technologies and innovations	- Participation in formulation of irrigation policies and legislations - Improved irrigation research and innovation - Policy analysis - Review, develop and approve curriculum by universities. - Mentoring of young professional on irrigation by universities - Provision of scholarships in irrigation matters
6.	NEMA	- Develop policies that govern environmental management. - Oversight and enforcement of laws and regulations. - Resource mobilization - Set national standards for utilization of environmental goods and services.	- Compliance with the set standards and regulations - Collaboration during planning and implementation - Budgetary allocation	- Implementation of Environmental Management and Coordination Act - Regulate and approve environmental and social impact assessments. - Regulate and approve environmental audits. - Ensure compliance with water quality standards. - Ensure adherence to environmental health matters
7.	Water Resources Authority (WRA)	- Formulate and enforce standards, procedures and regulations for the management and use of water resources and flood mitigation. - Regulate the management and use of water resources. - Enforce Regulations made under the Water Act of 2016 - Issue permits for water abstraction; water use and recharge. - Advise the Cabinet Secretary on national water resource management, water storage and flood control strategies. - Coordinate with other regional, national, and international bodies for the better regulation of the management and use of water resources;	- Formulate and enforce standards, procedures and regulations for the management and use of water resources and flood mitigation. - Regulate the management and use of water resources. - Receive water permit applications, determine, issue, vary and enforce permit conditions for water abstraction, water use and recharge. - Collect water permit fees and water use charges. - Determine and set permit and water use fees. - Provide information for formulation of policy on national water resource management, water storage and flood control strategies.	- Involvement in project activities - Compliance with the set standards and regulations - Collaboration during planning and implementation - Budgetary allocation

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the NIA
			- Coordinate with other regional, national, and international bodies for the better regulation of the management and use of water resources. - Collect, analyze, and disseminate information on water resources. - Monitor compliance by water users with the conditions of permits. - Issue permits for inter-basin water transfer. - Conservation of ground water for the protection of public water or water supplies used for industry, agriculture, or other private purposes. - The conservation of surface water resources and ground water resources for ecological reasons	
8.	Ministries Departments and Agencies (MDAs)	- Resource mobilization and allocation - Policy guidance and enforcement of laws and regulations - Oversight and regulation. - Set national standards. - Monitor, evaluate and report on projects and programmes.	- Promote inter-ministerial/agency coordination and collaboration. - Enabling policy and regulatory environment - Involvement in irrigation sector activities - Compliance and enforcement with the set standards and regulations - Collaboration during planning and implementation - Budgetary allocation - Prudent utilization of resources and funds	- Support and collaboration during planning and implementation. - Devolution and decentralization of opportunities - Compliance and enforcement of set standards and regulations - Technical support on standards - Prudent management of resources - Efficient service delivery - Participation in irrigation development - Enabling policy and regulatory environment - Support and collaboration in resource allocation
9.	Non-State Actors such as NGOs, Civil Societies, CBOs, Other Private Sector Actors,	- Advocacy and lobbying - Develop and implement projects and programmes. - Resource mobilization - Participate in policy formulation. - Capacity development	- Conducive environment for operation - Involvement in development of sector policies, programmes, and projects - Provision of quality services	- Compliance with set laws and regulations - Active participation and collaboration - Positive engagement - Support specific programmes and projects in the Irrigation sector. - Disbursement of committed resources

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the NIA
	Development Partners, and International Organizations		▪ Incentives for private sector investment ▪ Collaboration in irrigation development and management initiatives ▪ Accountable, transparent, and efficient use of resources ▪ Effective implementation of projects and programmes ▪ Involvement in stakeholder consultations during planning ▪ Timely payment of subscription fees. ▪ Good governance	▪ Technical assistance ▪ Compliance to laws and host country agreements ▪ Alignment to country's development priorities
10.	Parliament	▪ Legislation ▪ Oversight ▪ Appropriate resources	▪ Timely submission of draft bills for legislation ▪ Reporting on the state of and the needs of the irrigation sector ▪ Timely response to parliamentary questions ▪ Efficient utilization of allocated resources ▪ Public involvement	▪ Timely enactment of legislation and adjudication of motions ▪ Oversight of the irrigation sector activities ▪ Appropriation of sufficient financial resources ▪ Provide oversight of resource utilization
11.	Media	▪ Gathering and packaging information ▪ Informing and educating the public ▪ Advocacy	▪ Timely, accurate and reliable information ▪ Feedback ▪ Partnership	▪ Enhanced awareness creation, information documentation and effective communication ▪ Fair, current, accurate and responsible coverage. ▪ Partnership
12.	County Governments and CIDUs	▪ Formulate and implement county irrigation frameworks in line with national policies and strategies. ▪ Develop and maintain irrigation database. ▪ Service provision. ▪ Development and implementation of programmes and projects ▪ Monitoring, evaluation, and reporting	▪ Policy guidance on irrigation ▪ Partnership in implementation of devolved functions in irrigation ▪ Capacity building on irrigation ▪ Technical advice and support ▪ Resource appropriation ▪ Involvement in policy formulation ▪ Collaboration during planning and implementation of projects and programmes	▪ Adoption of policies, legislation, and regulations ▪ Partnership in development and implementation of programmes and projects ▪ Availability of county staff and institutional structures to effect irrigation programmes. ▪ Share data, information, and training to achieve irrigation development. ▪ Cooperation in the irrigation sector coordination mechanism ▪ Efficient service delivery

S/No	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the NIA
		- Mainstream irrigation related statutory obligations such as those related to the environment, water, and health. - Resource mobilization - Infrastructure development	- Involvement in irrigation development activities - Budgetary allocation - Enforcement of set standards and regulations	- Prudent management of resources - Technical support - Capacity building - Participation in irrigation development - Compliance with the set standards and regulations - Collaboration during planning and implementation
13.	Staff	- Policy guidance and enforcement of laws and regulations - Oversight and regulation. - Formulation and implementation of projects and programmes - Resource mobilization - Set, implement, and enforce standards. - Monitor compliance with standards. - Mentoring interns - To monitor, evaluate and report on projects and programmes	- Efficient and effective HR services - Skills/ capacity development and career progression - Reward of excellent performance - Favorable terms and conditions of service and good working environment	- Improved productivity - Provision of necessary skills and workforce - Efficient and timely services to the citizens and stakeholders

4. CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This chapter presents the Strategic Issues that emanate from the situational and stakeholder analyses as well as the Strategic Goals in form of general and broad statements of the direction in which the NIA plans to take in the next 5 years. The chapter also presents the Key Results Areas that the Authority will focus on to achieve the Strategic Goals.

4.1 Strategic Issues

NIA plans to effectively solve or harness the following fundamental challenges, opportunities, threats, strengths, and weaknesses that impact its missions, products and services, clients or users, costs, financing, or management and which also serve as the foundation for the formulation of the Authority's strategic goals:

- i. Underutilization of existing irrigation infrastructure
- ii. Inadequate research, innovation, and development for decision-making.
- iii. Unexploited potential for irrigation expansion
- iv. Unreliable water for irrigation
- v. Weak governance framework

4.2 Strategic Goals

In addressing the identified strategic issues, NIA shall pursue the following strategic goals:

- i. Improved productivity of irrigation schemes
- ii. Enhance productivity of irrigated agriculture
- iii. Sustainable exploitation and development of irrigation potential
- iv. Reliable water for irrigation
- v. A Robust and dynamic Institution

4.3 Key Result Areas

To achieve the strategic goals, NIA shall focus on the following five KRAs during the plan period.

- KRA 1: Sustainable Irrigation Management
- KRA 2: Irrigation Research and innovation
- KRA 3: Sustainable Irrigation Development
- KRA 4: Sustainable Water for Irrigation
- KRA 5: Governance and Service Delivery

Table 4-1: Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRA
Underutilization of existing irrigation infrastructure	Improved productivity of irrigation schemes	KRA 1: Sustainable Irrigation Management
Inadequate research, innovation and development for decision making	To enhance productivity of irrigated agriculture	KRA 2: Irrigation Research and innovation
Unexploited potential for irrigation expansion	Sustainable exploitation and development of irrigation potential	KRA 3: Sustainable Irrigation Development
Unreliable water for irrigation	Reliable water for irrigation	KRA 4: Sustainable Water for Irrigation
Weak Governance Framework	Robust and Dynamic Institution	KRA 5: Governance and Service Delivery

5. CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This chapter highlights the strategic objectives that are aligned to the strategic goals and key results areas identified in the previous chapter. It also presents the strategic choices that will be pursued by NIA during the plan period to achieve the strategic objectives.

5.1 Strategic Objectives

Table 5.1 outlines, under each Key Results Area, the strategic objective (s), expected outcome and respective indicators and the 5-year projections.

Table 5-1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections					
			Year 1	Year 2	Year 3	Year 4	Year 5	
KRA 1: Sustainable Irrigation Management								
SO 1.1 To ensure optimum utilization of all existing irrigation schemes.	Utilization of developed irrigation schemes increased	Utilization rate (%)	30	50	70	90	100	
SO 1.2: To maximize production of irrigated rice & maize	Irrigated production increased	Volume of irrigated rice produce (in Tons)	200,000	280,000	410,000	550,000	700,000	
		Quantity of Maize produced (90 kg Bags)	195,921	800,000	1,500,000	2,500,000	3,000,000	
SO 1.3: To strengthen stakeholders' engagement.	Strengthened collaboration with Counties, development partners, private sector, community, and other stakeholders.	No. of collaborations	0	0	20	60	20	
KRA 2: Irrigation Research and Innovation								
SO 2.1: To optimize adoption of operational research on irrigation technologies and production	Research and innovation products developed and applied	Additional number of research and innovation products developed and applied	1	2	3	4	5	
SO 2.2: To Promote Innovations	Research and innovation products developed and applied	Additional number of research and innovation products developed and applied	1	2	3	4	5	
KRA 3: Sustainable Irrigation Development								
SO 3.1: To increase the area under irrigation	Area under irrigation increased	Additional Area put under irrigation (in acres)	54,637	80,487	100,807	189,343	152,868	
KRA 4: Sustainable Water for Irrigation								

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO 4.1: To increase capacity of water harvested and stored for irrigation	Capacity of water harvested and stored for irrigation increased	Additional Volume of water harvested and stored for irrigation (in MCM)	4.5	3.3	1	1	264.8
KRA 5: Governance and Service Delivery							
SO 5.1: To Enhance Governance Capacity of NIA	Improved organizational performance.	Performance contracting index	2.9	2.7	2.5	2.4	2.4
SO 5.2: To enhance Institutional Capacity of NIA	Enhanced institutional capacity	% implementation of National Irrigation Management System	20	30	50	-	-
SO 5.3: To develop and adopt appropriate Policy, Legal and Regulatory Framework	Improved compliance to Policies, Laws, and Regulatory Frameworks	% Level of Compliance	100	100	100	100	100
SO 5.4: To ensure financial sustainability	Increased revenue	% Increase in revenue	10	20	30	40	50
SO 5.5: Enhanced Audit, Quality Assurance and Risk Management	Reduced turnaround time in the key processes	Average turnaround time for key processes. (days)	21	14	7	5	5
SO 5.6: Establish Environmental and Social Safeguards	Increased sustainability	Compliance with Environmental and social regulations (%)	100	100	100	100	100
SO 5.7: To promote smart technologies and innovation.	Enhanced operational efficiency	% level of operations automation and digitization	25	50	75	90	100
SO 5.8: To enhance a positive branding and corporate image.	Improved service delivery	Customer satisfaction level (%)	80	85	90	95	100
	Improved staff performance	Average staff performance (%)	70	75	80	85	90
	Improved work environment	Employee satisfaction index	80	85	90	95	100

5.2 Strategic Choices

Table 5-2 below summarizes the Key Result Areas, the Strategic Objectives and the corresponding strategies that have been selected to address the strategic issues.

Table 5-2: Strategic Objectives and Strategies

KRA	Strategic Objective(s)	Strategies
KRA 1: Sustainable		S1: Enhance farmers' capacity on irrigation development, management, and agricultural Production

KRA	Strategic Objective(s)	Strategies
Irrigation Management	SO, 1.1: To ensure optimum utilization of all existing schemes	S2: Enhance collection of irrigation service fees in schemes
		S3: Enhance Continuous monitoring and evaluation of irrigation projects
	SO, 1.2: To increase irrigated rice & maize production	S1: Expansion and Rehabilitation of irrigation schemes
		S2: Enhance crop intensification
		S3: Scale up adoption of modern production practices and improved varieties
SO, 1.3: To Strengthen stakeholders' engagement	S4: PPP/Production alliances	
	S1: Strengthen collaboration with Counties, development partners, private sector, community, and other stakeholders.	
KRA 2: Irrigation Research and innovation	SO, 2.1: To optimize adoption of operational research on irrigation technologies and production	S1: Promote research, development, and adoption of appropriate technologies
		S2: To promote innovations
KRA 3: Sustainable Irrigation Development	SO, 3.1: To increase the area under irrigation	S1: Mapping of Irrigable areas
		S2: Development, Rehabilitation & expansion of irrigation schemes
		S3: Enhance partnership with private sector in irrigation development
KRA 4: Sustainable Water for Irrigation	SO, 4.1: To increase capacity of water harvested and stored for irrigation	S1: Development of large, and medium sized dams
		S2: Enhanced surface and ground water harvesting & storage for irrigation
		S3: To promote efficient use of available water
KRA 5: Governance and Service Delivery	SO, 5.1: Enhance Governance Capacity of NIA	S1: Strengthening the capacity of the Board of Directors
		S2: Strengthening human capital
		S3: Improving work environment
		S4: Develop and Operationalize a Knowledge and Information Management System (KIMS)
		S5: Enhance Records management for effective service delivery
	SO, 5.2: To enhance Institutional Capacity of NIA	S.1: Enhance operational capacity
	SO, 5.3: To develop and adopt appropriate Policy, Legal and Regulatory Framework	S1: Enhancing efficiency in implementing Policy, legal and regulatory framework
		S2: Strengthen Institutional Policy and Procedure Framework
	SO, 5.4: To enhance financial sustainability	S1: Engaging and Securing Increased Funding from the Government (i.e., Increasing GoK Budget Allocations):
		S2: Implementing Co-financing/cost-sharing Model in Irrigation Development
S3: Harnessing Public-Private Partnerships (PPPs):		
S4: Leveraging and Deepening Financing from Current and new Development Partners (DPs)		
S5: Building relationships and diversifying the donor base through new funding streams		
S6: Align irrigation projects for Green Climate financing (GCF)		
SO, 5.5: To strengthen	S1: Maintaining the organizational quality assurance.	

KRA	Strategic Objective(s)	Strategies
	audit, quality assurance and risk management.	
	SO, 5.6: Establish environmental and social safeguards	S1: Mainstream Environmental and Social Safeguards in Schemes and Projects
	SO, 5.7: Enhance Smart Technologies and Innovation	S1: Enhance automation in key processes
		S2. To promote emerging technology adoption and utilization in irrigation development
	SO, 5.8: To enhance a positive Branding and Corporate Image for enhanced service delivery, sustained stakeholder engagement and support	S1: Strengthening the Authority's corporate brand, visibility, service delivery and stakeholder support.

6. CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter presents the methodology that NIA shall adopt for the successful implementation of the strategy. NIA's successful implementation of this strategic plan is directly co-related to the extent of alignment between our strategy, infrastructure, and resources.

6.1 Implementation Plan

To ensure effectiveness and efficiency in the execution of activities during execution, the key activities have been broken down into measurable tasks to succeed in the strategy implementation. NIA will develop annual work plans, which will be cascaded from the CEO to the directorates, departments, schemes and subsequently employee level (in form of annual targets). This shall be as per the government's annual performance contracting framework. This ensures that the staff are held accountable for delivering the aspirations of this strategic plan.

NIA formulated Key Result Areas, objectives, and strategies, each with specific initiatives that will be undertaken. Responsibilities were assigned to ensure follow through of all strategies.

6.1.1 Action Plan

Below is the action plan showing strategic issues, strategic goals, Key Result Areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets, and responsibility for execution.

Table 6-1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
Strategic Issue: Underutilization of irrigation infrastructure																
Strategic Goal: Improved productivity of irrigation schemes																
KRA 1: Sustainable irrigation management																
Outcome: Increased productivity of irrigation schemes																
Strategic Objective 1.1: To ensure optimum utilization of all existing schemes																
S1: Enhance farmers' capacity on irrigation development, management, and agricultural Production.	Develop a framework for formation, training, and management of IWUAs	Framework developed	Manual in place	1	1	0	0	0	0	10	20	0	0	0	DIM	DP
	Conduct public participation in irrigation development and management	Public participation conducted	Number of forums	100	50	50	0	0	0	3.5	3.5	0	0	0	DIM	
	Formation of IWUAs	Scheme/Project-based IWUAs established	Number of IWUAs formed	150	10	20	50	35	35	30	60	150	105	105	DP	DIM
	Capacity building of IWUAs	IWUA capacity built	Number of training forums	150	10	20	50	35	35	5	10	25	17.5	17.5	DIM	DP
S2: Enhance collection of irrigation service fees in schemes	Determine or review irrigation service fees	Revised irrigation service fees	Annual irrigation service fees or tariffs in place	100%	0	25	25	25	25	0.5	0.5	0.5	0.5	0.5	DIM	
			Number of new projects with recommended irrigation service fees	150	10	20	50	35	35						DIM	
S3: Enhance Continuous monitoring and evaluation of irrigation projects	Operationalize adoption of Geographical Information System (GIS) and Remote Sensing (RS) in Scheme performance assessments	Operational Geographical Information System and RS in place	Number of GIS Scheme Shape files per scheme	60	6	12	12	18	12	5	5	5	5	5	DIM	DP
Strategic objective 1.2: To increase irrigated rice & maize production from 192,299 tons & 195,921 (90kg) bags in FY 2022/23 to 700,000 & 3.0M (90kg) bags in FY 2027/28 respectively																
S1: Expansion and Rehabilitation of irrigation schemes	Develop and oversee implementation of a framework for effective and efficient O&M of irrigation infrastructure	Framework developed and implemented	Rate of implementation	100	-	25	50	25	-	-	5	10	5	-	DIM	DP
	Map out target schemes for irrigated rice and maize production	Deficit plan developed	Deficit Plan	5	1	1	1	1	1	3	3	3	3	3	DIM	DP
	Expand the area under irrigated rice and maize production	Additional area under rice irrigation	Area (acres) under rice production	254,120	50,824	50,824	50,824	50,824	50,824	1,350	1,350	1,350	1,350	1,350	DIM	DID

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
		Additional area under maize production	Area (acres) under maize production	167,500	33,500	33,500	33,500	33,500	33,500	889.2	889.2	889.2	889.2	889.2	DIM	DID
	Disseminate modern irrigation and farming technologies.	Modern Irrigation and Farming Technologies Adopted	No. of Modern Irrigation Technologies adopted	10	2	2	2	2		0.5	0.5	0.5	0.5	0.5	DIM	DP
S2. Enhance crop intensification	Link farmers to markets	Collaboration and linkages	No. of farmers linked	10,000	2000	3000	1500	1500	2000	1	1	1	1	1	DIM	
	Scale up double cropping schemes	Schemes adopt intensive cropping	No. of schemes adopting intensive cropping													
	Link scheme to credit facilities/institutions for production financing	Collaborations and linkages	No. of schemes linked	150	1000	1500	1500	2000	2000	0	0	0	0	0	DIM	
	Mainstream value chain approach in schemes	Value chains established for key irrigation enterprises	No. of value chains	2	0	2	0	0	0	0	3	0	0	0	DIM	
	Link schemes to contract farming opportunities	Production contracts signed	No. of production contracts signed	1	0	1	0	0	0	0	3	0	0	0	DIM	
	Promote crop rotation in schemes	Programs for alternative crops developed	No. of cropping programs	35	7	7	7	7	7	0	0	0	0	0	DIM	
S3. Scale up adoption of modern production practices and improved varieties	Develop and operationalize model farms	Model farms established	No. of model farms	5	0	2	2	1	0	0	30	30	15	0	DIM	
		Adoption of farm technologies	No. of technologies adopted	5		1	2	1	1	0	20	40	20	20	DIM	
	Scale up uptake of improved rice varieties amongst all farmers (% uptake)	Farmers uptake improved rice varieties	No. of improved rice varieties	3		1	2	0	0	0	5	10	0	0	DIM	
	Integrate climate smart strategies in NIA programs (ESG, water efficiency, trainings, infrastructure designs and green energy)	Smart climate strategies adopted	No. of climate smart agricultural production technologies adopted	5		1	2	1	1	0	2	4	2	2	DIM	DP
S.4. PPP/Production alliances	Develop corporate policy for mainstream of PPP investment irrigation scheme	Corporate policy developed on PPP mainstreaming	Policy document	1		1				0	5	0	0	0	DP	DIM /DID
	Mainstream private sector investments in irrigation schemes production and marketing.	Private sector investors taking up production and marketing	Number of PPP projects	9	1	2	2	2	2	5	10	10	10	10	DP	DIM
Strategic objective 1.3: To Strengthen stakeholders' engagement																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
S1: Strengthen collaboration with Counties, development partners, private sector, community, and other stakeholders.	Develop a stakeholder engagement policy.	Stakeholder engagement policy developed	Stakeholder engagement policy document	1	0	1	-	-	-	0	10	0	0	0	DP	DIM
	Develop a stakeholder engagement framework	Stakeholder engagement framework developed	Stakeholder engagement framework document	1	0	1				0	10	0	0	0	DP	DIM
	Operationalize stakeholder engagement framework	Stakeholder engagement framework operationalized	No MOUs or agreements signed.	100	0	0	20	60	20	0	0	4	6	4	DP	DIM
Strategic Issue: Inadequate research, innovation and development for decision making																
Strategic Goal: To enhance productivity of irrigated agriculture																
KRA 2: Irrigation Research and Innovation																
Outcome: Improved productivity of land and water resources																
Strategic Objective 2.1: To optimize adoption of operational research on irrigation technologies and production																
S1: Promote research, development, and adoption of appropriate technologies	Establish Irrigation Research and Innovation Unit	Functional research and innovation unit established	Research and Innovation Unit	100	-	100	-	-	-	-	5	-	-	-	DIM	DH R&A
	Develop and implement a research and innovation strategy	Research and innovation strategy developed and implemented	Level of implementation of innovation strategy	100%	-	25	25	25	25	-	3	3	3	3	DIM	DP
	Engage in networking and collaborations	Networks and collaborations established	No. of MOUs and Agreements	7	0	1	2	2	2	0	0	0	0	0	DIM	DP
	Upgrade and modernize research centers	Research centers upgraded and modernized	Level of upgrade and modernization	100%	10	20	20	30	20	15	30	30	45	30	DIM	DP
	Commercialize laboratory operations in research centers.	Laboratories services commercialized	Revenue generated from commercialized services	Kshs.	7.5	1.5	2	2	2	0	0	0	0	0	DIM	DP
S2: To promote irrigation innovations	Establish demonstration farms	Irrigation technologies and innovations showcased	No. of functional demonstration farms	4	-	1	1	2	-	0	10	10	20	0	DIM	DP
	Provide incentives for innovation on use	Incentives implementation	Level of incentives implementation (%)	100%	0	0	0	40	60	0	0	0	30	50	DIM	DP
	Promote collaborative research with institutions and private sector	Vibrant partnership with private sector	No of formalized partnerships	20	1	4	5	5	5	-	0.2	0.2	0.2	0.2	DIM	
	Mobilize research-based resources and funding	Resource mobilized	Number of concept notes developed	10	1	3	2	2	2	0.3	1.5	0.7	0.7	0.7	DIM	DP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
			Amount of funding mobilized	250	0	50	70	70	60	0	0	0	0	0	DIM	DP
Strategic Issue: Opportunity for expansion of irrigation potential																
Strategic Goal: Sustainable exploitation and development of irrigation potential																
KRA 3: Sustainable Irrigation Development																
Outcome: Expanded area under irrigation																
Strategic Objective 3.1: To increase the area under irrigation from 711,993 acres in FY 2022/2023 to 1,289,142 acres in 2027/28																
S1: Mapping of Irrigable areas	Mapping of irrigable areas	Map of strategic irrigation schemes	No. of acres identified	0.578 M	20,000	151,285.5	151,285.5	151,285.5	151,285.5	15	100	100	100	100	DID/DIM	DP
	Collaborate with SDI on development national irrigation master plan	National Irrigation Master plan	Master plan in place	1	0	0	0	1	0	0	1	1	1	0	DP	DID/DIM
S2: Development, Rehabilitation & expansion of irrigation schemes	Develop large-scale irrigation projects.	Irrigation area developed	No. of Acres	398,000	30,000	100,000	100,000	100,000	68,000	8400	28000	28000	28000	19,000	DID	
	Develop small scale irrigation projects	Irrigation area developed	No. of Acres	182,000	20,000	40,000	40,000	42,000	40,000	5600	11200	11200	11700	11200	DID	
	Conduct feasibility studies for a cumulative 580,000 acres	Feasibility study reports	No. of acres mapped	580,000	50000	140,000	140,000	142,000	108,000	200	560	560	568	432	DID	
S3: Enhance partnership with private sector in irrigation development	Develop concept papers	Concept papers developed	No. of concept papers	150	30	50	50	20	0	0.5	2	2	2	0	DP	
	Develop PPP agreements on irrigated agriculture	Agreements developed	No. of agreements signed	5	1	2	1	1	0	.5	.5	.5	.5	0	DP	
	Develop irrigation water tariff	Irrigation water tariff -cost of buying and selling water to user	Irrigation water tariff approved	2	2	0	0	0	0	1	1	1	1	0	DP	DID/DIM
Strategic Issue: Unreliable water for irrigation																
Strategic Goal: Reliable water for irrigation																
KRA 4: Sustainable Water for Irrigation																
Outcome: Increased water availability for irrigation																
Strategic Objective 4.1: To increase capacity of water harvested and stored for irrigation from 55.4 MCM in FY2022/2023 to 330 MCM by 2027/2028																
S1: Development of large, and medium sized dams	Review feasibility studies for large dams	Reviewed feasibilities studies for large dams	No. of final feasibility study reports	8	1	1	2	2	2	10	10	20	20	20	DP	DID
	Identify and map medium and large dams	Dams identified and mapped	No. of dams	20	0	4	5	5	6	-	2	2.5	2.5	3	DID	
	Develop multipurpose dams for irrigation under PPP Framework	Multipurpose dams constructed	Volume of water (MCM)	300	-	-	-	-	300	0	3600	6600	6600	5600	DID	PPP

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
	Train staff on PPP projects identification, structuring, and implementation	Staff capacity on PPP projects built	No. of staff trained	15	3	3	3	3	3	3	3	3	3	3	DP	DIM/DID
S2: Enhanced surface and ground water harvesting & storage for irrigation	Construct household irrigation water pans	Water pans constructed	Volume of water from water pans (MCM)	5.8	3.5	2.3	-	-	-	1000	945	-	-	-	DID	
	Rehabilitate community water storage facilities	Volume of Strategic facilities rehabilitated	MCM	5.0	1	1	1	1	1	600	1200	1200	1200	1200	DID	
	Conduct ground and surface water exploration studies	Sub-basin groundwater maps	No of acres mapped	55000	0	18000	18500	18500	18500	-	10	10	10	10	DID	
	Drilling & equipping of boreholes	Boreholes drilled and equipped	No. of boreholes	50	10	10	10	10	10	120	120	120	120	120	DID	
S3: To promote efficient use of available water	Lining of irrigation canals	Canals lined	No. of kilometers lined	150	10	35	35	35	35	720	720	720	720	720	DIM	
	Lining of household water pans	Water pans lined	No. of water pans lined	5,000	200	4,800	0	0	0	30	720	0	0	0	DID	
Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
Strategic Issue: Weak governance framework																
Strategic Goal: A Robust and dynamic Institution																
KRA 5: Governance and Service Delivery																
Outcome: Enhanced governance and service delivery																
Strategic Objective 5.1: Enhance Governance Capacity of NIA																
S.1: Strengthening the capacity of the Board of Directors	Operationalization of the new Board Charter	Compliance and adherence to the charter	No of board compliance reports	5	1	1	1	1	1	15	15	15	15	15	Corporation secretary	
	Capacity building the board on leadership, governance, and policy	Board members capacity developed	Annual training reports	5	1	1	1	1	1	5	5	5	5	5	Corporation Secretary	
S2: Strengthening human capital	Operationalize approved HR instruments	HR instruments operationalized	Implementation reports	5	1	1	1	1	1	-	-	-	-	-	DHR&A	
	Prepare and implement recruitment plan	Recruitment plan prepared	Proportion of staff recruited	100%	50	60	80	100	100	4	4	4	4	4	DHR&A	
	Develop and operationalize corporate culture framework	Corporate culture framework developed	Approved corporate culture framework in place	1	-	1	-	-	-	-	3.5	-	-	-	DHR&A	
	Develop a change management policy	Change Management policy developed	Approved change Management policy	1	-	1	-	-	-	-	5	-	-	-	DHR&A	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
	Develop and operationalize succession guidelines	Succession guidelines developed	Level of implementation	100	-	25	50	75	100	-	3.5	3.5	3.5	3.5	DHR&A	DP
S3: Improving Enhanced work environment	Conduct work environment evaluation	Work environment assessment undertaken	Number of assessment evaluation reports	5	1	1	1	1	1	-	5	-	-	-	DHR&A	
			Level of employee satisfaction	80%			75%		80%							
	Implement the recommendation of the assessment report	Work improvement report	Level of implementation of improvement plan	100%	100%	100%	100%	100%	100%			1	1	1	DHR&A	
S4: Develop and Operationalize a Knowledge and Information Management System (KIMS)	Establish and Equip a Knowledge Management Centre	Knowledge Management Centre Established and Equipment	Level of Knowledge Management Centre Establishment and Operationalization	100%	10%	20%	20%	30%	10%	3	6	5	6	5	DP	DIM/DID
	Content migration and Integration of the MEL activities with Knowledge and Information Management System	Efficient access and sharing of data and information	Level of migration and integration	100%	10%	20%	20%	30%	10%	3	3.5	3	3	3	DP	DIM/DD/DCS
S5: Enhanced Records management for effective service delivery	Develop and implement Records Management Policy and procedure Manual	Records management policy and procedure manual	Approved manual in place	1	-	1				-	3	3	3	2.5	DHR&A	DP
	Establishment of a Records Management Unit in line with the Records Management policy	Records Management Unit Established and operationalized	Level of unit establishment and operationalization	100%	-	30%	20%	40%	10%	-	5	3.5	8	3	DHR&A	
Strategic Objective 5.2: To enhance Institutional Capacity of NIA																
S.1: Enhanced operational capacity	Cascade the Strategic plan	Departmental plans developed	No. of departmental plans	4	4	-	-	-	-	8	-	-	-	-	DP	
	Monitor implementation of all departmental plans	Status of implementation of the departmental plans	Level of plan implementation	100%	100	100	100	100	100	6	6	6	6	6	DP	
	Operationalize the National Irrigation Management System (NIMS)	National Irrigation Management System operationalized	Level of operationalization	100%	50	50	-	-	-	0.5	0.5	-	-	-	DID	ICT
	Conduct periodic impact assessments of irrigation and water storage projects	Impact assessments performed	No. of impact assessment reports	13	1	3	3	3	3	6	18	18	18	18	DP	
	Develop and implement the overarching MEL framework	Status of operations	Level of plan implementation	100%	20	20	20	20	20	1.8	1.8	1.8	1.8	1.8	DP	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
Strategic Objective 5.3: To develop and adopt appropriate Policy, Legal and Regulatory Framework																
S.1: Enhancing efficiency in implementing Policy, legal and regulatory framework	Review and assess the level of compliance of NIA to the Irrigation Act and Irrigation Regulations.	Compliance Report	No of compliance reports	1	-	1	-	-	-	-	4	-	-	-	Corporate secretary	
	Conduct legal and compliance audits	Established level of compliance	Number of compliance reports	5	1	1	1	1	1	3	3	3	3	3	Legal	
	Institute measures to address the gaps and non-conformity	Enhanced level of compliance		5	1	1	1	1	1	5	5	5	5	5	DP	
	Safeguarding and effective Legal representation	Timely instructions issued	Favorable court ruling	15	5	5	3	2	1	20	20	10	7	4	Legal	
S2. Strengthen Institutional Policy and Procedure Framework	Review and implement procurement procedure manual	Procurement procedure manual	Procedure manual in place	1	-	1	-	-	-	3	0	0	0	0	Procurement	
	Develop and implement Asset management policy manual	Asset management policy manual	No of policy manuals	1		1	-	-	-	-	0.3	0	0	0		
	Develop and implement Occupational Safety and Health Policy	Safety and Health Policy	Approved policy	1	-	1	-	-	-	-	3.5	0	0	0	DP	DID
	Review Internal Audit Manual	Internal Audit Manual reviewed	Approved audit manual	1	-	1	-	-	-	-	3	0	0	0	Audit	DP
Strategic Objective 5.4: To enhance financial sustainability																
S1: Engaging and Securing Increased Funding from the Government (i.e., Increasing GoK Budget Allocations)	Review and implement resource Mobilization Strategy	Reviewed strategy	Revised RMS strategy in place	1	-	1	-	-	-	-	3.5	-	-	-	DP	
	Aggressive sector bidding and lobbying	Enhanced budget allocation	Number of sector reports submitted.	5	1	1	1	1	1	2	2	2	2	2	DP	
S2: Implementing Co-financing/co-st-sharing Model in	Develop and operationalize a co-financing/cost-sharing guidelines	Co-financing/cost-sharing guidelines developed	Approved guidelines in place	1	-	1				-	3.5	-	-	-	DP	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
Irrigation Development																
S3: Harnessing Public-Private Partnerships (PPPs):	Develop institutional PPP funding policy	PPP funding policy developed.	Approved PPP Policy	1	-	1	-	-	-	-	3.5	-	-	-	DP	
	Review Bankable PPP projects	Bankable project studies reviewed	No. of bankable projects	5	-	3	2	-	-	-	30	20	-	-	DP	
	Develop PPP disclosure online portal under the NIA website	Portal developed	Functional portal	1	1	-	-	-	-	0.3	-	-	-	-	DP	ICT
S4: Leveraging and Deepening Financing from Current and new Development Partners (DPs)	Organize partner engagement forums	Partner engagement	No. of new partnerships formalized.	5	-	2	1	1	1	-	4	2	2	2	DP	
	Development of bankable project concepts and follow up on approval and funding.	Bankable concept notes developed	No. of concept notes actualized	40	-	10	10	10	10	-	0.3	0.3	0.3	0.3	DP	
S5: Building relationships and diversifying the donor base through new funding streams	Develop donor mobilization framework	Donor mobilization framework	Approved donor mobilization framework	100	-	100	-	-	-	-	5	-	-	-	DP	
	Develop a donor specific solicitation campaign	Investor pitches conducted	No of investor pitches conducted	10	2	2	2	2	2	0.2	0.2	0.2	0.2	0.2	DP	
S6: Align irrigation projects for Green Climate financing (GCF)	Develop concepts for securing climate financing for irrigation projects	Concepts for climate financing collaborations developed	No of concepts for climate financing collaboration developed	5	-	2	1	1	1	-	2	2	2	2	DP	
			No. of projects under GCF	5	-	2	1	1	1	0	6	6	6	6	DP	
Strategic Objective 5.5 Enhanced Audit, Quality Assurance and Risk Management																
S1: Maintaining the organizational quality assurance	Operationalized the approved Management Policy	Risk management policy developed	Approved Risk Management Policy	1	0	1	-	-	-	0	10	0	0	0	Audit	
	Review the effectiveness of internal controls, systems to ensure compliance with laws and regulations	Quality assurance review report	No. of reports	1	0	1	-	-	-	0	5	0	0	0	DP	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
	Conduct Value for Money (VFM) /performance on systems, programs, and projects	VFM assessment report	Completion rate of VFM assessment	1	0	50	50	0	0	0	15	15	0	0	DP	
	Ensure continuous compliance with ISO Certification	QMS review report	Compliance with ISO (%)	100	100	100	100	100	100	2	2	2	2	2	DP	
	Undertake financial audit	Audit reports	No. of internal audit reports	20	4	4	4	4	4	4	4	4	4	4	Audit	
	Undertake Annual Risk Assessment	Risk assessment undertaken	Unqualified audit reports	5	1	1	1	1	1							
			Risk Assessment report	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	DP	
Strategic Objective 5.6: Establish environmental and social safeguards																
S1. Mainstream Environmental and Social Safeguards in Schemes and Projects	Conduct Environmental and Social Impact Assessment for Projects	ESIA licenses for projects	No. of licenses	300	40	60	60	60	80	40	60	60	60	80	DP	DID
	Undertake environmental audits in all our schemes and priority projects	Audits conducted	No. of audit reports	60	2	10	15	15	18	2	10	15	15	18	DP	DIM
	Establish and train Environmental Health and Safety (EHS) Committees in schemes and projects	Functional EHS committees	No. of EHS Committees	36	2	7	7	10	10	2	7	7	10	10	DP	DIM
	Undertake Resettlement Action Plan (RAP) and wayleave acquisitions	RAP and wayleave acquisitions undertaken	Number of RAPs finalized	6	0	0	2	2	2	0	0	8	8	8	DP	DID
	Undertake Environmental Monitoring and Inspection for high-risk projects	Environmental monitoring and inspections reports	No. of reports	50	3	8	12	12	15	1.5	4	6	6	7.5	DP	DID
	Develop and implement a social safeguards policy.	Social safeguards policy	Approved social safeguards policy	1	-	1	-	-	-	-	3.5	-	-	-	DP	DIM
Strategic Objective 5.7 Enhance Smart Technologies and Innovation																
S1: To enhance automation in key processes	Upgrade and operationalize ERP System	ERP system upgraded and fully operationalized	Functional ERP system	1	-	1	-	-	-	-	20	-	-	-	ICT	
	Develop and implement a disaster recovery and business continuity plan	Business continuity plan developed and implemented	Level of implementation of business continuity plan (%)	100	-	20	30	30	20	-	3.5	5	5	3.5	DP	
	Develop and implement a strategy for storage, safety, and security of data & information in line with Computer Misuse and Cyber Crimes Act of 2018	Safety and security of data & information strategy in place	Approved safety and security of data & information strategy	1	-	1	-	-	-	-	5	-	-	-	ICT	
	Develop a Data Protection Policy in line with Data Protect Act	Data Protection Policy developed	Approved Data Protection Policy	1	-	1	-	-	-	-	3	-	-	-	ICT	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
	Digitization of documents and records	Digitized documents and records	Level of digitization (%)	100	25	50	75	90	100	10	10	10	10	10	ICT	DH R&A
	Digitization of Board Processes	Digitized board processes	Functional digitized platform for board process	1	1	-	-	-	-	3	-	-	-	-	CS	ICT
	Customize and operationalize HRIS.	HRIS customized and operationalized	Functional HRIS	1	-	1	-	-	-	-	15	-	-	-	DHR&A	
S2: To promote emerging technology adoption and utilization in irrigation development	Develop a strategy for adoption of Smart Technologies	Smart Technologies Strategy Developed	Approved Smart Technologies strategy	1	-	1	-	-	-	3	-	-	-	-	ICT	
	Incorporate AI and Big Data Analysis in Irrigation Projects Development Life Cycle	AI, and big data System implemented	No of AI and Big Data Systems	1	-	1	-	-	-	-	10	-	-	-	ICT	
	Deployment of Internet of Things (IOT) system for tracking water utilization in 5 public irrigation systems	IoT Systems implemented	No of IOT Systems	5	1	1	1	1	1	50	50	50	50	50	ICT	
Strategic Objective 5.8 To enhance a positive Branding and Corporate Image for enhanced service delivery, sustained stakeholder engagement and support																
S1: Strengthening the Authority's corporate brand, visibility, service delivery and stakeholder support.	Develop a Corporate Communication and Stakeholder Engagement Policy	Corporate communication and stakeholder engagement policy developed	Approved Corporate Communication and Stakeholder Engagement Policy	1			1	0	0	7	2	5	0	0	CC	
	Review the Authority's Corporate Communication Strategy	Reviewed communication Strategy	Approved communication strategy	1		1	0	0	0	7	0	0	0	0	CC	
	Implementation of reviewed Corporate Communication Strategy	Implemented corporate communication strategy	No. of reports	12	0	0	4	4	4	3	5	5	5	5	CC	
	Update and implement the Authority's brand manual	Updated brand manual	Level of compliance with the brand manual. (100%)	100	100	100	100	10	100	7	5	5	5	5	CC	
	Review the Authority's Media Engagement and Management Strategy	Reviewed Media Engagement and Management Strategy	Approved Media Engagement and Management Strategy	1	0	1	0	0	0	15	0	0	0	0	CC	
	Implementation of the Authority's Media Engagement and Management Strategy	Implemented strategy	No. of quarterly reports	12	0	0	4	4	4	0	8	12	12	12	CC	
	Update and implement customer service delivery charter	Updated Customer service delivery charter	Implementation status of the charter (%)	100	100	100	100	100	100	3	2	2	2	2	CC	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Millions)					Responsibility	
					Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Lead	Support
	Undertake customer satisfaction survey	Survey reports	No. of reports	2	0	1	0	1	0	0	0.8	0	0.8	0	CC	
	Implementation of the recommendations from the customer satisfaction surveys	Recommendations implemented	Level of customer satisfaction	80%		75%		75%	0	0	1.5	0	1.5	0	CC	
	Development of Corporate Social Responsibility (CSR) policy and strategy	Developed CSR policy and strategy in place	Approved CSR Policy and strategy	1			1	0	0	6	0	0	0	0	CC	
	Implementation of the Authority's Corporate Social Responsibility (CSR) policy and strategy	Implementation status of the policy and strategy	No. of implementation status reports	12	0	0	4	4	4	0	0	5	5	5	CC	

6.1.2 Annual Workplan and Budget

NIA management will ensure all Units extract and cost their Annual Work Plans from the Action Plan Implementation Matrix and demonstrate that the Annual Budgets are informed by the Annual Work Plans in line with the National Treasury Budget timelines. Activity based budgeting will be followed while developing the annual budgets.

6.1.3 Performance Contracting

The Annual workplans of NIA shall constitute the Annual Performance contract of NIA aligned with the Ministry of Water and Sanitation and Irrigation.

6.2 Coordination Framework

The implementation of the NIA's 2023–2027 Strategic Plan will be the role of the CEO through the Directorate of Planning and Strategy. The workplans for all directorates and department heads shall be linked to an approved Annual workplan which shall constitute Performance Contracts of each of these heads of directorates and departments with the CEO.

6.2.1 Institutional Framework

NIA conducted an evaluation of its existing organization structure, policies, and regulations with a view to having an appropriate institutional framework to deliver the strategy. These are presented in this section.

6.2.2 Staff Establishment, Skills Set and Competence Development

6.2.2.1 Staff Establishment

The Authority has an authorized establishment of 497 with an in-post of 280 translating to a variance of 217. This is summarized in Table 6.2. The establishment includes staff based in irrigation schemes and regional offices. Necessary review shall be done from time to time considering changes in the operating environment. The Human resource manual, policies and circulars from the relevant government entities shall apply during the plan cycle.

Table 6-2: Staff Establishment

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
OFFICE OF CHIEF EXECUTIVE OFFICER				
Chief Executive Officer	1	1	1	0
Senior Office Administrator	5	1	0	1
Assistant Office Administrator II/I	9/8	1	1	0
Senior Driver	8	1	0	1
Office Assistant I/Senior	10/9	1	1	0
Sub-Total		5	3	2
IRRIGATION DEVELOPMENT DIRECTORATE				
Director, Irrigation Development	2	1	0	1
Assistant Office Administrator II// Senior	8/7/6	1	1	0
Sub-Total		2	1	1
Infrastructure Development Division				

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Deputy Director, Infrastructure Development	3	3	1	2
Assistant Director, Infrastructure Development	4	8	2	6
Principal Irrigation Engineer	5	15	2	13
Senior Irrigation Engineer	6	15	2	13
Irrigation Engineer II/I	8/7	13	17	-4
Clerk of Works III/II/I/Senior	9/8/7/6	26	0	26
Assistant Office Administrator III/II	9/8	1	1	0
Driver I/Senior	9/8	1	0	1
Sub-Total		82	25	57
Engineering Advisory Services Division				
Deputy Director, Engineering Advisory Services	3	1	0	1
Assistant Director, Engineering Services	4	2	2	0
Principal Irrigation Engineer	5	2	1	1
Senior Irrigation Engineer	6	2	2	0
Senior Hydro Informatics Officer	6	1	0	1
Hydro Informatics Officer II/I	8/7	1	0	1
Senior Hydrologist	6	1	0	1
Hydrologist II/I	8/7	1	0	1
Senior Socio-Economist	6	1	0	1
Socio-Economist II/I	8/7	1	0	1
Senior Surveyor	6	1	0	1
Surveyor II/ I	8/7	1	0	1
Senior Assistant Surveyor	6	1	0	1
Assistant Surveyor III/II/I	9/8/7	1	0	1
Senior Geologist	6	1	0	1
Geologist II/I	8/7	1	0	1
Senior GIS & Remote Sensing officer	6	1	0	1
GIS & Remote Sensing Officer II/I	8/7	1	0	1
Technician III/II/I/Senior	9/8/7/6	4	4	0
Assistant Office Administrator III/II/ I	9/8/7	1	1	0
Driver III/II	11/10	2	0	2
Sub-Total		28	10	18
IRRIGATION MANAGEMENT DIRECTORATE				
Director Irrigation Management	2	1	0	1
Assistant Office Administrator II/I/Senior	9/8/7	1	1	0
Driver II/I	10/9	1	1	0
Sub-Total		3	2	1
Public Schemes Management Division				
Deputy Director, Irrigation Management - Public Schemes	3	1	1	0
Assistant Director Irrigation	4	9	1	8
Principal Irrigation Officer	5	3	2	1
Senior Irrigation Officer	6	5	5	0
Irrigation Officer II/I	8/7	6	12	-6
Principal Irrigation Engineer	5	2	2	0
Senior Irrigation Engineer	6	7	0	7

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Irrigation Engineer II/ I	8/7	7		7
Senior Accountant	6	3	0	3
Accountant II/ I	8/7	4	5	-1
Senior Assistant ICT Officer	6	1	0	1
Assistant ICT Officer I	7	1	0	1
Assistant ICT Officer III/II	8/7	6	6	0
Senior Human Resource Management and Development Assistant	6	1	0	1
Human Resource Management and Development Assistant I	7	1	0	1
Human Resource Management and Development Assistant III/II	9/8	6	0	6
Senior Supply Chain Management Officer	6	2	0	2
Supply Chain Management Officer II/ I	8/7	2	0	2
Senior Supply Chain Management Assistant	6	1	0	1
Supply Chain Management Assistant I	8	1	0	1
Supply Chain Management Assistant III/ II/I	9/8/7	3	3	0
Senior Technician	6	2	0	2
Technician I	7	6	3	3
Technician III/II	9/8	8	6	2
Senior Workshop Technician	6	1	0	1
Workshop Technician I	7	2	1	1
Workshop Technician III/II	9/8	5	5	0
Accounts Assistants III/II	9/8	16	16	0
Assistant Office Administrator I	7	2	2	0
Assistant Office Administrator III/II	9/8	6	1	5
Driver I	9	7	0	7
Driver III/II	11/10	7	4	3
Senior Artisan	8	1	0	1
Artisan I	9	1	0	1
Artisan III/II	11/10	5	2	3
Office Assistant I	10	2	2	0
Office Assistant III/II	11/10	5	5	0
Sub-Total		148	84	64
Smallholder Irrigation Management Division				
Deputy Director Irrigation Management -Smallholder	3	1	0	1
Assistant Director Irrigation Management -Smallholder	4	13	0	13
Senior Irrigation Officer/Principal	9/5	15	0	15
Irrigation Officer II/I	8/7	13	3	10
Senior Irrigation Engineer	6	1	0	1

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Irrigation Engineer II/I	8/7	1	0	1
Senior Assistant Irrigation Officer	6	13	0	13
Assistant Irrigation Officer I	7	6	0	6
Assistant Irrigation Officer III/II	9/8	7	5	2
Assistant Office Administrator I	9/8	1	1	0
Assistant Office Administrator III/II	9/8	1	0	1
Driver I	9	1	0	1
Driver III/II	11/10	1	0	1
Sub-Total		74	9	65
Irrigation Research & Innovation Division				
Deputy Director, Research & Innovation	3	1	0	1
Assistant Director, Research, and Innovation	4	1	1	0
Senior Research Officer/Principal	6/5	5	2	3
Research Officer II/I	8/7	7	2	5
Senior Technician	6	2	0	2
Technician I	7	2	0	2
Technician III/II	9/8	4	4	0
Senior Assistant Research Officer	6	2	0	2
Assistant Research Officer III/II/I	9/8/7	2	0	2
Assistant Office Administrator I	7	2	0	2
Assistant Office Administrator III/ II	9/8	2	1	1
Driver I	9	1	0	1
Driver III/II	9/8	1	0	1
Sub-Total		32	10	22
PLANNING DIRECTORATE				0
Director, Planning	2	1	1	0
Assistant Office Administrator III/II/I	9/8/7	1	1	0
Driver III/II/I	11/10/9	1	1	0
Sub-Total		3	3	0
Planning and Resource Mobilization Division				0
Deputy Director, Planning and Resource mobilization	3	1	0	1
Assistant Director, Planning	4	3	0	3
Principal Planning Officer	5	3	3	0
Senior Planning Officer	6	4	0	4
Planning Officer II/ I	8/7	4	4	0
Assistant Office Administrator III/ II /I	9/8/7	1	0	1
Sub-Total		16	7	9
Quality Assurance and Risk Management Division				
Deputy Director, Quality Assurance and Risk Management Coordination	3	1	0	1
Principal Standards & Compliance Officer/Assistant Director	5/4	1	0	1
Principal Social development Officer/Assistant Director	5/4	1	0	1

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Principal Environment Officer/Assistant Director	5/4	1	0	1
Standards and Compliance Officer II/I/ Senior	8/7/6	2	0	2
Senior Environment Officer	6	2	0	2
Environment Officer II/I	8/7	4	2	2
Senior Social Development Officer	6	2	1	1
Social Development Officer II/I	8/7	11	5	6
Assistant Office Administrator III/II/I	9/8/7	1	0	1
Sub-Total		26	8	18
HUMAN RESOURCE AND ADMINISTRATION DIRECTORATE				
Director, Human Resource Management and Administration	2	1	1	0
Deputy Director Human Resource Management & Development	3	1	1	0
Principal Human Resource Management and Development Officer/Assistant Director	5/4	1	1	0
Senior Human Resource Management and Development Officer	6	1	0	1
Human Resource Management and Development Officer II/I	8/7	1	3	-2
Senior Human Resource Management and Development Assistant	6	1	0	1
Human Resource Management and Development Assistant III/II/I	9/8/7	1	3	-2
Sub-Total		7	9	-2
Administration Unit				
Assistant Director, Administration	4	1	0	1
Administration Officer II/I/Senior/Principal	8/7/6/5	1	5	-4
Senior Assistant Administration Officer	6	1	0	1
Assistant Administration Officer III/II/I	9/8/7	1	1	0
Sub-Total		4	6	-2
Records Management Officers				
Senior Assistant Records Management Officer	6	1	0	1
Assistant Records Management Officer III/II/I	9/8/7	2	2	0
Sub-Total		3	2	1
Assistant Office Administrators				
Assistant Office Administrator I	7	1	1	0
Assistant Office Administrator III/II	9/8	1	1	0
Sub-Total		2	2	0
Assistant Librarian				
Assistant Librarian III/II/I/Senior	9/8/7/6	1	0	1
Sub-Total		1	0	1

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Drivers				
Senior Driver	8	2	0	2
Driver I	9	4	0	4
Driver III / II	11/10	6	23	-17
Sub-Total		12	23	-11
Office Assistant				
Senior Office Assistant	9	1	1	0
Office Assistant I	10	1	1	0
Office Assistant III/II	12/11	1	22	-21
Sub-Total		3	24	-21
ICT DIVISION				
Assistant Director ICT/ Deputy Director	4/3	1	1	0
Principal ICT Officer	5	1	0	1
Senior ICT Officer	6	1	0	1
ICT Officer II/I	8/7	2	6	-4
Total ICT		5	7	-2
CORPORATE COMMUNICATION UNIT				
Assistant Director Corporate Communications	4	1	1	0
Corporate Communications Officer II/ I /Senior/Principal	8/7/6/5	2	0	2
Customer Care Assistant I	7	1	0	1
Customer Care Assistant III/II	9/8	1	5	-4
Total		5	6	-1
LEGAL SERVICES DIVISION				
Deputy Director, Legal Services	3	1	0	1
Legal Officer II/I/Senior/Principal	8/7/6/5	2	2	0
Sub-Total		3	2	1
INTERNAL AUDIT DIVISION				
Deputy Director, Internal Audit	3	1	0	1
Principal Internal auditor/Assistant Director	5/4	2	1	1
Internal Auditor III/Senior	8/7/6	3	5	-2
Sub-Total		6	6	0
FINANCE AND ACCOUNTS DIRECTORATE				
Director Finance and Accounts	2	1	0	1
Assistant Director/Deputy Director, Finance	4/3	1	1	0
Principal Finance Officer	5	1	1	0
Finance Officer II / I/ Senior	8/7/6	2	0	2
Assistant Director, Accounts/Deputy Director	4/3	1	0	1
Principal Accountant	5	1	0	1
Senior Accountant	6	2	3	-1
Accountant II/I	8/7	7	12	-5
Sub-Total		16	17	-1
SUPPLY CHAIN MANAGEMENT DIVISION				
Deputy Director, Supply Chain Management	3	1	0	1

DESIGNATION	GRADE NIA	APPROVED ESTABLISHMENT	INPOST	VARIANCE
Principal Supply Chain Management Officer/Assistant Director	5/4	1	1	0
Senior Supply Chain Management Officer	6	1	0	1
Supply Chain Management Officer II/ I	8/7	3	5	-2
Senior Supply Chain Management Assistant	6	1	0	1
Supply Chain Management Assistant I	7	1	0	1
Supply Chain Management Assistant III/ II	9/8	3	8	-5
Sub-Total		11	14	-3
GRAND TOTAL		497	280	217

6.2.2.1 Competence Development

This section deals with the staff range of skills and abilities, the difference between the skills that the Authority needs and the skills that the staff currently have. Skills set and competence development for the NIA staff required for the planning period is as per the approved Human Resources Instruments. NIA will provide staff with opportunities to advance and sharpen their skills set and competencies based on respective cadre skills gaps. This will facilitate implementation of the NIA's Strategic plan and improve service delivery.

Table 6-3: Skills Set and Competence Development

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Chief Executive Officer	• M.Eng. • B. Eng. • Certificate in Computer application	• Analytical knowledge. • Strategic management. • Visionary skills • Interpersonal and communication skills. • Time management skills • Creativity and innovation.	• Management skills • Leadership skills • Communication and reporting skills. • Conflict management skills & dispute resolution skills. • Mentorship and coaching skills. • Leadership and people management skills. • Lobbying and policy influence skills. • Strong people skills. • Emotional intelligence and intercultural skills. • Stakeholders' management skills. • Negotiation skills • Change management skills. • Visionary skills • Critical thinking skills. • Time management skills	• Management course • Senior Strategic leadership course. • Project management course. • Leadership and people management course. • Change management course. • Conflict management course & dispute resolution course. • Mentorship and coaching course.

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
			• Networking skills	
Irrigation Engineers	• MWE, M. Sc. (Agri), MSc, M.P.M • BWE, BSc, Agri, BSc, B.P.M • EBK • MIEK • Certificate in computer application	• Analytical knowledge • Critical thinking skills. • Organizational skills. • Networking skills. • Creativity and innovation • Interpersonal and communication skills.	• Management skills • Supervisory skills. • Report writing. • Dispute Resolution Skills • Performance Management skills • Supervisory Management Skills • Contract Management. • Leadership skills.	• Management course • Leadership course • Report Writing Course • Dispute/Conflict management course. • Performance management course • Supervisory Management course • Contract management. • Leadership course
Hydrologists	• M. Hyd, M. Eng (Hyd), M.Met, M. S (WRM), M. Eng (Geology). • B. Hyd, B. Eng (Hyd), B.Met, B. S (WRM), B. Eng (Geology), • HRB • Certificate in computer application, GIS, or statistical analysis software.	• Creativity & Innovation skills. • Organizational skills • Time management • Analytical skills. • Networking skills • Interpersonal and communication skills	• Management skills. • Supervisory skills. • Critical thinking skills. • Change management skills. • Conflict management and dispute resolution skills. • Time management skills. • Mentorship and coaching skills. • Analytical skills. • Interpersonal and communication skills.	• Management course. • Supervisory course. • Conflict and dispute resolution course. • Problem solving course. • Mentorship and coaching course •
Hydro Informatics Officers	• Masters in Hydro informatics, MSc. Flood Risk Management, MWE, MEVE, MWRM • BSc. Hydro informatics, BSc. Flood Risk Management, BWE, BEVE, BWRM • Certificate in computer applications and hydro informatics-based programming language.	• Networking skills • Time management • Interpersonal and communication skills. • Emotional people skills. • Analytical skills.	• Supervisory skills. • Management skills • Critical thinking skills. • Change management skills. • Conflict management and dispute resolution skills. • Analytical skills. • Networking skills. • Emotional intelligence and intercultural competence skills. • Resource mobilization and financial skills • E-Records skills	• Financial Management course • Negotiation Skills course • Report Writing Course • Budget planning course. • E. Records Management Course • Resource mobilization and financial course.

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Geologists.	• MGeol, MEng (Geol), MGeoSci, MGeoPhys, MGeoChem. • MGeol, MEng (Geol), MGeoSci, MGeoPhys, MGeoChem, • GRB. • GSK • Certificate in computer applications	• Analytical skills. • Organization skills. • Emotional and people skills. • Creativity and innovation skills. • Time management skills	• Supervisory Skills. • Management skills • Critical thinking skills. • Negotiation- skills • Report writing. • E-Records Management skills • Risk Management • Stakeholders Management skills. • Time management skills.	• Management Course • Supervisory course. • Negotiation Skills course • Report Writing course. • E. Records Management Course • Management course • Risk Management • Stakeholders Management course.
Surveyors	• MS. GmSurvPhmtry, Msc Land Surveying, Msc Surv & Mapping. • BS. GmSurvPhmtry, Bsc Land Surveying, Bsc Surv & Mapping. • Diploma Survey • ISK. • Certificate in computer applications.	• Time management skills • Creativity and innovation skills • Analytical skills. • Emotional intelligence and intercultural competence skills. • Interpersonal and communication skills.	• Supervisory Skills. • Management skills • E-Records Management skills • Report writing. • Project management skills • Conflict management and dispute resolution skills. • Financial Management and resource mobilization skills	• Supervisory course. • Management course. • E. Records Management Course • Report Writing course. • Project management course. • Conflict management and dispute resolution course. • Financial Management and resource mobilization skills
GIS & Remote sensing officers	• MESci, MSGm, Msc (Geoinformatics), MRS • Bsc.ESci, BSGm, Bsc (Geoinformatics), BRS • Proficiency in use of remote Sensing & GIS tools and statistical data processing.	• Time management skills • Creativity and innovation skills • Analytical skills. • Emotional intelligence and intercultural competence skills. • Interpersonal and communication skills • Organizational skills.	• Supervisory skills • Management skills • ICT skills • Report writing. • E-Records Management • Financial Management and resource mobilization skills. • Project Management skills.	• Supervisory Skills Course • Management course • ICT course • Report Writing course. • E. Records Management course. • Financial Management and resource mobilization skills. • Project Management course.
Clerk of Works	• BSc. Civil Engineering, Bsc. Agri. Eng, Bsc. (Building), BQ. Surv, BSCM,	• Analytical skills • Time management skills • Creativity and innovation skills	• Critical thinking skills. • Project management skills. • Conflict and dispute management skills • Analytical skills	• Problem solving course. • Project management course. • Conflict and dispute management course • Analytical course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
	- Diploma in Civil Engineering, - Diploma in Agricultural Engineering, - Diploma in Building, - Diploma in Surveying, - Diploma in Contract Management - Certificate in computer applications.	- Stakeholder management skills - Interpersonal and communication skills - Organizational skills	- Time management skills - Change management skills. - Fiscal management and resource mobilization skills	- Change management course. - Fiscal management and resource mobilization course
Irrigation Officers	- MAgr, M.Agr. Eng, Msc. Agron, Msc. Agbus, MscAgEcon, MHort - BAgr, B.Agr. Eng, B. Agron, B. Agbus, BscAgEcon, BHort - Diploma in Agriculture, - Diploma in Agricultural Engineering, - Diploma in Agronomy, - Diploma Agribusiness, - Diploma Agricultural Economics, - Diploma in Horticulture - Certificate in computer applications	- Networking skills - Analytical skills - Stakeholder management skills - Time management skills - Creativity and innovation skills	- Management skills - Leadership skills. - Change management skills. - Fiscal management and resource mobilization skills - Dispute/Conflict resolution	- Management course - Leadership course - Change Management course. - Fiscal management and resource mobilization course - Dispute/Conflict Management course
Technicians	- Diploma in Water Management, - Diploma in Civil or Mechanical Engineering, - Diploma in Electrical Agricultural Engineering, - Diploma in	- Time management skills - Analytical skills - Emotional intelligence and intercultural competence skills - Networking skills - Creativity and innovation skills	- Supervisory skills - Critical thinking skills. - Report writing. - E-Records Management skills. - Time management skills	- Supervisory course - Problem solving course. - Report Writing course. E. Records Management course. - Time management course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
	construction management. • Certificate in computer applications			
Workshop Technicians	• Diploma in Mechanical, Dip. In Electrical, Dip. Agricultural Eng. • Certificate in computer applications	• Time management skills • Analytical skills • Emotional intelligence and intercultural competence skills • Networking skills • Creativity and innovation skills	• Supervisory skills • Report writing- Skills. • Customer Care • Communications skills	• Supervisory Skills course • Report Writing course. • Customer care course • Communication skills course. • Skills Improvement course
Artisans	• KCSE • Grade Test I • Grade Test II • Grade Test III • Driving licence • Certificate in Computer	• Time management skills • Analytical skills • Emotional intelligence and intercultural competence skills • Networking skills • Creativity and innovation skills	• Supervisory Skills • ICT Skills • Analytical skills Management • Report Writing • Time management skills. • Critical thinking skills	• Supervisory course • ICT course • Analytical course • Report Writing course. • Time management course • Problem solving course.
Research Officers	• M.Sc. (Agri), M. Eng, MEcon, MEnv, M. Stat. Msc. Lab, M.Soc, MWE, MEMngt. • B.Sc. (Agri), B. Eng, BEcon, BEnv, B. Stat. Bsc. Lab, B.Soc, BWE, BEMngt. • Dip (Agri), Dip.Eng, Dip. Econ, Dip.Env, Dip. Stat. Dip.Lab, Dip.Soc, Dip. WE, Dip. EMngt. • Certificate in Computer	• Time management skills • Analytical skills • Emotional intelligence and intercultural competence skills • Networking skills • Creativity and innovation skills	• Management skills • Leadership Skills • Supervisory skills • Project management skills • Mentorship and Coaching skills. • Critical thinking skills. • Fiscal management resource mobilization skills • Stakeholders' management skills	• Management course • Leadership course • Supervisory course • Project management course. • Mentorship and Coaching course • Problem solving course. • Fiscal management resource mobilization course. • Stakeholders. management

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Planning Officers	- MEcon, M.Stat., MAgEc., MEng, MWE, M.Sc. (Agri), MPM, MA(M&E) - BEcon - B.Stat. - BAgrEc. - BCE - B.Agr.Eng. - BAgr - Computer Applications	- Technical knowledge - Analytical thinking - Communication Skills - Organization - Leadership - Computer Literacy - Timeline planning - Delegation - Risk and contingency planning. - Financial, Spreadsheet, Project management software	- Management Skills - Leadership Skills - Supervisory Skills - Negotiation Skills - Change Management Skills - Financial Management & Resource Mobilization Skills - Mentorship & Coaching Skills - Emotional Intelligence & Intercultural Competence Skills - Project Management Skills - ICT Skills	- Management Course - Supervisory Course - SLDP Course - Finance Management Course - Project Management Course - Emotional Intelligence Course - Mentorship & Coaching Course - ICT Course
Environment Officers	- MES, MSc, MNR, MEng - BES - BA-NRM - BSc - Computer Applications	- Communication i.e., written, presentations, etc. - Knowledge of environmental assessment - Problem-solving and reporting skills. - Negotiation - Environmental compliance - ISO 9001:2015 understanding - Compliance – technical and environmental compliance - Computer Literacy - Initiative-taking - Research and develop programmes and resources	- Management Skills - Supervisory Skills - ICT Skills - Report Writing Skills - Critical Thinking Skills - Emotional Intelligence & Intercultural Competence Skills - Mentorship & Coaching Skills - Interpersonal & Communication Skills - Networking Skills - Analytical Skills	- Management Course - Supervisory Course - ICT Course - Report Writing Course - Emotional Intelligence Course - Mentorship & Coaching Course - Communication Skills
Social Development Officers	- MSoc, MANth, MEcon, MCD, BA/BS (Soc) - BA Anthro - BEcon - BCD - Computer Applications	- People Skills and a collaborator - Cultural sensitivity - Critical thinking - Time Management - Active listening	- Management Skills - Supervisory Skills - ICT Skills - Report Writing Skills - Negotiation Skills - E-Records Management Skills - Networking Skills - Leadership Skills	- Management Course - Supervisory Course - ICT Course - Report Writing Course - Negotiation Skills Course - E-Records Management Course - Communication Course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
		• Communication Skills • Advocacy and networking skills • Research and report writing skills. • Social and negotiating skills. • Empathy	• Creativity & Innovation Skills • Organizational Skills	• Leadership Course
Standards & Compliance Officers	• MS-CE, MWE, MSAE, MSME, MC-ENVENG, MSHort, MSAE, MEcon. • BSCE, BSc.Soil, Water & Environmental Engineering, B.AgrEng., BME, BSEE, B.Agron., BHort, BAAgrEc. • Computer Applications	• Organizational skills • Proficient communication skills • Critical thinking skills. • Assessment & interpretation skills • Critical thinking ability • Creativity • Integrity • Ability to assess risk. • Understand ISO Standards • Monitoring & evaluation techniques	• Management Skills • Supervisory Skills • Counselling Skills • Report Writing Skills • Risk Management Skills • Mentorship & Coaching Skills • Time Management Skills • Networking Skills • Creativity & Innovation Skills • Interpersonal & Communication Skills	• Management Course • Supervisory Course • Counseling Course • Report Writing Course • Risk Management Course • Mentorship & Coaching Course • Communication Course
Quality Assurance & Risk Management Coordination	• Meng, M.Agric, MEnv, MSSc, MPP, MPA, MES, MNR • BEng, AAgri, E-ENVS, BSocSc • Computer Applications	• Customer Service / Care • Data Entry Skills • Familiar with regulations e.g., ISO • Ability to collect and analyze data. • Report writing. • Problem-solving • Risk management skills. • Leadership skills • Supervisory skills • Ability to train	• Leadership Skills • ICT Skills • Negotiation Skills • Report Writing Skills • Risk Management • Financial Management & Resource Mobilization Skills • Strategic Management Skills • Stakeholder Management Skills • Analytical Skills • Communication Skills	• SLDP • Computer Applications Course • Report Writing Course • Strategic Management Course • Risk Management Course • Communication Course • Management Course • Supervisory Course •
Accountant and	• MBA, MFin, MAcc,	• Analytical thinking	• Financial Management	• Financial Management Course • ICT Course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Finance Officers	• BCom, BFin, BEcon, BBM • CPA-K, CPA-III, CPA-II, ACCA • Diploma in any Business Field • ICT Skills	• Critical thinking skills • Teamwork • Organization • Time management • Understanding of financial regulations • Decision-making abilities • Leadership skills • Adaptability • Fiscal management skills • Knowledge of economics and accounting	• Resource Mobilization Skills • ICT skills • Report writing. • Strategic Management Skills • Management Skills • Time Management Skills • Contract Management Skills • Negotiation Skills • Budget Planning Skills • Risk Management Skills	• Report Writing Course • Management Course • Contract Management Course • Budget Planning Course • Risk Management Course
Supply Chain Management Officers	• MPSM, MSPSM, M.Sc. in Procurement, MBA, • BA, BCOM, BBA (SCM), BBM • Diploma in SCM • SMC • Computer Applications	• Logistics skills • Inventory management. • Communication • Continuous improvement • Leadership • Risk management. • Knowledge of market dynamics • Decision-making • Masterful negotiating & interpersonal relations • Accounting skills • Budget management	• Management skills • Leadership Skills • Negotiation- skills • Report writing Skills. • E-Records Management • Project Management Skills • Risk Management • Contract Management • Conflict Management & Dispute Resolution Skills • Analytical Skills	• Management Course • Leadership Course • Negotiation Skills course • Report Writing course. • E. Records Management Course • Risk Management Course • Contract Management Course
Internal Audit Officers	• MCom, MA, MFin, MEcon • MBA, Msc • BCom, BA, BFin, BEcon, BBA • CPA-K, CPA II, CIA, CISA • Computer Applications	• Technical skills • Analytical skills • Communication skills • Risk management. • Diligence. • Integrity • Professional skepticism • Critical thinking • Organizational skills • Industry knowledge	• Leadership Skills • Analytical Skills • Financial Management Skills • Management Skills • Report Writing Skills • ICT Skills • Risk Management Skills • Interpersonal & Communication Skills • Critical Thinking Skills • Stakeholder Management Skills	• Leadership Course • Fiscal management Course • Management Course • Report writing Course. • ICT Course • Risk Management Course • Communications Course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Human Resource & Administration Officers	- MHRM, MHRD, MIR, MBA(HRM), BHRM, BPA, B.A, BBM, - DHRM, DHRD, DipIR, D.B.A., Dip in RM, Dip in Fleet Management, IDLTM, - PGDHRM, PGDHRD, PGDipIR, PGDBA, PGD in RM - Computer Applications	- Communication skills - People skills - Relationship-building skills - Adaptability skills - Technological skills - Critical thinking skills - Strategic planning scheduling skills - Computer proficiency - Customer service - Time management - Analytical & reporting skills - Performance management - Data analysis - Multitasking - Problem-solving	- Management skills - ICT skills - Report writing. - E-Records Management - Guidance & Counseling Skills - Dispute Resolution Skills - Performance Management skills - PPP Management skills - Supervisory Management Skills - Contract Management - Risk Management - Leadership Skills - Communication Skills - Administrative Skills - Conflict Resolution Skills - Mentoring & Coaching Skills - Time Management Skills - Resilience Skills	- Management course - ICT course - Report Writing Course E. Records Management course - Dispute/Conflict management course. - Performance management course - Guidance & Counseling course - PPP Management course - Supervisory Management course - Contract management Course. - Risk Management Course - Leadership Course - Conflict Management Course - Mentoring & Coaching Course
ICT	- M.Sc.IT., MSc (CompSc), MSCE, MBTEC - BIT, BCS, BSCE, BTEC, - DCS, DIT, DipBIS, - PGDipCS, PGDipIT, PGDipBIT	- Data management & processing - Web development - Online collaboration - Programming - Cyber security - Hardware skills - Customer service - Project management - Computer maintenance - Social media management	- Leadership Skills - Project Management - Performance Management course - Report writing course. - Certifications (CCNP, CCNA, MCSE, MCSA, MCSD, Oracle) - Critical Thinking Skills - Financial Management Skills - Organizational Skills - Analytical Skills - Creativity & Innovation Skills	- Project Management Course - Performance Management course - Report writing course. - Certification Courses - Financial Management Course - Leadership Course
Communication Officers	- M.J., MMC, MPR, - B.J., B.M.C., BPR, - PDipJ., MDIS, HNDipPR, - DIJ, DMC, DPR. - Dip in Graphic Design, DCS,	- Communication skills - Technical skills - Leadership - Decision-making skills - Networking skills - Creativity & innovation	- Leadership Skills - Management Skills - ICT Skills - Financial Management & Resource Mobilization Skills - Organizational Skills - Time Management Skills	- Leadership Course - Management Course - ICT Course - Financial Management Course - Emotional Intelligence Course - Networking Course - Report Writing Course - Refresher courses

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
	- DP, Dip.Video Editing, Dip.Film Studies • Computer Applications	• Best industry practices • Analytical & critical thinking • Graphic design skills • Collaboration & teamwork. • Public relations skills • Report writing skills	• Emotional Intelligence & Intercultural Competence Skills • Networking Skills • Report Writing Skills • Analytical Skills	
Office Administrators	• MA, MBA, B.S.T., BBOM, B.A, BBA, • DipSecSt.-KNEC, • Computer Applications	• Communication skills i.e., verbal & written. • Organizational skills • Time management • Computer literacy • Customer service • Quick-learning skills • People skills • Strategic planning & scheduling skills • Meticulous. • Time management skills • Diligence	• Management skills • Supervisory Skills • Performance Management skills • ICT skills • Report writing. • E-Records Management • Team Building Skills • Time Management Skills • Emotional Intelligence & Intercultural Skills • Critical Thinking Skills	• Management course • Performance Management course • ICT course • E. Records Management course • Report Writing Course • Emotional Intelligence Course • Communication Course • Performance Management Course
Records Management Officers	• DRM, DiplIMS, DLIS, Dip.Librarian Science • Computer Applications	• Communication • Digital record management • Technical skills • Analytical skills • Organizational skills • Administrative skills • Data entry • Customer service • Priority-setting • Information management skills • Problem-solving • Diligence	• Management skills • Organizational Skills • ICT skills • Creativity & Innovation Skills • Report writing. • E-Records Management • Emotional Intelligence & Intercultural Competence Skills • Interpersonal & Communication Skills • Conflict Management Skills • Time Management Skills	• Management course • ICT course • Supervisory Skills Course • Report Writing course. • E. Records Management course • Emotional Intelligence Course • Communication Course
Librarians	• DIS, DRM, DipIMS, DLIS,	• Information management • Digital literacy	• Supervisory Skills • Report Writing Skills	• Supervisory Course • Report Writing Course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
	• Computer Applications	• Communication • Research skills. • Organizational skills • Cataloging skills • Customer service • Documentation • Legal knowledge • Supervisory skills • Leadership skills • Computer literacy	• E-Records Management Skills • Performance Management Skills • Leadership Skills • Time Management Skills • Organizational Skills • Change Management Skills • Critical Thinking Skills • Interpersonal & Communication Skills	• E-Records Management Course • Performance Management Course • Communication Course
Clerical Officers	• KCSE, KACE, KCE • Certificate in Computer • Proficiency Certificate for Clerical Officers	• Basic office skills • Communication skills • Computer literacy • Critical thinking skills • Flexibility • Organizational skills • Diligence. • Time management skills • People skills	• ICT skills • Supervisory skills • Counseling skills • E-Records Management Skills • Report writing- Skills. • Customer Care	• ICT course • Supervisory Skills course • Counseling skills course • E. Records Management course • Report Writing course. • Customer care course • Skills Improvement course
Drivers	• KCSE • Trade Tests III/II/I • First Aid Certificate • Defensive Driving Certificate (AAK) • Suitability Test for Drivers • Valid Certificate – Good Conduct • Valid Driving License	• Communication skills • Time management • Safe driving (competency) • Customer service • GPS navigation • Route planning • Valid driving licenses • Knowledge of traffic laws & regulation • Defensive driving skills • Vehicle maintenance skills	• Defensive Driving Skills • Customer Care • ICT Skills • First Aid Skills • Interpersonal & Communication Skills • Team Building Skills • Time Management Skills • Organizational Skills • Presentation Skills • Integrity Skills	• Defensive Driving course • Customer care course • ICT course • First Aid Course • Refresher Course (KIHBT) • Team Building
Customer Care	• KCSE • Certificate in – Telecommunication	• Active listening skills • Emotional intelligence	• Critical Thinking Skills • ICT Skills • E-Records Management Skills	• ICT Course • E-Records Management Course • Front Office Course

Cadre	Academic Qualifications	Skills set	Skills Gap	Competence Development
Personnel	- Operations Management, Secretarial Studies, - Certificate in BA, BM, PR - Computer Applications	- Adaptability - Patience - Time management - Problem-solving - Collaboration - Conflict resolution - Creativity - Decision-making - Effective communication - Persuasive speaking skills - Customer service skills	- Negotiation Skills - Dispute/Conflict Resolution Skills - Front Office Skills - ICT Skills - Time Management Skills - Interpersonal & Communication Skills - Emotional Intelligence & Intercultural Competence Skills	- Emotional Intelligence Course - Communication Course
Office Assistants	- KCSE - Certificate in relevant field - Computer Applications	- Communication skills - Problem-solving - Organizational skills - Time management - Customer service - Resourcefulness - Diligence. - Flexibility & openness to change. - Multi-tasking - Confidentiality - Computer literacy	- Supervisory Skills - ICT Skills - Record Keeping Skills - Communication Skills - Time Management Skills - Presentation Skills - Organizational Skills - Basic First Aid Skills - Interpersonal & Communication Skills - Critical Thinking Skills	- Supervisory Course - ICT Course - Record Management Course - Communication Course - First Aid Course
Legal	- LLM - MM - PGDL (KSL) - LLB - CPS (K) - Diploma in Laws - SLDP - SMC	- Diligence. - Teamwork - Communication - Organizational skills - Analytical skills - Problem-solving - Negotiation skills - Conflict resolution - Critical thinking - Time management	- Management skills - Leadership Skills - Strategic Management Skills - Analytical Skills - Negotiation skills - Report writing. - E-Records Management - Financial Management Skills - Dispute/Conflict resolution. - Networking Skills	- Management course - Leadership Course - Report Writing Course E. Records Management Course - Dispute/Conflict Management Course - Report Writing Course - Financial Management Course

6.2.2.2 Organization Structure

NIA has developed the following high level organization structure to deliver the strategy, aligned to the key functions of NIA.

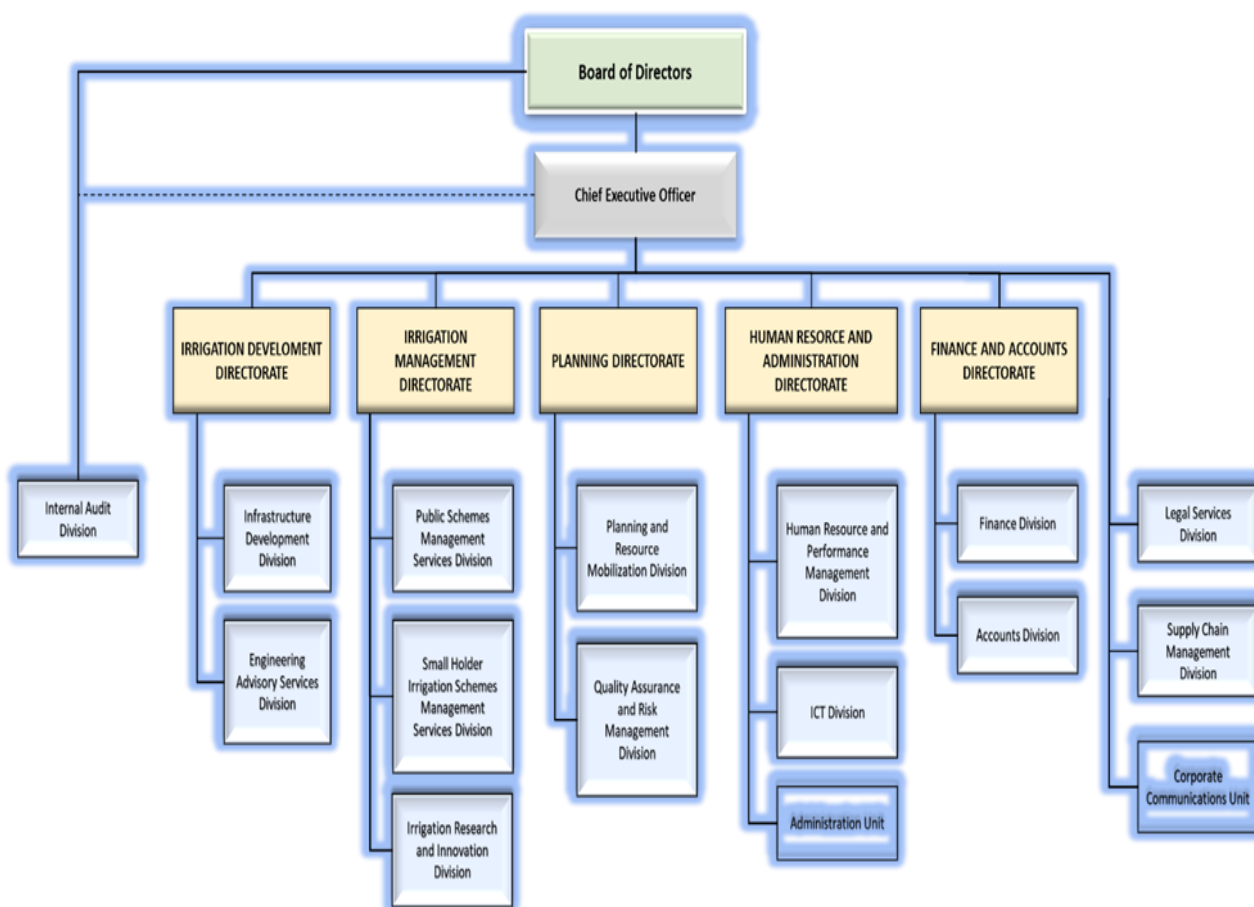


Figure 6-1: NIA Organizational Structure

6.2.3 Leadership

The CEO will be responsible for the execution of the 2023 – 2027 NIA Strategic Plan. NIA’s Leadership will be intentional in their role to drive successful implementation of the Strategic Plan through formation of the Strategic Theme Teams with a clear mandate.

6.2.4 Systems and Procedures

NIA is ISO 9001: 2015 QMS certified. There are procedure manuals in place that will be revised or updated on a regular and on need basis. Internal and external audits shall be conducted periodically as per the requirements to ensure compliance.

Digitalization and automation of the NIA’s processes and standard operating procedures will help staff focus on more value-adding tasks.

In addition, there is an internal Audit department that provides assurance on the efficiency and effectiveness of the internal controls and risk management system in place.

6.3 Risk Management Framework

This section presents the various risks, their likelihood, severity, overall risk level and respective mitigation measures. There are various potential risks to the

implementation of this strategic plan. Risk is the threat that an event or action will adversely affect NIA's ability to achieve its strategic, tactical, and operational objectives. These risks may arise from the possibility that opportunities will not be realized as they do from the possibility that threats will materialize or that errors will be made. During the implementation of this plan, risks will be identified, assessed and mitigation measures immediately put in place.

NIA's risk management approach will be based on an approved risk management framework that ensures appropriate risk management strategies are in place. The following principles will be applied:

- Identification of uncertain future events that may influence the achievement of work plans and strategic objectives.
- Common enterprise-wide risk management framework and processes
- Clear assignment of responsibilities and accountabilities
- The integration of risk management activities within the organization and across its value chains.

The risk management cycle typically consists of five key stages, providing a structured and iterative process for identifying, assessing, and managing risks within an organization. These stages help organizations proactively address potential threats and opportunities. Risk management is dynamic and so the identification phase needs to be conducted continuously. The five stages of the risk management cycle are as follows:



Figure 6-2: NIA Risk Management Cycle

NIA will use the risk heat map to help prioritization, particularly where risks are rated the same. The risks, assumptions and mitigation measures are as follows.

It is essential for the NIA to regularly assess and manage these risks, developing a combination of strategies to mitigate their impact and enhance overall resilience. A proactive risk management approach can contribute to the sustainable and effective operation of the Institution against any potential risks. Regular reviews and adjustments to the risk management strategy are also essential to adapt to changing circumstances.

Table 6-4: Risk Management Framework

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1.	Financial	High	High	High	• Aligning NIA with the public Finance Management Act 2012 • Effective and enhancing mechanisms for mobilization of Own Generated revenue. • Diversification of revenue streams • Contractual risk management agreements with stakeholders • Implement a robust financial monitoring and reporting system to track performance. • Develop and adhere to detailed budgeting and financial planning. • Conduct internal and external audits regularly
2.	Operational	Medium	Medium	Medium	• Develop and regularly update an emergency response plan. • Implement a robust quality assurance program. • Continuous monitoring and Improvement • Regulatory compliance • Proactive engagement with stakeholders • Continuous capacity building of staff • Regular maintenance and inspections • Performing regular water audits
3.	Technological	High	High	High	• Keep updated with the current changes in technological advancement and investment in technological advancement. • Enhanced and effective data security and recovery Strategies • Continuous training and awareness • Legal and regulatory compliance • Regular IT audits, assessments, and system monitoring
4.	Political	Medium	High	High	• Continuous engagement with the lead ministry and key political players • Public relations, enhanced advocacy, and awareness creation • Monitoring and early warning systems • Legal counsel and compliance
5.	Climate Change	High	High	High	• Water conservation and efficiency • Water storage and management

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
					• Community engagement and education • Develop early warning systems. • Invest in research and innovations. • Integrated water resource management
6.	Compliance	Low	Medium	Medium	• Continuous stakeholder sensitization • Effective Enforcement
7	Reputational	Medium	Medium	Medium	• Transparent and open Communication • Responsive Customer Service • Media Relations • Training and Professional Development • Regular Stakeholder Feedback • Deepen partnership and collaboration. • Ethical conduct and governance • Consistent branding

7. CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This chapter presents the financial requirements for the implementation of the strategic plan, resource gaps, resource mobilization strategies and how NIA will manage the resources during the period of the plan.

7.1 Financial Requirements

The estimated cost of implementing this strategic plan is Kenya Shillings 219,649.35 million as shown in Table 7-1 below.

Table 7-1: Financial Requirements for Implementing the Strategic Plan

S/No	Cost Item	Projected Resource Requirement (KES Mn)					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	Sustainable Irrigation Management	2,302.70	2,445.70	2,532.20	2,429.70	2,407.70	12,118.00
2	Irrigation Research and Innovation	15.30	49.70	43.90	98.90	83.90	291.70
3	Sustainable Irrigation Development	14,217.00	39,864.50	39,864.50	40,372.50	30,732.00	165,050.50
4	Sustainable water for irrigation	2,483.00	7,330.00	8,675.50	8,675.50	7,676.00	34,840.00
5	Governance and Service Delivery	252.80	446.40	336.80	304.60	315.80	1,656.40
6	Administrative cost	723.50	1,113.00	1,168.00	1,233.00	1,455.25	5,692.75
	Total	19,994.30	51,249.30	52,620.90	53,114.20	42,670.65	219,649.35

The projected resource requirement is **KES 219,649.35 million** while the resource allocation is **KES. 90,304.55million** therefore this plan has a resource gap of **KES - 129,344.80 million** as shown in Table 7-2 below.

Table 7-2: Resource Gaps

7.2 Resource Mobilization Strategies

Financial Year	Estimated Financial Requirements	Estimated Allocations (KES Mn)	Variance (KES Mn)
2023/2024	19,994.30	11,874.50	-8,119.80
2024/2025	51,249.30	7,061.10	-44,188.20
2025/2026	52,620.90	22,195.50	-30,425.40
2026/2027	53,114.20	24,851.70	-28,262.50
2027/2028	42,670.65	24,321.75	-18,348.90
Total	219,649.35	90,304.55	-129,344.80

In order to facilitate the implementation of NIA's 2023 – 2027 Strategic Plan, it has identified and developed strategies for resource mobilization. The strategies will seek to identify and optimize revenue sources for NIA to ensure that the revenue requirements in this plan are met. Therefore, implementation of the programmes and projects, by NIA will draw funding from the GoK through exchequer releases, development partners, and PPPs. Notably, NIA developed a resource mobilization strategy (RMS) during its previous planning period (2019-2023), which points out to the following keys strategies, among others.

- i. **Engaging and Securing Increased Funding from the Government (i.e., Increasing GoK Budget Allocations):** The NIA will effectively bid and lobby for allocation of more resources through MTEF budgets focusing on priority programs and projects in line with the Bottom-Up Economic Transformation Agenda (BETA), the Kenya Vision 2030 and its MTP IV 2023-2027. In addition, it will explore and diversify opportunities for generating Appropriation in Aid (A-I-A) from the existing programs and projects which may include pricing of irrigation water.
- ii. **Implementing Co-financing/cost-sharing Model in Irrigation Development:** Co-financing dictates that project beneficiaries are responsible for part of the project costs while the funding agencies supplies finances for the remainder (often-higher portion) of the funding gaps. Financing irrigation development through a cost sharing model with project beneficiaries will improve the rate of irrigation development, ownership, and sustainability. Depending on the arrangement, farmers' contributions may take various forms, e.g., contribution in cash, provision of unskilled casual labor and provision of land for drains and access roads. This model requires carefully structured agreements, defined responsibilities, and established clear communication channels to ensure the success of collaborative initiatives. Effective governance and ongoing collaboration are key to maximizing the benefits of a cost-sharing approach.
- iii. **Harnessing Public-Private Partnerships (PPPs):** PPPs have continuously become a major avenue for unlocking private actors' funds into government entities. NIA has initiated PPP arrangements in High Grand Falls multipurpose dam project and Galana-Kulalu food security projects. Several PPP models are available including Operate, Manage & Maintain (OMM); Build Operate & Transfer (BOT); Design Build Operate (DBO); Concession; Management; Management & Lease, among others. In collaboration with the PPP unit at the National Treasury, NIA will implement well-thought-out public private partnership mechanism for irrigation development by unlocking constraints related to agricultural financing by the private sector occasioned by agricultural risks including unpredictability of rainfall. Deliberate efforts will be made to ensure greater private sector participation with the GoK playing regulatory and enabler roles. This engagement will be a joint effort driven by the PPPs framework and is expected to yield strong and accountable commitments by GoK and private sector to work for a common goal of food security and socio-economic empowerment.
- iv. **Development Partners (DPs):** NIA to deepen and enhance collaboration with development partners by building strong relationships, fostering effective communication, and aligning goals and strategies. These include Japan International Cooperation Agency (JICA); World Bank Group (WBG); and The Arab Bank for Economic Development in Africa (BADEA). Others include the

OPEC Fund for International Development (OFID); Kuwait Fund for Arab Economic Development (KFAED), Government of Spain, and Government of Israel, among others. NIA will continue to mobilize financial resources from its long-term development partners through existing collaborative frameworks as well as explore new funding opportunities from the current donors. Key approaches will include strengthened communication and reporting, informal meetings and discussions, development of bankable project concepts and follow up on approval and funding.

- v. **Building relationships and diversifying the donor base through new funding streams:** While NIA will continue to rely on the generous financial support from Exchequer and traditional partners, broadening the base of resource mobilization partners will remain at the center of this Strategy with a focus on regional donors, emerging donors, International Financing Institutions (IFIs) and the private sector. In this RMS, NIA has mapped new development partners and formulated a framework for continuous engagement. NIA will identify and align with the strategic interests of the specific donors, develop a donor specific solicitation campaign, showcase achievements and sustainability of previous projects, join relevant development partners working groups and improve its strategic communication and donor visibility, among others.
- vi. **Align irrigation projects for Green Climate financing (GCF):** NIA to explore possibilities of securing climate financing for irrigation projects through collaboration between governments, development agencies, financial institutions, and the private sector. It is essential to design projects that not only enhance climate resilience but also contribute to broader sustainable development goals. The GCF funds both adaptation and mitigation activities on a 50:50 basis. The GCF focuses on eight (8) strategic areas of funding, among them food security and water. Key financing instruments include Grants (with or without repayment contingency); Concessional loans with low interest rates; Equity; and guarantees. Nevertheless, mobilizing capital for green investments is limited by a number of microeconomic challenges such as problems in internalizing environmental externalities, information asymmetry, inadequate analytical capacity, and a lack of clarity in the definition of “green.” In addition, financial and environmental policy approaches have often not been coordinated. The integration of climate-smart practices, community involvement, and the adoption of innovative technologies will be key to the success of climate-financed irrigation initiatives.
- vii. **Growing internal sources:** Internal revenues for NIA emanate from its operations through collection of operation and maintenance (O&M) fees from farmers. Other sources are the sale of farm produce (maize and rice), provision of staff housing, auctions and sales of non-strategic assets or obsolete equipment and provision of conference and guesthouse facilities. NIA hopes to

increase appropriation in aid (A-in-A) through strengthened Irrigation Water Users Associations (IWUAs) for effective collection of O&M; improved internal fiscal management and processes; and strengthened internal audit processes.

7.3 Resource Management

The Authority will exercise prudence in resource utilization in line with the PFM Act 2012, other government policies and guidelines on rationalization of government expenditure. The Directorate of Planning and Strategy shall ensure that activities are prioritized and sequenced in relation to the available resources of impactful value chain activities to achieve the desired outcomes. This is reflected in the development of the annual budget, procurement plans and cash flow projections.

The Authority will also enhance cost control measures to ensure the utilization of allocated resources efficiently and eliminating wastage. We will also entrench prudent cash management to avoid cases of cash shortfalls. The following approaches to resource management will be applied over the plan period:

- i. **Prioritization of Programs and Projects:** Identifying, prioritizing, and developing projects with tangible and quantifiable benefits is key. This is achievable through engaging and aligning with Government development policies, communities' participation and other stakeholder's needs and priorities, and projects that must promote inclusive economic and social benefits.
- ii. **Collaboration in budget making:** A key opportunity for attracting more resources includes executing a realistic budget process synergized with the strategic plan and aligned with the national development goals and policies. Internally, planning and budgeting duties must be collaboratively undertaken while involving employees from relevant departments such as technical, finance, operations, human resources, and the entire executive leadership. This will minimize conflicts of interest or misunderstanding when making vital decisions about the budget.
- iii. **Stakeholder Input:** Gather input from key stakeholders, including internal and external parties. Prioritize programs and projects that align with stakeholder priorities and expectations to ensure sustainability of completed projects and programs.
- iv. **Completion of ongoing and stalled projects;** available resources will be geared towards completion of ongoing and stalled projects to ensure value for money and timely benefits accruing from budgetary allocation to the projects.
- v. **Capacity and Capability:** Assess the organization's capacity and capability to execute specific programs or projects. Prioritize those that align with the organization's strengths and core competencies. Develop strategies for building capacities of staff of various cadres and across departments as may be needed. Key capacity needs areas include financial advisors on PPs, project structuring,

development of concept notes, stakeholders engagement and managements, and other resource mobilization pathways.

- vi. **Scalability and Sustainability:** Prioritize programs and projects that are scalable and sustainable over the long term. Consider the potential for expansion and the ability to maintain project outcomes beyond the initial implementation.
- vii. **Value for money audit:** NIA will continuously conduct audits to ascertain whether the intended objectives are realized and are commensurate with the allocated resources.
- viii. **Promote research and innovative technologies;** For the adoption of a circular economy through maximizing the utilization of resources and minimizing waste thereby reducing pressure on natural resources.
- ix. **Feedback and Lessons Learned:** Learn from past programs and projects by gathering feedback and conducting post-implementation reviews. Prioritize initiatives that incorporate lessons learned and feedback for continuous improvement.

8. CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This chapter covers the monitoring framework, performance standards, evaluation frameworks, and reporting frameworks that will be adopted during the period 2023-2027. It also highlights how best practices identified during the implementation of the plan will be documented for learning purposes.

8.1 Monitoring Framework

In order for NIA to learn from its experiences and continuously improve its performance, a monitoring and evaluation framework will be incorporated in the strategic plan. NIA will adopt a monitoring framework to determine whether the strategic plan implementation is on course to achieve stated objectives. It will undertake continuous tracking of outputs and outcomes identified in the action plan implementation matrix to remedy against any challenges for quick action and decision making. In areas where remedies are not yielding the anticipated results, recommendations/remedies will be made to the top leadership and Strategic Theme teams. NIA will leverage the log frame matrix to monitor progress on all the key performance indicators. This will be realized through allocation of key activities and tasks to specific officers and real time performance monitored.

8.2 Performance Standards

Having identified the Key Performance Indicators (KPIs), NIA will utilize the performance standards designed along the documented procedures in ISO 9001:2015 and targets set based on the annual work plans which are drawn from the strategic plan. Further, the action plan provides additional performance indicators, targets, timelines, resources as well as implementing agencies for effective delivery of the objectives of the strategic plan. The NIA's Performance Standards will be key performance indicators to guide implementation through the Annual work plans and Performance Contracts. The Strategic Theme Teams through the coordination of the M&E Section will track delivery of respective KRAs through data collection on the respective performance standards/indicators at outcome, output, and efficiency levels to assess relevance, efficiency, effectiveness, success, and sustainability of set interventions.

8.3 Evaluation Framework

For reliable feedback and informed decision-making, NIA will on a quarterly and annual basis track the progress on the attainment of our strategic objectives based on the set quarterly and annual targets in the annual workplan and report on the level and extent of achievement of the objectives. To enhance timely achievement of the strategic objectives in an efficient, effective, and coherent manner and to ensure that the identified priorities are relevant, sustainable and have impact on the targeted

outcomes, the NIA will subject the strategies to periodic evaluations as shown in Table 8-1.

Table 8-1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: Sustainable Irrigation Management	Utilization of developed irrigation schemes increased	Utilization rate (%)	30	2022/23	70	100
	Irrigated production increased	Volume of irrigated rice produce (in Tons)	192,299	2022/23	410,000	700,000
		Quantity of Maize produced (90 kg Bags)	195,921	2022/23	1,500,000	3,000,000
	Strengthened collaboration with Counties, development partners, private sector, community, and other stakeholders.	No. of collaborations	0	2022/2023	20	100
KRA 2: Irrigation Research and innovation	Research and innovation products developed and applied	Additional number of research and innovation products developed and applied	0	2022/23	3	5
KRA 3: Sustainable Irrigation Development	Area under irrigation increased	Additional Area put under irrigation (in acres)	711,993	2022/23	947,924	1,289,142
KRA 4: Sustainable Water for Irrigation	Capacity of water harvested and stored for irrigation increased	Additional Volume of water harvested and stored for irrigation (in MCM)	55.4	2022/23	64.2	330
KRA 5: Governance	Improved organizational performance.	Performance contracting index	2.9	2022/23	2.5	2.4

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
and Service Delivery	Improved compliance to Policies, Laws, and Regulatory Frameworks	% Level of Compliance	0	2022/2023	100	100
	Increased revenue	% increase in revenue	10	2022/23	30	50
	Reduced turnaround time in the key processes	Average turnaround time for key processes. (days)	21	2022/2023	7	5
	Increased sustainability	Compliance with Environmental and social regulations (%)	-	2022/2023	100	100
	Enhanced operational efficiency	% level of operations automation and digitization	25	2022/2023	75	100
	Improved service delivery	Customer satisfaction level (%)	80	2022/23	90	100
	Improved staff performance	Average staff performance (%)	70	2022/23	80	90
	Improved work environment	Employee satisfaction index	80	2022/23	90	100

8.3.1 Mid-Term Evaluation

The Authority will undertake a midterm review of this strategy (2025/2026) around December 2025 to determine the level of attainment over the first two and half years against expected targets. The Mid-Term Evaluation serves as a critical checkpoint in the lifecycle of a strategic plan, offering valuable insights for course correction, challenges, and potential adjustments and overall improvement. The evaluation will further determine whether the intended outcomes have been realized, as well as facilitate documentation of the lessons learnt. This shall align with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.3.2 End-Term Evaluation

For the end-term evaluation, NIA will conduct a comprehensive assessment at the conclusion of the plan's implementation period (2028/2029) to provide an in-depth

analysis of the strategic plan's overall effectiveness, achievements, challenges, and impact. It will serve as a critical reflection and learning process for the organization, providing insights that contribute to continuous improvement and the development of future strategies. This is a key component of the strategic management cycle, helping NIA adapt to changing conditions and achieve long-term success. The evaluation will therefore lay the foundation for the development of the next Strategic Plan.

8.4 Reporting Framework and Feedback Mechanism

A robust Reporting Framework and Feedback Mechanism works in tandem to ensure effective communication, transparency, and continuous improvement in projects, programs, or organizational activities. They are essential tools for building trust with stakeholders and fostering a culture of accountability and learning.

The Planning and Strategy Directorate will play a critical role in coordinating reporting and feedback mechanisms with regard to Strategic Plan implementation.

The NIA will thus undertake:

- i. **Quarterly Monitoring and Reporting** which will involve monitoring and reporting of project's implementation at the end of each quarter in every financial year of the plan period. It provides a structured and systematic approach to assess, communicate, and improve project or organizational performance. It is a valuable tool for promoting accountability, transparency, and stakeholder engagement throughout the strategic planning lifecycle.
- ii. **Annual Monitoring and Reporting which** will involve tracking of the implementation status of policies, projects and programmes and reporting at the end of each financial year of the strategic plan period This is essential for NIA to assess their performance, communicate effectively with stakeholders, and drive continuous improvement and ultimately contribute to its success and sustainability.
- iii. **End-Term Evaluation and Reporting** which will involve tracking the progress of the planned targets and objectives and reporting at the end of the plan period. Its primary role is to provide an in-depth analysis of the strategic plan's overall effectiveness, achievements, challenges, impact, and lessons learned.



STRATEGIC PLAN 2023-2027

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