REPUBLIC OF KENYA

MINISTRY OF DEVOLUTION AND ASALS
STATE DEPARTMENT FOR DEVELOPMENT OF THE ARID AND SEMI ARID LANDS

STRATEGIC PLAN

(2018 – 2022)

Unlocking the Potential of ASALs for Accelerated National Development
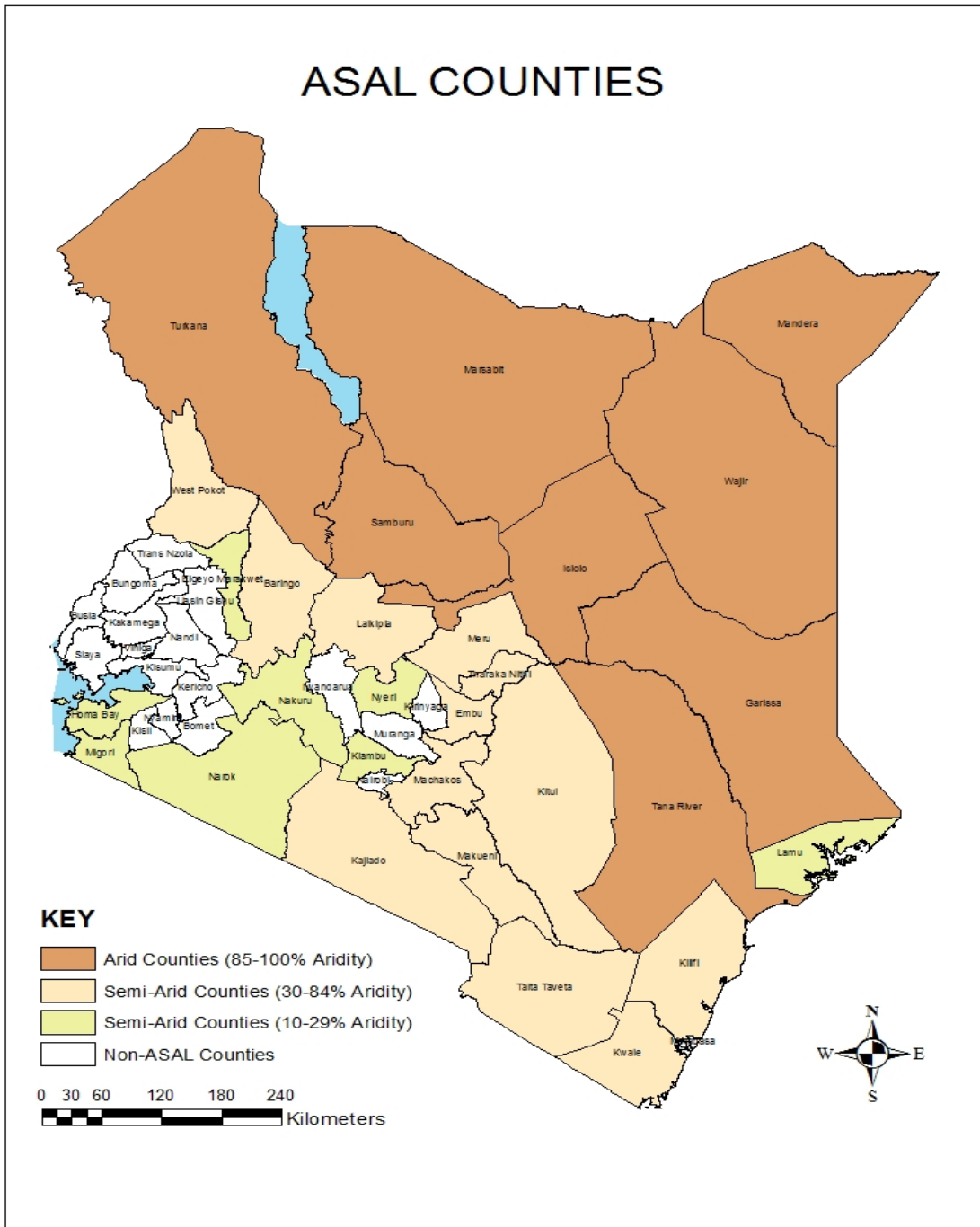
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Map of Kenya Showing Varying Aridity of ASAL Counties

ASAL COUNTIES

Turkana

Mandera

Marsabit

West Pokot

Wajir

Samburu

Isiolo

Trans Nzoia

Bungoma

Elgeyo Marakwet

Baringo

Busia

Easin Gishu

Laikipia

Meru

Kakamega

Nandi

Garissa

Vihiga

Tharaka Nithi

Siaya

Kisumu

Kericho

Mandaru

Nyeri

Embu

Homa Bay

Nyamira

Nakuru

Kirinyaga

Kisii

Bomet

Muranga

Migori

Kiambu

Kitui

Tana River

Narok

Nairobi

Machakos

Lamu

Makueni

Kajiado

Kilifi

Taita Taveta

Mombasa

Kwale

KEY

- Arid Counties (85-100% Aridity)
- Semi-Arid Counties (30-84% Aridity)
- Semi-Arid Counties (10-29% Aridity)
- Non-ASAL Counties

0   30 60   120   180   240
Kilometers

N
W   E
S

Vision

Prosperous and resilient communities with sustainable livelihood systems in ASALs.

Mission

To coordinate the formulation and implementation of policies and strategies to enhance socio-economic development and sustainable livelihoods in the ASALs

Core Values

- Inclusivity
- Equity and equality
- Innovativeness and creativity
- Integrity
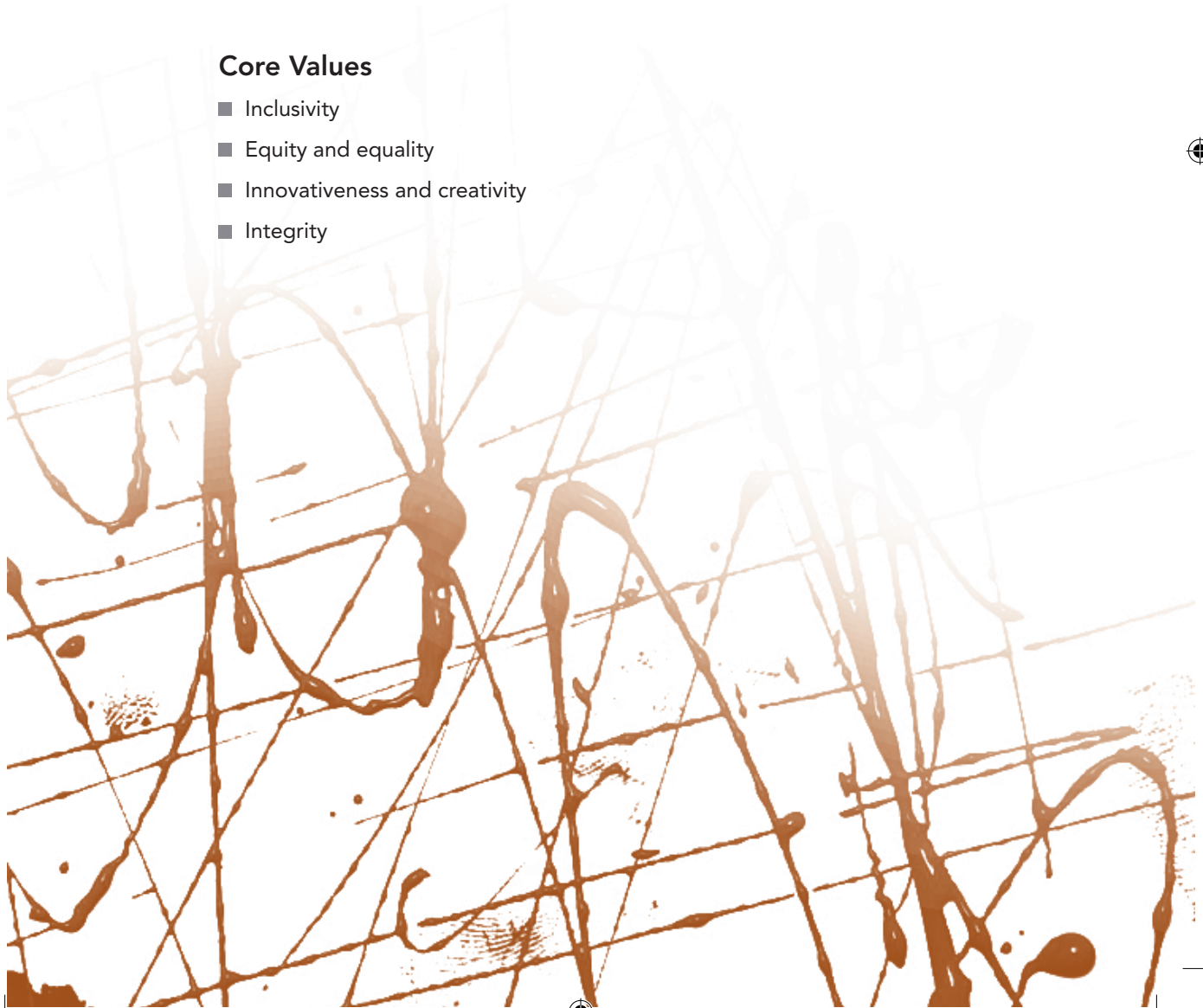
Foreword

The Government recognises the need to address inequalities and vulnerabilities in Arid and Semi-Arid Lands (ASALs). In a bold move towards realisation of this, the Government vide Executive Order No. 1 of June 2018 (Revised) established the State Department for Development of the Arid and Semi-Arid Lands (SDDA) to coordinate overall planning and development of policies and programmes for ASALs.

Upon the establishment of the State Department, the Ministry of Devolution and ASALs embarked on a process of preparing a Strategic Plan for the period 2018 - 2022. The SDDA initiated consultations with its stakeholders at the inaugural ASALs Conference held in September 2018 under the theme unlocking the potential of ASALs for accelerated national development.

Further consultative meetings with various stakeholders drawn from the 29 counties classified as ASAL were held and their input and contribution enriched the content of this document. Implementation of this Strategic Plan will, therefore, ensure that the over 80 per cent of Kenya's land mass comprising the ASALs, realizes its full potential and contributes to national development. The Government recognizes that increased investment in infrastructure, human capital development, security, water, among others, is key to exploitation of the potential of ASALs. Towards this end, the Strategic Plan identifies four key result areas to enhance sustainable development of the ASALs. These are: Coordination of ASALs development; Resilience building; Social and cultural integration; and Governance.

The Strategic Plan is anchored in the Constitution, Vision 2030 Development Strategy for Northern Kenya and Other Arid Lands, Sessional Paper No. 8 of 2012 on national policy for development of northern Kenya and other arid lands, and the Medium-Term Plan III (2018-2022). It will contribute to the realization of the Big Four Agenda and the aspirations of the African Union Agenda 2063 as well as the Sustainable Development Goals (SDGs). This strategic plan therefore, provides the roadmap to meet these goals and calls for renewed resource commitment and mobilization by government and development partners.

I sincerely thank the Principal Secretary, State Department for ASALs, Mr. Micah Pkopus Powon, for his able leadership in steering the strategic planning process to its successful completion.

My sincere gratitude also goes to Amb. Hussein Dado, the Chief Administrative Secretary in the Ministry of Devolution and ASAL for his insights and invaluable contribution towards this process.

Hon. Eugene L. Wamalwa, EGH

CABINET SECRETARY,

MINISTRY OF DEVOLUTION AND ASALs

Preface

The creation of the State Department for Development of the ASALs demonstrates the government's commitment to accelerate development of the region. In this Strategic Plan the State Department has prioritised the following key result areas: Coordination of development in ASALs; Resilience Building; Socio-cultural integration; and Governance.

This Strategic Plan focuses on implementation of measures towards realisation of aspirations of the people living in the ASALs. The State Department will harness investments by all partners to achieve the overall vision of the Plan. I wish to express my commitment to oversee its full implementation.

Our sincere appreciation goes to our partners: United States Agency for International Development (USAID) and United Kingdom (UK) Department for International Development (DFID) through the Agile and Harmonized Assistance for Devolved Institutions (AHADI) Programme for their financial and technical support. I also wish to acknowledge the support of the European Union through the National Drought Management Authority (NDMA) towards this process. I further wish to acknowledge the roles and contributions of all stakeholders, including our colleagues from other Government Ministries, Departments and Agencies (MDAs), County Governments, and Development Partners.

I would like to recognize the invaluable contribution of the staff of the State Department in the preparation of this plan; Amb. (Dr) Leonard Ngaithe, Ephantus Waruingi, Dr. Florence Bett, Dr. Monicah Kinuthia, Dr. Naphtali Wambugu, Dr. Huldah Ogoti, Robert Njogu, Eng. Alex Mwangi, Eng. Andrew Waithaka, Tabitha Wanjiru, George Ngige, Fredrick Juma, Samuel Mutio, Pinky Zala, Hudson Mugodo, John Mose, Irene Mbogo, James Areba, Paul Koros, Reuben Thuku, Benard Kiinga, Viviene Simwa, George Njenga, Lawrence Nyaguti, Selline Okumu, Sarah Mauta, Christine Sarah, Irene Mahinge, Divinnah Kitum, Catherine Gikiru, Patricia Shitambasi and Mary Ogwe.

I acknowledge the significant contribution of NDMA through Mr. James Oduor, the Chief Executive Officer (CEO), Sunya Orre, Paul Obunde and Lucy Kirauni. I further extend my appreciation to the technical advisors, Muhoro Ndung'u, Luigi Luminari and Dr. Samuel Ngigi (University of Nairobi) for steering the development of this document.

Micah Pkopus Powon, CBS

PRINCIPAL SECRETARY

STATE DEPARTMENT FOR DEVELOPMENT OF THE ASALs

Definition of Terms

Agro-pastoralism: The integration of crop production and livestock production.

Aridity: The degree to which a climate lacks effective, life-promoting moisture. Aridity is measured by comparing long-term average water supply (precipitation) to long-term average water demand (evapotranspiration). If demand is greater than supply, on average, then the climate is arid.

Climate Change Adaptation: Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.

Climate-proofing: Identifying risks to a project or asset from climate change, and ensuring that those risks are reduced to acceptable levels through changes introduced at different stages in the project cycle.

Pastoralism: The extensive production of livestock in rangeland environments. It takes many forms, but its principal defining features are livestock mobility and the communal management of natural resources.

Radicalisation: A process by which an individual or group comes to adopt increasingly extreme political, social, or religious ideals and aspirations that reject or undermine the status quo or contemporary ideas and expressions of the nation.

Strategic planning: An organisational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

Sustainable Development: Development that advances social progress, economic growth and environmental protection.

Terrorism: Defined broadly as the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

Resilience: The capacity of a system, community or a society potentially exposed to hazards to adopt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organising itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures.

Risk: The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of the likely hood of an advert event occurring and the impact of that event in case it does occur. It can also be defined as an exposure to the consequences of uncertainty.

Vulnerability: The degree to which an area, people, physical structures or economic assets are exposed to loss, injury or damage caused by the impact of a hazard.

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Acronyms and Abbreviations

ASALs	Arid and Semi-Arid Lands
ASF	ASAL Stakeholders Forum
AU	African Union
CCA	Climate Change Adaptation
CIDPs	County Integrated Development Plans
CPPMU	Central Planning and Project Monitoring Unit
DRM	Drought Risk Management
EAC	East African Community
ECoRAD	Enhancing Community Resilience Against Drought
EDE	Ending Drought Emergencies
FCDC	Frontier Counties Development Council
ICKM	Information Communication and Knowledge Management
ICT	Information and Communication Technologies
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IGAD	Inter-Governmental Authority on Development
KEPSA	Kenya Private Sector Alliance
KRA	Key Result Area
LAPSSET	Lamu Port, South Sudan and Ethiopia Transport corridor
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MTP	Medium Term Plan
NACONEK	National Council for Nomadic Education in Kenya
NDEF	National Drought Emergency Fund
NDMA	National Drought Management Authority
NOKET	Northern Kenya Education Trust
NSP	National Spatial Plan
O&M	Operations and Maintenance
PESTEL	Political, Economic, Social, Technological, Environmental and Legal analysis
PPG	Pastoralists Parliamentary Group
PPP	Public Private Partnerships
REC	Regional Economic Communities
RM	Resource Mobilization
SAGA	Semi-Autonomous Government Agency
SALW	Small and Light Weapons
SCAMPs	Sub-Catchment Management Plans
SDDA	State Department for Development of ASALs
SDGs	Sustainable Development Goals
SO	Strategic Objective
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNFCCC	United Nations Framework Convention on Climate Change
WASH	Water, Sanitation and Hygiene

Executive Summary

The Arid and Semi-Arid Lands (ASALs) in Kenya are spread across several counties with varying degrees of aridity. In these areas, annual rainfall ranges between 150 mm and 850 mm per year. Temperatures are high throughout the year with high rate of evapo-transpiration. These extreme climatic conditions have had devastating effects on the environment and livelihoods of communities with spiralling vulnerabilities. However, the regions have great potential for development and contribution to the national economy through livestock, trade, energy, minerals, agriculture and tourism sectors which are currently underexploited.

It is against this background that the State Department for Development of the ASALs (SDDA) was established to coordinate overall planning and development of policies and programmes for the ASALs. In view of this, the SDDA has developed a five-year Strategic Plan (2018-2022) through a participatory process that involved stakeholders drawn from Ministries, Departments and Agencies, Development Partners, County Governments, National and County Assemblies, Academic and Research Institutions. The Plan was developed with the realization and recognition that strategic planning enhances efficiency and effectiveness in implementation of programmes.

Within the implementation framework formulated in this Strategic Plan, the SDDA have identified four Key Result Areas (KRAs) namely: Coordination of development in ASALs; Resilience Building; Social and Cultural integration; and Governance. Implementation of the four KRAs will be supported through four strategic objectives mainly to:

(i) Coordinate formulation and implementation of policies and strategies for the development of ASALs;

(ii) Build resilience through economic and social intervention programmes;

(iii) Facilitate social cultural integration of communities in ASALs and cross-border areas; and

(iv) Strengthen the institutional leadership of the SDDA

The Strategic Plan also outlines the proposed organizational structure that will support implementation of the planned activities. The plan articulates human resource development strategies, resource mobilization plan and a risk mitigation framework. Further, Monitoring, Evaluation and reporting is embedded as a critical tool for tracking progress in the implementation of the Strategic Plan.

In conclusion, this Strategic Plan has set out the interventions necessary to unlock and tap the economic potential of the ASALs for accelerated growth and development. This will address the marginalization question and ensure that ASAL regions are not left behind as the rest of the country marches forward towards achievement of the aspirations of Kenya Vision 2030.

Overview

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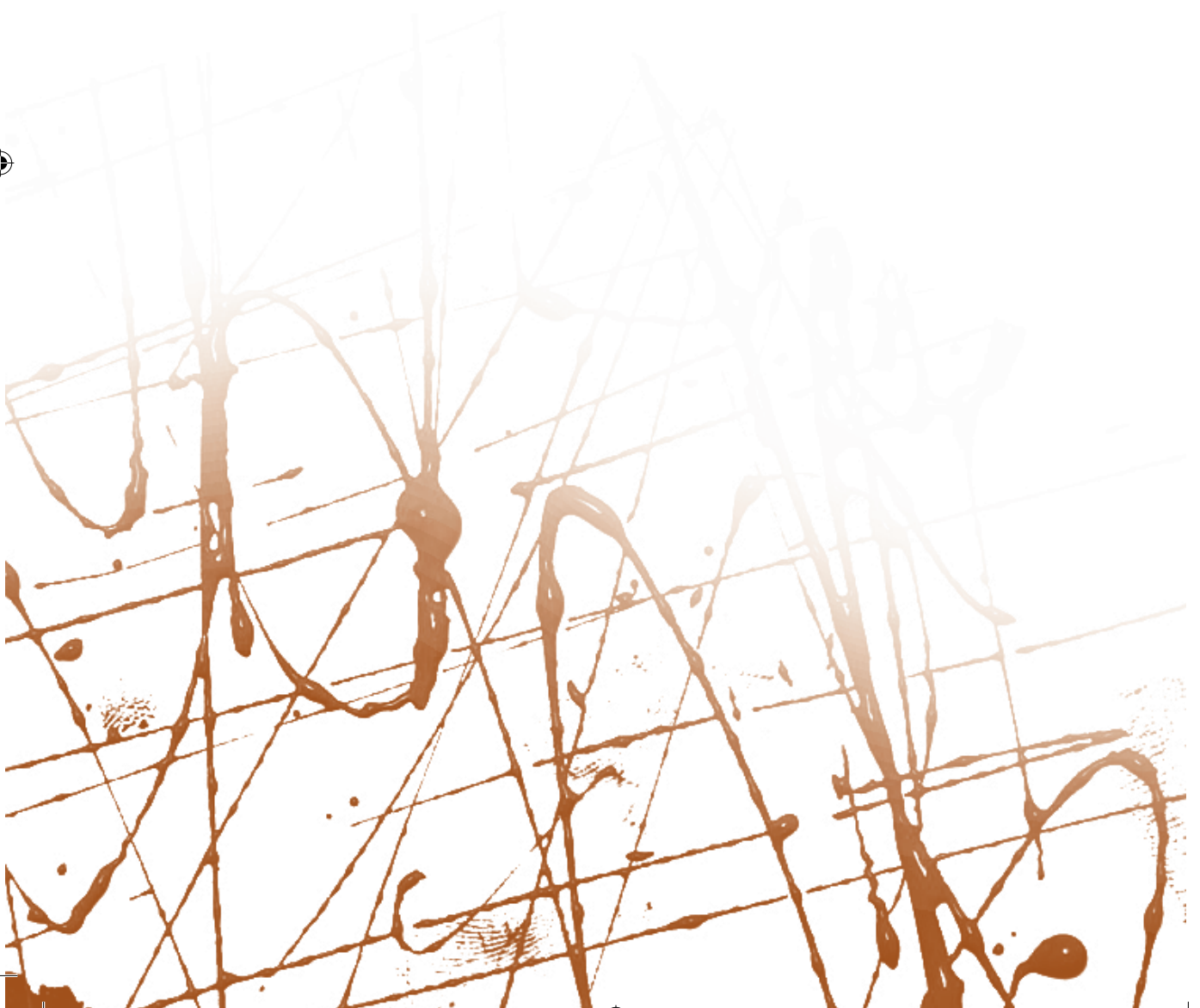
This chapter highlights the background and mandate of the State Department and the global, regional and national development challenges specific to its mandate. It also focuses on the Department's development role vis-à-vis the national development agenda including the Kenya Vision 2030, Third Medium-Term Plan (2018-2022), the "Big Four Agenda", Sustainable Development Goals (SDGs) and the African Union's (AU) Agenda 2063.

1.1 Background

The State Department for Development of the ASALs (SDDA) was established through Executive Order No. 1 of June 2018 (Revised) following reorganization of Government. Its precursor, the Ministry of State for the Development of Northern Kenya and Other Arid Lands, was established in 2008 in conformity with Agenda 4 of the National Accord and Reconciliation Act. The SDDA is a special vehicle for affirmative action, mainstreaming development issues of Arid and Semi-Arid Lands (ASALs), coordinating, implementing and fast-tracking investment in ASALs for long term sustainable development.

1.2 Mandate and Functions

The mandate of the State Department is to formulate and implement policies and strategies that fast-track development of ASAL areas to reduce inequalities and vulnerabilities. The functions of the State Department are spelt out in the Executive Order No. 1 of June 2018 (revised) as indicated in Table1.1:

Table 1.1: Functions of the State Department

1. Arid and Semi-Arid Lands Policy.
2. Coordination of Planning, and Development for Arid and Semi-Arid Lands.
3. Implementation of Special Programmes for Development of Arid and Semi-Arid Areas
4. Implementation of Arid and Semi-Arid Lands Programmes.
5. Co-ordinating Research for Sustainable Arid and Semi-Arid Lands Resource Management, Development and Livelihoods.
6. Promotion of Livestock Development and Value addition of Resources within Arid and Semi-Arid Areas.
7. Enhancing Livelihood Resilience of Pastoral and Agro Pastoral Communities.
8. Co-ordinating Responses against Drought and Desertification.
9. Peace Building and Conflict Management within Arid and Semi-Arid Areas.
10. Management and Promotion of Integrated Cross Border Activities in identified ASAL Counties

1.3 Global, Regional and National Development Challenges

The ASALs face several challenges that affect their socio-economic development, food security and environmental sustainability. Key challenges include climate change; desertification; radicalisation and terrorism; inadequate response to drought; resource-based and cross-border community level conflicts; low human capital development; low level of investment in infrastructure; human-wildlife conflicts; high incidences of poverty, food and nutrition security; highly dispersed population ; urban underdevelopment; and land degradation. These challenges require solutions at global, regional and national levels.

1.4 State Department's Role in National Development

The State Department's key role is to initiate and implement programmes that will lead to the stimulation of social and economic development in the ASALs. This role will contribute to the attainment of the UN SDGs, AU Agenda 2063, Kenya Vision 2030 and the "Big Four Agenda".

The plan will address the Medium-Term Plan (MTP) III through agriculture, livestock and fisheries in the economic pillar. Under the social pillar, the plan will address education and training; health; environment; water and sanitation; and gender, youth and vulnerable groups.

The Strategic Plan will also contribute to the Big Four Agenda through enhancement of food security by improving livestock production and value chains. It will support local value addition facilities for natural resources in ASAL areas. There are other affirmative action programmes that act as enablers to the realisation of the Big Four Agenda, for instance, human capital development.

The strategic plan will support the AU Agenda 2063, through implementation of programmes that will lead to the realisation of the following aspirations: a prosperous Kenya based on inclusive growth and sustainable development; and a peaceful and secure country whose development is people-driven, relying on the potential of her people, especially women and youth, and caring for her children. This strategic plan also targets to attain the SDGs that are relevant to the mandate of the State Department as follows:

- SDG 1: End Poverty and all its forms everywhere;
- SDG 2: End hunger, achieve food security and improved nutrition   and promote sustainable agriculture;
- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- SDG 6: Ensure availability and sustainable management of water and sanitation for all; and
- SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

1.5 Organization of the Strategic Plan
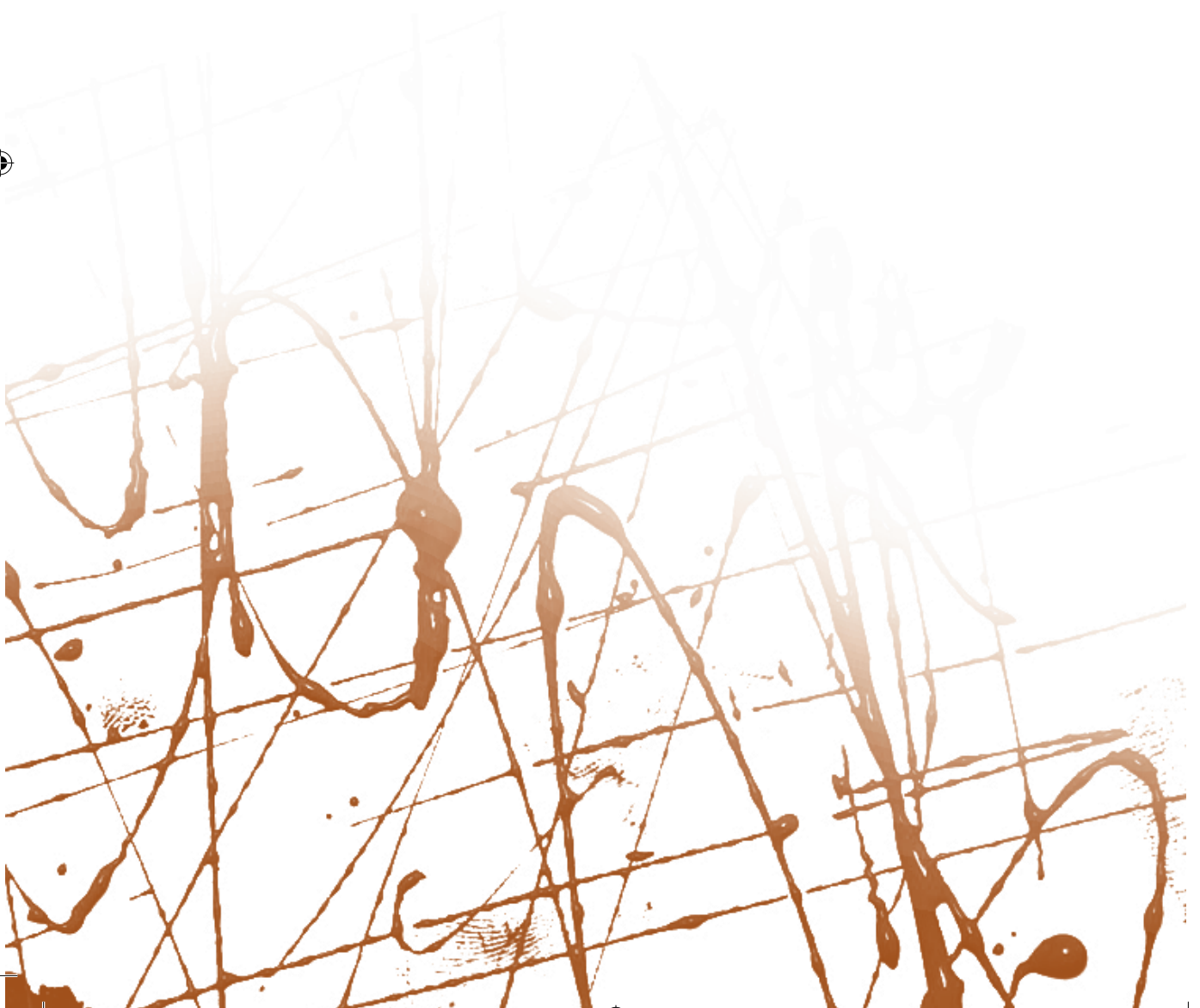
This Strategic Plan is organized into five chapters. Chapter One outlines the mandate of the State Department as derived from the Executive Order number 1 of June 2018 (Revised). Chapter Two outlines a review of the previous Strategic Plan (2013-2017) including key achievements, challenges faced during the implementation of the previous plans and lessons learnt. It contains an environmental scan analysis on strengths, weakness, opportunities and threats. A political, economic, social, technological and legal analysis has also been undertaken to inform on their impact on performance.

Chapter Three presents the Vision, Mission, Key Strategic Areas (KRAs) and the Strategic Objectives. The four Strategic Objectives are: Coordination of Development of the ASALs; Resilience Building;

Socio-Cultural Integration and; Governance. Accompanying strategies have been formulated with corresponding activities aligned to MTP III, SDGs, the AU Agenda 2063 and the Big 4 Agenda as presented in the implementation matrix (Annex IV). Chapter Four has the current and proposed organisational structure to support implementation of activities during this strategic period. Chapter Five sets out the institutional framework for Monitoring, Evaluation and frequency for monitoring and reporting on progress (Annex V).

Situation Analysis

2

2.0   Overview

This Chapter provides a situational analysis of the ASAL areas. It reviews the milestones/key achievements, challenges and lessons learnt from the 2013 - 2017 Strategic Plan. In addition, the chapter presents an environmental scan of the ASALs covering the Strengths, Weaknesses, Opportunities and Threats (SWOT); the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis; as well as stakeholder analysis.

2.1   Review of the Previous Strategic Plan

The Department previously responsible for implementing the ASAL function during the 2013-2017 period made achievements in a number of areas as shown in Table 2.1:

2.1.1 Milestones/Key Achievements

Table 2.1: Key Achievements/Milestones

Activity	Indicator	Achievements 2013-2017
Review and implement ASALs policies	ASAL Policy	Final Draft of ASAL Policy produced, awaiting Cabinet approval.
	No. of Policy briefs prepared	Six (6) policy briefs prepared for line ministries, Constitutional and Independent Offices, National Assembly, Counties and other stakeholders.
Develop linkages with 10 research and academic institutions on knowledge management to facilitate policy formulation	No. of research and academic institutions linked	Target not achieved.
Support efforts by NOKET in provision of 1,210 scholarships to bright and needy girls in secondary schools and for tertiary education for needy students	No. of scholarships provided	560 secondary school girls provided with scholarships.
Coordinate and implement programmes/ projects for Enhancing Community Resilience Against Drought for 30,000 beneficiaries	No. of Projects implemented No. of beneficiaries	Projects implemented in Turkana and Marsabit counties under ECoRAD I: Livestock value chains; drilling and equipping of boreholes with solar pumping system.

Table 2.1: Key Achievements/Milestones

Facilitate 5 ASAL Transformation Structures	No. of functional ASAL Transformation Structures	Two (2) ASAL Transformation Structures formed and operational: including the ASAL Secretariat; ASAL Stakeholder Forum (ASF).
Establish supporting institutional structures	No. of structures established	Both the National Drought Management Authority and the National Drought Emergency Fund (NDEF were established in 2016 via an Act of Parliament)
Support implementation of Hunger Safety Net Programme for 100,000 households	No. of households receiving regular cash transfers	98,896 out of 100,000 households received regular cash transfers in Turkana, Marsabit, Wajir and Mandera Counties
Implement projects under the Medium Term ASAL Programme	No. of projects implemented	Four (4) projects implemented: assessment of ground water potential in Wajir and Garissa counties done; water and sanitation; preparation and implementation of SCAMPs;
Carry out four (4) demand driven studies and preparation of ASAL land use plans to manage and control ASAL sedentarization, and human settlements	No. of plans prepared No. of studies	2 spatial plans prepared for Wajir and Mandera towns
Establish a coordination mechanism for implementation of strategy on Ending Drought Emergencies	No. of coordination pillar forums	Six (6) pillar forums established

2.1.2   Challenges

The following were the challenges experienced during the implementation of the previous strategic plan:

a)   Coordination gaps in project implementation amongst stakeholders;

b)   Poor Monitoring and Evaluation of programmes and projects due to inadequate funding;

c)   Reorganization of the Government affecting the mandate of the State Department; and

d)   Lack of a clear partnership engagement and coordination framework amongst development actors.

2.1.3   Lessons Learnt

During the implementation of the 2013-2017 Strategic Plan, the following major lessons were learnt:

i. The need to strengthen collaboration mechanisms to support coordination of activities in ASALs;

ii. The need for a coordinated multi-sectoral approach to implementation of development programmes in the ASALs for maximum benefit to the communities; and

iii. The need to develop a monitoring, evaluation and reporting framework for a well-coordinated implementation.

2.2 Environmental Scan

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

The SWOT Analysis is shown in Table 2.2:

Table 2.2: SWOT Analysis

Strengths	Weaknesses
i. There is a State Department with the mandate to implement as well as coordinate all stakeholders and MDAs in ASAL development; and ii. Experienced Staff at the State Department.	i. Existing skills gaps for various areas that require specialization; ii. Overlapping mandate make it difficult to define the niche of the State Department
Opportunities	**Threats**
i. A supportive policy environment on ASALs; ii. Partnerships with County, National Government agencies, private sector and development partners; iii. Infrastructure opening up most of the ASALs region; iv. Political goodwill; v. Land tenure conducive to ASALs economic activities (pastoralism). vi. Vastness of the area as potential for livestock development and other development initiatives.	i. Incidences of radicalization, extremism and terrorism in ASALs; ii. Climate change leading to desertification and loss of species; iii. Inter-communal conflicts and insecurity; iv. Gender inequality and negative socio-cultural practices; and v. Overlapping mandates with other government agencies.

2.2.2 PESTEL Analysis

During the preparation of this Strategic Plan, the State Department carried out a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis. The analysis was meant to focus on the environment in which the department operates. The exercise assisted the department to it appreciate factors supporting or would hinder implementation of the strategic plan. The Table 2.3 shows a summary of the results of the PESTEL Analysis.

Table 2.3: PESTEL Analysis

Category	Issue	Description
Political	Political goodwill	Government is committed to socio-economic development of ASALs. Devolution of functions and resources has offered the public an opportunity to prioritize their development needs, which has a positive impact on the implementation of the Strategic Plan.
	Kenya Vision 2030	Kenya Vision 2030, the Vision 2030 Development Strategy for Northern Kenya and other Arid Lands, and the MTPs have provided a foundation for accelerated economic, social and political performance.
	Public Sector Reforms	Public Sector Reforms, including Performance Contracting, Public Participation, Result Based Management and Programme Based Budgeting will have an impact in the implementation of the Strategic Plan.
	Governance and corruption	Good governance and prudent management of public resources is key to implementation of this strategic plan.
	Big Four Agenda	The State Department's mandate will be an integral part of the realization of the Big Four Agenda and its successful implementation will improve the livelihoods of ASAL communities.
	Regional environment	Regional integration issues will impact on implementation of this Strategic Plan.
Economic	Good economic growth record	There is sustained good performance of the economy, but inequalities remain. Resource allocations to the socio-economic sectors and ASAL areas have increased opportunities.
	Kenya vision 2030	The Kenya Vision 2030 economic and social pillars have provided a framework for economic development through the MTPs and the County Integrated Development Plans (CIDPs) at the county level whose implementation will lead to equitable distribution of resources.
	Limited job opportunities	Limited job opportunities lead to high unemployment and poverty levels which increases vulnerability.
	Goodwill from development partners	The State Department is likely to continue enjoying goodwill from all its development partners.
	Social Protection Resources	Social protection resources present an opportunity for protecting the vulnerable in the society.
	Budgetary constraints	Other Government priorities and emergencies are likely to affect planned activities.

Category	Issue	Description
Social	Increased awareness	There is increased public awareness on government services and citizen entitlement.
	Inter-communal conflict	Inter-communal conflicts result in loss of life and livestock and other assets, which eventually undermines economic development due to insecurity.
	Gender issues	Negative gender-based practices continue to be prevalent in some communities that limit access to education and other opportunities for young men and women, limiting their participation in development initiatives.
Technological	Access to Information and communications Technologies (ICTs)	There is a great opportunity for leveraging on ICTs in improving services for ASAL communities.
	Access to technology	New sustainable technological advances; green energy such as solar and wind generation; climate smart technology; IT-based services like early warning systems, money transfer, among others; online businesses and services that could increase employment opportunities in ASAL areas.
Environmental	Climate Change	Global warming and climate change have negatively affected the Kenya economy due to their adverse effects on productive sectors. This reduces disposable income leading to increased level of poverty and vulnerability.
	Environmental degradation	Deforestation, charcoal production and presence of invasive species have decreased productivity in range lands.
Legal	Legal provisions	Need for harmonization of legal framework for levies and fees for traders operating across counties.

The SWOT and PESTEL analysis shown in Tables 2.2 and 2.3 respectively informed the State Department in identifying strategic issues and subsequently developing strategic objectives and strategies to address the issues as indicated in Chapter Three.

2.2.3 Stakeholders Analysis

This Strategic Plan takes cognizance of the State Department's stakeholders and their varied aspirations. The State Department in turn has expectations from stakeholders which it hopes to be equally met. The State Department's linkage with its stakeholders is summarized in Table 2.4:

Table 2.4: Stakeholder Analysis

Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholders
National Government Line Ministries	Mainstreaming their policies into the State Department's plans; Good governance; Providing technical support on ASAL issues; Facilitate capacity building; Provide effective and efficient response initiatives; Provide policy, leadership and coordination on matters relating to the ASALs; and Resource mobilization.	Budget support for the State Department; Effectively partner with the State Department in the implementation of its policies and strategies; Mainstream State Department's policies in their respective plans; and Good governance, accountability and transparency
Counties	Coordination of issues relating to ASAL programmes; Technical support and capacity building to ASAL counties; Provision of policy, legal and regulatory framework on ASAL matters; State Department representation at the county level.	Mainstream the State Department's policies in their respective CIDP's; Participate in implementation of State Department's activities at the county level; Complement services provided by the State Department; Integrity, accountability and transparency.
SAGAs and other partner institutions	Resource mobilization and timely release of funds; Formulation of policies and development of legal and reporting frameworks; Capacity building; Facilitate coordination in the State department initiatives.	Prudent financial management; Timely submission of reports on programmes and activities undertaken; Implementation of the State department's policies.
Development Partners	Provide timely reports and reviews; Achievement of project goals and outcomes; Involvement of stakeholders in the various aspects the State Department's activities; Continuous monitoring & evaluation and provision of reports; and Good governance and accountability.	Support the State Department's programmes. Timely disbursement of committed resources; Provision of technical assistance and capacity building; Good governance and accountability; and Effective collaboration and synergy building.

Table 2.4: Stakeholder Analysis

Public/Citizens	Good governance, accountability and integrity; Timely delivery of services; Provision of reliable information Prudent utilization of resources; and Inclusion of vulnerable persons.	Public participation; Patriotism; Feedback; Inclusive of vulnerable persons.
Research/ Academic institutions	Proper planning using data from the institutions Partnership/collaboration in research and policy formulation.	Provide necessary technical support/training to the State Department. Share reliable and accurate data and research findings/information with the State Department; Innovation.
Media	Access to information. Contact with the management. Engagement in events and activities related to the State Department.	Promotion and articulation of the State Department's issues; Carry out awareness and publicity on issues relating to the State Department; Carry out public education to the masses; Use the media instruments to reach a wider audience; and Provide support to public education campaigns.
Private Sector	Involvement in public participation forums; Provision of reliable information; and Effective and efficient service delivery. Partnership in implementation of projects and programmes, and business opportunities;	Partnership in implementation of projects and programmes; Actively participate in resource mobilization; and Actively support community empowerment programmes through corporate social responsibility.
Professional Bodies	Provision of reliable data and information; Establishment of partnerships; Involvement in the State Department's activities; and, Meet professional and ethical requirements.	Provision of professional services to the State Department; Participating in policy formulation; and Training and development.

Table 2.4: Stakeholder Analysis (Cont'd)

Parliament	Develop bills; Response to parliamentary questions; Consultation on issues that require legislation.	Ensure adequate funding of the State Department; Pass legislations; Involvement in deliberation of the State Department's issues; Timely response on issues related to the State Department
Political leadership	Develop strong institutional capacities that enhance service delivery and achievement of development goals; Adherence to rules and regulations of the government; Development of policies and tracking of their implementation; Advisory services on issues related to State Department; and Initiate relevant policy documents.	Provide policy & strategic direction and leadership; Provide frameworks for good governance; and Facilitate resource mobilization.
Judiciary	Abide by the rule of law.	Fair, just, timely dispensation of justice.
AG's office (State Law Office)	Minimize risks and exposure of government to legal liability. Partnership in development of new legislations and changes to the existing law.	Provide support and advice in legal matters affecting the State Department
Staff	Conducive work environment where individuals are trusted, respected and appreciated; Favourable terms & conditions of service; Skills development; Career Progression; Training & Development; Adequate facilitation; and Commitment to and enhancement of staff welfare.	Meet their targets; Commitment & productivity; Portray the right image of the State Department; Timely and responsive services; Adherence to the policies, rules, & regulations of the State Department; and Provide effective and efficient services to clients, partners and stakeholders.

The Strategic Model 3

3.0   Overview

This Chapter presents the strategic model that sets out the Vision, Mission and Core Values that guide implementation of this Strategic Plan. It also outlines the Key Result Areas (KRAs) that inform the focus areas for implementation of the Strategic Objectives, Strategies and Activities.

3.1 Vision, Mission and Core Values

3.1.1 Vision

Prosperous and resilient communities with sustainable livelihood systems in ASALs.

3.1.2 Mission

To coordinate the formulation and implementation of policies and strategies to enhance socio-economic development and sustainable livelihoods in the ASALs.

3.1.3 Core Values

a) Inclusivity

b) Equity and equality

c) Innovativeness and creativity

d) Integrity

e) Professionalism

3.2 Key Results Areas/Strategic Focus Areas

The following are the four Strategic Focus Areas of the State Department during the 2018-2022 planning period;

3.2.1 Coordination of Development for ASALs

The State Department will co-ordinate the formulation of policies and implementation of strategies for the development of ASALs. This will be done through overseeing planning and development of programmes and projects for ASALs; coordination of research for sustainable resource management; strengthening knowledge management; collaboration with other development partners for accelerated ASAL development; and strengthening the National Drought Management Authority to coordinate and implement drought risk management. In addition, the State Department will develop requisite legal frameworks for development of ASALs.

3.2.2 Resilience Building

Social development indicators in ASALs are low compared to the rest of the country due to various factors. ASALs communities, therefore, have characteristically low capacity to withstand social, economic and environmental shocks arising from droughts, conflicts and climate change. It is, therefore, the strategic focus of SDDA to develop such programmes that will fill the social, economic and environmental gaps to increase the ability of ASAL communities to withstand such shocks. These programmes include strengthening the Ending Drought Emergencies (EDE) interventions at national and county levels; strengthening investments that support communities to respond to slow onset and predictable hazards.

In addition, the State Department will coordinate strategies to address poverty reduction, wealth creation and economic growth; and facilitate private investment in the ASALs.

3.2.3 Social and Cultural Integration

Social and cultural integration programmes will focus on promoting affirmative action based programmes for ASAL communities in education, training, health, employment, gender and social inclusion of women, youth, Persons with Disabilities (PWDs), elderly, marginalised and minorities. Further, frameworks for management and resolution of cultural and resource-based conflicts; social integration; inter-county collaboration and cross-border initiatives in identified ASAL counties will be developed. The State Department will also work in collaboration with other stakeholders on the control of human-wildlife and other land use related conflicts in the ASALs.

3.2.4 Governance

The State Department will take up its leadership role for coordinating players in the ASALs development agenda by putting measures in place to strengthen accountability and leadership systems, promote national values, enhance staff competency and develop risk management frameworks.

3.3 Strategic Objectives and Strategies

The following are the strategic objectives which will guide the State Department to realize its mandate during this planning period:

1. To coordinate the formulation and implementation of policies and strategies for development of ASALs;
2. To build resilience in ASALs through economic and social development interventions;
3. To facilitate social and cultural integration of communities in ASALs and cross-border areas; and
4. To strengthen institutional leadership of the State Department for Development of the ASALs.

Table 3.1: Key Result Areas (KRAs), Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
KRA1: Coordination of Development of ASALs	SO1: To coordinate the formulation and implementation of policies and strategies for development of ASALs.	Facilitate and promote policy and legal dialogue. Coordinate national and county governments and other stakeholders in planning and development of ASALs. Promote private sector investment in ASALs. Develop a knowledge management system for ASALs. Convene policy dialogue on implementation of EDE initiatives at all levels.
KRA 2: Resilience Building	SO2: To build resilience through economic and social intervention programmes	Support implementation of EDE-MTP III. Promote livestock value chain and market access for other products. Promote climate smart agriculture. Promote climate-proofed infrastructure. Design and implement programmes for critical issues affecting social and economic development. Strengthen coordination for drought risk management.
KRA 3: Social and Cultural Integration	SO3: Facilitate socio-cultural integration of communities in ASALs and cross-border areas	Support conflict resolution initiatives in conflict-prone areas. Develop integrated trans-boundary and cross-border programmes on peace and conflict management. Facilitate building bridges amongst diverse communities for peaceful co-existence.
KRA 4: Governance	SO4: To strengthen institutional leadership of the State Department for Development of the ASALs	Skills and competence development of staff. Fill staff gaps through recruitment. Improve management systems by developing and monitoring quality management systems. Resources mobilisation for SDDA programmes.

Table 3.2 show the implementation strategy of the Strategic Plan.

Table 3.2: Implementation Strategy

SO1: TO COORDINATE FORMULATION AND IMPLEMENTATION OF POLICIES AND STRATEGIES FOR THE DEVELOPMENT OF ASALS
Strategy: Facilitate and promote policy and legal dialogue and coordinate stakeholders in planning and development of ASALs
1. The SDDA will be the primary source of knowledge and expertise on ASAL development in Government and will use this knowledge to support decision-making by the senior management of relevant ministries. It will also facilitate high-level knowledge exchange and policy dialogue through the Inter-Governmental forums and committees in charge of ASAL development.
2. The SDDA will ensure policy coherence across Government and provide knowledge brokerage about the ASALs region and its peculiar features in order to influence investments, service delivery and budget allocation (e.g. develop alternative approaches to service delivery, governance and public administration in Northern Kenya and pastoral areas).
3. The SDDA will review and support the policy agenda[1] for ASALs developed by the Pastoralist Parliamentary Group (PPG) for the period 2018-2022.
4. The State Department will review the Sessional Paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and other Arid Lands (ASAL Policy) to assess the degree of implementation and decide if some of the transformation structures not yet established should be revived, such as the ASAL Transformation secretariat and the Northern Kenya Investment Fund.
Strategy: Promote private sector investment in ASALs
1. SDDA will liaise with the private sector (e.g. Kenya Private Sector Alliance-KEPSA) to engage in policy dialogue aimed at promoting private sector investments in wealth and job creation in ASALs.
2.   Capacity building of local communities to participate in the exploitation of economic potential of resources in ASAL areas.
3. The State Department will support the private sector through: ▪ Provision of information on potential investment opportunities in ASALs. ▪ Conducting feasibility studies on potential investments. ▪ Formulation of policy and legislations that create an enabling business environment. ▪ Provision of legal and administrative support.
4. The Division in charge of policy will contact financial institutions active in ASALs to promote access to credit by pastoralists and other groups living in remote areas. Based on provisions of the Movable Property Security Rights Act Act 2017[2], financial institutions can now provide access to loans for herders who agree to use their livestock as collateral, provided animals are tagged and traceability ensured.

Table 3.2: Implementation Strategy (Cont'd)

Strategy: Develop and manage a knowledge management system for ASALs

1. The Division in charge of policy will coordinate research on topics relevant to the development of ASALs to generate evidence for policy formulation and investments in ASALs.

2. Monitoring and Evaluation of EDE-MTP III will provide evidence for lesson learning and sharing.

3. The State Department for ASALs will establish a Knowledge Management Resource Centre which will be a central hub for all information and data pertaining to the ASALS. Setting up the Knowledge Management Resource Centre will include up scaling the Geographical Information System (GIS) unit into a full-fledged Management Information System (MIS). The centre will:

   a. Be an information hub for all data and information on the ASALs;
   b. Provide a one-stop Central Data Repository (CDR) for the ASALs;
   c. Provide linkages with other Ministries, Departments and Agencies including Research institutions and academia;
   d. Interlink with all existing heterogeneous databases from various ASAL stakeholders into the CDR;
   e. Provide access to data and utilize internet and mobile technologies to share information; and
   f. Establish modalities and protocols for data and information sharing.

---

1   Nine thematic areas included in the ASALs policy agenda: Peace and security 'ending inter-community pastoralist conflict'; Education and nomadic children; Women empowerment; Pastoralism and livestock productivity; Equalization and affirmative action funds; Devolution and decentralised governance; Community land; National drought management and emergency response; Basic public service, and physical infrastructure.

2   The Movable Property Security Rights Act 2017 paves the way for the formation of a centralized electronic registry for mobile assets that financial institutions can use to verify the security offered.

Strategy: Promotion of climate-smart agriculture

1. In crop production, activities in the Strategic Plan focus on the promotion of climate-smart agricultural practices. Such activities includes:
   - Support adoption of drought-tolerant crops;
   - Promote value addition to improve the profitability of drought-tolerant crops;
   - Support innovative approaches in extension service; and
   - Promote crop micro-insurance to reduce risks related to climate change.

Strategy: Design and implement key programmes affecting Social and Economic Development

1. The Department will coordinate and support the Northern Kenya Education Trust (NOKET).

2. The Strategic Plan will support the formulation of regulations and incentives to enhance retention of staff in remote areas.

3. Relevant activities in education and health are as follows:
   - Support NOKET activities.
   - Support construction and equipping of low-cost boarding schools.
   - Promote affirmative action to enhance retention of staff in hardship areas.
   - Provide conditional cash transfer to enhance enrolment and retention of children in schools.
   - Provide food-for-fees during drought.
   - Support school feeding programmes.
   - Support mobile school programmes.
   - Support community-based health strategies.

Strategy: Strengthen coordination for drought emergency response programmes between the National, County governments and stakeholders

1. The State Department will play an important coordination role during drought events by facilitating functional linkages between county and national governments.

2. The Department will promote mainstreaming of DRM, CCA and SP in planning and budgeting allocation.

3. The SDDA will oversee the operation of the National Drought Emergency Fund to ensure funding from GOK and donors.

4. Advocate for the establishment of floods management systems in affected ASALs counties.

SO3 FACILITATE SOCIO-CULTURAL INTEGRATION OF COMMUNITIES IN ASALS AND CROSS-BORDER AREAS

Strategy: Support peace building initiatives in conflict prone areas

1. Support national and county governments to establish and implement policies, mechanisms and frameworks that reinforce cohesion, reconciliation and security and ensure effective response to conflict.

2. Coordinate and fundraise for peace building initiatives in conflict prone areas and trans-boundary areas. Planned activities are highlighted below:
   - Support Business start-up funds for youth at risk of radicalization;
   - Support peace-dividend projects;
   - Support county peace forums and cross-border peace & security committee in frontier counties;
   - Promote inter-communal peace agreements;
   - Facilitate public awareness forums;
   - Support community policing programmes; and
   - Support alternative dispute resolutions (ADR) mechanisms.

Strategy: Promote peaceful coexistence amongst communities

1. Address causes of resource-based conflicts (such as water, pasture and land use).
2. Establish measures to build the capacity of traditional decision-making systems in the ASALs, and take into consideration the involvement of youth, women and other vulnerable persons.
3. Undertake needs and impact assessment of refugees on host communities.

Strategy: Promotion of cross-border peace initiatives

1. The State Department will coordinate the implementation of two projects under Kenya-Ethiopia Integrated Cross Border Development Framework.
2. The State Department will further develop the following cross border integrated development frameworks and sign their respective bilateral Memorandum of Understanding:
   - i. Kenya-Uganda
   - ii. Kenya-Tanzania
   - iii. Kenya- Somalia
   - iv. Kenya-South Sudan

SO4: TO STRENGTHEN INSTITUTIONAL LEADERSHIP OF SDDA

Strategies:
The following strategies will be adopted:
1. Skills and competence development of staff;
2. Filling of staff gaps through recruitment;
3. Improve the quality of management systems; and
4. Resources mobilisation for SDDA programmes.

Activities under institutional leadership include:
   - Form and support activities of relevant governance committees;
   - Skills and competence development of staff;
   - Filling of staff gaps through recruitment;
   - Develop risk management framework;
   - ISO certification;
   - Carry out customer satisfaction and work environment surveys;
   - Develop ICT tools for accountability and audit functions; and
   - Promote national values and leadership capacity development.

Implementation And Coordination Framework

4

4.0 Overview

This chapter presents the current and proposed organizational structure of the State Department and its staffing levels as provided for by the Public Service Commission of Kenya. It also outlines the human resource gaps, financial resource requirements, risk analysis and mitigation measures. The State Department will ensure effective resource mobilization through the Medium-Term Expenditure Framework and from development partners.

4.1 Structure of the Organisation

4.1.1 Current Organization Structure

The State Department has Directorate of Arid and Semi-Arid Lands, the Directorate of Administrative Services and NDMA (Semi-Autonomous Government Agency) after the reorganization of government in June 2018. Prior to the aforesaid reorganization, the State Department also consisted of Directorate of Special Programmes and Street Families Rehabilitation Trust Fund (SFRTF) which have since moved to State Departments for Devolution and Social Protection respectively. The current two directorates are described below.

Departments/ Directorates/Units

The State Department is managed by a Principal Secretary who is responsible to the Cabinet Secretary for effective administration and management of the State Department as stipulated in Article 155(2) of the Constitution.

Directorate of Arid and Semi-Arid Lands

The Directorate of ASALs is the technical arm of the State Department. It is responsible for implementation of policies, strategies and programmes for development of ASALs, formulating, designing and implementing special programmes in ASALs and liaising with relevant stakeholders in implementation of ASALs programmes.

Directorate of Administrative Services

The Directorate of Administrative Services consists of various sections providing support Services. The Directorate comprise of the following units: Administration, Central Planning and Projects Monitoring Unit, Human Resource Management and Development, Supply Chain Management, Finance, Accounts, Legal, Internal Audit, Public Relations, ICT and Counselling. The Directorate is responsible for: overall administration and management of day to day activities; interpretation and implementation of human resource policies; policy planning, monitoring and evaluation; implementation of financial and accounting management systems; procuring of goods, services and works; assessment and reviewing of risks; managing communication and public relations; designing, implementing and supporting information and communication systems; providing legal advice; and providing psychosocial support services.

National Drought Management Authority

The National Drought Management Authority (NDMA) is a statutory body established under the State Corporations Act (Cap 446) through Legal Notice No. 171 dated 24th November 2011 and now under the NDMA Act 2016. The Act mandates the Authority to exercise overall leadership and coordination of drought risk management programmes. The current organogram is provided in Annex I.

4.1.2 Proposed Organizational Structure

Following the reorganisation of Government vide Executive Order No. 1 of June 2018 (revised), the State Department of ASALs was established with expanded functions. The following is the proposed structure for the State Department:

i.   Office of the Principal Secretary

ii. Directorate of Arid and Semi-Arid Lands;

    a.   Division of Policy, Planning and Research

    b.   Division of Peace and Conflict Management

    c.   Division of Resilience and Livelihoods

    d.   Division of Special Programmes

iii. Directorate of Administrative Services

iv. National Drought Management Authority (NDMA) as a Semi-Autonomous Government Agency.

Directorates, Divisions and Units

The State Department for the Development of the ASALs will be managed by a Principal Secretary who will be responsible to the Cabinet Secretary for effective administration and management of the State Department as stipulated in Article 155(2) of the Constitution. The State will comprise of two Directorates namely: Directorate of Arid and Semi-Arid Lands and the Directorate of Administrative services.

Directorate of Arid and Semi-Arid Lands

The Directorate will be responsible for the overall coordination and implementation of policy, planning and research; resilience building and livelihood diversification; Special Programmes; and Peace Building and Conflict Management programmes and projects. The Directorate will comprise of four Divisions as follows:

1.   Policy, Planning and Research Division;

2.   Peace Building and Conflict Management Division;

3.   Special Programmes Division; and

4.   Resilience Building and Livelihood Diversification Division

The State Department will establish field offices under the Directorate of ASALs to coordinate the implementation of programmes and projects in the ASAL Counties.

Policy, Planning and Research Division

The division will be responsible for: developing and reviewing of ASAL policy; coordinating implementation of ASAL policy; conducting research for development of ASALs to inform policy formulation and investments.

Peace Building and Conflict Management Division

The Division will be responsible for: developing institutional framework to facilitate peace building and conflict management; coordinating and supporting alternative dispute resolution mechanism; and developing cross border peace initiative and development frameworks.

Special Programmes Division

The Division will be responsible for: identifying and assessing special developmental needs in ASALs; formulating, designing and implementing special programmes; liaising with relevant stakeholders in implementation of ASALs social and economic programmes; and building capacity of ASAL communities.

Resilience Building and Livelihood Diversification Division

The Division will be responsible for: promoting resilience programmes to mitigate livestock loss during drought; developing, reviewing and implementing strategy for enhancing livelihood resilience;

implementing responses against drought and desertification; and developing and implementing ecological restoration strategies to mitigate effects of desertification.

Directorate of Administrative Services

The Directorate of administrative Services will consist of various sections providing support Services to the State Department. The Directorate will comprise of the following units: Administration, Central Planning and Projects Monitoring Unit, Human Resource Management and Development, Supply Chain Management, Finance, Accounts, Legal, Internal Audit, Public Relations, ICT and Counselling. The functions of the directorate will remain the same as they are in the current establishment. The proposed organogram is provided in Annex II.

4.2 Staff Establishment

The State Department's major strength is in its staff establishment and capacity. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive service delivery.

4.2.1 Current and Proposed Staff Establishment

The current number of staff at the State Department is 170 against a proposed establishment of 398. This is an indication that it relies only on 58 percent of its human resource capacity requirement. Thus, there are 228 vacancies spread across all cadres as summarised in Table 4.1.

The analysis shows that there is need for the State Department to have adequate staffing to enable it execute its mandate and functions. Further, the State Department will build capacity of its staff to improve efficiency and effectiveness.

Table 4.1: Current and proposed staff establishment

DEPARTMENT	PROPOSED	IN-POST	VARIANCE
Office of the Principal secretary	7	5	-2
Directorate of ASALs	242	11	-231
Administration	77	87	+10
Finance	5	8	+3
Accounts	13	16	+3
HRM	19	16	-3
Supply Chain Management	12	10	-2
ICT Department	10	7	-3
CPPMU	5	6	+1
Public Relations	3	1	-2
Legal	2	1	-2
Internal Audit	3	2	-1
Total	398	170	-228

4.2.2 Human Resource Development Strategies

The State Department will put in place human resource strategies to develop its staff in order to effectively deliver its mandate. This will involve: Human Resource Planning; recruitments, selections and appointments; promotions and training and development.

4.3 Financial Resources

In order to implement the strategic plan, the State Department will mobilize resources from the National Treasury, Development Partners, Public Private Partnership and other stakeholders. The main mandate of the State Department is coordination of planning and development of the ASALs. Therefore, it shall leverage on the funding to the Ministries, Departments and Agencies (MDAs), county governments and development partners in implementing most of the programs and projects in the ASALs.

4.3.1 Financial Resources Requirements

To fully implement this five-year Strategic Plan, the State Department will require an estimated budget of Kshs. 7,043.6 million for both recurrent and development. During the strategic period, both programmatic and operating costs are expected to increase substantially to enable the State Department fulfil its extended mandate. The projected resource requirement for the KRAs are summarised in Table 4.2.

Table 4.2 Summary of the Financial Resources Requirements

Key Result Area	Resource Requirements (Kshs. Millions)						
	Baseline Estimates	Projected Estimates					
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
KRA1: Coordination of Development of ASALs	83.0	84.5	137.0	157.7	146.0	114.4	639.5
KRA2: Resilience Building	156.0	235.0	834.2	1163.4	944.7	683.8	3,861.2
KRA3: Social and Cultural Integration	5.0	8.0	94.0	271.0	396.5	444.5	1,214.0
KRA4: Governance	214.0	210.5	231.0	263.7	334.3	289.3	1,328.9
Total	458.0	538.0	1,296.2	1,855.9	1,821.5	1,532.0	7,043.6

4.3.2 Resource Gap

The State Department is primarily funded by the exchequer from the National Treasury. Table 4.3 summarises the resource requirements and the deficits.

Table 4.3: Summary of the Resource Gap (Kshs. Millions)

Expenditure	Requirement Estimates per Financial Year					Allocation	Variance
	2018/19	2019/20	2020/21	2021/22	2022/23		
Recurrent	295	368	421	480	404	1,630	338
Development	243	928	1,434	1,341	1,128	1,343	3,733
Total	538	1,296	1,856	1,822	1,532	2,973	4,071

From Table 4.3, the State Department is expected to be allocated a total of Kshs. 2,973 million to implement the Strategic Plan based on the current allocation and Medium-Term Expenditure Framework ceilings provided by the National Treasury. The allocation includes the grants of Ksh. 490 million from JICA for the implementation of ECORAD II project. The resource gap for full implementation of the strategy is Kshs. 4,071 million. The State Department will mobilize resources from development partners and implement PPP where appropriate.

4.3.3 Resource Mobilization Strategies

The State Department will mobilise resources for the implementation of the Strategic Plan through: -

Government Exchequer Funding

The State Department will continue to lobby for funding from the National Treasury through the established Sector Working Group and the Parliamentary Committees in order to meet its current functions that are aimed at long term development solutions for the ASALs.

Development Partners

The State Department will also mobilise Development Partners to provide funding to support implementation of key programmes and projects. The State Department will need both technical and financial assistance during the implementation of this Strategic Plan. In order to leverage on the goodwill from the Development Partners, the State Department will strive to formulate and implement programmes and projects aimed at achieving the ASALs' development agenda.

Private Sector Collaboration

The State Department will require involvement of the private sector to accelerate the implementation and unlocking the full potential of the ASALs. The Private Sector collaboration will entail partnership between the Government and the Private Sector. The Private Sector will participate in the development of ASALs by providing the necessary investments while the Government will provide an enabling environment for investment and implementation of the Vision 2030, MTP III, the Big Four Agenda and other government policies.

4.4 Risk Analysis and Mitigation Measures

The State Department identified the risks anticipated during the course of the implementation of the Strategic Plan and has developed mitigation strategies as summarised in Table 4.4.

Table 4.4: Summary of the Risk Framework

Risk	Category	Mitigation Measure
Heightened expectation of the State Department to solve all development challenges due to its extended mandate	High	Continuous information dissemination and communication
Inadequate funding to ensure implementation of the strategic plan	High	Lobby for adequate funding from national treasury and Development and implementation of a resource mobilization strategy
Slow pace of enactment and approval of the necessary legislations and policies	Medium	Lobby Parliamentarians to fast track the approval and enactment of the policies and legislations
Delays in government procurement procedures which lead to delays and inefficiencies	High	Propose areas of review and rationalization of public procurement procedures and regulations
Implementation of some programmes/ activities may experience challenges during implementation due to overlaps in mandates	Medium	Carry out appropriate consultation with relevant stakeholders
Inadequate ICT equipment and technologies	Medium	Acquire modern equipment and technologies
Inadequate capacity and skills amongst staff	High	Recruitment of more staff, skills training and development
Insecurity in ASAL regions	High	Establish peace and conflict resolutions initiatives

Monitoring, Evaluation and Reporting

5

5.0 Overview

This chapter presents monitoring, evaluation and reporting framework. Further, the chapter outlines the evaluation mechanisms which will form the basis for mid-term, ad hoc and end term evaluation.

5.1 Monitoring Framework

Monitoring and reporting of the plan will provide timely, substantive and analytical information for the State Department to fast-track progress on implementation of its policies, programs and projects; evaluate achievements, and facilitate learning. Monitoring of programs and projects of the State Department will be conducted as per the guidelines of the National Integrated Monitoring and Evaluation System (NIMES).

Monitoring and reporting will be spearheaded by the Central Planning and Project Monitoring Unit (CPPMU) in collaboration with the implementing directorates. Each directorate will be required to conduct monitoring on quarterly, semi-annual and annual basis which will be consolidated to generate the State Department's quarterly and annual reports in line with the NIMES guidelines.

The monitoring and reporting is aimed at ensuring efficient use of resources, effectiveness, accountability and improved service delivery to the ASALs' communities. It will also provide the necessary feedback on the status of implementation to enable policy makers to make evidence based decisions to enhance management and planning.

The State Department will conduct input and output analysis including assessing implementation, quality standards and cost benefit analysis. Monitoring will be conducted based on strategic objectives, output indicators and targets as per the monitoring and evaluation framework (Annex V).

5.1.1 Data Collection, Maintenance and Management

Standardized tools will be developed to enable the State Department to have comparable aggregation and comparison of data from different sources. Output indicators will therefore be collected using survey methods and special studies while input and process indicators will be collected using program level reports.

The data collected and reported at each level will be subjected to quality checks (i.e. completeness, consistency and reliability) by responsible monitoring and evaluation trained officers. The unit, divisions and directorate will be subjected to supervisory visits to verify data. At the program headquarters level, the same process will be replicated. The State Department will ensure that the relevant existing structures are given necessary capacity building to ensure data quality.

5.2 Evaluation

Evaluation will be done to analyse the long-term impacts and trends of the outcomes resulting from the implementation of the various projects and programs by the State Department. This will be done through formal surveys, use of data in the surveillance systems and repeated assessment in line with Annex V. There shall be three evaluation levels that shall be undertaken during the implementation of the Plan.

5.2.1 Mid Term Evaluation:

The State Department shall conduct a mid-term evaluation to ascertain the level of achievement of the programs and projects. This will enable the management to keep track on the implementation progress.

5.2.2 End term Evaluation:
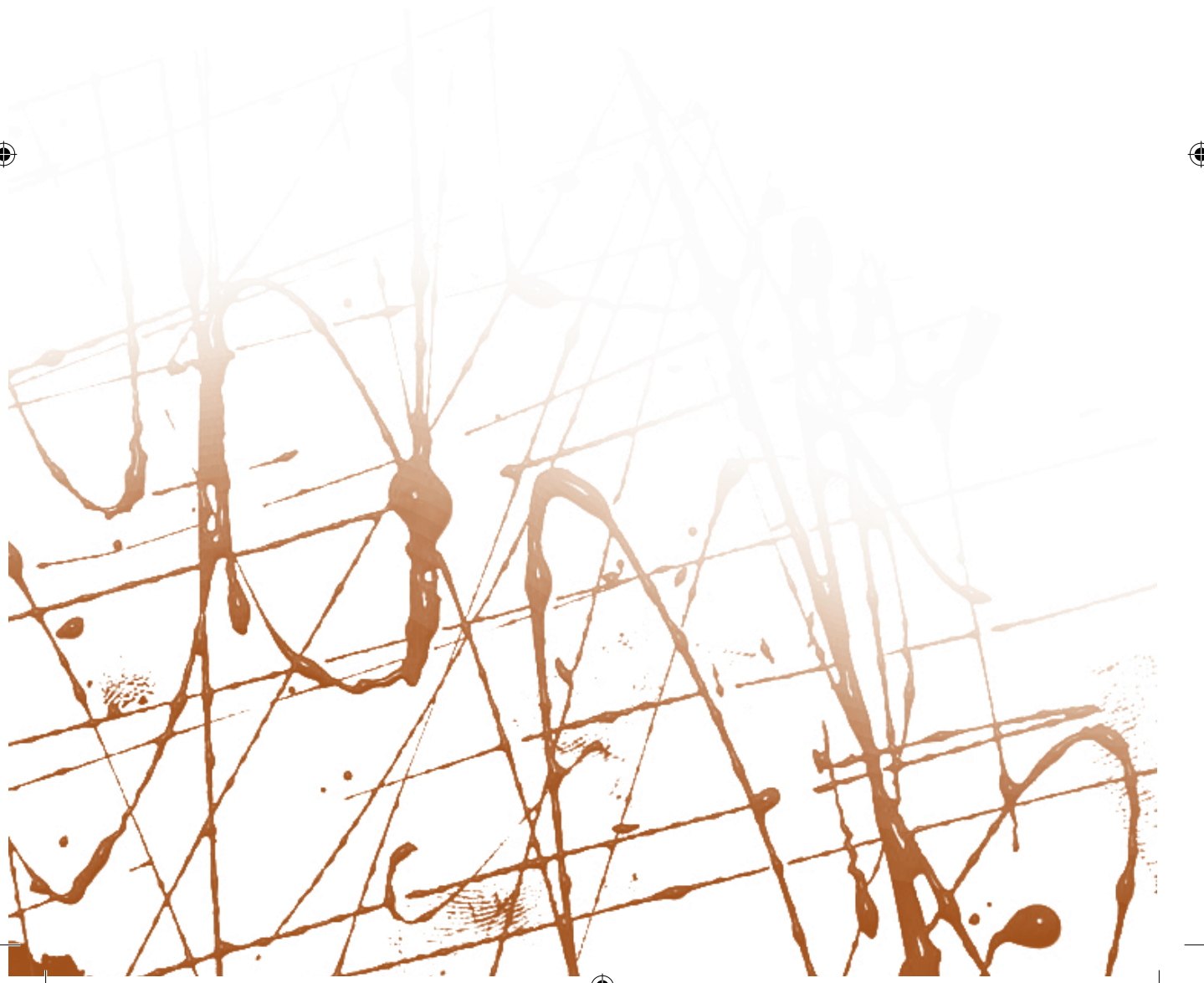
At the end of the Plan period, the State Department shall undertake an evaluation to ascertain the level of achievement and help in designing future activities of the Plan.

5.2.3 Ad hoc evaluation:

In case of significant unexplained variation between goal and performance especially in critical performance areas, an ad hoc evaluation will be conducted to inform decision-making and implementation.

5.3 Review of the Strategic Plan

Monitoring and evaluation of outcomes will be particularly important in enabling the State Department to determine whether the projects and programs being implemented achieve their desired goals. The reports from the monitoring and evaluation will inform the need for mid-term review of the Strategic Plan.

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ANNEX I:
Current Organization Structure for SDDA

Cabinet

Principal Secretary

NDMA

Secretary, Administrative Support Services

Director, ASALs

Field Offices

Administration | HRM & D | Finance | Accounts | Supply Chain Management

Central Planning Unit | ICT | Public Communication | Legal Services

ANNEX II:
Proposed Organization Structure for SDDA

Office of the Principal Secretary

NDMA

Directorate of ASALS

Directorate Administrative Services

- Policy, planning and Research Division
  - Policy & Planning Section
  - Research & ICKM Section
  - Partnerships & RM Section

- Peace and Conflict Management Division
  - Community Social Integration
  - Integrated Cross Border

- Resilience Building and Livelihood Diversification Division
  - Resources Development
  - Climate Change and Desertification

- Special Programmes Division
  - Social Development
  - Economic Development Programmes

- HRM & D
- Administration
- Finance
- Counselling
- Accounts
- CPPMU
- ICT
- SCMS
- PRO/PCO
- Legal
- Internal Audit

Designation	Job Group	In Post	Proposed Staffing Levels	Variance
Office of the Principal Secretary				
Principal Secretary	U	1	1	-
Principal Office Administrator	N	-	1	(1)
Assistant Office Administrator II/I/ Senior	J/K/L/M	2	1	1
Chief/Principal Driver	H/J	1	2	(1)
Support Staff Supervisor/Cleaning Supervisor II A/I	E/F/G	1	2	(1)
Sub-Total		**5**	**7**	**(2)**
Directorate of ASALs				
Secretary ASALs	T	-	1	(1)
Director, ASALs	S	2	4	(2)
Deputy Director, ASALs	R	5	9	(4)
Senior Assistant Director, ASALs	Q	-	9	(9)
Assistant Director, ASALs	P	-	9	(9)
Assistant Director (GIS)	P	-	2	(2)
Principal/Chief GIS analyst	M/N	-	2	(2)
Principal Officer, ASALs	N	-	9	(9)
Chief Officer, ASALs	M	-	9	(9)
Senior ASALs Officer	L	-	9	(9)
ASALs officer II/I	J/K	-	18	(18)
GIS Technicians III/II/I/Senior	H/J/K/L	-	2	(2)
GIS Cartographers III/II/I/ Senior	H/J/K/L	-	2	(2)
Assistant Office Administrator II/I Senior	J/K/L	2	2	-
Office Administrative Assistant III/II/I	G/H/J	1	2	(1)

Designation	Job Group	In Post	Proposed Staffing Levels	Variance
Clerical Officer II/Senior/Chief	F/G/H/J	-	2	(2)
Driver III/II/I/Senior/ Principal	D/E/F/G/H	-	3	(3)
Support Staff I/Senior Support Staff Supervisor/Cleaning Supervisor IIA/I	D/E/F/G	2	4	(2)
Sub-Total		**12**	**98**	**(86)**
Field Officers ASALS				
Assistant Director	P	-	29	(29)
Senior/Chief/Principal Programme Officer	K/L/M/N	-	29	(29)
Assistant Office Administrator I/II/ Senior	J/K/L	-	29	(29)
Driver III/II/I/ Senior	D/E/F/G	-	29	(29)
Senior Support Staff Supervisor II/I	E/F	-	29	(29)
Sub-Total		**-**	**145**	**(145)**
Administration Division				
Secretary Administration	T	1	1	-
Director of Administration	S	-	1	(1)
Senior Deputy Secretary	R	1	1	-
Deputy Secretary	Q	1	1	-
Under Secretary	P	1	1	-
Senior Assistant Secretary	N	1	1	-
Assistant Secretary I	M	2	1	1
Assistant Secretary II	L	2	1	1
Assistant Secretary Cadet/Assistant Secretary III	J/K	-	-	-
Sub-Total		**9**	**8**	**1**
Office Administrative Personnel				
Assistant Director, Office Administrative Service	P	-	1	(1)
Principal Office Administrator	N	-	-	-
Chief Office Administrator	M	-	1	(1)

Designation	In Post	Job Group	Proposed Staffing Levels	Variance
Senior Office Administrator	9	L	1	8
Office Administrator I/II	8	J/K	2	6
Principal Assistant Office Administrator	-	N	1	(1)
Chief Assistant Office Administrator	-	M	2	(2)
Senior Assistant Office Administrator	-	L	3	(3)
Assistant Office Administrator I	-	K	3	(3)
Assistant Office Administrator III/II	-	H/J	2	(2)
Office Administrative Assistant I	3	J	2	1
Office Administrative Assistant III/II	-	G/H	-	-
Sub-Total	**20**		**18**	**2**
Telephone Services Personnel				
Principal Telephone Supervisor	-	N	1	(1)
Chief Telephone Operator	-	M	1	(1)
Senior Telephone Supervisor	-	L	1	(1)
Telephone Supervisor I	1	K	1	-
Telephone Operator II/I/Senior	7	F/G/H	2	5
Sub-Total	**8**		**6**	**2**
Librarian Personnel				
Principal Librarian	-	N	-	-
Chief Senior Librarian Assistant	-	M	1	(1)
Senior Librarian	-	L	1	(1)
Sub-Total			**2**	**(2)**
Support Staff				
Chief Clerical Officer	-	J	3	(3)
Clerical Officer II/I/Senior	9	F/G/H	10	(1)
Principal Driver	1	J	1	-

ANNEX III:
Staff Establishment per cadre for SDDA

Designation	Job Group	In Post	Proposed Staffing Levels	Variance
Driver III/II/I/Senior/Chief	D/E/F/G/H	25	10	15
Subordinate Staff III/II/I/Senior/ Supervisor/Cleaning Supervisor IIA/I	A-G	18	15	3
Coxswain II/I	E/F	2	-	2
Customer Care III/II	F/G/H	-	3	(3)
Sub-total		**55**	**42**	**13**
Record Management Personnel				
Senior Assistant Director of Records	Q	-	-	-
Assistant Director/Records	P	-	1	(1)
Chief/Principal Records Management Officer	M/N	3	1	2
Records Management Officer III/II/I/Senior	H/J/K/L	1	4	(3)
Sub Total		**4**	**6**	**(2)**
Finance				
Senior Chief Finance Officer	S	-	-	-
Chief Finance Officer	R	1	1	-
Deputy Principal Finance Officer	Q	-	-	-
Senior Principal Finance Officer	P	1	1	-
Principal Finance Officer	N	-	1	(1)
Senior Finance Officer	M	-	-	-
Finance Officer I	L	2	1	1
Finance Officer III/II	J/K	3	1	2
Total		**7**	**5**	**2**
Accounts				
Senior Deputy Accountant General	R	-	-	-
Senior Assistant Accountant General	Q	-	1	(1)

Designation	Job Group	In Post	Proposed Staffing Levels	Variance
Assistant Accountant General	P	-	1	(1)
Principal Accounts Controller	N	1	1	-
Chief Accountant	M	2	1	1
Senior Accountant	L	2	1	1
Accountant II/I	J/K	8	8	-
Total		**13**	**13**	**-**
Human Resource Management and Development				
Director – HRM&D	S	1	1	-
Deputy Director – HRM&D	R	-	1	(1)
Senior Assistant Director HRM&D	Q	-	1	(1)
Assistant Director HRM&D	P	1	1	-
Principal HRM&D Officer	N	1	1	-
Chief HRM&D Officer	M	2	1	1
Senior HRM&D Officer	L	1	1	-
HRM&D Officer II/I	J/K	3	1	2
Chief Human Resource Management Assistant	M	-	-	-
Senior Human Resource Management Assistant	L	1	1	-
Human Resource Management Assistant I	K	2	1	1
HRM Assistant/III/II	H/J	1	1	-
Total		**13**	**11**	**2**
Information Communication Technology				
Senior Assistant Director - ICT	Q	O	-	-
Assistant Director - ICT	P	-	1	(1)
Chief/Principal ICT Officer	M/N	2	1	1
Information Communication Technology Officer I/Senior	K/L	5	2	3

ANNEX IV: Implementation Matrix

Designation	In Post	Proposed Staffing Levels	Variance	Job Group
Information Communication Technology Officer III/II	2	2	-	H/J
Total	**9**	**6**	**3**	
Central Planning and Projects Monitoring				
Chief Economist	-	1	(1)	R
Deputy Chief Economist	1	-	1	Q
Principal Economist	-	1	(1)	P
Senior Economist I	-	1	(1)	N
Senior Economist II	2	1	1	M
Economist II/I	4	1	3	K/L
Total	**7**	**5**	**2**	
Supply Chain Management				
Deputy Director, Supply Chain Management Service	-	-	-	R
Assistant Director /Senior Assistant Director Supply Chain Management	-	1	(1)	P/Q
Chief/ Principal Supply Chain Management Officer	2	1	1	M/N
Supply Chain Management Officer II/I/Senior	5	2	3	J/K/L
Senior/Chief/Principal Supply Chain Management Assistant	2	2	-	L/M/N
Supply Chain Management Assistant III/II/I	7	5	2	H/J/K
Total	**16**	**11**	**5**	
Public Communication				
Senior Assistant Director, Public Communications	-	-	-	Q
Assistant Director, Public Communications	-	1	(1)	P
Chief/Principal Public Communications Officer	-	-	-	M/N
Public Communication Officer II/I/Senior	1	1	-	J/K/L
Technical Officer/Cameraman/Photographer Officer III/II	-	-	-	H/J
Technical Officer/Electrical/Electronic III/II	-	-	-	H/J

Designation	Job Group	In Post	Proposed Staffing Levels	Variance
Film/Radio Producer II/I	J/K	-	-	-
Sub Total		**1**	**2**	**(1)**
Principal State Counsel	P (SL4)	-	1	(1)
Senior State Counsel	N (SL3)	1	-	1
State Counsel	M (SL2)	-	-	-
Sub Total		**1**	**1**	**-**
Counselling Unit				
Senior Counsellor	L	-	1	(1)
Counsellor (1)	K	1	1	-
Total		**1**	**2**	**(1)**
Assignant Internal Auditor General	P	1	1	-
Internal Auditor II/I/ Senior	K/L/M	1	1	-
Total		**2**	**2**	**-**
Gland Total		**170**	**398**	**(228)**

KEY RESULT AREA 1: Coordination of Development for ASALs

STRATEGIC OBJECTIVES: To formulate and coordinate implementation of policies and strategies for the development of ASALs

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Facilitate and promote policy and legal dialogue	Policy and regulatory frameworks in place	ASAL policy reviewed	ASAL policy reviewed and adopted	1		1					1.5				Dept. of Policy, Research and Coordination & Administration
		ASAL Policies disseminated	No. of dissemination on forums	1		1					0.5				
		PPG policy agenda for ASAL mainstreamed in SDDA's plans and programmes	No of resolutions supported	9		3	2	2	2		2	2	2	2	
Coordinate national, county governments and other stakeholders in planning and development of ASALs	Improved coordination of ASALs Stakeholders	National ASAL stakeholder forum held	No of National ASAL stakeholder forum held	4		1	1	1	1		9	9	9	9	
Promote private Sector Investment	Increased private	Policy dialogue	No of policy	5	1	1	1	1	1	2	2	2	2	2	

ANNEX IV: Implementation Matrix

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget (Mn) Y1	Y2	Y3	Y4	Y5	Responsibility
in ASALs	sector investment in ASALs		dialogues reports												
		Investment Information for ASALs	No of feasibility studies carried out	4		1	1	1	1		5	5	5	5	
		Access to credit for pastoralists and other groups living in ASALs promoted	No of sensitizatio n workshops	24		6	6	6	6		5	5	5	5	
Develop a knowledge management system for ASALs	Increased access to data and information on ASALs	A central hub for all information and data pertaining to ASALs created	Number of online and physical access to data and information on ASALs	1		1					20	40			
		Linkages established with research institutions on ASALs development	No of MOUs signed	2		1	1				10	10	10	10	
Convene policy dialogue on implementation of on EDE	Increased awareness on EDE	EDE coordination structures	No of structures	3		3					5				

ANNEX IV: Implementation Matrix

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
EDE initiative at all levels.		formalized and operational													
KEY RESULT AREA 2: Resilience Building															
SO2: To Build Resilience through Economic and Social Intervention Programmes															
Support implementation of EDE MTP III	Improved socio-economic and resilience indicators	Monitoring of EDE-MPT III carried out	No of monitoring missions carried out	17	1	4	4	4	4	1	4	5	5.5	6	Directorate of ASALs NDMA
		Advocacy and fund raising undertaken to finance some of the most strategic investments in the EDE-MTP III	No of strategic projects in EDE-MTP III financed	4	-	-	2	1	1	-	1	2	1	1	
Promotion of climate smart agriculture		Adoption of drought tolerant crops and value addition of farm produce promoted	No. of projects	4	-	1	1	1	1	5	5	25	5	5	
		Innovative approaches in agriculture extension	No. of pilots implemented	3		1	1	1			5	5	5		

ANNEX IV: Implementation Matrix

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		service supported (application of successful models)													
		Crop micro-insurance promoted	No of Pilot schemes	2		1	1				5	5			
Promotion of livestock value chain and market access for other products		Strategic feed reserves established	No. of reserves established	3		1	1	1			100	200	100		
		Fish farming and value addition promoted	No. of projects	2		1		1			8	10	6	1	
		Establishment of the Livestock Marketing Board facilitated	Marketing board established	1		1					2	2			
Promotion of climate-proofed infrastructure		Use of renewable energy (solar and wind) Promoted in ASALs	No of projects promoting renewable energy	100		25	40	35			20	30	25		
		ASALs water	ASALs	1			1				10	50	20	10	

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		resource potential gaps identified	water resources gaps identified												
		Identified infrastructure development needs for underserved areas	Database developed and populated	1		1					10	20			
		Adoption of Irrigation technologies that optimise efficient use of water promoted	No of irrigation schemes provided with efficient water use technologies	5		1	2	2			40	40	20		
Design and implement programmes for critical issues affecting social and economic development		Northern Kenya Education Trust (NOKET) revived	No. of Scholarships Issued	400	100	100	200	300	400		10	20	30	40	
		Low cost boarding schools in pastoral areas constructed,	No of schools with boarding facilities	14		4	4	3	3		240	240	180	180	

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		equipped and supported													
		Water supply and WASH programmes implemented in public schools and health facilities located in targeted ASAL areas	No of schools and public facilities supported with water supply and WASH	200		50	70	60	20		10	100	70	20	
		Collaborative intervention programmes for mental health established in ASALs	No of mental health programmes	14		4	4	4	2		145	145	145	70	
Strengthen coordination for drought risk management		Organisation of co-ordination meetings during drought emergencies	No. of co-ordination meetings	20		5	5	5	5		1	1	1	1	

KEY RESULT AREA 3: Social and Cultural Integration

ANNEX IV: Implementation Matrix

STRATEGIC OBJECTIVES 3: To facilitate social and cultural integration of communities in ASALs and cross-border areas

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Support Conflict resolution initiatives in conflict-prone areas	Enhanced peace and security in ASALs	Conflict risk assessment undertaken	Conflict risk register developed	5	1	1	1		1	3	2	2	1.5	1.5	Administration & Dept. of Community Integration and Cross Border Activities
		County peace forums supported	No of forums held	6	1	3	4	4	4	3	15	15	20	18	
		Inter-communal peace agreements promoted	No of agreements enforced	4	0	1	1	1	1	0	2	2	2	2	
Develop integrated trans-boundary and cross border programmes on Peace and conflict management		Cross-border peace & security programmes initiated	No of MOUs signed No of frameworks developed	4	1	1	1		1	2	5	5	3	3	
Coordinate implementation of cross border integrated development frameworks		Cross border integrated development projects implemented	No. of integrated development projects implemented	6	1	1	2	1	1	0	20	147	250	280	
Facilitate *Building*		Implementation of peace-	No. of projects	6		2	2	1	1	0	30	80	100	120	

ANNEX IV: Implementation Matrix

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
bridges amongst diverse communities for peaceful co-existence		dividend projects supported	implemented												
		Community policing programmes supported	No. of programmes implemented	4		1	1	1	1	0	20	20	20	20	
KEY RESULT AREA 4: GOVERNANCE															
STRATEGIC OBJECTICE 4: Strengthen Institutional leadership and integrity															
Skills and competence development of staff	Improved Performance	National values and leadership capacity development promoted	No. of workshops held	5	1	1	1	1	1	3	3	3	3	3	Administration Department
Filling of staff gaps through recruitment		Staff recruited	No. of staff recruited	126	26	30	30	20	20	6.8	24.8	42.8	57.8	72.8	
Improve management systems by developing and monitoring Quality	Improved governance	Monitoring and Evaluation of Projects and programmes undertaken	Monitoring and evaluation reports	20	4	4	4	4	4	20	20	20	20	20	
management systems		Governance committees	Sensitization meetings,	15	3	3	3	3	3	3	3	3	3	3	

ANNEX IV: Implementation Matrix

Strategy	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		established and supported	workshops and audits carried out												
		Risk management frameworks developed	Risk management frameworks developed	1	1						6	6			
		ISO certification	ISO certification frameworks developed	1		1				1.5	3	4			
		Tools developed for accountability and audit functions	MIS for accountability and audit functions developed	1		1					20	18	10	12	
Resources mobilization for SDDA programmes		Annual budgets prepared and implemented	No. of budget reports	20	4	4	4	4	4	3	3	3	3	3	

ANNEX V:
Monitoring, Evaluation and Reporting Framework

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
KEY RESULT AREA 1: COORDINATION OF ASALS' DEVELOPMENT											
SO1: To formulate and coordinate implementation of policies and strategies for the development of ASALs	ASAL policy reviewed	ASAL policy reviewed and adopted	1		1						
	ASAL Policies disseminated	No. of dissemination forums	20	4	4	4	4	4			
	PPG policy agenda for ASALs mainstreamed in SDDA's plans and programmes	No. of resolutions supported	9		3	2	2	2			
	Private sector involvement in policy dialogue	Policy and legal framework for promotion of Private sector	1		1						
	Access to	Pilot projects	2		1	1					

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
	credit promoted for pastoralists and other groups living in ASALs.										
	Regulations and incentives to enhance retention of civil servants in ASALs	Regulations developed and adopted	1			1					
	Research on topical issues relevant to the development of ASALs coordinated	Number of research studies finalised	3		1	1	1				
	Linkages established with research institutions on ASALs development	No. of MOUs signed	2		1	1					
	Monitoring of EDE-MTP III carried out	No. of monitoring missions carried out	45	5	10	10	10	10			

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018 /19	2019/20	2020/21	2021/22	2022/23			
KEY RESULT AREA 2: RESILIENCE BUILDING											
SO2: To build resilience through economic and social intervention programmes	Advocacy and fund raising undertaken to finance some of the most strategic investments in the EDE-MTP III	No of strategic projects in EDE-MTP III implemented	4		1	1	1	1			
	An inventory of top priority infrastructure targeting underserved areas established	Database developed and populated			1						
	ASALs water resource potential mapped	Map produced and stored in ASAL MIS	1			1					
	Water supply and WASH programmes implemented in public schools and health	No. of schools and public facilities supported with water	200	50	50	50	50				

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018 /19	2019/20	2020/21	2021/22	2022/23			
	facilities located in targeted ASAL areas	supply and WASH									
	Irrigation technologies that optimise efficient use of water promoted	No. of irrigation schemes provided with efficient water use technologies	5		1	2	1	1			
	Use of renewable energy (solar and wind) Promoted in ASALs	No. of projects promoting renewable energy	20		5	5	5	5			
	Strategic feed reserves established	No. of reserves established	5		2		3				
	Livestock breeding improved in collaboration with relevant institutions	No. of collaborating institutions	3		1	1	1				

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets						Achieve ment	Variance	Comments
				2018 /19	2019/2 0	2020/2 1	2021/2 2	2022/2 3				
	Fish farming and value addition promoted	No. of projects	2		1		1					
	Adoption of drought tolerant crops and value addition of farm produce promoted	No. of projects	3		1	1	1					
	Innovative approaches in agriculture extension service supported (application of successful models)	No. of pilots implemented	1				1					
	Crop micro-insurance promoted	No. of Pilot schemes	2				1	1				
	National Council on Nomadic Education (NACONEK)	NAKONEK and NOKET operationali-zed	1		1							

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets						Achieve ment	Variance	Comments
				2018 /19	2019/2 0	2020/2 1	2021/2 2	2022/2 3				
	and the Northern Kenya Education Trust (NOKET) coordinated and supported											
	Low cost boarding schools in pastoral areas constructed, equipped and supported	No of schools with boarding facilities	14		4	4	3	3				
	Health camps established in ASALs	Health camps established	8		2	2	2	2				
	Collaborative intervention programmes for mental health established in ASALs	No. of mental health programmes	12		3	3	3	3				

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
	Mainstreaming of DRR, CCA and SP in planning and budgeting allocation promoted	Sensitisation events organised	4		1	1	1	1			
KEY RESULT AREA 3: SOCIAL AND CULTURAL INTEGRATION											
SO 3 To facilitate social and cultural integration of communities in ASALs and cross-border areas	Potential conflict areas identified and mapped	Database developed and populated	1		1						
	Implementation of peace-dividend projects supported	No of projects implemented	4		1	1	1	1			
	County peace forums supported	No of forums held	16	0	4	4	4	4			
	Cross-border peace & security programmes initiated	No. of MOUs signed No. of frameworks developed									
	Inter-communal peace	No. of agreements	4	0	1	1	1	1			

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets						Achieve ment	Variance	Comments
				2018 /19	2019/2 0	2020/2 1	2021/2 2	2022/2 3				
	agreements promoted	enforced										
	Community policing programmes supported	No. of programmes implemented	3		1	1	1					
KEY RESULT AREA 4: GOVERNANCE												
SO 4: To strengthen Institutional leadership and integrity	Governance committees established and supported	Sensitization meetings, workshops and audits carried out	15	3	3	3	3	3				
	Risk management frameworks developed	Risk management frameworks developed	1	1								
	Monitoring and Evaluation of Projects and programmes undertaken	Monitoring and evaluation reports	20	4	4	4	4	4				
	ISO certification	ISO certification frameworks developed	1		1							
	Tools developed for accountability and audit	MIS for accountabilit y and audit functions	1		1							

Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets						Achieve ment	Variance	Comments
				2018 /19	2019/2 0	2020/2 1	2021/2 2	2022/2 3				
	functions	developed										
	National values and leadership capacity development promoted	No. of workshops held	5	1	1	1	1	1				
	Annual budgets prepared and implemented	No. of budget reports	20	4	4	4	4	4				

REPUBLIC OF KENYA

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