



REPUBLIC OF KENYA

**MINISTRY EAST AFRICA COMMUNITY, THE ARID AND
SEMI-ARID LANDS AND REGIONAL DEVELOPMENT**

**STATE DEPARTMENT FOR THE ARID AND SEMI-ARID LANDS
AND REGIONAL DEVELOPMENT**

**DRAFT STRATEGIC PLAN
2023 – 2027**



Kuboresha Maisha

VISION, MISSION, AND CORE VALUES

Vision Statement

Transformed and sustained lives and livelihoods

Mission Statement

To coordinate planning and development in the ASALs and basin-based regions for inclusive, resilient and sustainable livelihoods

Core Values

Innovativeness and creativity

Inclusivity

Integrity

Professionalism

FOREWARD

This strategic plan 2023-2027 has been developed to implement the Fourth Medium Term Plan (MTP IV) and Bottom-up Economic Transformation Agenda (BETA) by aligning its aspirations with and international, continental and national priorities. The aim of preparing this plan is to ensure the Ministry's vision of regional integration and sustainable development is aligned to the Sustainable Development Goals (SDGs), The Africa Agenda 2063, the Kenya Vision 2030, Government Transformative Agenda and other national Government priorities.

In transforming Kenya, we have developed this plan as a guide to build resilience and improve livelihoods, enhance food and nutrition security, coordinate regional development authorities' development programmes, save lives and promote peaceful coexistence among communities. This will enable the Ministry to navigate through the complexities of its operating environment characterized by insecurity, perennial drought, unpredictable disasters and climate change.

The Strategic Plan 2023-2027 takes cognizance of the prevailing domestic challenges, which include: climate change effects, natural disasters, impacts of COVID 19, vulnerability of the economy to internal and external shocks and insecurity. These challenges cause economic turbulences which calls for an integrated approach to match the uncertainties.

This plan sets out to build on achievements of the previous strategic plans by outlining ten (10) Key Result Areas (KRAs) with corresponding strategic objectives and strategies for its effective implementation. The approach taken in its formulation was consultative, participatory and all-inclusive thus making it adequate in reflecting the Ministry's and whole Government aspirations.

Therefore, the Ministry reaffirms its unwavering commitment to implementing this plan with dedication and precision. In ensuring successful implementation, the Ministry will collaborate with its relevant stakeholders to finance the identified policies, legal frameworks, projects and programmes.

Hon. Peninah Malonza, OGW, EGH
Cabinet Secretary
Ministry East Africa Community, the Arid and Semi-Arid Lands and Regional Development

PREFACE AND ACKNOWLEDGEMENT

This strategic plan 2023-2027 provides a coordinated and integrated approach I executing the mandate of the State Department for the ASALs and Regional Development. It aligns all its strategies, projects and programs towards the realization of the core pillars of BETA.

The plan seeks to strengthen planning, coordination and implementation of policies, strategies, projects and programs that fast track the development of ASALs and basin based regions to build resilience and improve livelihoods.

Preparation of this strategic plan was spearheaded by the Strategic Plan Committee (SPC) with support from the consulting firm, Bailey Consulting Group Limited. The Consultant prepared an Inception Report, evaluated of 2018-2022 strategic plan and conducted a survey to gather the views of key stakeholders including staff of the State Department. The plan was crafted to capture the aspirations of all stakeholders in alignment with the government agenda. This participatory approach has been useful in enriching the programmes, projects and other initiatives proposed in the plan and ensuring that ownership of the plan is enhanced.

I wish to acknowledge the contributions and cooperation of all stakeholders, including our colleagues from other Government Ministries, Departments and Agencies (MDAs), development partners, and Non-State Actors (NSAs) who gave ideas, critique, and resources during the development of this document. Our appreciation also goes to the United States Agency for International Development (USAID) and Strathmore University for their technical and financial support.

Lastly, I take this opportunity to thank all those who participated in the development of this strategic plan including the Heads of Department led by the Head of CPPMD, the Office of the Cabinet Secretary, and the Bailey Consulting Group Limited. Finally, I would like to sincerely thank the Cabinet Secretary, Hon. Peninah Malonza, OGW, EGH for her full support and guidance during the development of this strategic plan.

Kello Harsama
Principal Secretary
State Department of the ASALs and Regional Development

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Baseline: An analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made

Indicator: An indicator is a sign of progress/change that results from a project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs, and inputs that are monitored during project implementation to assess progress.

Key Results Areas: This is an outline of the organization's areas of focus. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation because of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Performance Indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programmes, products and other initiatives) in which it engages.

Programme: A grouping of similar projects and/or services performed by a Ministry or National/ County Department to achieve a specific objective; the programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Risk: Possibility of an event occurring that will have an impact on the achievement of a goal and/or objectives

Strategic choices: Set of strategies that will help in achieving strategic objectives

Strategic goals: Specific financial and non-financial objectives and results to be achieved over a specific period of time, usually the next three to five years.

Strategic Issues: These are fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed.

Strategic Objectives: These are what the organization commits itself to accomplish in the long term; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Target: A result to be achieved within a given time frame through application of available inputs.

ACRONYMS AND ABBREVIATIONS

ADRM	Alternative Dispute Resolution Mechanism
ASALs	Arid and Semi-Arid Lands
AU	African Union
BETA	Bottom-up Economic Transformation Agenda
CCU	Climate Change Unit
CDA	Coast Development Authority
CIDPs	County Integrated Development Plans
CoDUSYS	Continuous Data Updating System
COMESA	Common Market for East and Southern Africa
CPF	Common Programme Framework
CPPMD	Central Planning and Projects Monitoring Department
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DDRM	Drought and Disaster Risk Management
EAC	East African Community
EAPP	East Africa Power Pool
ECD	Early Childhood Development
ECORAD	Enhancing Community Resilience Against Drought
EDE	Ending Drought Emergencies
EEZ	Kenya's Exclusive Economic Zone
EIA	Environmental Impact Assessment
ENNDA	Ewaso Ng'iro North Development Authority
ENSDA	Ewaso Ng'iro South Development Authority
FBOs	Faith Based Organizations
FGDs	Focused Group Discussions
FGM	Female Genital Mutilation
GIS	Geographical Information System
HRP	Human Resource Planning
ICT	Information and Communications Technology
IDDRSI	Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
IKMS	Integrated Knowledge Management System
ISO	International Organization for Standardization
KDRDIP	Kenya Development Response to Displacement Impact Project
KNBS	Kenya National Bureau of Statistics
KoTDA	Konza Technopolis Development Authority
KPIs	Key Performance Indicators
KRAs	Key Results Areas
KVDA	Kerio Valley Development Authority
LBDA	Lake Basin Development Authorities
M&ES	Monitoring and Evaluation System
MICDE	Ministry of Information, Communications, and the Digital Economy
MDAs	Ministries, Departments, and Agencies
MDACs	Ministries, Departments, Agencies and Counties

MNKOAL	Ministry of Northern Kenya and Other Arid Lands
MOU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTPs	Medium Term Plans
NDEF	National Drought Emergency Fund
NDMA	National Drought Management Authority
NSAs	Non-State Actors
ODPC	Office of the Data Protection Commissioner
PAPs	Project Affected Persons
PCF	Partnership Coordination Framework
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical
PMU	Project Monitoring Units
PPPs	Public Private Partnerships
PSCs	Project Steering Committees
QMS	Quality Management Standards
RAMIS	Relief Assistance Management Information System
RBM	Results Based Management
RDAs	Regional Development Authorities
RPF	Resilience Programming Framework
RPS	Resilience Programming Strategy
SACCOs	Savings and Credit Cooperatives
SAGAs	Semi-Autonomous Government Agencies
SDARD	State Department for ASALs and Regional Development
SDGs	Sustainable Development Goals
SMEs	Small and Midsize Enterprises
SOPs	Standard Operating Procedures
SPAS	Staff Performance Appraisal System
SPIC	Strategic Plan Implementation Committee
SWG	Sector Working Group
SWOT	Strength, Weakness, Opportunities and Threats
TARDA	Tana and Athi Rivers Development Authority
TNA	Training Need Assessment
TVET	Technical and Vocational Education and Training
TNT	The National Treasury
UHC	Universal Health Coverage
UN	United Nations
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WB	World Bank

EXECUTIVE SUMMARY

In order to provide strategic direction in coordinating implementation of its core mandate and functions, the State Department has developed the strategic plan 2023-2027 in line with the revised guidelines for preparation of the fifth generation strategic plan. The preparation of this strategic plan was guided by State Department's need to pursue and realize its vision, values and mission.

Chapter one articulates the importance of a strategic plan as an imperative to the success of the State Department in context of challenging internal and external environment. The chapter outlines the national, regional, and international development frameworks and trends, which have a bearing on the performance of the State Department. The chapter ends with the history of the State Department and a description of the methodology used.

Chapter two focuses on the strategic direction and looks into the mandate, vision and mission statements, core values, and quality policy statement of the State Department. Chapter three highlights the findings of the situational and stakeholder analyses, where the external (macro and micro), internal, industry environment, and market analysis have been done. The chapter also provides an overview of the past performance of the 2018-2022 strategic plans.

Chapter four entails strategic issues, strategic goals, and Key Result Areas (KRAs). Seven strategic issues and strategic goals were identified and derived respectively. Moreover, ten KRAs, namely: Ecosystems and catchment management; Shocks and stressors mitigation; Relief and humanitarian assistance; Community integration; Resilient livelihoods; Regional development; ASALs development; Resource mobilization; Knowledge management uptake and sharing and Institutional capacity development, were determined as broad areas of delivery linked to the attainment of the strategic goals that will guide SDARD in the next five years.

Chapter Five presents the strategic objectives that are linked to the KRAs which form the framework that will guide SDARD actions and decisions towards achieving the vision. It also contains the strategic choices which are the building blocks of the strategic objectives and are specific cause of action in realization of the strategic plan.

Chapter six outlines the implementation and coordination framework and provides information on how the strategic plan will be operationalized. In particular, the implementation plan includes the various elements such as the action plan, annual work plan, budget, and the performance contracting. The chapter also highlights the coordination framework, the staff establishment as well as systems and procedures that will be adopted effectively to implement the strategic plan. A summary of the risk management framework is also captured.

Chapter seven delves into resource requirements and mobilization strategies, and estimated financial resources required to implement the activities under each of the strategies for every KRA. From the projected annual budgets, the total budget for

five years is Ksh. 70.6 billion, whereas the total budget's resource gap is Ksh 55.3 billion. The last section of this chapter provides highlights on resource management to ensure prudent financial stewardship.

In conclusion, chapter eight presents monitoring, evaluation and reporting framework and provides a description of the methodology that will be used for assessing the level and extent of achievement of objectives towards attainment of strategic goals along respective KRAs. Further, performance standards have been outlined based on relevance, efficiency, effectiveness, and sustainability. The chapter also contains information on outcome performance on quarterly and annual progress reporting; as well as the evaluation reporting for purposes of facilitating the mid-term and end-term evaluation of implementation of the strategic plan.

CHAPTER ONE: INTRODUCTION

Overview

This chapter highlights the background and mandate of SDARD, and the global, regional and national development agenda. The SDARD's development agenda articulates government's policy on BETA, Vision 2030 and its Fourth MTP (2023-2027), African Union (AU) Agenda 2063 and SDGs.

1.1 Strategy as an Imperative for Organizational Success

The State department for ASALs and Regional Development was established through the executive order number 1 of January 2023 on the reorganization of government. Prior to this executive order, the executive order number 1 of October 2022 merged the State Department for ASALs and the State Department for Regional and Northern Corridor Development. Previously ASALs was domiciled in the Ministry of Public Service Gender, Social Protection, Senior Citizens Affairs and Special Programmes; Ministry of Devolution and Planning; Ministry of Northern Kenya and other Arid Lands whereas the Regional Development was domiciled in the Ministry of EAC and Regional Development; National Treasury and Planning; Ministry of Environment; Ministry of Water and Ministry of Regional Development. The State Department is mandated to coordinate ASALs and basin based development.

In line with Results Based Management (RBM) for improved performance, service delivery and governance in the public service, the State Department is preparing the 5th generation strategic plan 2023-2027. This is a critical strategy for the execution of the State Departments' mandate in line with national development priorities, regional and international obligations. The State Departments (ASALs and, Regional and Northern Corridor Development) prepared the 4th, 3rd and 2nd generation strategic plans in the ministries where they were domiciled.

This strategic plan is a roadmap to guide in building resilience and improving livelihoods, enhancing food and nutrition security, saving lives and promoting peaceful coexistence among communities. It will enable the State Department to navigate through the complexities of its operating environment characterized by insecurity, perennial drought, unpredictable disasters and climate change.

Kenya has a vast potential of unexploited natural resources which if harnessed can greatly contribute to the national economy. The natural resources which are within the basins include: forests, minerals, water and land. In addition, the 23 ASALs counties constitute about 36 percent of the population and over 80 percent of the country's land mass; are home to about 90 percent wildlife and 75 percent livestock; have the highest potential for blue economy within Lake Turkana and the Indian Ocean coastline; has potential for renewable energy (solar, wind); and covers approximately 95 percent of cross-country border.

The state department is committed to exploit the potential of the basin based and ASALs resources through an integrated approach in designing and programming of

projects and programmes. This plan will act as a unifying framework in ensuring that all stakeholders are involved and work towards a shared purpose to improve and transform lives and livelihoods for vulnerable communities towards an equitable, inclusive, and sustainable socio-economic development.

1.2 Context of Strategic Plan

This strategic plan has been developed in consideration of international, and regional development frameworks as well as national development priorities.

1.2.1 United Nations 2030 Agenda for Sustainable Development

This strategic plan has considered SDGs that are relevant to the mandate of SDARD. The relevant SDGs are SDG 1, SDG 2, SDG 4, SDG 6, SDG 7, SDG 9, SDG 13, and SDG 16– see Table 1.1 below, which shows the relationship between these SDGs and 2023-2027 strategic plan strategic objectives.

Table 1.1 Relationship Between the United Nations 2030 Sustainable Development Goals and 2023-2027 Strategic Plan

Development Framework	Relevant Goals	Contribution Towards United Nations 2030 Sustainable Development Goals
Sustainable Development Goals	SDG 1: End poverty in all its forms everywhere	Implement projects programmes to enhance sustainable livelihoods
	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Enhance food relief and humanitarian emergency response
		Promote food and nutrition initiatives
	SDG 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	Promote access to equitable, quality and relevant education and training
	SDG 6: Ensure availability and sustainable management of water and sanitation for all	Coordinate planning and development of multi-purpose dams
		Improve access to clean water
	SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all	Promote sustainable utilization and management of renewable energy
	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Coordinate value addition projects and programmes
Promote access to information uptake and knowledge sharing		
SDG 13: Take urgent action to combat climate change and its impacts	Coordinating responses against drought and desertification Contribute to the achievement of the national target on fruit tree seedlings	
SDG 16: Promote rule of law at national and international levels and ensure equal access to justice for all	Peace building initiatives Community integration	

1.2.2 African Agenda 2063

The 2023-2027 strategic plan is aligned to AU’s Agenda 2063 which is a blueprint and master plan for transforming Africa into global powerhouse. The SDARD is committed to the realization of an integrated, prosperous, and peaceful Africa, driven by its own citizens, and representing a dynamic force in the global arena. Table 1.2 below summarizes the relationship between aspirations of AU Agenda 2063 and 2023-2027 strategic plan strategic objectives.

Table 1.2 Relationship Between African Union Agenda 2063 and 2023-2027 Strategic Plan

Development Framework	Relevant Aspirations	Contribution Towards African Union Agenda 2063
African Agenda 2063 aspirations	Aspiration 1 (A prosperous Africa based on inclusive growth and sustainable development)	Promote sustainable utilization and management of natural resources
	Aspiration 4 (A peaceful and secure Africa)	Peace building and conflict management

1.2.3 Inter-Governmental Authority on Development (IGAD)

IGAD’s provides a platform for collaborative action to address conflict resolution and integration in achieving peace and security, poverty reduction through appropriate and effective sustainable development programmes. Further, it promotes development of joint strategies and macro-economic policies and programmes in social, technological and scientific fields. This strategic plan aligns with IGAD’s focus on resilience and adaptation to climate change to accelerate achievement of the drought resilience goal.

1.2.4 East African Community Vision 2050

The EAC Vision 2050 lays out a broad perspective in which the region optimizes the utilization of its resources to accelerate productivity and the social well-being of its people. This strategic plan has incorporated this, especially the regional development perspective as shown in Table 1.3 below.

Table 1.3 Relationship Between East African Community Vision 2050 and 2023-2027 Strategic Plan

Development Framework	Relevant Goals and Aspirations	Contribution Towards East African Community Vision 2050
East African Vision 2050	Pillar 1: Infrastructure	Coordinate the implementation of water and renewable energy projects
	Pillar 2: Agriculture, food security and rural economy	Promote food and nutrition security
		Promotion of value addition and manufacturing plants
	Pillar 3: Industrialization	Value addition
Pillar 4: Natural resource and environment management	Coordinate climate change adaptation and mitigation in basin-based development	

1.2.5 Constitution of Kenya

Constitution 2010 is specific and critical in actualizing the development of ASALs and basin-based development and the relevant articles are:

- (i) Article 42 and 69 on environment and natural resources - The Constitution provides for the rights to clean, healthy environment, and economic and social rights. The duty of the state and every state organ is, therefore, to take measures to achieve progressive realization of these rights.
- (ii) Article 43 (c) and (d) on free from hunger and clean and safe water- food and nutrition initiatives
- (iii) Article 10 (ii) on national values and principles of governance
- (iv) Article 232 on values and principles of public service
- (v) Article 56 on minorities and marginalized groups - provides for affirmative action programmes designed to ensure minorities and marginalized groups are provided special opportunities in education and economic fields as well as have reasonable access to water, health services and infrastructure.
- (vi) Article 189 provides for cooperation between the national and county governments.

1.2.6 Kenya Vision 2030, Bottom-up Economic Transformation Agenda, and Fourth Medium Term Plan

Kenya Vision 2030 is the country's development blueprint and is anchored on economic, social, and political pillars, which recognizes the need to address inequalities and vulnerabilities in ASALs and role of the Regional Development Authorities (RDAs) to accelerate rural development. This strategic plan is anchored and aligned Vision 2030 as follows:

- (i) Economic Pillar - agriculture sector on development of infrastructure for irrigation and dams
- (ii) Social Pillar - environment, water, and sanitation sector on implementation of climate change adaptation and mitigation strategies across various sectors; and enhancement of water resource management
- (iii) Political Pillar - devolution with respect to integrated development planning, resource mobilization, utilization, and capacity building as well as governance and rule of law; promotion of peacebuilding, and conflict management.

The BETA outlines the government priority to create a just and equitable society with decent opportunities for all citizens. The BETA has five core pillars, which these include agriculture transformation and inclusive growth; transforming the Micro, Small and Medium Enterprises (MSMEs) economy; housing and settlement; healthcare; digital superhighway, and creative economy. This strategic plan is guided by BETA and SDARD is committed to coordinate, formulate and implement policies, strategies and programmes that fast-track the development of ASALs and the basin-based regions to reduce inequalities and vulnerabilities; building resilience through integrated economic and social interventions; spur socio-economic development across the regions; save lives and protect livelihoods during humanitarian emergencies; and facilitate socio cultural integration of communities

and cross border areas. Specifically, the strategic plan has incorporated BETA core pillars as follows:

- (i) Agriculture – promoting sustainable agricultural practices, and climate-smart farming techniques; fostering irrigation systems and water management for agricultural purposes; strengthening value chains and agribusiness development.
- (ii) Micro, Small and Medium Enterprise (MSME) economy –promote and capacity build MSMEs for sectors such as gums and resins, leather and tannery as well as apiary. The strategy aligns with promotion of value addition. This will go along in enhancing job creation and revenue for MSMEs and Government.
- (iii) Housing and settlement – promote production of building materials for construction of affordable housing and offices thus strengthening the Jua Kali industry capacity. This will create quality jobs especially for the youth.
- (iv) Healthcare – As part of the Corporate Social Responsibility (CSR), the strategy seeks to promote realization of the constitutional right to health through construction and equipping of health facilities which is in line with delivering a Universal Health Coverage (UHC).
- (v) Digital superhighway and creative economy – the strategy aligns with promotion of systematic data collection, storage and dissemination; digital literacy; digital hubs; and resource mapping.

From the fourth MTP 2023 – 2027, the following focus areas has informed the development of the strategic plan for the State Department, which are:

- (i) Economic transformation and growth - enhancing infrastructure development, including water dams to support economic activities; and promoting livestock development marketing and value addition
- (ii) Environmental sustainability - promoting sustainable natural resource management and conservation practices; implementing climate change adaptation and mitigation strategies across various sectors; and enhancing water resource management and sanitation services to ensure access for all.
- (iii) Social inclusion and equity - promoting social inclusion and equity through targeted interventions for vulnerable groups such as women, youth, persons with disabilities, and marginalized communities; and strengthening social protection programmes to mitigate the impact of poverty and inequality.

1.2.6 Sector Policies and Laws

Some of the sector policies and laws guiding SDARD include:

- (i) The 2015 Common Programme Framework (CPF) focuses on the government’s contribution to Intergovernmental Authority on Development (IGAD) on Drought Disaster Resilience and Sustainability Initiative (IDDRSI). The aim of CPF is to improve the coherence and efficiency of interventions and thus increase their impact on the lives of vulnerable people.
- (ii) The Paris Agreement 2015 on climate change aims to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below two degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius

- (iii) Sessional Paper No 10, 1965, article 133 provides that, for faster economic growth and national development, relatively higher public investment could be necessary in “high potential” areas where highest returns to investments was guaranteed. The ASALs areas could only benefit from the trickle down effects of this rapid economic growth. This unbalanced approach to development meant that economic potential in ASALs will remain untapped. This necessitated the Government to come up with the Sessional Paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and other Arid Lands. This paper addressed three distinct policy challenges which were particular to Northern Kenya and other arid lands first, how to close developmental gap between Northern Kenya and the rest of the country; second, how to protect and promote mobility and institutional arrangements, which are essential to productive pastoralism; and third, how to ensure food and nutrition security across ASALs.
- (iv) The ASALs Partnership Coordination Framework (PCF) 2022 - focuses on delivering as one for the development of ASALs through promoting synergy and effective utilization of resources. It is an overarching mutual accountability framework between the national and county governments, and all partners. The effective implementation of PCF shall, therefore, guarantee efficient use of resources from all partners; better and quicker response to challenges, especially emergencies; enable tracking and accountability of resources to the community and provide an opportunity for fundraising for resources, and above all provide better lives of communities in ASALs.
- (v) The ASALs Resilience Programming Framework (RPF) 2022 - 2030 - shocks and stressors in ASALs are increasing in numbers, magnitude, and frequency and this programming framework is timely to enable stakeholders address the shocks and stressors using an agreed approach. The strategy will provide direction and leadership to flagship programmes at county and national levels aimed at enhancing resilience to the recurrent shocks and stressors in ASALs.
- (vi) The RDA Policy, 2022- provides an overarching National Regional Development framework under which the Authorities are anchored. It seeks to strengthen governance of RDAs, aligns their functions to the Constitution of Kenya, 2010 and ensures optimum utilization and management of basin-based natural resources.
- (vii) The RDA Bill, 2023 - the bill consolidates the laws relating to regional development, to provide for the establishment powers and functions of regional development bodies so as the align RDA to Constitution 2010.

Executive Orders No.1 of 2022 October 2022 and No. 2 of 2023 November 2023 – provides mandate of SDARD and the 2023-2027 strategic plan will be aligned to the on the organization of the Government of Kenya.

1.3 History of State Department for Arid and Semi-Arid Lands and Regional Development

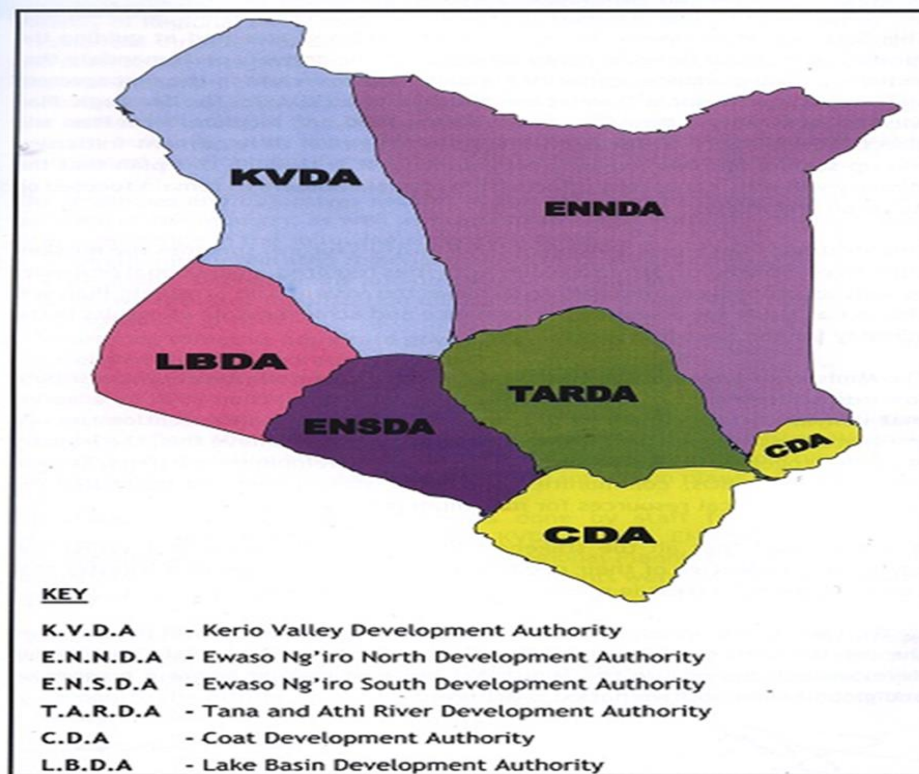
1.3.1 Regional Development

Regional development was borne through the former Ministry of Regional Development Authorities which was established under the Presidential Circular No.3/2003 and mandated to provide policy guidance, and enhance capacity building and support for RDAs. Subsequently, The Directorate of Regional Development (DRD) was established in 2009 as the technical department for the coordination of the regional development activities.

Regional Development has six (6) Semi-Autonomous Government Agencies that were established between the early 1970s and the early 1990s (Figure 1). These RDAs are as follows; the Tana and Athi Rivers Development Authority (TARDA) through Cap 443 of 1974; the Kerio Valley Development Authority (KVDA) through Cap 441 of 1979; the Lake Basin Development Authority (LBDA) through Cap 442 of 1979; the Ewaso Ng'iro North River Basin Development Authority (ENNDA) through Cap 448 of 1989; the Ewaso Ng'iro South Development Authority (ENSDA) through Cap 447 of 1989; and the Coast Development Authority (CDA) through Cap 449 of 1990.

Regional Development Authorities are defined along the major river basins and water bodies and tasked with a unique mandate of managing and utilizing the basin-based natural resources by fostering integrated economic planning and development with a view of empowering the local communities. The mandate of the Regional Development Authorities (RDAs) is to initiate, plan, coordinate and implement integrated multi-sectoral and Multipurpose programs and projects for sustainable utilization and management of basin-based resources to foster social-economic development and empowerment of the communities. The basin-based resources transcend more than one county as opposed to being aligned to administrative boundaries. This makes the regional development approach very ideal for the utilization and management of these resources.

Figure 1.1 RDA map

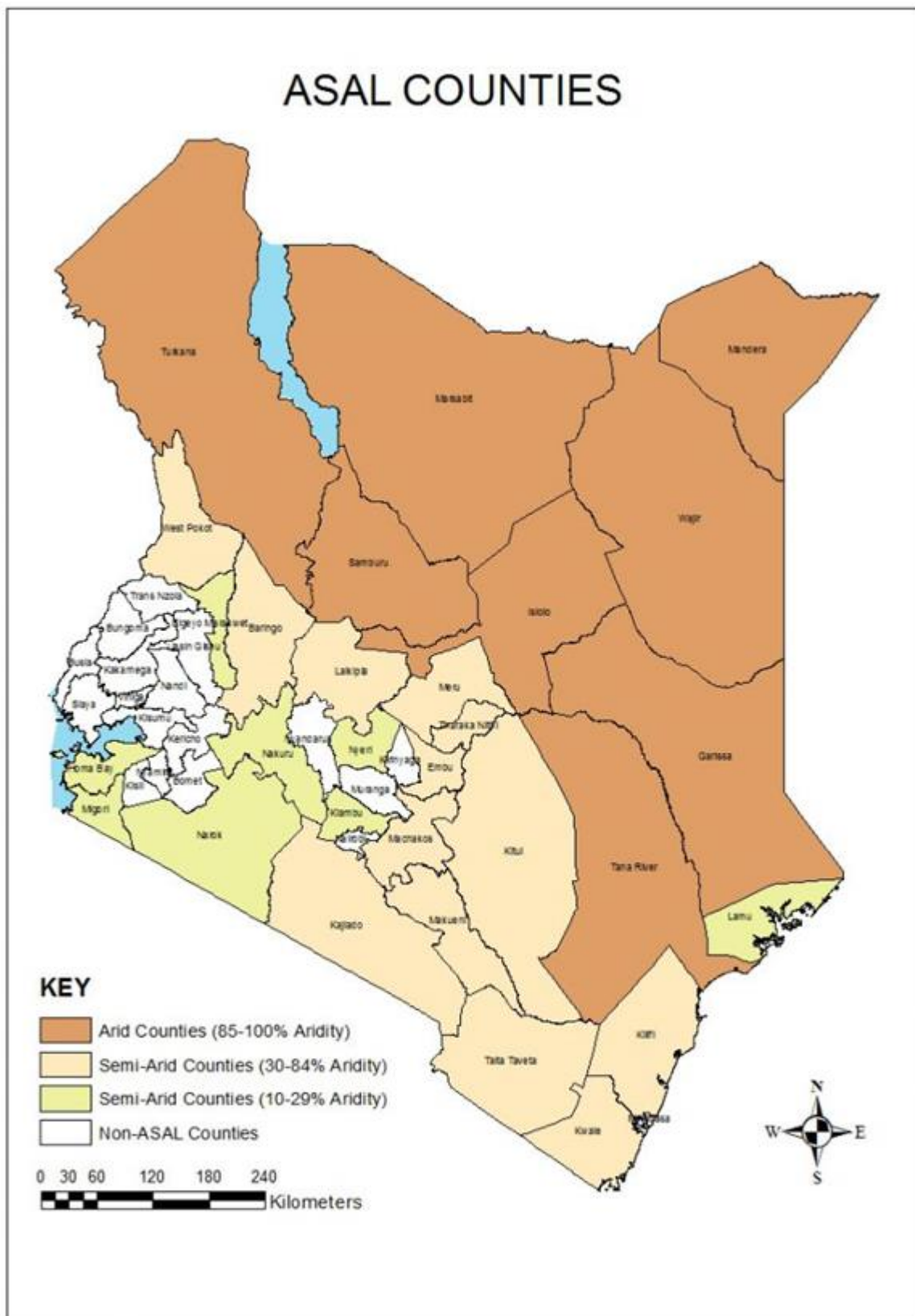


1.3.2 ASALs

ASALs development discussions began approximately in the 1980s when ASALs issues were addressed by the Department of Rural Planning, in the then Ministry of Planning and National Development. In 1989, the Ministry of Reclamation and Development of ASALs and Wastelands was created to address ASALs development. However, the Ministry's activities were limited to livestock and conventional range management approaches in semi-arid areas, which were easier to access.

In the 1990s and early 2000s, drought management issues were addressed under the Emergency Drought Recovery Project (EDRP) and its successor, the Arid Lands and Resource Management Project (ALRMP), which were respectively domiciled in the Ministries of the Office of the President and Ministry of Special Programmes. In 2008, the Ministry of Northern Kenya and Other Arid Lands (MNKOAL) was created. This constituted the most significant political statement acknowledging the historical marginalization of the ASALs and asserting commitment at the highest level of Government to address ASALs development. Directorate of ASALs (DASAL) was then created under the Ministry of Devolution and Planning to take over the functions of the defunct MNKOAL and spearheaded enactment of NDMA Act, 2016. Previously, NDMA operated under the State Corporations Act (Cap 446) of the Laws of Kenya by Legal Notice Number 171 of November 24, 2011. The mandate of NDMA is to exercise overall leadership and coordination on matters relating to drought risk management and to establish mechanisms, on its own or with other stakeholders that will end drought emergencies in Kenya.

Figure 1.2 ASALs map



1.3.2 Special Programmes

The Directorate of Special Programmes was originally a Department in the Office of the President when the Country attained independence. Until 2003 the Directorate existed in the Office of the President as Relief and Rehabilitation Department. Thereafter it was upgraded to a fully-fledged Ministry of State for Special Programmes. In 2013, the department was placed under the Ministry of Devolution and Planning. Currently, the Directorate is domiciled in the SDARD. Throughout the changes, it has retained its core mandate of providing relief assistance to communities affected by disasters, managing and coordinating humanitarian emergency responses.

1.3.3 State Department for ASALs and Regional Development

The SDARD was established through Executive Order No. 1 of January 2023 following the reorganization of Government of the Republic of Kenya. Prior to this Executive Order, the State Department for the ASALs and the State Department for Regional and Northern Corridor Development were in different Ministries. This Executive Order merged the function of the ASALs with those of Regional Development with a broader mandate to coordinate and accelerate integrated development in the ASALs and the basin-based regions. This Mandate was expanded to include; Special Programmes, Food Relief Management and Humanitarian Emergency Response and Projects in Response to Displacement Impacts.

The mandate of the State Department as per the Executive Order No. 1 of 2023 is as follows:

- (i) Arid and Semi-Arid Lands Policy.
- (ii) Co-ordination of Planning, and Development for Arid and Semi-Arid Lands
- (iii) Implementation of Special Programmes for Development of Arid and Semi-Arid Areas.
- (iv) Implementation of Arid and Semi-Arid Lands Programmes.
- (v) Coordinating Research for sustainable Arid and Semi-Arid Lands Resource Management, Development and Livelihoods.
- (vi) Promotion of Livestock Development, Marketing and Value addition of Resources within Arid and Semi-Arid Areas.
- (vii) Enhancing Livelihood Resilience of Pastoral and Agro-Pastoral Communities
- (viii) Coordinating Responses Against Drought and Desertification.
- (ix) Special Programmes
- (x) Food Relief Management and Humanitarian Emergency Response
- (xi) Peace Building and Conflict Management within Arid and Semi-Arid Areas
- (xii) Management and Promotion of Integrated Cross Border Activities in identified ASAL Counties.
- (xiii) Regional Development Policy Implementation, oversight and management.
- (xiv) Coordination of Regional Development Authorities.

(xv) Projects in Response to Displacement Impacts

1.4 Methodology of Developing the Strategic Plan

In preparing the strategic plan, SDARD was guided by the following steps:

Step One: Initiation of the Strategic Planning Process

- i. The Accounting Officer initiated the strategic planning process by establishing a Strategic Plan Committee (SPC).
- ii. The Committee developed the terms of reference (TORs) for the review and development of the State Department's strategic plan.
- iii. A technical committee was formed to undertake the review and development of the strategic plan in conjunction with the consultant.

Step Two: Strategic Plan Development

- i. The technical committee and the consultant reviewed and adopted the Terms of Reference issued by the SPC on development of SDARD's strategic plan.
- ii. The technical committee and consultant took into consideration nature and scope of the SDARD's mandate and functions, the strategic direction for the plan period, the operating environment and prepared this strategic plan.
- iii. The technical committee and consultant submitted the draft strategic plan to the SPC for review and input.

Step Three: Strategic Plan Validation

- i. The draft strategic plan was shared with the SDARD's staff for internal validation and feedback.
- ii. Furthermore, the draft strategic plan was subjected to external stakeholders for validation and feedback.
- iii. The validated draft strategic plan was submitted to the State Department for Economic Planning for review and feedback which informed its finalization.

Step Four: Finalization and Dissemination of the Strategic Plan

- i. The draft strategic plan was finalized, adopted, published, launched and disseminated for implementation.

CHAPTER TWO: STRATEGIC DIRECTION

Overview

This chapter presents the strategic direction that sets out the mandate, vision, mission, strategic goals, and core values that guide implementation of this strategic plan. In addition, it provides the quality policy statement.

2.1 Mandate

The mandate of SDARD is to initiate, formulate, coordinate and implement policies, strategies, projects, and programmes for fast-track the development of ASALs and the basin-based regions to build resilience and improve livelihoods.

2.2 Vision Statement

Transformed and sustained lives and livelihoods

2.3 Mission Statement

To coordinate planning and development in ASALs and basin-based regions for inclusive, resilient and sustainable livelihoods.

2.4 Strategic Goals

In pursuant of its mandate, as well as realization of its vision and mission, SDARD have developed seven specific strategic goals that will provide specific, measurable, and actionable objectives that will shape its strategic planning process in the next five years. These strategic goals are to:

- (i) Reduce climate change effects
- (ii) Promote peaceful co-existence among communities
- (iii) Improve food and nutrition security
- (iv) Enhance regional and ASALs development
- (v) Attain financial sustainability
- (vi) Accelerate adoption of knowledge management
- (vii) Improve service delivery

2.5 Core Values

The core values are the basis upon which SDARD will make decisions, plan and strategizes, and how the staff will interact with each other and with SDARD's stakeholders and clients. The core values of SDARD are:

- (i) Innovativeness and creativity – We strive towards being creative and innovative in implementation of our projects and programmes;
- (ii) Inclusivity –We commit to treating all staff and stakeholders fairly and equally;
- (iii) Integrity – We commit to adhering to moral values, acting with honesty and fairness, and treating all staff and stakeholders with respect and within the law;
- (iv) Professionalism – We shall adhere to a set of standards, and code of conduct that characterize accepted ethical practices.

2.6 Quality Policy Statement

The State Department for ASALs and Regional Development is committed to enhancing sustainable ASALs and basin-based development for improved livelihoods and a prosperous nation by coordinating the planning and development of ASALs and basin-based regions for the people of Kenya as envisaged in the Constitution, national, regional, and international development priorities. To ensure that the quality policy is successfully implemented, staff will uphold professionalism by provision of information, effective communication, prompt response to enquiries, exercising courtesy, and observing integrity and ethics at the workplace. To ensure continuous improvement of our business processes and procedures, management will reengineer and digitalize identified business processes to the latest standards and technology. The SDARD commits to ensure compliance to relevant statutory requirements.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES

Overview

This chapter provides a situation analysis for the State Department for ASALs and Regional Development. Under situation analysis, the chapter examines both external and internal operating environment in the context of opportunities and threats as well as internal strengths and weaknesses. It also reviews past performance in terms of key achievements, challenges and lessons learnt from the previous strategic plan (2018-2022). Lastly, the chapter contains a stakeholder analysis matrix showing stakeholders' roles as well as their expectations.

3.1 Situational Analysis

The State Department navigates a multifaceted external landscape influenced by macro and micro factors. Macro-environmental dynamics, including climate change and global economic conditions, shape strategic initiatives. Within the micro-environment, access to resources and mitigating conflicts are pivotal for successful plan implementation.

3.1.1 External Environment

In this section, we provide an analysis of macro and micro-environment under which the State Department operates, and which will be critical in shaping the strategic issues to be addressed by the strategic plan.

3.1.1.1 Macro-Environment

The analysis of the macro-environment considered the developments in major external factors which have both direct and indirect impact on the State Department's decision making and performance. The outcome of this analysis is presented using the PESTEL tool in Table 3.1 below.

3.1.1.2 Micro-Environment

The State Department analyzed its immediate operating environment that affects access to resource necessary for the achievement of its strategic objectives. Analysis of these environment considers the following key variables:

- (i) Labour market - the State Department's capacity to realize its strategic objectives hinges upon the availability and caliber of the labor force which provides opportunities to competitively attract and retain diverse, skilled, talented, and competent workforce. It is also effectively regulated by the existing labor laws that protects the State Department and employees. The existing labor market is characterized by high literacy levels providing and available workforce with high remuneration expectations in relation to the existing terms of service.
- (ii) Customer profiles - the State Departments' demographic composition, inclinations, and necessities of its primary stakeholders and beneficiaries is of importance. The pertinent factors to consider include climate change effects, disaster preparedness and response, food and nutrition security, resilience building, development of basin-based regions and social responsibilities. The

environment of ASALs and basin-based regions necessitates the development of water infrastructure, value addition projects, catchment conservation, community integration initiatives, relief and humanitarian assistance, resilience programmes, and peace building calling for increased resource allocation to address the existing gaps in provision of services. There is need for continuous collaboration between the State Department and relevant stakeholders for enhanced resource mobilization. The State Department is committed to social and environmental responsibilities to augment its core mandate and stakeholders buy-in.

- (iii) Access to resources - to implement the strategies outlined in this plan, access to resources is important without which the State Department may not achieve the desired strategic objectives. In this section, the following key variables are considered poor Information and Communications Technology (ICT) infrastructure network coverage in ASALs and basin-based regions; limited technological research and learning centres in ASALs; human-wildlife conflict; prevalence of negative socio-cultural practices especially in ASALs; inter-communal conflict; and resource-based conflicts among others.

3.1.2 Summary of Opportunities and Threats

Based on the above analysis of external environment in terms of macro and micro factors, Table 3.1 below summarizes opportunities and threats with respect to PESTEL tool.

Table 3.1 Summary of Opportunities and Threats

Environmental Factor	Opportunity	Threat
Political	<ul style="list-style-type: none"> • Favourable government policies and legislation for implementation of projects and programmes in the ASALs and Basin-based regions • Department's mandate aligns with BETA aimed at improving livelihoods • Existence of supportive parliamentary committee on Regional Development • Goodwill from government on facilitation of resources • Cohesive and harmonized working relationship between the county governments and RDAs 	<ul style="list-style-type: none"> • Political interference may cause instability • Uneven resource distribution and conflicting priorities may hinder equitable development • Delayed projects and programmes implementation due to changes in government priorities
Economic	<ul style="list-style-type: none"> • Availability of Equalization funds to address regional inequalities and foster economic growth • Kenya Vision 2030 and Regional Development Policy has set the foundation for ASALs' and Basin-based development • Goodwill from development partners will aid strategic plan implementation 	<ul style="list-style-type: none"> • Global economic slowdown and high prices affect resource generation • Slow economic growth due to pandemics and droughts • Budget constraints affect government priorities • Conflicts over land use pose

Environmental Factor	Opportunity	Threat
	<ul style="list-style-type: none"> • Vast area offers opportunities for livestock and other initiatives • Agricultural diversification enhances income sources and food security • Renewable energy projects promote economic sustainability 	<p>challenges to development initiatives</p>
Social	<ul style="list-style-type: none"> • Ongoing public awareness campaigns on government services and citizen entitlements, notably in ASALs and basin-based areas • Social protection safety nets safeguard vulnerable populations, promoting inclusivity • Regional development authorities facilitate effective socio-economic development initiatives • Tailored inclusive programmes for ASALs and basin-based development address regional needs, promoting equity • Community empowerment initiatives foster social cohesion, skill development, and economic opportunities, advancing sustainable development 	<ul style="list-style-type: none"> • Inter-communal conflicts undermine economic development and security • High unemployment rates increase vulnerability to drug abuse and radicalization • Negative socio-cultural practices limit access to education and opportunities • Population pressure and poor resource management strain sustainability. • Limited community engagement may impede development efforts • Inadequate infrastructure in ASALs hinders service delivery
Technological and Innovation	<ul style="list-style-type: none"> • Mobile services hold promise for enhancing service delivery, especially in cash transfer programmes • Emerging technologies support access to data and information 	<ul style="list-style-type: none"> • Limited ICT infrastructure network coverage • Limited technological research and learning centres
Ecological	<ul style="list-style-type: none"> • Availability of unexploited minerals and natural resources • High potential of green energy • Increased funding for climate change mitigation and adaptation 	<ul style="list-style-type: none"> • Climate change induces desertification leading to human-wildlife conflicts and diminishing water resources • Environmental degradation has reduced productivity in rangelands
Legal	<ul style="list-style-type: none"> • Environmental regulations which confirms with standards to project planning and execution • Existence of policies and legal frameworks which supports implementation of projects and programmes 	<ul style="list-style-type: none"> • Delayed enactment of regional development Bill • Conflicting emerging policies and laws affecting operations

3.1.3 Internal Environment

In this section, an analysis of the State Department's internal variables such as governance and administrative structure; internal business process as well as resource capabilities, skill competences are considered.

3.1.3.1 Governance and Administration Structures

The structure of the State Department is composed of four directorates namely ASALs; Special Programmes; Regional Development; and Administration, and Support Services as outlined in the organizational structure. Reporting lines are clearly defined with the Principal Secretary as the Head of the State Department. There are four Secretaries heading each of the four Directorates and are directly answerable to the Principal Secretary. Under each of the four secretaries, there are Directors in charge of Departments, which are Administration; Human Resource Management and Development; Central Planning and Project Monitoring Department; Research and Partnerships; Community Integration and Peace Building; Strategic Programmes; Regional Development; and Relief and Rehabilitation. The Principal Secretary is the accounting officer and is in charge of the day to day running of the State Department. The State Department has implemented relevant policies that support the administrative structure which include human resource policy; confidentiality policy; code of conduct policy; health safety policy; anti-corruption policy; anti-discrimination and harassment policy; disciplinary action policy; and Science, Technology and innovation policy.

3.1.3.2 Internal Business Process

The State Department has undertaken an evaluation of its systems, processes, and Standard Operating Procedures (SOPs) in order to determine the areas of strengths and weaknesses as shown in Table 3.2 below. Based on the evaluation, it was realized that there is need to review the Quality Management Standards (QMS) and streamline SOPs.

3.1.3.3 Resources and Capabilities

The State Department possesses diverse internal and external resources and capabilities which enable it to execute its mandate. A disaggregation through resource-based capabilities analysis as well as functional value chain analysis frameworks against the criteria of being valuable, rare or scarce, inimitable, durable and substitutable was carried out to identify potential strengths and weaknesses

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of internal environment, Table 3.2 below summarizes the strengths and weaknesses in terms of governance and administrative structures; internal business processes; and resources and capabilities.

Table 3.2 Summary of Strengths and Weakness

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> • Existence of the Executive Order no. 1 of 6th January of 2023 • Well-defined organization structure • Existence of technical directorates ensuring planning and implementation of projects and programmes 	<ul style="list-style-type: none"> • Staffing gaps • Limited ICT systems • Inadequate office tools and equipment • Inadequate partnerships and collaborative frameworks
Internal business processes	<ul style="list-style-type: none"> • Defined reporting lines • Comprehensive policies and internal procedures 	<ul style="list-style-type: none"> • Lack of International Organization for Standardization (ISO) certification • Lack of Quality Management Systems (QMS) certification
Resources and capabilities	<ul style="list-style-type: none"> • Experienced and skilled staff • Availability of study reports, feasibility studies and project proposals • Expertise in coordination of development programmes and projects. • Efficient funds absorption 	<ul style="list-style-type: none"> • Inadequate non-financial assets and equipment • Pending bills • Insufficient technical Staff • Limited training opportunities

3.1.5 Analysis of Past Performance

This section is informed by the analysis of 2018-2022 strategic plan and includes key achievements, challenges, and lessons learned. For itemized evaluation of each strategy and associated strategic objectives and KRAs, see Annexure IV.

3.1.5.1 Key Achievements

During the period under review, the State Department of ASALs and the State Department of Regional and Northern Corridor Development were in different ministries. The key achievements of the State Departments were reviewed with respect KRAs as presented in table 3.3.

Table 3.3: The Key achievements of the State Departments for 2018-2022 strategic plan

KRA No.	Key Result Area	Achievement
KRA 1	Coordination of development for ASALs	<ul style="list-style-type: none"> • The ASALs policy was reviewed and submitted to Cabinet; • Two national ASALs stakeholder forums were held; • Formalized and operationalized three Ending Drought Emergencies (EDE) coordination structures; • The PCF was developed and approved by Cabinet; • The RPF was finalized; and • Evaluation of the impact of the national food and nutrition security policy 2012 in ASALs was carried out.

KRA 2	Resilience building	<ul style="list-style-type: none"> • 17 monitoring missions of Ending Drought Emergencies (EDE-MPT III) carried out • Four strategic projects in EDE-MTP III financed • Adoption of four drought tolerant crops and value addition projects • Three innovative approaches in agriculture extension service were supported (application of successful models) • Adoption of five irrigation technologies that optimize efficient use of water promoted • Organization of 20 co-ordination meetings during drought emergencies
KRA 4	Leadership	<ul style="list-style-type: none"> • 9 workshops on National values and leadership capacity development were held
KRA 11	Coordination of RDAs	<ul style="list-style-type: none"> • 25 PMU and PSC committee report and minutes on effective project implementation were prepared • 20 quarterly Monitoring and Evaluation reports of RDA projects and programmes were prepared
KRA 12	Sustainability of RDAs	<ul style="list-style-type: none"> • 25,000 acres of land was put under irrigation • 8 manufacturing and value addition facilities were established. • A climate change unit established

3.1.5.2 Challenges

In the process of implementing 2018-2022 strategic plan, the State Department faced both internal and external challenges. These challenges are :

- (i) Coordination gaps and duplication of efforts- multiple implementation of similar programmes by partners and donors which led to the duplication of efforts thus hindering the efficiency of interventions in ASALs;
- (ii) Limited coordination with national and county governments - this weakened collaboration impeded the seamless execution of projects and programmes, impacting their overall effectiveness;
- (iii) Limited monitoring and evaluation - this made it difficult to assess progress accurately, identify challenges promptly, and implement timely corrective measures;
- (iv) Low completion rate of projects- inadequate supervision of projects caused delays, budget overruns, and challenges in meeting planned milestones;
- (v) Inadequate staff and field presence - The scarcity of personnel hindered the effective implementation and supervision of projects on the ground, impacting the overall success of the strategic plan;
- (vi) Inadequate budgetary provision - impacted on-timely implementation of projects, resulting in delays and hindering the achievement of set targets;
- (vii) Delayed enactment of RDAs Bill 2021 -slowed down the development;
- (viii) Climate change effects and natural disasters - disrupted project timelines, resource mobilization, and overall programme implementation;

- (ix) Insecurity in ASALs: -hampered the effective implementation of programmes and projects, limiting access to certain areas and impacting the safety of both personnel and beneficiaries; and
- (x) The emergence of COVID-19 pandemic - slowed down implementation of programmes and projects.

3.1.5.3 Lessons Learnt

Key lessons learned are presented below:

- (i) Engaging parliamentary committees for execution of our mandate - proved effective in hastening legislative processes and ensuring timely enactment of pivotal bills;
- (ii) Stakeholder engagement for enhanced project implementation- fosters collaboration and a sense of ownership among participants;
- (iii) Integration of virtual and physical engagements - combining virtual and physical meetings facilitated effective implementation of projects while saving on time and budget;
- (iv) Mainstreaming climate change considerations - integrating climate change considerations into all activities emerged as a vital aspect of planning, fostering long-term resilience against environmental challenges;
- (v) Project prioritization for expedited completion - prioritizing projects was crucial for expediting completion and achieving strategic goals within stipulated timelines;
- (vi) Knowledge management system enhances knowledge and data sharing that facilitates evidence-based planning for faster decision making; and
- (vii) Alternative Dispute Resolution Mechanism (ADRM) to resolve conflicts should be used to engage communities in peace dialogues.

3.2 Stakeholders Analysis

The SDARD recognizes that the achievement of the government's policies, programmes and projects will require strong inter-ministerial collaboration, partnerships and linkages for effective policy formulation, implementation, and tracking outcomes. Stakeholders play a big role in capacity building, identification, implementation, monitoring and evaluation of programmes, ownership of projects and activities, resource mobilization, technical support, and management of resources. The Table 3.4 provides a summary of the key stakeholders and the nature of collaboration.

Table 3.3 Stakeholders Analysis

Stakeholders	Role	Expectation of Stakeholders	Expectation of the State Department
The Presidency	<ul style="list-style-type: none"> • Provide overall leadership and political goodwill 	<ul style="list-style-type: none"> • Provision of overall leadership and political goodwill • Appointment of boards/ chairpersons of statutory bodies 	<ul style="list-style-type: none"> • Assent to bills and policies • Policy guidance and political support
The Cabinet	<ul style="list-style-type: none"> • Prepare Cabinet memos and briefs, draft policies and bills 	<ul style="list-style-type: none"> • Preparation of Cabinet memos and briefs, draft policies and bills 	<ul style="list-style-type: none"> • Give guidance on policy, and critical matters such as mega and special development initiatives
National Drought Management Authority	<ul style="list-style-type: none"> • Coordinate drought-related activities • Lead and coordinate drought risk management aspects 	<ul style="list-style-type: none"> • Effective reduction of drought vulnerability, enhanced climate adaptation 	<ul style="list-style-type: none"> • Support in drought response, coordination with stakeholders
Kerio Valley Development Authority	<ul style="list-style-type: none"> • Manage and develop Kerio Valley region • Implement integrated development, improving per capita income in the region 	<ul style="list-style-type: none"> • Integrated development, improved per capita income in the region 	<ul style="list-style-type: none"> • Coordination and support for projects in Kerio Valley region
Tana and Athi Rivers Development Authority	<ul style="list-style-type: none"> • Manage and develop Tana and Athi Rivers 	<ul style="list-style-type: none"> • Socio-economic development, effective resource management 	<ul style="list-style-type: none"> • Coordination of water projects, support in water management
Lake Basin Development Authority	<ul style="list-style-type: none"> • Manage and develop the Lake Basin region 	<ul style="list-style-type: none"> • Socio-economic development, sustainable resource utilization 	<ul style="list-style-type: none"> • Coordination and support for projects in Lake Basin region
Ewaso Ng'iro South River Basin Development Authority	<ul style="list-style-type: none"> • Manage and develop Ewaso Ng'iro South River Basin 	<ul style="list-style-type: none"> • Coordinated development, improved livelihoods in the basin 	<ul style="list-style-type: none"> • Coordination and support for projects in Ewaso Ng'iro South River Basin
Coast Development Authority	<ul style="list-style-type: none"> • Manage and develop the Coast region 	<ul style="list-style-type: none"> • Development projects, socio-economic growth in the region 	<ul style="list-style-type: none"> • Coordination and support for projects in Coast region
Ewaso Ng'iro North River Basin Development Authority	<ul style="list-style-type: none"> • Manage and develop Ewaso Ng'iro North River Basin 	<ul style="list-style-type: none"> • Coordinated development, improved livelihoods in the basin 	<ul style="list-style-type: none"> • Coordination and support for projects in Ewaso Ng'iro North River Basin
Line Ministries, and Departments	<ul style="list-style-type: none"> • Facilitate timely programme execution • Provide technical support • Foster synergy in 	<ul style="list-style-type: none"> • Timely facilitation (funding and technical support) • Providing technical support on planning, policy formulation and implementation of 	<ul style="list-style-type: none"> • Provide expertise in designing and implementing strategies and programmes • Facilitate capacity building • Provide effective and efficient feedback

	development	policies, projects and programmes	mechanisms
National Treasury	<ul style="list-style-type: none"> • Ensure prudent resource utilization • Provide timely financial reports • Prioritize programme initiatives 	<ul style="list-style-type: none"> • Provision of synergy and support in the development of policy, institutional, and legal frameworks • Prudent utilization of resources • Provide timely financial and economic reports • Prioritization of programmes and projects • Adherence to projects budgetary requirements and procedures 	<ul style="list-style-type: none"> • Provision of financial resources for the planned activities in a timely manner • Coordination of annual budgeting process within the three-year Medium Term Expenditure Framework (MTEF) • Coordinate resource mobilization for PPPs and donor funding • Timely response and guidance on project finance proposals and requests
County Governments	<ul style="list-style-type: none"> • Offer technical support • Engage in partnerships for implementation • Facilitate programme coordination 	<ul style="list-style-type: none"> • Provision technical support • Partnership and collaboration in project/programme implementation • Collaboration and cooperation in implementation of projects 	<ul style="list-style-type: none"> • Collaboration and cooperation with the State Department in implementation of development programmes • Coordination of devolved activities at county level • Technical support • First line of response to Emergencies • Ownership of development programmes
Development Partners	<ul style="list-style-type: none"> • Ensure prudent resource utilization • Establish joint partnerships • Ensure timely implementation 	<ul style="list-style-type: none"> • Prudent utilization of resources • Joint partnerships in project implementation and policy formulation • Timely implementation of programmes and projects • Timely monitoring and evaluation reports • Coordination of various stakeholders to optimize impact of project (avoid duplication and overlaps) • Leadership in policy development 	<ul style="list-style-type: none"> • Provision of technical and financial assistance • Capacity building and creation of synergies • Adherence to project regulations and principles • Continuous monitoring and evaluation • Timely disbursement of resources for planned activities • Effective collaboration and synergy building • Providing support in policy formulation and implementation of initiatives • Anticipate in joint monitoring and evaluation activities
Citizens/local	<ul style="list-style-type: none"> • Prioritize initiatives 	<ul style="list-style-type: none"> • Prioritization of their needs and expectations 	<ul style="list-style-type: none"> • Participate in project identification,

communities	<ul style="list-style-type: none"> • Uphold good governance • Provide technical support 	<ul style="list-style-type: none"> • Ensure good governance and ethical behaviour • Ensure inclusivity from project planning through to implementation • Provide technical support in planning, implementation and monitoring and evaluation • Understand their needs and expectations 	<p>planning, implementation, monitoring and evaluation</p> <ul style="list-style-type: none"> • Understanding of their needs and expectations • Ownership, validation and sustainability of various programmes and projects
Project Affected Persons (PAPs)	<ul style="list-style-type: none"> • Adhere to laws • Disseminate programme information • Ensure accountability 	<ul style="list-style-type: none"> • Adherence to laws and regulations • Information on programmes and projects, for example PAPs among others • Accountability and transparency 	<ul style="list-style-type: none"> • Participate in project identification, planning, implementation, monitoring and evaluation • Corporate in development, implementation, and monitoring and evaluation of the PAP's action plans
General public	<ul style="list-style-type: none"> • Foster accountability • Provide information • Champion development 	<ul style="list-style-type: none"> • Accountability in use of public resources • Provision of information on Ministry's activities • Champion development in the regions 	<ul style="list-style-type: none"> • Participation in sectoral policy consultative forums • Own and support sectoral programmes and projects • Partnership and collaboration in the development of programmes and projects
Civil Society Organizations	<ul style="list-style-type: none"> • Enhance accountability • Conduct Environmental Impact Assessments (EIA) • Establish legal and institutional frameworks 	<ul style="list-style-type: none"> • Accountability and transparency in utilization of resources • Ensure EIA are conducted • Provision of legal and institutional framework 	<ul style="list-style-type: none"> • Complement the State Department in resource mobilization, community mobilization, dissemination, advocacy, service provision, capacity building and oversight • Sustainable community involvement and empowerment • Collaborate in conducting participatory monitoring and evaluation
Contractors and suppliers	<ul style="list-style-type: none"> • Honour contractual obligations • Maintain transparent procurement process 	<ul style="list-style-type: none"> • Honour contractual obligations, for example, prompt payment • Transparent procurement process and fair competition procedures 	<ul style="list-style-type: none"> • Supply of goods and services that meet contractual requirements; timely delivery of goods and services • Professionalism and adherence to quality standards
Legislature	<ul style="list-style-type: none"> • Adherence to laws 	<ul style="list-style-type: none"> • Adherence to laws and regulations 	<ul style="list-style-type: none"> • Enactment of relevant laws/legislations

	<ul style="list-style-type: none"> • Ensure prudent resource use 	<ul style="list-style-type: none"> • Prudent use of resources 	<ul style="list-style-type: none"> • Provision of oversight • Resource allocation
Private sector	<ul style="list-style-type: none"> • Create an enabling policy environment • Adhere to laws • Uphold accountability 	<ul style="list-style-type: none"> • Enabling policy environment • Adherence to laws and regulations • Accountability • Prudent use of resources • Conduct Corporate Social Responsibility (CSR) activities • Partnerships in Ministry's programmes and projects • Information 	<ul style="list-style-type: none"> • Advocate for improvement of business environment • Invest, create wealth and employment • Support and collaborate with the State Department in development projects, programmes, policies and service delivery. • Provide timely and accurate business information, quality goods and services • Involvement in the planning and implementation process • Ensure self-regulation within the business community • Innovation and technology transfer for sustainability • Resource mobilization • Partner in development projects and programmes through PPPs
Trade unions	<ul style="list-style-type: none"> • Create an enabling policy environment • Adhere to laws • Uphold accountability 	<ul style="list-style-type: none"> • Enabling policy environment • Adherence to laws and regulations • Accountability 	<ul style="list-style-type: none"> • Provide information for negotiating affordable remuneration and other terms and conditions of service for unionisable staff • Conducive working environment • Forum for collective bargaining agreements
Media	<ul style="list-style-type: none"> • Create an enabling policy environment • Adhere to laws • Uphold accountability 	<ul style="list-style-type: none"> • Enabling policy environment • Adherence to laws and regulations • Accountability • Provision of accurate data and information 	<ul style="list-style-type: none"> • Dissemination of information and publicity on the agenda of development of ASALs and basin-based regions • Promotion and articulation of developmental issues. • Enhanced access to information • Responsive and fair coverage

Academia and research institutions	<ul style="list-style-type: none"> • Provide data • Engage in research partnership 	<ul style="list-style-type: none"> • Provision of data and information • Partnership in research projects 	<ul style="list-style-type: none"> • Provide students for internship/industrial attachment • Provide complementary data and information • Partnership/collaboration in research and policy formulation • Provide necessary technical support/training to the Ministry's staff • Develop relevant innovations and technologies
Public servants	<ul style="list-style-type: none"> • Adherence to laws • Maintain integrity in human resource management 	<ul style="list-style-type: none"> • Adherence to laws and regulations • Exercise of integrity, objectiveness and meritocracy in processing of human resource management and development issues, for example recruitment, deployment, awards and sanctions among others 	<ul style="list-style-type: none"> • Provision of services to the public and coordination of development initiatives • Commitment to service delivery • Professionalism and skills development • Integrity • Adherence to policies, rules, and regulations of the Ministry
Commercial banks	<ul style="list-style-type: none"> • Create enabling policy environment • Adhere to laws and regulations • Promote transparency 	<ul style="list-style-type: none"> • Aid in cash transfer programmes to the beneficiaries • Adherence to regulations, and transparency 	<ul style="list-style-type: none"> • Provide an enabling policy environment for financial institutions • Ensure adherence to laws and regulations; • Facilitate transparency in financial transactions
IGAD	<ul style="list-style-type: none"> • Honor of obligations 	<ul style="list-style-type: none"> • Policy direction affecting the region, decisions on regional initiatives 	<ul style="list-style-type: none"> • Ensure adherence to obligations • Provide policy direction on decisions affecting the region
Pastoralists' Parliamentary Group	<ul style="list-style-type: none"> • Lobby for development agenda and bills to parliament for approval and funding 	<ul style="list-style-type: none"> • Advocacy for development agenda and bills to be approved and funded in parliament 	<ul style="list-style-type: none"> • Support for development agenda and bills lobbying
ASALs stakeholder forum	<ul style="list-style-type: none"> • Convene all ASALs stakeholders to discuss ASALs development 	<ul style="list-style-type: none"> • Facilitate discussions and collaboration among ASALs stakeholders to drive ASALs development initiatives 	<ul style="list-style-type: none"> • Bringing together all ASALs stakeholders to discuss ASALs development

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Overview

This chapter presents the strategic issues, goals that informs KRAs of this strategic plan. The chapter looks into the relationship of these key element of the strategic plan.

4.1 Strategic Issues

The following seven strategic issues have been identified within the State Department in the discharge of its mandate:

- (i) Climate change and disaster effects
- (ii) Social cultural and resource-based conflict
- (iii) Food and nutrition security
- (iv) Oversight, management, and coordination
- (v) Financial sustainability
- (vi) Knowledge management
- (vii) Institutional capacity

4.2 Strategic Goals

In line with the strategic issues identified above, the following seven strategic goals will be pursued within the planned period and will be to:

- (i) Reduce climate change effects
- (ii) Promote peaceful co-existence among communities
- (iii) Improve food and nutrition security
- (iv) Enhance regional and ASALs development
- (v) Attain financial sustainability
- (vi) Accelerate adoption of knowledge management
- (vii) Improve service delivery

4.3 Key Result Areas

Between 2023 and 2027, SDARD has identified 10 KRAs with corresponding strategic objectives and strategies for effective implementation of the plan. In the next five years, SDARD will be guided by the following KRAs.

KRA 1: Ecosystems and catchment management

KRA 2: Shocks and stressors mitigation

KRA 3: Relief and humanitarian assistance

KRA 4: Community integration

KRA 5: Resilient livelihoods

KRA 6: Regional development

KRA 7: ASALs development

KRA 8: Resource mobilization

KRA 9: Knowledge management uptake and sharing

KRA 10: Institutional capacity development

Table 4.1 below summarizes strategic issues, strategic goals, and KRAs.

Table 4.1 Strategic Issues, Goals, and Key Result Areas

Strategic Issues	Strategic Goals	Key Result Areas
Climate change and disaster effects	Reduce climate change effects	Ecosystems and catchment management
		Shocks and stressors mitigation
		Relief and humanitarian assistance
Social cultural and resource-based conflict	Promote peaceful co-existence among communities	Community integration
Food and nutrition security	Improve food and nutrition security	Resilient livelihoods
Oversight, management, and coordination	Enhance regional and ASALs development	Regional development
		ASALs development
Financial sustainability	Attain financial sustainability	Resource mobilization
Knowledge management	Accelerate adoption of Knowledge management	Knowledge management uptake and sharing
Institutional capacity	Improve service delivery	Institutional capacity development

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

Overview

This chapter presents the strategic objectives that will inform the strategic choices adopted in the 2023 – 2027 strategic plan. The linkages between KRAS and, strategic objectives with regard to outcomes, outcome indicator, and projections for the next five years is mapped out in Table 5.1 below.

5.1 Strategic Objectives

The SDARD has identified 14 strategic objectives from the 10 KRAs for effective implementation of the next five-years strategic plan. In the next five years, SDARD will be guided by the following strategic objectives, which will be:

1. To protect and conserve ecosystem and catchment areas
2. To enhance disaster resilience capacity and response measures
3. To coordinate, absorptive and adaptive mitigation measures
4. To coordinate and manage humanitarian interventions
5. To save lives and livelihoods
6. To promote socio cultural integration of communities and cross border areas
7. To build resilience through integrated economic and social interventions
8. To promote sustainable utilization and management of basin-based resources
9. To harness resources and strengthen implementation of programmes and projects in ASALs
10. To strengthen partnerships and collaborations
11. To enhance engagement with TNT and Parliament
12. To promote research and access to information uptake and knowledge sharing
13. To enhance institutional visibility
14. To enhance good governance and strengthen institutional capacity

Table 5 1 Outcomes Annual Projections

KRA 1: Ecosystems and catchment management							
Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
Strategic objective 1: To protect and conserve ecosystem and catchment areas	Protected and conserved ecosystem and catchment areas	% of ecosystem and catchment areas protected and conserved	18	45	67	87	100
KRA 2: Shocks and stressors mitigation							
Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
Strategic objective 2: To enhance disaster resilience capacity and response measures	Enhanced disaster resilience capacity and response measures	No. of resilience and response measures	-	34	34	33	33
Strategic objective 3: To coordinate, absorptive and adaptive mitigation measures	Enhanced absorptive and adaptive mitigation measures	No. of absorptive and adaptive mitigation measures	-	2	2	2	2
KRA 3: Relief and humanitarian assistance							
Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
Strategic objective 4: To coordinate and manage humanitarian interventions	Coordinated and well managed humanitarian interventions	No. of humanitarian interventions	2	6	6	6	6
Strategic objective 5: To save lives and livelihoods	Sustained lives and livelihoods	Value (in KSh) of food and non-food items stocked	1000	1000	1000	1000	1000
KRA 4: Community integration							
Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
Strategic objective 6: To promote socio cultural integration	Integrated communities	No. of communities	14	14	14	15	14

of communities and cross border areas		integrated						
KRA 5: Resilient livelihoods								
Strategic Objectives	Outcome	Outcome Indicator	Projections					
			Y1	Y2	Y3	Y4	Y5	
Strategic objective 7: To build resilience through integrated economic and social interventions	Resilient communities	No. of resilient communities	50	50	50	50	50	
KRA 6: Regional development								
Strategic Objectives	Outcome	Outcome Indicator	Projections					
			Y1	Y2	Y3	Y4	Y5	
Strategic objective 8: Promote sustainable utilization and management of basin-based resources	Improved livelihoods	No. of projects initiated and implemented	33	39	46	41	43	
KRA 7: ASALs development								
Strategic Objectives	Outcome	Outcome Indicator	Projections					
			Y1	Y2	Y3	Y4	Y5	
Strategic objective 9: To harness resources and strengthen implementation of programmes and projects in ASALs	Partners engaged	No. of partners engaged	0	15	15	15	15	
KRA 8: Resource mobilization								
Strategic Objectives	Outcome	Outcome Indicator	Projections					
			Y1	Y2	Y3	Y4	Y5	
Strategic objective 10: To strengthen partnerships and collaborations	Enhanced collaboration and synergies	No. of collaboration and synergies	22	22	22	22	22	
Strategic objective 11: To enhance engagement with TNT and Parliament	Enhanced engagement with TNT and Parliament	No. of engagement with TNT and Parliament	5	5	5	5	5	
KRA 9: Knowledge management uptake and sharing								
Strategic Objectives	Outcome	Outcome Indicator	Projections					
			Y1	Y2	Y3	Y4	Y5	

Strategic objective 12: To promote research and access to information uptake and knowledge sharing	Improved access and uptake of knowledge management	No. of initiatives implemented	65	65	65	63	62
KRA 10: Institutional capacity development							
Strategic Objectives	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
Strategic objective 13: To enhance institutional visibility	Enhanced coordination	No. of initiatives implemented	2	5	4	4	4
Strategic objective 14: To enhance good governance and strengthen institutional capacity	Effective and efficient operations	No. of initiatives implemented	26	28	27	26	26

5.2 Strategic Choices

From the 14 strategic objectives, 33 strategic choices were developed. Table 5.2 below shows the linkage between KRAs, strategic objectives, and strategic choices

Table 5.2 Key Result Areas, Strategic Objectives, and Strategies

Key Result Areas	Strategic Objective(s)	Strategies
KRA 1: Ecosystems and catchment management	Strategic objective 1: To protect and conserve ecosystem and catchment areas	(i) Rehabilitate, protect, and conserve degraded landscapes and catchments (ii) Protect riparian lands and water bodies
KRA 2: Shocks and stressors mitigation	Strategic objective 2: To enhance disaster resilience capacity and response measures	(i) Build resilience capacity among communities (ii) Coordinate flood mitigation measures (iii) Coordinate measures against drought and desertification
	Strategic objective 3: To coordinate, absorptive and adaptive mitigation measures	(i) Build capacity of communities on disaster mitigation measures
KRA 3: Relief and humanitarian assistance	Strategic objective 4: To coordinate and manage humanitarian interventions	(i) Develop special interventions on disaster management
	Strategic objective 5: To save lives and livelihoods	(i) Provide relief support to persons affected by disasters and other stressors (ii) Build resilience of vulnerable people to cope with disasters
KRA 4: Community integration	Strategic objective 6: To promote socio cultural integration of communities and cross border areas	(i) Support integration of refugees and host communities (ii) Promote peace building and strengthen conflict resolution mechanisms
KRA 5: Resilient livelihoods	Strategic objective 7: To build resilience through integrated economic and social interventions	(i) Promote food and nutrition security initiatives (ii) Promote resilient smart agricultural and livestock practices
KRA 6: Regional development	Strategic objective 8: To promote sustainable utilization and management of basin-based resources	(i) Promote sustainable management and utilization of indigenous trees and shrubs (ii) Promote water point connectivity in ASALs (iii) Provide oversight for RDAs (iv) Coordinate development and implementation of policies and strategic plans (v) Coordinate implementation of integrated projects and programmes (vi) Promote and capacity build MSMEs

KRA 7: ASALs development	Strategic objective 9: To harness resources and strengthen implementation of programmes and projects in ASALs	(i) Develop policies and coordinate plans, frameworks, and legislations (ii) Coordinate projects and programmes in ASALs
KRA 8: Resource mobilization	Strategic objective 10: To strengthen partnerships and collaborations	(i) Develop and operationalize resource mobilization strategy
	Strategic objective 11: To enhance engagement with TNT and Parliament	(i) Rationalize budgets (ii) Develop and operationalize an engagement framework with parliamentary committees and groups
KRA 9: Knowledge management uptake and sharing	Strategic objective 12: To promote research and access to information uptake and knowledge sharing	(i) Coordinate research for sustainable ASALs resource management, development, and livelihoods (ii) Enhance stakeholder collaboration on information and knowledge sharing (iii) Enhance digitalization of services
KRA 10: Institutional capacity development	Strategic objective 13: To enhance institutional visibility	(i) Develop a communication strategy for the State Department
	Strategic objective 14: To enhance good governance and strengthen institutional capacity	(i) Enhance human capacity (ii) Improve performance management (iii) Strengthen governance structure (iv) Improve work environment (v) Strengthen accountability systems (vi) Strengthen monitoring and evaluation

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This section presents implementation plan, coordination framework, and risk management framework. Under the implementation plan a detailed implementation matrix is given as Table 6.1 below. Coordination framework is summarized as shown in Tables 6.2 (staff establishment) and 6.3 (skills set and competence development) whereas risk management framework is summarized as shown in Table 6.4 below.

6.1 Implementation Plan

The State Department has developed a step-by-step implementation plan that will inform the implementing team of the concrete actions and individual tasks required to achieve the team's strategic goals. As Table 6.1 below shows, under each strategic issue, strategic goal, KRA, and strategic objective the strategic choices, key activities, expected output, output indicators 5-year target and annual targets as well as annual budgets have been spelt out.

6.1.1 Action Plan

The State Department will implement 2023-2027 strategic plan through an elaborate action plan as represented in the implementation matrix shown in Table 6.1 below. Under each strategic issue, strategic goal, KRA, and strategic objective, strategic choices, key activities, expected output, output indicators, a target for the five years, each year targets, annual budgets and responsible departments/staff have been given.

6.1.2 Annual Work Plan and Budget

The State Department will develop annual work plan for each financial year of the strategic plan period. The work plans will be costed based on corresponding activities and available budget. To ensure implementation, the plan will further be cascaded to departmental and individual work plans.

6.1.3 Performance Contracting

The Ministry will develop performance contract for the Cabinet Secretary for each financial year of the planned period as a key accountability tool to ensure efficient service delivery. The performance contract will then be cascaded to the Principal Secretary and further to SAGAs, departments, and directorates under the State Department. Annexure III shows the cascading of the strategic plan from the Presidency to the departments.

6.2 Coordination Framework

Executive Order No. 1 of 2023 November 2023 on the organization of the Government of the Republic of Kenya created two State Departments in the Ministry of East Africa Community, ASALs and Regional Development, namely the State Department for East Africa Community and State Department for ASALs and

Regional Development. The SAGAs under the State Department for ASALs and RDAs include NDMA, KVDA, TARDA, LBDA, ENSDA, CDA, and ENNDA.

Table 6.1 Implementation Matrix

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 1: Climate change and disaster effects																
Strategic goal 1: Reduce climate change and disaster effects																
KRA 1: Ecosystems and catchment management																
Outcome: Protected and conserved ecosystem and catchment areas																
Strategic objective 1: To protect and conserve ecosystem and catchment areas																
Strategic choice 1: Rehabilitate, protect, and conserve degraded landscapes and catchments	Implement presidential directive on production of assorted fruit tree seedlings	Assorted fruit tree seedlings produced	No. of assorted fruit tree seedlings produced (millions)	1,148.09	4.79	20.90	85.42	93.60	943.38	8,268	1,089	1,673	4,822	4,428	DRD	
	Implement tree planting by State Department	Trees planted	No. of trees planted	100,000	0	20,000	20,000	20,000	20,000	0	10	10	10	10	Admin	DRD
	Coordinate RDAs in development of catchment management plans	Catchment management plans developed	No. of catchment management plans developed	6	0	3	3	0	0	0	20	25	0	0	DRD	
	Coordinate rehabilitation of degraded catchments within basins	Rehabilitation of degraded water catchment coordinated	No. of reports correspondences	3	0	2	1	0	0	0	3	5	0	0	DRD	
Strategic choice 2: Protect riparian lands and water bodies	Coordinate protection of riparian lands with stakeholders	Protection of riparian lands coordinated	No. of reports	4	0	1	1	1	1	0	2	2	2	2	DRD	
	Coordinate protection of water bodies with stakeholders	Protection of water bodies coordinated	No. of stakeholders forums	4	0	1	1	1	1	0	5	5	5	5	DRD	
	Promote community sensitization on riparian and water bodies protection	Communities sensitized	No. of sensitization forums	4	0	1	1	1	1	0	5	5	5	5	DRD	

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 1: Climate change and disaster effects																
Strategic goal 1: Reduce climate change and disaster effects																
KRA 2: Shocks and stressors mitigation																
Outcome: Disaster resilience capacity and response measures																
Strategic objective 2: To enhance disaster resilience capacity and response measures																
Strategic choice 1: Build resilience capacity among communities	Sensitize communities on disaster preparedness	Communities sensitized	No. of sensitization forums	4	0	1	1	1	1	0	5	5	5	5	SPD	PS
	Conduct training on resilience	Resilience training conducted	No. of resilience trainings	4	0	1	1	1	1	0	5	5	5	5	ASALs	PS
Strategic choice 2: Coordinate flood mitigation measures	Develop water structures to harness flash floods	Water structures developed	No. of water structures	100	0	25	25	25	25	0	1,250	1,250	1,250	1,250	ASALs	PS
Strategic choice 3: Coordinate measures against drought and desertification	Implement soil and water conservation measures	Soil and water conservation measures implemented	No. of assessments	16	0	4	4	4	4	0	40	40	40	40	ASALs	PS
	Implement reforestation strategies	Reforestation strategies implemented	No. of Strategies	2	0	1	1	0	0	0	5	5	0	0	ASALs	PS
Strategic choice 4: Build capacity of communities on disaster mitigation measures	Sensitize communities and institutions on climate and environmental changes	Communities and institutions sensitized	No. of forums held	4	0	1	1	1	1	0	5	5	5	5	ASALs	PS
	Provide pre ad post disaster training of communities and institutions	Communities and institutions trained	No. of trainings	4	0	1	1	1	1	0	10	10	10	10	ASALs	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 1: Climate change and disaster effects																
Strategic goal 1: Reduce climate change and disaster effects																
KRA 2: Shocks and stressors mitigation																
Outcome: Disaster resilience capacity and response measures																
Strategic objective 3: To coordinate, absorptive and adaptive mitigation measures																
Strategic choice 1: Build capacity of communities on disaster mitigation measures	Sensitize communities and institutions on climate and environmental changes	Communities and institutions sensitized	No. of forums held	4	0	1	1	1	1	0	5	5	5	5	ASALs	PS
	Provide pre ad post disaster training of communities and institutions	Communities and institutions trained	No. of trainings	4	0	1	1	1	1	0	10	10	10	10	ASALs	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 1: Climate change and disaster effects																
Strategic goal 1: Reduce climate change and disaster effects																
KRA 3: Relief and humanitarian assistance																
Outcome: Coordinated humanitarian interventions																
Strategic objective 4: To coordinate and manage humanitarian interventions																
Strategic choice 1: Develop special interventions on disaster management	Continuous update of the database on vulnerable people in country	Updated database	No. of updates done	8	0	2	2	2	2	0	5	5	5	5	SP	PS
	Formulate special interventions on disaster management at national and county levels	Special interventions formulated	No. of special interventions	4	0	1	1	1	1	0	500	500	500	500	SP	PS, Min. of Interior
	Operationalize special interventions on disasters	Special interventions operationalized	No. of special interventions operationalized	4	0	1	1	1	1	0	5	3	2	2	SP	PS, NDOC, WFP
	Build capacity on disaster management at county level	Counties trained on disaster management	No. of counties trained	10	2	2	2	2	2	100	100	100	100	100	SP	PS Dev. COG, IGRTC, CSG

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 1: Climate change and disaster effects																
Strategic goal 1: Reduce climate change and disaster effects																
KRA 3: Relief and humanitarian assistance																
Outcome: Sustained lives and livelihoods																
Strategic objective 5: To save lives and livelihoods																
Strategic choice 1: Provide relief support to persons affected by disasters and other stressors	Carry out food and nutrition security assessment	Food and nutrition security assessment done	No. of assessment reports	10	2	2	2	2	2	20	20	20	20	20	SP	PS, WFP
	Provide relief food and non-food items to persons affected by disasters	Relief food and non-food items distributed	% of food and non-food items distributed	100%	100	100	100	100	100	5,000	5,000	5,000	5,000	5,000	SP	PS, Min. of Interior NCPB
	Build capacity of counties on relief management	Counties trained on relief management	No. of counties trained	20	4	4	4	4	4	50	35	25	20	20	SP	PS, COG
	Stock food and non-food items for response in times of disasters	Food and non-food items stocked	Value (in KSh) of food and non-food items stocked	5 bn	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	SP
Strategic choice 2: Build resilience of vulnerable people to cope with disasters	Identify and implement projects supporting livelihoods among vulnerable people	Development projects identified and implemented	No. of projects	4	0	1	1	1	1	0	500	500	500	500	SP	PS, NDMA JICA
	Build capacity to cope with disasters	Communities trained to cope with disasters	No. of trainings	8	0	2	2	2	2	0	30	30	30	30	SP	NDOC, WFP
	Coordinate support of programmes that build resilience of communities	Multi agency approach and initiatives in programme implementation	No. of resilience programmes implemented	8	0	2	2	2	2	0	5	5	5	5	SP	
	Undertake rehabilitation and recovery programmes	Livelihoods restored and preparedness capacity	No. of rehabilitation and recovery projects	12	0	3	3	3	3	200	200	200	200	200	SP	

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 2: Identify resource-based conflicts																
Strategic goal 2: Reduce resource-based conflicts																
KRA 4: Community integration																
Outcome: Reduced resource-based conflicts in conflict prone areas																
Strategic objective 6: To promote socio cultural integration of communities and cross border areas																
Strategic choice 1: Support integration of refugees and host communities	Map community shared resources	Shared resources identified	No. of shared resources	25	5	5	5	5	5	25	25	25	25	25	CIPB	PS
	Identify joint refugee and host community priority projects	Joint projects identified and implemented	No. of joint projects	25	5	5	5	5	5	25	25	25	25	25	CIPB	PS
	Form and train joint refugees and host community committees	Committees formed and trained	No. of committees formed and trained	5	1	1	1	1	1	5	5	5	5	5	CIPB	PS
Strategic choice 2: Promote peace building and strengthen conflict resolution mechanisms	Conduct assessment studies on conflict prone areas	Assessments conducted	No. of assessment reports	5	1	1	1	1	1	10	10	10	10	10	CIPB	PS Min of Interior
	Identify and implement community peace dividend projects	Projects identified and implemented	No. of projects identified and implemented	10	2	2	2	2	2	10	10	10	10	10	CIPB	PS
	Form and train peace building committees in conflict prone areas	Peace building committees formed and trained	No. of committees formed and trained	10	2	2	2	2	2	10	10	10	10	10	CIPB	PS Min of Interior
	Sensitize communities on ADRMs	Communities sensitized on ADRMs	No. of forums held	10	2	2	2	2	2	10	10	10	10	10	CIPB	PS Min of Interior
	Sign and launch cross-border MOUs for sustainable peace and development	MOUs signed and launched	No. of MOUs signed and launched	5	2	2	1	0	0	6	6	3	0	0	CIPB	CS, PS
	Implement cross-border joint programmes	Joint programmes implemented	No. of joint programmes implemented	10	1	2	2	3	2	3	6	6	9	6	CIPB	CS, PS, Min of Interior, COG

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 3: Food and nutrition security																
Strategic goal 3: Improve food and nutrition security																
KRA 5: Resilient livelihoods																
Outcome: Improved quality of life																
Strategic Objective 7: To build resilience through integrated economic and social interventions																
Strategic choice 1: Promote food and nutrition security initiatives	Build capacity of farmer groups on dry land food production technologies	Farmers trained	No. of groups trained	30	6	6	6	6	6	30	20	20	20	20	SPD	PS
	Coordinate and train schools and ECDEs on vegetable production and consumption	Schools and ECDEs trained	No. of schools and ECDEs staff trained	80	20	20	20	10	10	20	20	20	15	15	SPD	PS
	Identify sites for pasture re-seeding and rehabilitation	Pasture re-seeding rehabilitated	No. of hectares re-seeded	100	20	20	20	20	20	30	35	35	35	35	SPD	PS
Strategic choice 2: Promote resilient smart agriculture and livestock practices	Conduct training on CoDUSYS	Trained staff	No. of staff trained	100	20	20	20	20	20	7	7	7	7	7	SPD	PS
	Build capacity of communities on new production technologies	Communities trained	No. of trainings	20	4	4	4	4	4	20	20	20	20	20	SPD	PS
	Develop and implement feedlot management system	Feedlot management system implemented	No. of feedlot management system	1	0	1	0	0	0	0	50	0	0	0	SPD	PS
	Develop and implement rangeland management system	Rangeland management system implemented	No. of rangeland management system	1	0	1	0	0	0	0	50	0	0	0	SPD	PS
Strategic choice 3: Promote water point connectivity in ASALs	Map water points in ASALs	Water points mapped	No. of waterpoints mapped	46,000	0	11,500	11,500	11,500	11,500	0	25	25	25	25	SPD	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 4: Oversight, management, and coordination																
Strategic goal 4: Enhance regional and ASALs development																
KRA 6: Regional development																
Outcome: Improved livelihoods																
Strategic objective 8: To promote sustainable utilization of basin-based resources																
Strategic choice 1: Promote sustainable management and utilization of trees and shrubs	Promote sustainable utilization of gums and resins	Increased utilization of gums and resins	No. of forums held	20	4	4	4	4	4	8	8	8	8	8	SPD	PS
	Promote utilization of medicinal plants and shrubs	Increased utilization of indigenous trees and shrubs	No. of forums held	20	4	4	4	4	4	8	8	8	8	8	SPD	PS
Strategic choice 2: Promote water joint connectivity	Promote water point connectivity	Map water points	No. of waterpoints mapped	46,000	46,000	0	11,500	11,500	11,500	11,500	0	25	25	25	SPD	PS
Strategic choice 3: Promote oversight of RDAs	Coordinate RDAs leader's forum	RDAs Leader's forums held	No. of forums held	60	12	12	12	12	12	1	2	2	2	2	SPD	PS
	Map and document common projects and programmes	Projects and programmes mapped and documented	No. of projects and programmes	3	1	0	1		1	0.25		3		3	DRD	
	Coordinate RDAs technical committees	RDAs technical committees coordinated	No. of meetings held	60	12	12	12	12	12	1	2	2	2	2	DRD	
	Develop RDAs communication strategy	Communication strategy	No. of strategies	1	1					0.5				1	DRD	
	Coordinate rebranding of RDAs	Rebranded materials printed and distributed	No. of rebranding materials printed and distributed	9	4			5			0.5			1	DRD	
Strategic choice 4: Coordinate development and implementation of policies and strategic plans	Launch of regional development policy 2023	Regional development policy 2023 launched	No. of policies	1	1					1	2	2	2	2	DRD	
	Hold consultative forums with regional development	RDA draft bill	No. of draft bills	1		1				0.5	1	8	8	8	DRD	

	Parliamentary Committee and stakeholders for finalization of RDA draft bill																
	Develop and implement regional development master plan	Master plan implemented	No. of master plans	1		1				0.5	3	3	3.3	4	DRD		
	Develop regional development strategy	Regional development strategy	No. of strategies	1	0	0	1	0	0	0	0	5	0	0	DRD		
	Develop a collaboration framework for counties and RDAs	Collaboration framework	No. of frameworks	1	0	0	1	0	0	0	0	5	0	0	DRD		
	Establish regional information and documentation resource centers	Regional resource centers established	No. of regional resource centers established	12		3	3	3	3		8.5	8.8	9.1	9.4	DRD		
	Evaluate RDAs strategic plans	Evaluated strategic plans	No. of evaluation reports	12	0	0	6	0	6	0	0	15	0	15	DRD		
Strategic choice 5: Coordinate implementation of integrated projects and programmes	Update RDAs map	Updated RDAs map	No. of maps	1	1					0.5					DRD		
	Identify and coordinate socio-economic programmes for RDAs	Common socio-economic programmes	No. of programmes	12	4		4			1		1.2		1.3	DRD		
	Establish and update project status database	Established project status database	No. of database established	1	0	1	0	0	0	0	8.25	0	0	0	DRD		
	Strengthen linkages with MDAs, and other stakeholders	Signed agreements	No. of signed agreements	16	4	4	4	2	2	2	2	2	1	1	DRD		
	Sensitize on livestock feedlot systems	Community sensitized	No. of reports	4		1	1	1	1		1.5	1.5	1.5	1.5	DRD		
	Create awareness on utilization of harvested rainwater for agro pastoralism	Forums on held	No. of forums held	6		1	2	1	2		1.5	3	1.5	3	DRD		

Strategic choice 6: Promote and capacity build MSMEs	Entrepreneurial training of MSMEs	MSMEs trained	No. of MSMEs trained	15	0	3	4	4	4	0	5	7	7	8	DRD	
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Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 4: Oversight, management, and coordination																
Strategic goal 4: Enhance regional and ASALs development																
KRA 7: ASAL development																
Outcome: Improved livelihoods																
Strategic objective 9: To harness resources and strengthen implementation of programmes and projects in ASALs																
Strategic choice 1: Develop policies and coordinate plans, frameworks, and legislation	Develop, review and implement ASALs policy	ASALs policy	No. of policies	1	0	1	0	0	0	0	10	0	0	0	DASALs	PS
	Develop socio-economic empowerment master plan	Socio-economic empowerment master plan	No. of master plans	1	0	1	0	0	0	0	100	0	0	0	DASALs	PS
Strategic choice 2: Coordinate projects and programmes in ASALs	Update database of MDACs and NSAs operating in ASALs	Updated database	No. of MDACs and NSAs	5	1	1	1	1	1	2	2	2	2	2	DASALs	PS
	Operationalize and implement PCF	Partners engaged	No. of partners engaged	60	0	15	15	15	15	0	5	5	5	5	DASALs	PS
	Operationalize and implement RPF	Resilience strategic priority areas	No. of resilience strategic priority areas	3	0	1	1	1	0	0	5	5	5	0	DASALs	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 5: Financial sustainability																
Strategic goal 5: Attain financial sustainability																
KRA 8: Resource mobilization																
Outcome: Financial stability																
Strategic Objective 10: To strengthen partnerships and collaboration																
Strategic choice 1: Develop and operationalize resource mobilization strategy	Formulate a resource mobilization strategy	Resource mobilization strategy	No. of strategies	1	0	1	0	0	0	0	10	0	0	0	DASALs	Finance
	Build capacity and sensitize on resource mobilization strategy	Communities sensitized	No. of forums held	60	0	15	15	15	15	0	10	10	10	10	DASALs	PS
	Operationalize PCU	Functional PCU	No. of PCU	1	0	1	0	0	0	0	10	0	0	0	DASALs	PS
	Develop a partnership coordination engagement tool	Partnership coordination engagement tool	No. of engagement tools	1	1	0	0	0	0	10	0	0	0	0	DASALs	Finance
	Hold programmes co-creation engagements	Co-creation engagements	No. of forums held	5	1	1	1	1	1	5	5	5	5	5	DASALs	PS
	Capacity build staff on PPPs for projects	Staff trained	No. of staff trained	100	20	20	20	20	20	10	10	10	10	10	Finance	CPPMD
	Coordinate identification and recommendation of projects for PPP to TNT	Identified PPPs projects	No. of PPPs projects	12	0	3	3	3	3	0	2	2	2	2	DRD	PS
Strategic choice 2: Rationalize budgets	Prepare MTEF reports	MTEF reports	No. of MTEF reports	5	1	1	1	1	1	20	20	20	20	20	Finance	CPPMD
	Hold consultative forums on strategic funding with TNT and Parliament	Consultative forums	No. of forums held	10	2	2	2	2	2	12	12	12	12	12	Finance	PS
	Cordinate staff training on financial and public investment management	Financial and PIM forums	No. of forums held	10	2	2	2	2	2	10	10	10	10	10	Finance	CPPMD
	Prepare periodic financial and non-financial reports	Financial and non-financial reports	No. of reports	20	4	4	4	4	4	5	5	5	5	5	Finance	CPPMD

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 5: Financial sustainability																
Strategic goal 5: Attain financial sustainability																
KRA 8: Resource mobilization																
Outcome: Financial stability																
Strategic Objective 11: To enhance engagement with TNT and Parliament																
Strategic choice 1: Develop and operationalize an engagement framework with Parliamentary Committees and groups	Formulate engagement framework	Engangement framework	No. of frameworks	1	0	1	0	0	0	0	10	0	0	0	DASALs	PS
	Hold consultative forums	Consultative forums	No. of forums held	25	5	5	5	5	5	10	10	10	10	10	DASALs	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 6: Knowledge management																
Strategic goal 6: Accelerate adoption of knowledge management																
KRA 9: Knowledge management uptake and sharing																
Outcome: Enhanced collaborative research and improved access and uptake of knowledge management																
Strategic objective 12: To promote research and access to information uptake and knowledge sharing																
Strategic choice 1: Coordinate research for sustainable ASALs resource management, development, and livelihoods	Develop a partnership research framework	Partnership research framework	No. of frameworks	1	0	1	0	0	0	0	8	0	0	0	DASALs	PS
	Sign MOUs with research institutions	Signed MOUs	No. of signed MOUs	5	1	1	1	1	1	2	2	2	2	2	DASALs	PS
Strategic choice 2: Enhance stakeholders' collaboration on information and knowledge sharing	Conduct awareness campaigns	Awareness campaigns	No. of campaigns	5	1	1	1	1	1	20	20	20	20	20	ICT	Admin
	Build capacity of staff on technology	Staff trained	No. of staff trained	210	40	60	60	50	0	4	6	6	5	0	ICT	Admin
Strategic choice 3: Enhance digitalization of services	Carry out survey to determine levels of automation	Automation survey report	No. of reports	1	0	1	0	0	0	0	5	0	0	0	ICT	Admin
	Develop an electronic records management system	Electronic records management system	No. of systems	1	0	0	0	1	0	0	0	0	100	0	ICT	Admin
	Acquire ICT equipments	ICT equipment acquired	No. of assorted equipments	200	40	40	40	40	40	10	10	10	10	10	ICT	Admin
	Procure software	Software procured	No. of assorted software procured	100	20	20	20	20	20	10	10	10	10	10	ICT	Admin
	Establish a primary and secondary hosting site for back up recovery	Primary and secondary hosting site	No. of hosting sites	2	0	1	1	0	0	0	5	10	0	0	ICT	Admin
	Upgrade IKMS	IKMS upgraded	No. of directorates and SAGAs on board	11	0	11	0	0	0	0	10	0	0	0	ICT	Admin

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 7: Institutional capacity																
Strategic goal 7: Improve service delivery																
KRA 10: Institutional capacity development																
Outcome: Effective and efficient operations																
Strategic objective 13: To enhance institutional visibility																
Strategic choice 1: Develop a communication strategy for State Department	Formulate a communication strategy	Communication strategy	No. of strategies	1	0	1	0	0	0	0	8	0	0	0	Comm.	PS
	Develop and disseminate IEC materials	IEC materials	No. of assorted IEC materials	10,000	2,000	2,000	2,000	2,000	2,000	10	10	10	10	10	Comm.	PS
	Enhance visibility	Visibility enhanced	No. of forums held	8	0	2	2	2	2	0	9.8	10	10	10	Comm.	PS
	Undertake CSR activities	CSR activities undertaken	No. of CSR activities	10	2	2	2	2	2	4	4	4	4	4	Comm.	PS

Strategies	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (KSh Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic issue 7: Institutional capacity																
Strategic goal 7: Improve service delivery																
KRA 10: Institutional capacity development																
Outcome: Effective and efficient operations																
Strategic objective 14: To enhance good governance and strengthen institutional capacity																
Strategic choice 1: Enhance human capacity	Undertake TNA and implement recommendations	TNA survey reports	No. of reports	3	1	1		1		2	7	0	11	0	HRM&D	PS
	Recruit staff	Staff recruited	No. of staff recruited	150	20	30	40	30	30	52	58	60	62	65	HRM&D	PS
	Train staff on skills development	Staff trained on skills development	No. of staff trained	212	212	212	212	212	212	28	30	32	34	36	HRM&D	PS
	Develop human resource plan	Human resource plan	No. of HR plans	1	0	1	0	0	0	0	12	0	0	0	HRM&D	PS
Strategic choice 2: Improve performance management	Conduct individual staff performance appraisal	Staff appraised	No. of staff appraised	212	212	212	212	212	212	0.5	0.5	0.5	0.5	0.5	HRM&D	PS
	Undertake baseline and exit employee satisfaction surveys	Employee satisfaction surveys	No. of surveys	5	1	1	1	1	1	4	4	4	5	6	HRM&D	PS
	Sensitize staff on retirement	Staff sensitized on retirement	No. of staff sensitized	500	100	100	100	100	100	5	5	5	5	5	HRM&D	PS
Strategic choice 3: Strengthen governance structure	Review organizational structure and staffing	Approved organizational structure report	No. of organizational structure reports	1	0	0	1	0	0	0	0	10	0	0	HRM&D	PS
	Review career guidelines for technical officers	Reviewed career guidelines	No. of career guidelines reviewed	6	6	6	6	6	6	8	10	10	10	10	DDHRM&D	PS
	Establish and operationalize 23 ASALs county offices	23 ASALs county offices established	No. of ASALs County offices established	23	0	0	7	7	9	0	0	420	420	540	DASALs	Admin

	Implement all presidential directives	Presidential directives implemented	No. of presidential directives implemented	All	All	All	All	All	All	10	10	10	10	10	PS	CS
Strategic choice 4: Improve work environment	Acquire office space and renovate	Office space aquired and renovated	No. of square feet acquired	60,000	60,000	60,000	60,000	60,000	60,000	115	115	115	115	115	Admin	PS
	Procure assorted motor vehicles	Assorted motor vehicle procured	No. of assprted motor vehicles	17	2	5	5	3	2	20	50	50	30	20	Admin	Procurement, Finance
	Procure assorted non-financial assets	Non-financial assets procured	No. of non-financial assets	200	40	40	40	40	40	25	25	25	25	25	Admin	Procurement, Finance
	Undertake work environment surveys	Work environment surveys	No. of surveys	5	1	1	1	1	1	4	4	4	5	6	HRM&D	PS
Strategic choice 5: Strengthen accountability systems	Develop audit charter	Audit charter	No. of audit charter	1	0	1	0	0	0	0	5	0	0	0	Accounts	Ps
	Track exchequer releases	Exchequer release reports	No. of reports	20	4	4	4	4	4	1	1	1	1	1	Accounts	Finance, CPPMD
	Prepare financial statements	Financial statemements	No. of financial statements	5	1	1	1	1	1	4	4	4	4	4	Accounts	Finance
	Coordinate A-in-A reporting	A-in-A reports	No. of reports	30	6	6	6	6	6	0.5	0.5	0.5	0.5	0.5	Accounts	Finance
Strategic choice 6: Strengthen monitoring and evaluation	Develop M&E framework	M&E framework	No. of frameworks	1	0	1	0	0	0	0	5	0	0	0	CPPMD	PS
	Carry out quarterly monitoring of strategic plan	Monitoring reports	No. of reports	20	4	4	4	4	4	16	16	16	16	16	CPPMD	Finance
	Carry out mid-term and end-term evaluations of strategic plan	Evaluation reports	No. of reports	2	0	0	1	0	1	0	0	10	0	10	CPPMD	Finance
	Carry out M&E of projects and programmes	M&E reports	No. of reports	20	4	4	4	4	4	20	20	20	20	20	CPPMD	Finance
	Disseminate M&E reports	Dissemination forums	No. of forums	5	1	1	1	1	1	10	10	10	10	10	CPPMD	Admin
	Coordinate PC	Signed PCs	No. of signed PC reports	5	1	1	1	1	1	5	5	5	5	5	CPPMD	PS

6.2.1 Institutional Framework

The State Department for ASAL and Regional Development is constituted of Departments, Directorates and SAGAs. The Departments, Directorates, and Units are explained in section 6.2.1.1 below.

- (i) Directorate of Regional Development
The directorate is mandated to develop regional policies, provide oversight and management in implementation of these policies as well as co-ordinate RDAs.
- (ii) Directorate of Research and Partnerships
The Directorate is mandated to co-ordinate research for sustainable ASALs resource management, development, and livelihoods
- (iii) Directorate of Community Integration and Peace Building
The Directorate is responsible for developing institutional framework to facilitate peace building and conflict management; coordinating and supporting ADRM; developing cross boarder peace initiatives and development frameworks; and peace building and conflict management within ASALs.
- (iv) Directorate of Strategic Programmes
The directorate is mandated to implement ASALs programmes; promote livestock development, marketing, and value addition of resources within ASALs; management and promotion of integrated cross border activities in identified ASALs counties; co-ordination of planning, and development for ASALs; and coordination of responses against drought and desertification.
- (v) Directorate of Special Programmes
The directorate is responsible for identifying and assessing special developmental needs in ASALs; formulating, designing, and implementing special programmes; liaising with relevant stakeholders in implementation of human capital development and ASALs programmes; responding against drought and desertification; developing and implementing ecological restoration strategies to mitigate effects of desertification; and building capacity of ASALs communities.
- (vi) Directorate of Administration Services
The Directorate of Administrative Services consists of various sections providing support services and comprises of Administration; Central Planning and Projects Monitoring Unit; Human Resource Management and Development; Supply Chain Management; Finance and Accounts; Legal; Internal Audit; Public Relations; and 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.
- (vii) National Drought Management Authority

The NDMA is a statutory body established under NDMA Act 2016. The Act mandates the Authority to exercise overall leadership and coordination over all matters relating to drought risk management and to establish mechanisms, either on its own or with stakeholders that will end drought emergencies in Kenya. The Authority has the following strategic objectives to reduce drought vulnerability, increase drought resilience and enhance adaptation to climate change; provide quality drought and climate information to facilitate concerted action by relevant stakeholders; protect vulnerable household livelihoods and community systems to cope and recover from drought shocks; and facilitate coordinated action by government and other stakeholders towards ending drought emergencies in Kenya.

(viii) Kerio Valley Development Authority

The KVDA was established in 1979 by an Act of Parliament Cap 441 of the laws of Kenya. It is mandated to initiate, plan, develop and manage resources along the Kerio Valley basins through integrated river basin-based development programmes with the key objective of propelling development to improve the regions per capita income. The Kerio Valley region covers 107,089.04 square kilometers comprising the counties of West Pokot, Turkana, Baringo, Elgeyo Marakwet, parts of Samburu, Marsabit, and Nakuru with a population of about 3.5 million people (2019 Kenya National Bureau of Statistics (KNBS) census).

(ix) Tana and Athi Rivers Development Authority

The TARDA was established in 1974 by an Act of Parliament Cap 443. Its mandate is to enhance socio-economic development through sustainable utilization and management of resources in the Tana and Athi River basins. The area of jurisdiction is 138,000 square kilometers, comprising 100,000 square kilometers of the Tana River basin and 38,000 square kilometers of the Athi River basin. The TARDA operates within 19 counties, out of which 14 are fully covered while five are partially covered. The estimated population for the two basins is 16 million, which is about 37 percent of the total population of the country (2019 KNBS census).

(x) Lake Basin Development Authority

The LBDA was established in 1979 by an Act of Parliament Cap 442 of the laws of Kenya. Its mandate is to plan, coordinate and implement basin-based integrated development programmes and projects in order to enhance socio-economic development through sustainable utilization and management of resources in Kenya's portion of Lake Victoria basin. The basin and its catchment area cover an area of 39,000 square kilometers exclusive of Lake Victoria area of 4,000 square kilometers. In this regard, LBDA's area of jurisdiction covers 18 counties and 15 are fully namely Kisumu, Siaya, Busia, Homabay, Migori, Kakamega, Vihiga, Bungoma, Trans-Nzoia, Uasin Gishu, Nandi, Bomet, Kericho, Nyamira, Kisii, partially West Pokot, Elgeiyo Marakwet, and Nakuru counties. The estimated population of LBDA area is 16.8 million, which is about 36 percent of the total population of Kenya (2019 KNBS Census).

(xi) Ewaso Ng'iro South River Basin Development Authority

The ENSDA was established in 1989 by an Act of Parliament Cap 447 of the laws of Kenya. Its mandate is to initiate, plan, coordinate and implement integrated development programmes and projects in the Ewaso Ng'iro South River Basin and catchment areas. It covers an area of 47,000 square kilometers consisting of Narok, Kajiado, parts of Nakuru, and Nyandarua counties with an estimated population of 4.3 million people (2019 KNBS Census).

(xii) Coast Development Authority

The CDA was established in 1990 by CDA Act No. 20 Cap 449. Its mandate is to plan and coordinate the implementation of integrated development projects and programmes within the whole of coast region, including the southern part of Garissa County and the Kenya's Exclusive Economic Zone (EEZ). The CDA area of jurisdiction covers Mombasa, Kwale, Kilifi, Taita-Taveta, Lamu, and Tana River counties including Ijara sub-county of Garissa County and EEZ (200 nautical miles of the Indian Ocean). The region transcends across an area of 103,326 square kilometers with an estimated population of 4.61 million (2019 KNBS Census).

(xiii) Ewaso Ng'iro North River Basin Development Authority

The ENNDA was established in 1989 by ENNDA Act Cap 448 of the laws of Kenya. Its mandate is to plan, coordinate and implement integrated development projects and programmes in the Ewaso Ng'iro North Basin and catchment areas. The ENNDA's area of jurisdiction covers the entire Ewaso Ng'iro North River basin from the upper catchment areas of Mt. Kenya and Aberdare ranges to the lower catchment regions of Wajir, Garissa, and Moyale. The Authority covers 10 counties of Wajir, Mandera, parts of Nyeri, Laikipia, Isiolo, Marsabit, Samburu, Meru, Nyandarua, and Garissa. The basin transcends across an area of 209,576 square kilometers, which is 36.4 percent of the total area of Kenya with an estimated population of 4.34 million (2019 KNBS Census).

6.2.2 Staff Establishment, Skills Set, and Competences Development

For effective and efficient implementation of 2023-2027 strategic plan, the staffing levels, skills sets, and competencies have been evaluated and are summarized in Tables 6.12 and 6.3 below. Table 6.2 shows the current staff establishment regarding those in establishment, optimal staffing levels, those in-post, and the variance between optimal staffing levels and those in-post. Table 6.3 shows the skills set, and what competencies need to be developed.

Table 6.2 Staff Establishment

	Cadre	Authorized Establishment (A)	Optimal Staffing Levels (B)	In-Post C	Variance D=(B-C)
	Office of the Principal Secretary				
1	Principal Secretary	1	1	1	0
2	Assistant Director, Administrative services	1	1	0	1
3	Senior Assistant Office Administrator	1	1	2	-1
4	Chief/Principal Driver	2	2	1	1
5	Support Staff Supervisor/Cleaning Supervisor II A/I	2	2	3	-1
	Total	7	7	7	0
	Directorate of ASALs Lands Development				
1	Secretary ASALs	1	1	1	0
2	Principal Office Administrator	1	1	0	1
3	Driver I/Senior Driver	1	1	1	0
4	Support Staff Supervisor II/I/ Cleaning Supervisor	1	1	2	-1
	Total	4	4	4	0
	Research and Partnerships Division				
	Partnership and Resource Mobilization Section				
1	Director, Research and Partnerships	1	1	0	1
2	Deputy Director, Partnership and Resource Mobilization	1	1	0	1
3	Assistant Director, Partnership and Resource Mobilization	1	2	0	2
4	Principal Programme Officer	1	2	2	0
5	Senior Programme Officer	0	1	0	1
6	Programme Officer II/I	0	1	1	0
	Sub Total	4	8	3	5
1	Research and Knowledge Management Section				0
2	Deputy Director, Research and Knowledge Management	1	1	1	0
3	Assistant Director, Research and Knowledge Management	1	2	0	2
4	Principal Programme	1	2	4	-2
5	Senior Programme Officer	1	2	0	2
6	Programme Officer II/I	1	2	1	1
7	GIS Cartographers I	1	2	0	2
8	GIS Cartographers III/II	1	2	0	2
9	Librarian I/snr	1	1	0	1
10	Library Assistant	1	1	0	1

	Total	9	15	6	9
	Research and Partnership Division Sub Total	11	23	10	13
	Community Integration and Peace Building Division: Cross-Border Activities				
1	Director, Community Integration and Peace Building	1	1	1	0
2	Deputy Director, Community Integration and Peace Building	1	1	0	1
3	Assistant Director Community Integration and Peace Building	1	1	0	1
4	Principal Community Integration and Peace Building Officer	1	2	2	0
5	Senior Community Integration and Peace Building Officer	0	1	0	1
6	Community Integration and Peace Building Officer II/I	1	1	1	0
	Sub Total	4	7	3	4
	Peace Building and Conflict Management Section				
1	Deputy Director, Community Integration and Peace Building	1	1	0	1
2	Assistant Director Community Integration and Peace Building	1	1	0	1
3	Principal Community Integration and Peace Building Officer	1	2	2	0
4	Senior Community Integration and Peace Building Officer	0	2	0	2
5	Community Integration and Peace Building II/I officer	1	1	1	0
	Sub Total	5	7	4	3
	Integrated Response to Displacement Impact Section				
1	Deputy Director, Community Integration and Peace Building	0	1	0	1
2	Assistant Director, Community Integration and Peace Building	0	1	0	1
3	Principal, Community Integration and Peace Building Officer	0	1	1	0
4	Senior, Community Integration and Peace Building Officer	0	1	0	1
5	Community Integration and Peace Building Officer II/I	0	1	0	1
	Sub Total	0	5	1	4
	Total	9	19	8	11
	Strategic Resources and Resilience Development Division				
	Director, Strategic Resources and Resilience Development.	1	1	1	0
	Resources Development Division				0
1	Deputy Director, Strategic Resources and Resilience Development.	1	1	0	1
2	Assistant Director, Strategic Resources and Resilience Development.	2	2	1	1
3	Principal Programmes Officer (Strategic Resources and Resilience Development)	2	2	2	0
4	Senior Programmes Officer (Strategic Resources and Resilience Development)	1	2	0	2
5	Programmes Officer II/I (Strategic Resources and Resilience Development)	1	4	3	1
	Sub Total	8	12	7	5
	Diversification and Value Addition Division				0

1	Deputy Director, Strategic Resources and Resilience Development	1	1	0	1
2	Assistant Director, Strategic Resources and Resilience Development	1	2	0	2
3	Principal Programmes Officer (Strategic Resources and Resilience Development)	2	2	2	0
4	Senior Programmes Officer (Strategic Resources and Resilience Development)	0	2	0	2
5	Programmes Officer II/I (Strategic Resources and Resilience Development)	1	2	0	2
	Sub Total	5	9	2	7
	Field Co-ordination Offices				0
1	Deputy Director, Programmes Officer (Strategic Resources and Resilience)	8	8	0	8
2	Assistant Director, Strategic Resources and Resilience Development	8	8	0	8
3	Principal Programmes Officer, (Strategic Resources and Resilience Development)	3	3	3	0
4	Senior Programmes Officer, (Strategic Resources and Resilience Development)	3	3	0	3
5	Programmes Officer II/I (Strategic Resources and Resilience Development)	2	2	0	2
	Sub Total	24	24	3	21
	Total	37	45	12	33
	Special Programmes Directorate				
1	Secretary, Special Programmes	1	1	1	0
2	Principal Office Administrator	1	1	0	1
3	Driver I/Senior Driver	1	1	1	0
4	Support Staff Supervisor II/I/ Cleaning Supervisor	1	1	2	-1
	Total	4	4	4	0
	Relief and Rehabilitation Division				0
1	Director, Relief and Rehabilitation	1	1	1	0
2	Deputy Director, Relief and Rehabilitation	1	1	0	1
3	Deputy Director, Relief and Rehabilitation	0	1	0	1
4	Assistant Director, Relief and Rehabilitation	1	1	0	1
5	Assistant Director, Relief and Rehabilitation	0	1	0	1
6	Principal Programme Officer	1	2	0	2
7	Senior Programme Officer	0	2	0	2
8	Programme Officer I/II	2	2	1	1
	Total	6	11	2	9
	Humanitarian Emergency Response Division				0
1	Director, Humanitarian Emergency Response	1	1	0	1
2	Deputy Director, Humanitarian Emergency Response	1	1	0	1
3	Deputy Director, Humanitarian Emergency Response	0	1	0	1
4	Assistant Director, Humanitarian Emergency Response	0	2	0	2

5	Assistant Director, Humanitarian Emergency Response	1	2	0	2
6	Principal Programme Officer	1	2	0	2
7	Senior Programme Officer	1	2	0	2
8	Programme Officer I/II	1	2	0	2
	Total	6	13	0	13
	Special Programmes Subtotal	13	26	0	26
	Regional Development Directorate				0
1	Secretary, Regional Development	1	1	1	0
2	Principal Office Administrator	1	1	0	1
3	Driver I/Senior Driver	1	1	1	0
4	Support Staff Supervisor II/I/ Cleaning Supervisor	1	1	2	-1
	Total	4	4	4	0
	Regional Development Division: Integrated Regional Development Section				
1	Director, Regional Development	1			0
2	Deputy Director, Regional Development	0	1	0	1
3	Assistant Director, Regional Development	0	1	0	1
4	Principal Regional Development Officer	0	2	0	2
5	Senior Regional Development Officer	1	2	0	2
6	Regional Development Officer II/I	0	3	0	3
	Sub Total	2	9	0	9
	Multi-Purpose Dams Section				
1	Deputy Director, Regional Development	1	1	1	0
2	Assistant Director, Regional Development	1	1	0	1
3	Principal Regional Development Officer	1	2	1	1
4	Senior Regional Development Officer	0	2	0	2
5	Regional Development Officer II/I	1	3	1	2
	Sub Total	4	9	3	6
	Basin-Based Conservation Section				
1	Deputy Director, Regional Development	0	1	0	1
2	Assistant Director, Regional Development	1	1	0	1
3	Principal Regional Development Officer	2	2	1	1
4	Senior Regional Development Officer	1	2	1	1
5	Regional Development Officer II/I	1	3	0	3
	Sub Total	5	9	2	7
	Integrated Regional Development Planning Division: Investment Promotion Section				

1	Director, Regional Development Planning	0	1	0	1
2	Deputy Director, Regional Development Planning	1	1	0	1
3	Assistant Director, Regional Development Planning	1	1	1	0
4	Principal Regional Development Officer	2	2	1	1
5	Senior Regional Development Officer	1	3	0	3
6	Regional Development Officer II/I	1	3	1	2
	Sub Total	6	11	3	8
	Integrated Regional Development Planning Section				0
1	Deputy Director, Integrated Regional Development Planning	0	1	0	1
2	Assistant Director, integrated Regional Development Planning	1	1	0	1
3	Principal Regional Development Officer	2	2	1	1
4	Senior Regional Development Officer	1	2	1	1
5	Regional Development Officer II/I	2	4	0	4
	Sub Total	6	10	2	8
	Grand Total	24	49	11	38
	Technical Officers Grand Total	94	155	45	110
	Administrative Support Services: Administrative Division				
1	Secretary Administration	0	1	0	1
2	Director Administration	2	0	2	-2
3	Senior Deputy Secretary	0	1	1	0
4	Under Secretary	1	1	1	0
5	Senior Assistant Secretary	1	1	1	0
6	Assistant Secretary II	1	1	0	1
7	Assistant Secretary Cadet/ Assistant Secretary III	0	1	2	-1
	Sub-Total	5	6	7	-1
	Office Administrative Cadre				
1	Assistant Director, Office Administrative Services	0	2	0	2
2	Principal Office Administrator	2	3	0	3
3	Senior Office Administrator	1	3	0	3
4	Office Administrator I/II	2	4	1	3
5	Principal Assistant Office Administrator	2	2	5	-3
6	Senior Assistant Office Administrator	1	2	4	-2
7	Assistant Office Administrator I	2	2	4	-2
8	Assistant Office Administrator III/II	2	2	0	2
9	Senior Administrative Assistant	0	0	3	-3

10	Office Administrative Assistant III/II	1	1	3	-2
	Sub-Total	13	21	14	7
	Clerical Officers Cadre				
1	Principal Clerical Officer	1	3	1	2
2	Chief Clerical Officer	1	4	5	-1
3	Senior Clerical Officer	1	4	5	-1
4	Clerical Officer II/I	2	13	12	1
	Sub Total	5	24	23	1
	Drivers Cadre				
1	Principal Driver	0	5	0	5
2	Driver II/I/Senior/Chief	10	15	17	-2
	Sub Total	10	20	17	3
	Support Staff Cadre				
1	Support Staff III/II/I/Senior/ Supervisor/ Cleaning Supervisor IIA/I	6	22	21	1
	Sub Total	6	22	21	1
	Receptionists Cadre				
	Reception Assistant III/II/I	2	3	0	3
	Sub Total	2	3	0	3
	Record Management Cadre				
1	Assistant Director, Record Management	1	1	0	1
2	Principal Records Management Officer	1	1	1	0
3	Senior Records Management Officer	1	1	1	0
4	Records Management Officer II/I	1	1	0	1
5	Records Management assistant III	0	2	0	2
	Sub Total	4	6	2	4
	Human Resource Management Cadre				
1	Director, HRM&D	2	1	1	0
2	Deputy Director, HRM&D	1	1	1	0
3	Assistant Director, HRM&D	1	1	1	0
4	Principal HRM&D Officer	1	1	0	1
5	Senior HRM&D	1	1	1	0
6	Human Resource Mgt. Officer 11/1	1	2	2	0
7	Principal HRM&D Assistant	0	1	2	-1
8	Senior HRM&D Assistant	0	1	1	0
9	Human Resource Mgt. Assistant 1	1	2	0	2

10	Human Resource Mgt. Assistant 11/111	1	3	5	-2
11	Principal Counselor	0	1	0	1
12	Senior Counsellor	1	1	0	1
	Total	10	16	14	2
	Finance Officers Cadre				0
1	Senior Chief Finance Officer	0	1	0	1
2	Chief Finance Officer	3	1	1	0
3	Principal Finance Officer	2	1	2	-1
4	Finance Officer I	0	1	0	1
5	Finance Officer I/II	1	2	3	-1
	Total	6	6	6	0
	Accountants Cadre				
1	Deputy Accountant General	0	1	1	0
2	Assistant Accountant General	0	1	1	0
3	Principal Accountant	2	2	3	-1
4	Senior Accountant	1	3	2	1
5	Accountant II/II	3	3	3	0
	Total	4	10	10	0
	Information and Communications Technology Cadre				
1	Deputy Director, Information Communication Technology	0	1	0	1
2	Assistant Director Information Communication Technology	1	1	1	0
3	Principal Information Communication Officer	2	1	0	1
4	Information Communication Technology Officer I/ Senior	1	2	5	-3
5	Information Communication Technology Officer III/II	0	4	2	2
	Total	4	9	8	1
	Economists Cadre				
1	Director, Planning	2	1	1	0
2	Chief Economist/ Statistician	1	1	1	0
3	Principal Economist/ Statistician	0	1	1	0
4	Snr Economist Statistician	1	2	2	0
5	Economist/ Statistician II/I	2	2	3	-1
	Total	6	7	8	-1
	Supply Chain Management Cadre				
1	Director Supply chain Management	0	1	1	0
2	Assistant Director Supply Chain Management	1	1	0	1

3	Principal Supply Chain Management Officer	1	1	0	1
4	Senior Supply Chain Management Officer	1	1	0	1
5	Supply Chain Management Officer II/1	1	2	3	-1
6	Supply Chain Management Assistant I	2	2	1	1
7	Supply Chain Management Assistant IV/III/II	2	2	4	-2
	Total	8	10	9	1
	Public Communication Cadre				
1	Deputy Director, Public Communications	0	1	1	0
2	Assistant Director, Public Communications	2	1	1	0
3	Principal Public Communication Officer	0	1	0	1
4	Senior Public Communication Officer	1	1	0	1
5	Public Communication Officer II/I	0	1	0	1
6	Principal Public Communication Assistant II/I	0	1	0	1
7	Senior Public Communication Assistant	0	1	1	0
8	Public Communication Assistant II/I	0	0	4	-4
	Total	3	7	7	0
	Legal Cadre				
1	Deputy Chief State Counsel	1	1	1	0
2	Principal State Counsel	1	1	0	1
	Sub-Total	2	2	1	1
	Audit				
1	Assistant Auditor General	0	1	0	1
2	Principal Internal Auditor	0	1	0	1
	Total	0	2	0	2
	Support Services Grand total	118	191	144	47
	AE Grand Total	212	343	193	150
	Technical Officers	118	155	144	11
	Support Services	94	188	45	143
		212	343	189	154

Table 6.3 Skills Set, and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Technical officers	<ul style="list-style-type: none"> • Management Skills • Leadership Skills • Communication Skills • Critical thinking Skills • Resilience Skills • Emotional Intelligence Skills • Technological Skills • Time Management Skills • Collaborative Skills • Delegation Skills • Decision Making Skills • Conflict Resolution Skills • Negotiation Skills • Writing Skills 	<ul style="list-style-type: none"> • Lack of Ph.D qualifications • Lack of Master’s Degree • Lack of Strategic and Senior Management course Training • Lack of Professional Courses 	<ul style="list-style-type: none"> • Facilitate training needs for the officers. e.g • Ph.D • Masters • Management Courses • Professional courses
Support services	<ul style="list-style-type: none"> • Communication Skills • Interpersonal Skills • Adaptability Skills • Teamwork Skills • Time Management Skills 	<ul style="list-style-type: none"> • Lack of Ph.D qualifications • Lack of Master’s Degree • Lack of coaching and mentorship • Lack of Professional Courses 	<ul style="list-style-type: none"> • Facilitate officers through training and development/ mentorship: • Ph.D • Masters • Management courses • Public relations • Record Management • Customer Care • Registration of officers with professional bodies

6.2.3 Leadership

For the execution of the 2023 to 2027 strategic plan, the strategic theme teams and in particular the lead person and collaborators who ensure that the plan is implemented. The strategic theme teams are aligned to the strategic issues for purpose of responsibility and accountability. Annexure I provides this information while Annexure II provides the organogram.

6.2.4 Systems and Procedures

The State Department will undertake the following measures to ensure re-engineering of business processes:

- (i) Digitization and automation of State Department's processes, data and information in line with government's commitment to make all public services available online
- (ii) Develop and update website and public portals for effective information dissemination, public access, and service delivery
- (iii) Adopt and maintain the government records system for efficient and effective paperless management of records
- (iv) Develop an administration and human resources information system to ensure effective management of human resources and administration functions
- (v) Establish a data center for systems hosting and collaboration with other government agencies
- (vi) Equip staff with the necessary ICT equipment for efficient service delivery
- (vii) Develop and initiate inter-governmental collaborations frameworks, standards and guidelines for cascading national government policies and strategies

In addition, the State Department will develop standards and guidelines for:

- (i) Collection, management, and disclosure of personal information in compliance with Data Protection Act, 2019
- (ii) Business continuity, emergency, and disaster preparedness to ensure services are not interrupted in the event of a crisis
- (iii) Consolidation, harmonization, and dissemination of ASALs, Regional Development and special programmes information obtained for effective planning, research, and awareness creation
- (iv) Maintenance of websites, systems, and databases to ensure they are up to date with technological changes and advancements
- (v) Overseeing and mainstreaming communication in all State Department programmes, projects, initiatives, and interventions to enhance visibility and public understanding leading to behaviour change
- (vi) Creation of social media platforms for information dissemination
- (vii) Acquisition of bulk messaging services for broadcast messaging and awareness creation
- (viii) Communication standards and guidelines

In order to enhance the capacity development and productivity of the employees, the State Department will endeavour to undertake the following during the plan period:

- (i) Recruitment of technical staff to fill the vacant positions
- (ii) Development of career progression guidelines for the various cadres in the technical services for the for career advancement
- (iii) Development of a Human Resource Planning (HRP) strategy to address succession management and human resource needs
- (iv) Undertake Training Need Assessment (TNA) to identify the critical training needs and how they will be addressed

- (v) Development of a database for available skills to ensure effective deployment/optimal utilization of available skills and human resource capacities to address inadequate skills
- (vi) Utilization of online Staff Performance Appraisal System ((SPAS)/GP 247) to link individual performance to organizational goals and objectives, through evaluating staff performance against agreed targets
- (vii) Implementation of the prevailing human resource policies and procedure manual under public service to address various human resource issues and to ensure compliance
- (viii) Seek approval for the proposed organizational structure and the staff establishment and implement

6.3 Risk Management Framework

As Table 6.4 below shows, there are various levels of associated risks together with mitigation measure(s). The risk management framework should be reviewed continuously during the implementation of the strategic plan to ensure that all stakeholders undertake appropriate measure(s) to minimize or eliminate the occurrence of such risks. Further, commitment towards implementation of 2023-2027 strategic plan by all actors should remain high in order to ensure effectiveness and efficiency.

Table 6.4 Risk Management Framework

S/No.	Risks	Risks Likelihood (L/M/H)*	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
1	Operational - inadequate relief and humanitarian assistance delivery	High	High	High	<ul style="list-style-type: none"> (i) Establish clear protocols and guidelines for emergency response (ii) Conduct regular drills and simulations to enhance response readiness (iii) Collaborate with humanitarian agencies for improved coordination and resource allocation
2	Financial - insufficient funding for programmes and projects	High	Medium	Medium	<ul style="list-style-type: none"> (i) Diversify funding sources through grants, partnerships, and donor funding (ii) Develop a prioritization criterion (iii) Develop a phased-out approach (iv) Implement financial planning and budgeting processes (v) Explore cost-sharing opportunities with other government agencies and organizations (vi) Develop a resource mobilization strategy
3	Technological- limited technology uptake and integration	High	Medium	Medium	<ul style="list-style-type: none"> (i) Invest in staff training and capacity building for technology adoption (ii) Engage with technology experts and providers for tailored solutions (iii) Implement change management strategies to ensure smooth transition and adoption
	Technological - threats associated with cyber security	High	High	High	<ul style="list-style-type: none"> (i) Complying with regulatory framework for use of ICT services and data (ii) Improved compliance with ICT
	Technological - rapid evolving technology	High	High	High	<ul style="list-style-type: none"> (i) Investing in ICT related facilities and equipment (ii) Continuously updating to conform to rapid changes (iii) Capacity building of staff on new technological advancement

4	Social-cultural - conflict arising from cultural differences and resource disputes	High	High	High	<ul style="list-style-type: none"> (i) Facilitate community dialogues and mediation sessions to address grievances and foster understanding (ii) Establish community-based conflict resolution mechanisms (iii) Implement cultural sensitivity training for staff and stakeholders
5	Institutional - limited capacity to implement the strategy	Medium	Medium	Medium	<ul style="list-style-type: none"> (i) Provide targeted training and professional development opportunities for staff (ii) Strengthen collaboration with external partners and experts (iii) Implement robust performance management systems
6	Oversight - limited oversight and coordination mechanisms	Medium	High	Medium	<ul style="list-style-type: none"> (i) Establish clear roles and responsibilities for oversight bodies and committees (ii) Implement regular performance reviews and evaluations for oversight mechanisms (iii) Enhance communication channels and information-sharing platforms
7	Political - changes in government policies	Medium	Medium	Medium	<ul style="list-style-type: none"> (i) Foster strong relationships with key government officials and stakeholders (ii) Continuously monitor political developments and adapt strategies accordingly (iii) Advocate for policy continuity and engage in proactive policy dialogue

* where L, M, and H refers to low, medium and high risks, respectively

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Overview

The State Department for ASALs and Regional Development plans to secure financial resources through exchequer funding, development partners, CSOs, and private sector partnership and collaboration to support sustainable ASALs and basin-based development. Alongside, the department will implement prudent resource management strategies, including strict adherence to financial regulations, cost-management measures, internal control enhancement, and optimization of contracted services.

7.1 Financial Requirements

Guided by the annual workplans, and informed by KRAs and administration cost, the State Department has projected financial requirements of KSh 70.6 billion for the implementation of 2023-2027 strategic plan. Table 7.1 below provides, year by year this information.

Table 7.1 Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KSh Mn)					Total (KSh Mn)
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA 1: Ecosystems and catchment management	8,268	1,134	1,725	4,844	4,450	20,421
KRA 2: Shocks and stressors mitigation		1,320	1,320	1,315	1,315	5,270
KRA 3: Relief and humanitarian assistance	6,370	7,400	7,388	7,382	7,382	35,922
KRA 4: Community integration	104	107	104	104	101	520
KRA 5: Resilient livelihoods	123	243	143	138	138	785
KRA 6: Regional development	8.75	46.75	91.5	41.4	73.2	262
KRA 7: ASALs development	2	137	57	7	2	205
KRA 8: Resource mobilization	82	114	84	84	84	448
KRA 9: Knowledge management uptake and sharing	46	76	58	147	42	369
KRA 10: Institutional capacity development	344	428.8	836	813	929	3,351
Administrative cost	445.8	579.54	646.41	690.99	713.28	3,076
Total	15,794	11,586	12,453	15,566	15,229	70,628

In addition, the State Department has determined the resource gaps, which between resource requirements and available resources – these resource gaps have informed resource mobilization initiatives. The resource allocations for the first three years are guided by MTEF budget estimates, while the two years are projections based on

allocation trends. As Table 7.2 below shows, the resource gap is KSh 55.3 billion for the five financial years.

Table 7.2 Resource Gaps

Financial Year	Estimated Financial Requirements (KSh Mn)	Estimated Allocations (KSh Mn)	Variance (KSh Mn)
Year 1	15,794	8,723.48	7,070.07
Year 2	11,586	820.58	10,765.51
Year 3	12,453	830.96	11,621.95
Year 4	15,566	1,836.46	13,729.93
Year 5	15,229	3,123.30	12,106.18
Total	70,628	15,334.78	55,293.64

7.2 Resource Mobilization Strategies

The State Department will mobilize resources for the implementation of 2023-2027 strategic plan, through exchequer funding; development partners; private sector through PPPs; and CSOs among other partners and stakeholders. With respect to exchequer funding, the State Department will persistently be lobbying for funding from the National Treasury through the Sector Working Group (SWG) and Parliamentary Committees. This funding is important for executing current functions and implementing strategies outlined in the strategic plan for sustainable ASALs and basin-based development.

Table 7.3 Resource Gaps

Financial Year	Estimated Financial Requirements (KSh Mn)	Estimated Allocations (KSh Mn)	Variance (KSh Mn)
Year 1	17,534.6	8,723.48	8,811.12
Year 2	12,816.0	820.58	11,995.42
Year 3	13,695.4	831.96	12,863.44
Year 4	17,109.4	1,836.46	15,272.94
Year 5	16,733.0	3,123.30	13,609.70
Total	77,888.4	15,334.78	62,553.62

Regarding development partners, the State Department will leverage on the goodwill from development partners to aid in implementing key programmes and projects. This assistance will encompass both technical expertise and financial support throughout the execution of the strategic plan. As for private sector, and CSOs partnerships and collaboration, the State Department will engage the private sector, and CSOs to expedite implementation and unlock the full potential of ASALs. These partnerships and collaboration will, for example, involve establishing PPPs, where the government and private sector and CSOs work together. The private sector will invest in ASAL development, while the government will create an enabling environment for investment.

7.3 Resource Management

To ensure prudent resource allocation, the State Department will implement the following strategies:

- (i) Adhering to the Public Financial Management Act (2012) and related regulations, the Public Finance Management Regulations 2015, and the Public Procurement and Asset Disposal Act (2015) and its Regulations (2020), as well as other financial instructions issued by the National Treasury
- (ii) Implementing cost-cutting measures such as using fuel cards, pool transport, centralized secretarial services like printing, promoting double-sided printing, and transitioning to paperless operations
- (iii) Enhancing internal control systems to ensure segregation of duties
- (iv) Strengthening internal audit functions within the department
- (v) Eliminating any overlap or duplication of duties within the State Department
- (vi) Limiting contracted services to activities where internal capacity is insufficient.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

The monitoring, evaluation, and learning framework is structured as an ongoing process of gathering, analyzing, and utilizing information based on predefined indicators and targets. This systematic approach will ensure that data-driven insights inform decision-making throughout the plan's five-year duration. An implementation matrix, delineating clear outcomes, outputs, indicators, and targets, will serve as a roadmap for tracking progress and assessing the plan's effectiveness.

8.1 Monitoring Framework

The implementation of the strategic plan will be facilitated through the development of annual work plans and performance contracts, serving as primary tools for monitoring activities within the State Department. Key indicators will be reported quarterly and annually to ensure effective performance tracking. However, recognizing the potential limitations of performance contract reports, annual reviews will be conducted to assess implementation success and identify any shortcomings.

These annual reviews will offer crucial insights for enhancing delivery of service quality to the public and fulfilling the department's mandate effectively. Monitoring progress in implementing the plan will rely on KPIs outlined in the implementation matrix. These KPIs will serve as benchmarks for measuring success or identifying bottlenecks, enabling adjustments as necessary. Responsible directorates, departments, and divisions will utilize KPIs to monitor their activities as outlined in the strategic plan. Regular documentation of successes and failures will be conducted to provide ongoing feedback and ensure alignment with strategic objectives.

8.2 Performance Standards

In aligning with internationally accepted standards and norms, the State Department emphasizes a comprehensive approach to monitoring, evaluation, and learning. Methodologies employed will encompass indicator development, quantitative and qualitative data collection, rigorous analysis, impact assessment, report writing, and dissemination to pertinent stakeholders. Key deliverables within the monitoring and evaluation will include:

- (i) Identification of KPIs for all reporting units, specifying reporting periods and establishing robust mechanisms for ongoing monitoring and evaluation
- (ii) Prioritization of work plans and performance contracts as primary tools for monitoring and evaluating the implementation of departmental activities
- (iii) Tracking progress in the implementation of programmes and projects against priorities outlined by the Strategic Plan Implementation Committee (SPIC)
- (iv) Commitment to achieving monitoring and evaluation objectives through cost-effective resource utilization and optimal resource mobilization strategies
- (v) Ensuring that the monitoring and evaluation process remains impartial, devoid of bias or favoritism, to uphold fair representation of all stakeholders and prevent undue influence on evaluation results

- (vi) Thorough documentation of monitoring and evaluation practices, including successes, shortcomings, and lessons learned. Reports will be disseminated widely to relevant stakeholders to foster transparency and facilitate organizational learning.

8.3 Evaluation Framework

The evaluation of the strategic plan will follow a systematic and objective process focusing on examining its relevance, effectiveness, efficiency, and impact, encompassing both expected and unexpected outcomes of the strategies. Evaluation methodologies will involve formal surveys, assessments, and analysis to assess achievements against set targets. Activities identified as requiring rescheduling or adjustment of targets will undergo a renegotiated process with top management to ensure alignment with organizational goals and priorities. This will include outcome indicators, baselines, and targets as summarized in Table 8.1 below

Table 8.1 **Outcome Performance Matrix**

Key Result Areas	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Review
KRA 1: Ecosystems and catchment management	Protected and conserved ecosystem and catchment areas	No. of environmental conservation projects and programmes implemented				
KRA 2: Shocks and stressors mitigation	Disaster resilience capacity and response measures	No. of initiatives and mitigation measures implemented				
KRA 3: Relief and humanitarian assistance	Sustained lives and livelihoods	No. of livelihoods enhancement projects implemented				
KRA 4: Community integration	Reduced resource-based conflicts in conflict prone areas	No. of peace dividend projects undertaken				
KRA 5: Resilient livelihoods	Improved quality of life	No. of socio-economic intervention programmes implemented				
KRA 6: Regional development	Improved livelihoods	No. of projects and programmes coordinated				
KRA 7: ASALs development	Improved livelihoods	No. of projects and programmes implemented				
KRA 8: Resource mobilization	Financial stability	No. of partnerships and collaborations executed				

KRA 9: Knowledge management uptake and sharing	Enhanced collaborative research and improved access and uptake of knowledge management	No. of frameworks developed				
KRA 10: Institutional capacity development	Effective and efficient operations	No. of organizational capacity development initiatives implemented				

8.3.1 Mid-Term Evaluation

The mid-term evaluation of the strategic plan will be done in the fiscal year 2025/2026 led internally by SPIC. This assessment will review progress, identify trends, and suggest improvements. It marks the halfway point of plan implementation, providing an opportunity to enhance effectiveness and efficiency.

8.3.2 End-Term Evaluation

At the conclusion of the strategic plan, an end-term evaluation will comprehensively assess achievements, challenges, lessons learned, and recommendations. This evaluation will guide future planning efforts and contribute to organizational learning and improvement.

8.4 Reporting Framework and Feedback Mechanisms

Tables 8.2, 8.3, and 8.4 below describes how quarterly progress reporting; annual progress reporting; and evaluation reporting, will be done to track the implementation of the strategic plan. The lessons learned in the process of implementing the strategy will be captured and taken into account so that they inform the continual adjustment and improvement corrective interventions for the purpose of ensuring that the strategic plan remains on course.

Table 8.2 Quarterly Progress Reporting

QUARTERLY PROGRESS REPORT

QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Correction Intervention
			Target (B)	Actual (C)	Variance D= (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3 Annual Progress Reporting

ANNUAL PROGRESS REPORT

YEAR ENDING

Expected Output	Output Indicator	Annual Target (A)	Achievement for Year			Cumulative to Date (Years)			Remarks	Correction Intervention
			Target (A)	Actual (B)	Variance C = (B-A)	Target (D)	Actual (E)	Variance F = (F-E)		

Table 8.4 Evaluation Reporting

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Correction Intervention
			Value	Year	Target	Achievement	Target (E)	Actual (F)		
KRA 1: Relief and humanitarian assistance										
KRA 2: Community integration										
KRA 3: Resilient livelihoods										
KRA 4: Integrated regional development										
KRA 5: Resource mobilization										
KRA 6: Knowledge management										
KRA 7: Strengthened institutional capacity										

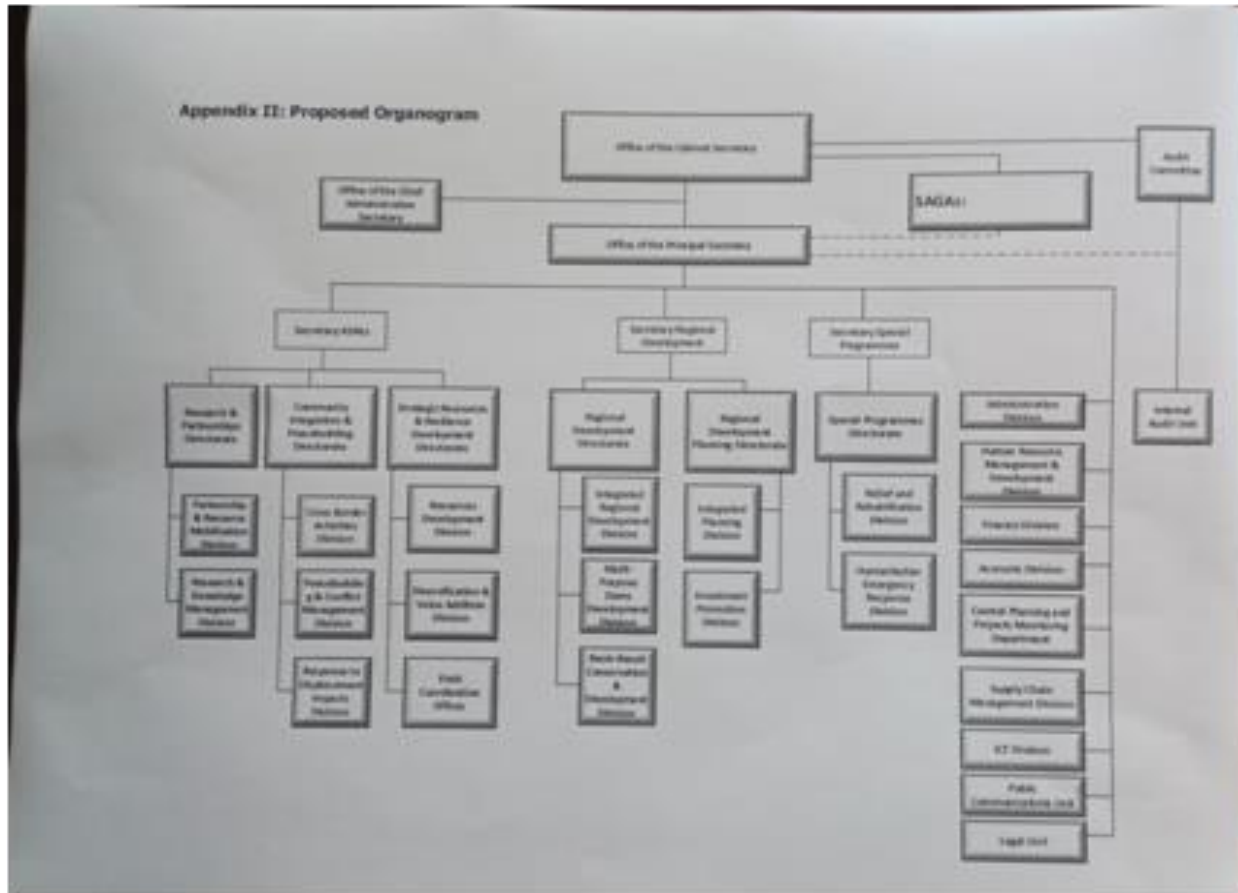
ANNEXURES

Annexure I Strategic Theme Teams

Serial No	Strategic issue	Strategic theme team leader	Membership/support	Terms of Reference
1.	Climate change and disaster effects	Director Regional Development	<ul style="list-style-type: none"> • Director Special Programmes • Director Strategic Programmes 	<ul style="list-style-type: none"> • Rehabilitate, protect, and conserve degraded landscapes and catchments • Protect riparian lands and water bodies • Develop special interventions on disaster management • Provide relief support to persons affected by disasters and other stressors • Build resilience of vulnerable people to cope with disasters
2.	Social cultural and resource-based conflict	Director Peacebuilding & Community Integration	<ul style="list-style-type: none"> • Director Research & Partnership • Director Regional Development • Director Special Programmes 	<ul style="list-style-type: none"> • Support integration of refugees and host communities • Promote peace building and strengthen conflict resolution mechanisms
3.	Food and nutrition security	Director Strategic Programmes	<ul style="list-style-type: none"> • Director Research & Partnership • Director Regional Development • Director Special Programmes 	<ul style="list-style-type: none"> • Promote food and nutrition security initiatives • Promote resilient smart agricultural and livestock practices
4.	Oversight, management, and coordination	Director Regional Development	<ul style="list-style-type: none"> • Director Research & Partnership • Director Peacebuilding & Community Integration • Director Special Programmes 	<ul style="list-style-type: none"> • Promote sustainable management and utilization of indigenous trees and shrubs • Provide oversight for RDAs • Coordinate development and implementation of policies and strategic plans • Coordinate implementation of integrated projects and programmes • Promote and capacity build MSMEs • Develop policies and coordinate plans, frameworks, and legislations • Coordinate projects and programmes in ASALs
5.	Financial sustainability	Director Administration	<ul style="list-style-type: none"> • Chief Finance Officer • Director Peacebuilding & 	<ul style="list-style-type: none"> • Develop and operationalize resource mobilization strategy

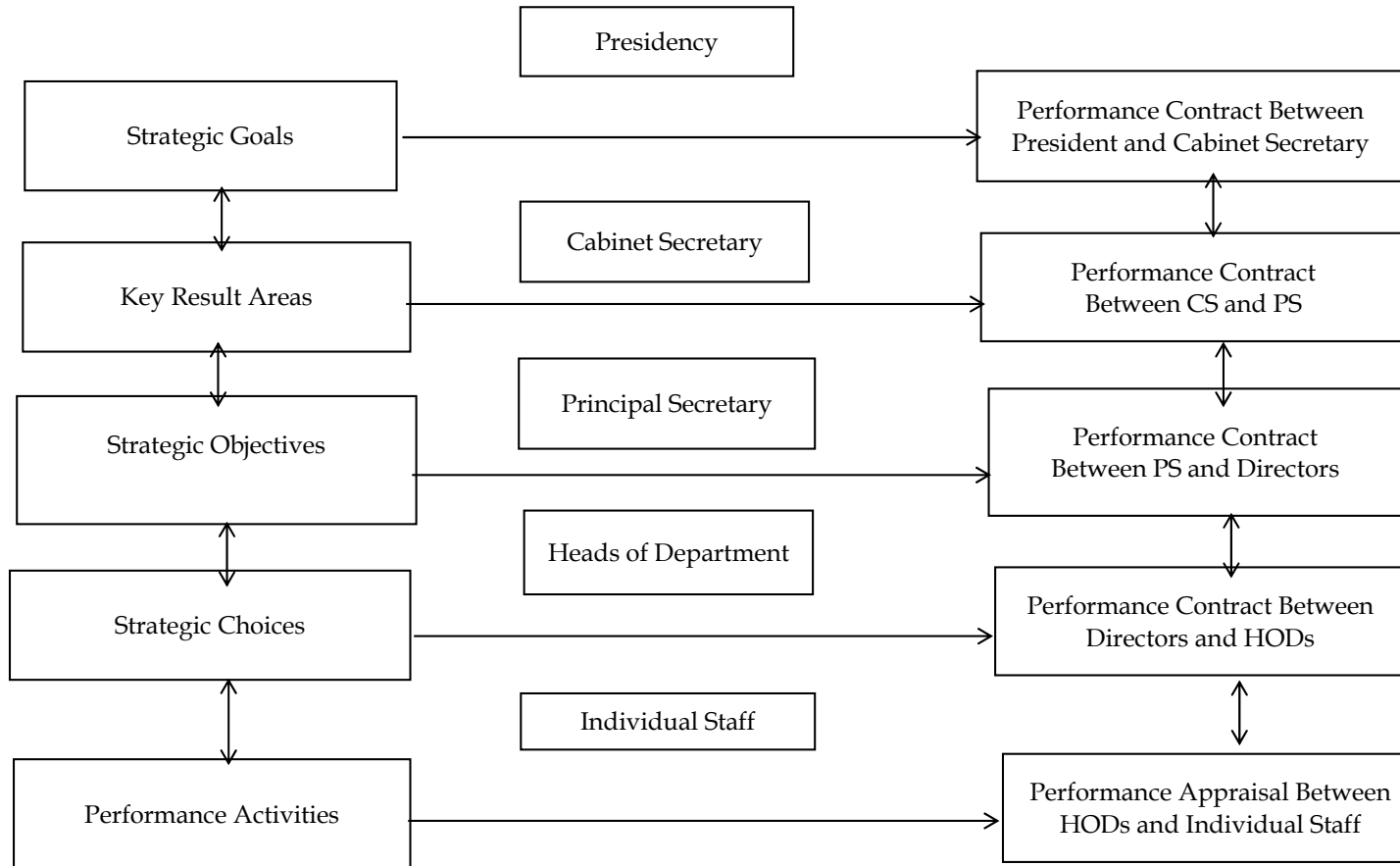
			<ul style="list-style-type: none"> • Community Integration • Director Research & Partnership • Director Peacebuilding & Community Integration • Director Special Programmes • Director Regional Development 	<ul style="list-style-type: none"> • Rationalize budgets • Develop and operationalize an engagement framework with parliamentary committees and groups
6.	Knowledge management	Director Research & Partnerships	<ul style="list-style-type: none"> • Head ICT 	<ul style="list-style-type: none"> • Coordinate research for sustainable ASALs resource management, development, and livelihoods • Enhance stakeholder collaboration on information and knowledge sharing • Enhance digitalization of services
7.	Institutional capacity	Director Administration	<ul style="list-style-type: none"> • Director HRM&D • Director Planning 	<ul style="list-style-type: none"> • Develop a communication strategy for the State Department • Enhance human capacity • Improve performance management • Strengthen governance structure • Improve work environment • Strengthen accountability systems • Strengthen monitoring and evaluation

Annexure II Proposed Organogram



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Annexure III Cascading 2023 - 2027 Strategic Plan













Annexure IV Summary of 2023 to 2027 Strategic Plan




Vision Sustainable development for improved quality of life


















Mission	Mission To coordinate planning and development in ASALs and basin-based regions through policy formulation, implementation, oversight, and management for inclusive, resilient, and sustainable livelihoods													
Strategic Issue	Climate change and disaster effects			Social cultural and resource-based conflict		Food and nutrition security	Oversight, management, and coordination		Financial sustainability		Knowledge management	Institutional capacity		
Strategic Goals	Reduce climate change effects			Promote peaceful co-existence among communities		Improve food and nutrition security	Enhance regional and ASALs development		Attain financial sustainability		Accelerate adoption of Knowledge management	Improve service delivery		
Key Result Areas	Ecosystems and catchment management	Shocks and stressors mitigation		Relief and humanitarian assistance		Community integration	Resilient livelihoods	Regional development	ASALs development	Resource mobilization		Knowledge management uptake and sharing	Institutional capacity development	
Strategic Objectives	Protect and conserve ecosystem and catchment areas	Enhance disaster resilience capacity and response measures	Coordinate, absorptive and adaptive mitigation measures	Coordinate and manage humanitarian interventions	Save lives and livelihoods	Promote socio cultural integration of communities and cross border areas	Build resilience through integrated economic and social interventions	Promote sustainable utilization and management of basin-based resources	Harness resources and strengthen implementation of programmes and projects in ASALs	Strengthen partnerships and collaborations	Enhance engagement with TNT and Parliament	Promote research and access to information uptake and knowledge sharing	Enhance institutional visibility	Enhance good governance and strengthen institutional capacity
Strategic Choices	i. Rehabilitate, protect, and conserve degraded landscapes and catchments ii. Protect riparian lands and water bodies	i. Build resilience capacity among communities ii. Coordinate flood mitigation measures iii. Coordinate measures against drought and desertification	i. Build capacity of communities on disaster mitigation measures	i. Build capacity of communities on disaster mitigation measures	i. Provide relief support to persons affected by disasters and other stressors ii. Build resilience of vulnerable people to cope with disasters	i. Support integration of refugees and host communities ii. Promote peace building, and strengthen conflict resolution mechanisms	i. Promote food and nutrition security initiatives ii. Promote resilient smart agricultural and livestock practices	i. Promote sustainable management and utilization of indigenous trees and shrubs ii. Promote water point connectivity in ASALs iii. Provide oversight for RDAs iv. Coordinate development and implementation of policies and strategic plans v. Coordinate implementation of integrated projects and programmes	i. Develop policies and coordinate plans, frameworks, and legislations ii. Coordinate projects and programmes in ASALs	i. Develop and operationalize resource mobilization strategy	i. Rationalize budgets ii. Develop and operationalize an engagement framework with parliamentary committees and groups	i. Coordinate research for sustainable ASALs resource management, development, and livelihoods ii. Enhance stakeholder collaboration on information and knowledge sharing iii. Enhance digitalization of services	i. Develop a communication strategy for the State Department	i. Enhance human capacity ii. Improve performance management iii. Strengthen governance structure iv. Improve work environment v. Strengthen accountability systems vi. Strengthen monitoring, and evaluation
Strategic Outcomes	Sustained lives and livelihoods			Reduced resource-based conflicts in conflict prone areas		Improved quality of life	Improved livelihoods		Financial stability		Improved access and uptake of information and technology	Enhanced coordination	Improved service delivery	
Core Values	Innovativeness and creativity; inclusivity; integrity; professionalism													









Annexure V Summary Evaluation of 2018 to 2022 Strategic Plan









Strategies	Expected Outcomes	Expected Outputs	Output Indicators	Target for 5 Years	Achievement	Status	Remarks
Key Result Area 1: Coordination of development for ASALs							
Strategic Objectives: Coordinate the formulation and implementation of policies and strategies for development of ASALs							
Facilitate and promote policy and legal dialogue	Policy and regulatory frameworks in place	ASALs policy reviewed	ASALs policy reviewed and adopted	1	0		Awaiting cabinet approval/adoption
		ASALs policies disseminated	No. of dissemination Forums	1	0		Policy is yet to be approved and dissemination has not been done
		PPG policy agenda for ASALs mainstreamed in SDDA's plans and programmes	No. of resolutions supported	9	-		Information not available
Coordinate national, county governments and other stakeholders in planning and development of ASALs	Improved coordination of ASALs stakeholders	National ASALs stakeholder forum held	No. of national ASALs stakeholder forum held	4	2		Two ASAL conferences was held in 2018 and 2019 and due to COVID 19, subsequent conferences were suspended
Promote private sector investment in ASALs	Increased private sector investment in ASALs	Policy dialogue	No of policy dialogues reports	5	0		No available data
		Investment Information for ASALs	No. of feasibility studies carried out	4	3		Due to financial constraints
		Access to credit for pastoralists and other groups living in ASALs promoted	No. of sensitization workshops	24	0		Mandate was moved to Department Social Protection Services
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	No. of online and physical access to data and information on ASALs	1	1		ASALs GIS system and portal is operational
		Linkages established with research institutions on ASALs development	No. of MOUs signed	2	0		State Department has working relations with RCMRD and MOU to be developed between institutions
Convene policy dialogue on implementation of EDE initiative at all levels	Increased awareness on EDE	EDE coordination structures formalized and operational	No. of structures	3	3		Target was achieved as planned




Key: Activity Level Status








Colour	Status
	Achieved
	Partially Achieved
	Not Achieved

Strategies	Expected Outcomes	Expected Outputs	Output Indicators	Target for 5 Years	Achievements	Status	Remarks	
Key Result Area 2: Resilience building								
Strategic Objective 2: Build resilience in ASALs through economic and social development intervention								
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	17		Achieved	
		Advocacy and fund raising undertaken to finance some of the most strategic investments in EDE-MTP III	No. of strategic projects in EDE-MTP III financed	4	4		Achieved	
Promotion of climate smart agriculture		Adoption of drought tolerant crops and value addition of farm produce promoted	No. of projects	4	4		Achieved	
		Innovative approaches in agriculture extension service supported (application of successful models)	No. of pilots implemented	3	3		Achieved in Taita Taveta and Turkana	
		Crop micro-insurance promoted	No. of pilot schemes	2	0		Lack of resources	
Promotion of livestock valuechain and market access for other products		Strategic feed reserves established	No. of reserves established	3	0		Lack of resources	
		Fish farming and value addition promoted	No. of projects	2	0		Lack of resources	
		Establishment of livestock marketing board facilitated	Marketing board established	1	0		Lack of resources	
Promotion of climate-proofed infrastructure		Use of renewable energy (solar and wind) promoted in ASALs	No. of projects promoting renewable energy	100	0		Lack of resources	
		ASALs water resource potential gaps identified	ASALs water resources gaps identified	1	0		Lack of resources	
		Identified infrastructure development needs for underserved areas	Database developed and populated	1	0		No capacity	
Design and implement programmes for critical issues affecting social and economic development		Adoption of irrigation technologies that optimize efficient use of water promoted	No. of irrigation schemes provided with efficient water use technologies	5	5		Achieved	
		NOKET revived	No. of scholarships Issued	1,000	0		Not undertaken	
		Low-cost boarding schools in pastoral areas constructed, equipped, and supported	No. of schools with boarding facilities	14	0		Lack of resources	
		Water supply and WASH programmes implemented in public schools and health facilities located in targeted ASALs areas	No. of schools and public facilities supported with water supply and WASH	200	0		Lack of resources	
		Collaborative intervention programmes for mental health established in ASALs	No. of mental health programmes	14	0		Mandate moved to Ministry of Health	
Strengthen coordination for drought risk management			Organization of co-ordination meetings during drought emergencies	No. of coordination meetings	20	20		Achieved

Strategies	Expected Outcomes	Expected Outputs	Output Indicators	Target for 5 Years	Achievements	Status	Remarks
Key Result Area 3: Social and cultural integration							
Strategic Objectives 3: Facilitate social and cultural integration of communities in ASALs and cross border areas							
Support conflict resolution initiatives in conflict-prone areas	Enhanced peace and security in ASALs	Conflict risk assessment undertaken	Conflict risk register developed	5	1		Lack of funding for field offices
		County peace forums supported	No. of forums held	6	1		Lack of funding for facilitation
Inter-communal peace agreements promoted		No. of agreements enforced	4	1			
Develop integrated trans-boundary and cross border programmes on peace and conflict management		Cross-border peace and security programmes initiated	No. of MOUs signed	4	1		
			No. of frameworks developed	4	1		
		Cross border integrated development projects implemented	No. of integrated development projects implemented	6	3		
Facilitate building bridges amongst diverse communities for peaceful co-existence		Implementation of peace dividend projects supported	No. of projects implemented	6	3		
		Community policing programmes supported	No. of projects implemented	4	2		

Strategies	Expected Outcomes	Expected Outputs	Output Indicators	Target for 5 Years	Achievements	Status	Remarks
Key Result Area 4: Leadership							
Strategic Objective 4: Strengthen institutional leadership of the State Department							
Skills and competence development of staff	Improved performance	National values and leadership capacity development	No. of workshops held	5	9		Additional staff resulting from new recruitment necessitated the need for more workshops
Filling of staff gaps through recruitment		Staff recruited	No. of staff recruited	126	37		Approved staff establishment was given at 141 hence scaling down of the new recruitment
Improve management systems by developing and monitoring quality management systems	Improved governance	Monitoring and evaluation of projects and programmes undertaken	Monitoring and evaluation reports	20	0		Lack funding or inadequate budgetary allocation for monitoring and evaluation
Improve management systems by developing and monitoring quality management systems		Governance committees established and supported	Sensitization meetings, workshops and audits carried out	15	0		Lack funding or inadequate budgetary allocation for quality management systems
		Risk management frameworks developed	Risk management frameworks developed	1	0		Inadequate funding for development of the risk management framework
		ISO certification	ISO certification frameworks developed	1	0		Inadequate budgetary provision for ISO certification frameworks
		Tools developed for accountability and audit functions	MIS for accountability and audit functions developed	1	0		Inadequate budgetary provision
		Resources mobilization for SDDA programmes	Annual budgets prepared and implemented	No. of budget reports	20	20	

Strategies	Activities	Outputs	Outcomes	Performance Indicators	Target for 5 Years	Achievement	Status	Remarks
Key Result Area 11: Coordination of RDAs								
Strategic Objective 1: Improve coordination and oversight of RDAs								
Coordination of RDAs	Review and finalize RDA bills and policy	RDAs act and policy	Improved governance and operations of RDAs	RDAs act and policy in place	14	7		Decision was made to develop an overarching RDA Bill. Currently at parliamentary stage.
	Establish Project Monitoring Units (PMU) and Project Steering Committees (PSC)	PMU and PSC committees established	Effective project implementation	Reports and Minutes of meetings	25	25		Achieved
	Undertake quarterly Monitoring and Evaluation of RDA projects and programmes	Monitoring and evaluation reports	Effective implementation of projects and programmes	No. of monitoring and evaluation reports	20	20		Achieved

Strategies	Activities	Outputs	Outcomes	Performance Indicators	Target for 5 Years	Achievement	Status	Remarks
Key Result Area 12: Sustainability of RDAs								
Strategic Objective 12: Enhance sustainability of RDAs								
Sustainability of RDAs	Develop a resource mobilization strategy for RDA's	Resource mobilization Strategy	Adequate resources for implementation of projects and programmes	Resource mobilization strategy developed	1	0.5		Zero draft developed
	Develop and implement a stakeholders engagement plan on projects implemented by RDAs	Stakeholder engagement plan	Wide inclusivity and ownership	Reports of stakeholder engagement	30	15		Zero draft developed
	Conserve RDAs water catchment areas	Water catchment areas conserved	Project sustainability	No of water catchment areas conserved	24	6		Catchment areas conserved
	Strengthen collaboration, partnerships, and networks	MoUs agreements and multi-agency committees	Successful implementation of projects and programmes	No. of MoUs and agreements signed Minutes of committee meetings	24	9		MoUs signed
	Expand acreage under irrigation	Increased area under irrigation	Enhanced food security	No. of acreage under irrigation	25,000	25,000		Achieved
	Promote manufacturing and value addition in RDAs	Increased manufactured goods and products	Improved livelihoods	No. of manufacturing and value addition facilities established.	30	8		Achieved
	Establish and operationalise a climate change unit	Climate change unit established and operationalised	Climate change issues addressed, and linkages established	No. of climate change units established	1	1		CCU in place