REPUBLIC OF KENYA

MINISTRY OF DEVOLUTION AND ASALs

STATE DEPARTMENT FOR DEVELOPMENT OF THE ARID AND SEMI ARID LANDS

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STRATEGIC PLAN

(2018 – 2022)

Acronyms

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

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Foreword

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Executive Summary

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CHAPTER ONE: INTRODUCTION

This is the Strategic Plan of the State Department for Development of ASALs (SDDA) for the period 2018-2022. Through the strategies and activities articulated in this Strategic Plan, SDDA shall contribute to the national development agenda, the attainment of Sustainable Development Goals (SDGs) and the achievement of the African Union's (AU) Agenda 2063, among other global and regional commitments.

Background

The State Department for Development of ASALs (SDDA) was created in 2018 following the reorganization of Government. The precursor of the Department, the Ministry of Development of Northern Kenya and Other Arid Lands, was established in 2008 in conformity with agenda 4 of the National Accord and Reconciliation Act. The State Department is a special vehicle to deal with affirmative action, mainstreaming ASAL development issues, coordinating, implementing and fast-tracking of investment in ASALs with a view to achieve long term sustainable development.

The defining feature of the ASALs is their aridity. Annual rainfall in arid areas ranges between 150 mm and 550 mm, and in semi-arid areas between 550 mm and 850 mm per year. Temperatures in arid areas are high throughout the year, with high rates of evapo-transpiration. The map below shows the ASAL region in Kenya:

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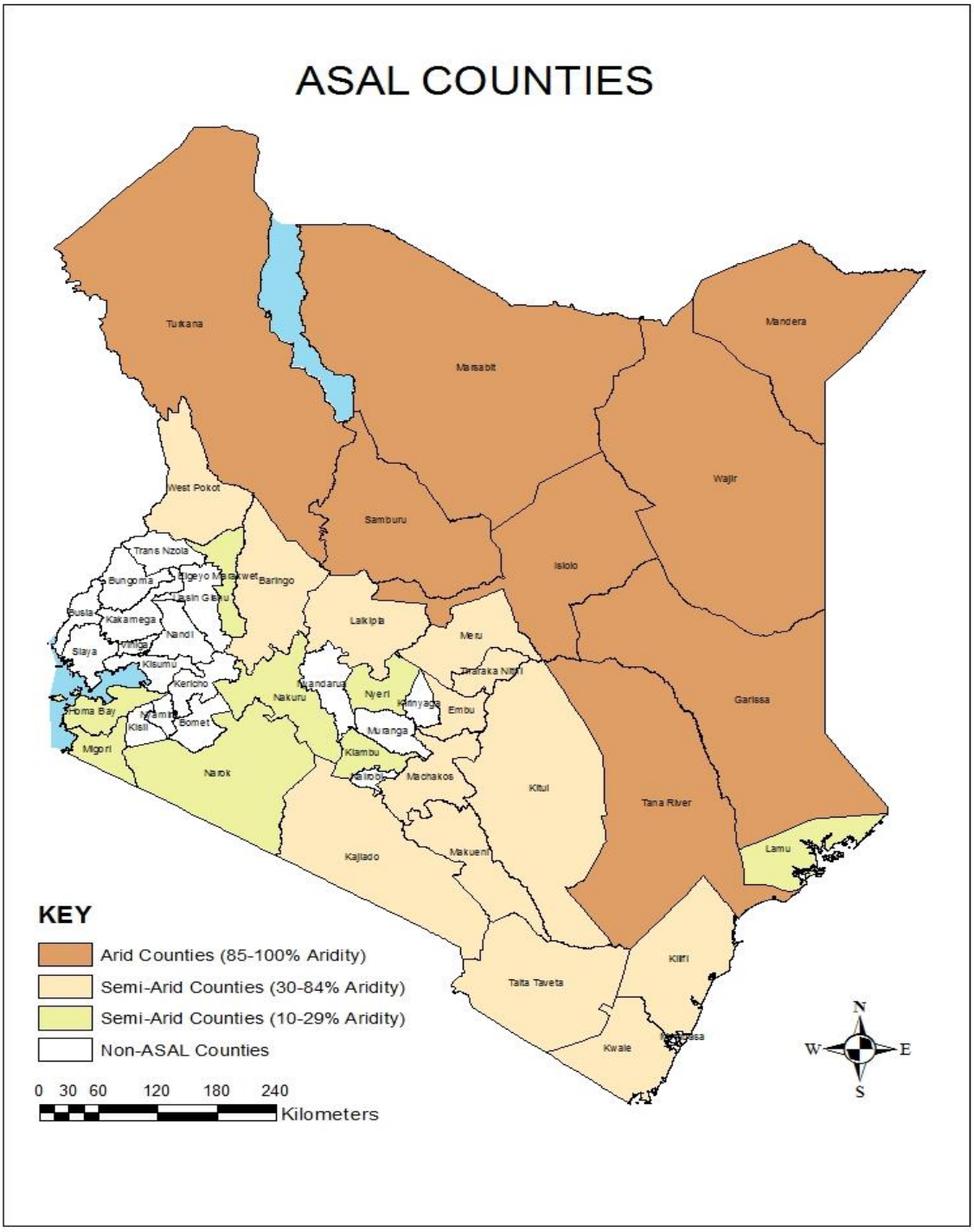
ASAL Map



Source: NDMA

Mandate and Functions

The mandate of the State Department is to formulate and implement policies and strategies that fast-track development of ASALs areas in order to reduce inequalities and vulnerabilities in the ASALs.

Key functions of the State Department are spelt out in Executive Order No. 1 of June 2018 (revised) are as stated in the box below:

Functions of the State Department for Development of ASAL

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

The State Department for Development of the ASALs recognizes that strategic planning is an important part of good management practice and a central component of the Government's public service reform agenda. The planning process has helped the Authority examine the environment within which it operates and construct a framework through which to achieve results.

Kenya's development context, challenges and opportunities

Political context

The SDDA exists in a political environment that recognizes the need for affirmative emphasis on the development of the Arid and Semi-Arid Land in Kenya. As such, there are established institutions that support the role of the SDDA. These institutions include, the ASALs County governments, the Council of Governors ASALs forum, Frontier Counties Development Council (FCDC), the Pastoralists Parliamentary Group among others.

Legal /Policy Context

The Constitution of Kenya 2010

The Constitution of Kenya 2010 requires the State to take legislative, policy and other measures to progressively realise the economic and social rights under Article 43, which include the right to be free from hunger. The mandate of SDDA is therefore to put in place affirmative action programmes designed to enhance the economic, social, cultural and political rights of minorities and marginalised groups, in accordance to Article 56.

Kenya Vision 2030

The goal of Kenya Vision 2030 is to transform Kenya into a newly-industrializing, middle-income country by 2030. The Vision is anchored on a series of foundations and three pillars:

- The economic pillar aims to maintain sustained economic growth of 10 per cent per annum for 25 years.
- The social pillar aims to achieve a just and cohesive society enjoying equitable social development in a clean and secure environment.
- The political pillar aims to achieve an issue-based, people-centred, result-oriented and accountable democratic system.

ASAL Policy

The overall goal of Sessional Paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and Other Arid Lands is "to facilitate and fast-track sustainable development in Northern Kenya and other arid lands by increasing investment in the region and by ensuring that the use of those resources is fully reconciled with the realities of people's lives"[1].

The Policy prioritizes improvement of the enabling environment for development in the ASALs, and to this end identifies the problem as the absence of "the basic foundations for development", particularly infrastructure, human capital, and security. These factors deter investment, undermine productivity, drain resources into prolonged emergency response, and frustrate local-level initiative. In line with Kenya Vision 2030, the Policy proposes interventions to improve infrastructure, develop human capital, and enhance security and the rule of law.

Ending Drought Emergencies

Poverty and vulnerability to climatic shock in ASALs are largely a product of inequalities in access to public resources. The Government's Ending Drought Emergencies (EDE) strategy requires ASALs to be 'appropriately subsidised' by investing in the enabling environment for growth. The EDE Country Programme therefore seeks to create 'a more conducive environment for building drought resilience' through two principal strategies: first, by investing in the foundations for development; and second, by strengthening the institutional and financing framework for drought management.

Economic context

The economic-environment in Kenya has become increasingly conducive to improved investments in the ASALs. County governments have established economic blocs with the objective of harnessing opportunities within the different regions to fast-track economic transformation. Livestock development, irrigation, solar and wind power, and tourism are among the major opportunities being explored by the economic blocs.

The existence of oil and other natural resources in the ASALs has attracted the interest of the national government, investors and development partners as it brings new sources of revenue from the mining industry for the national economy. Similarly, regional integration initiatives through infrastructure developments such as the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor are attracting significant investments into the region. Road projects such as Isiolo – Moyale have been completed while the Kitale – Lodwar road which are ongoing will significantly improve access to markets and services. In the energy sector, the Lake Turkana Wind Power project is now operational, while Garissa and Lamu towns have for the first time been connected to the national grid.

Socio-cultural context

The rich and diverse cultural heritage of the ASALs is a major resource that can be built upon to diversify livelihoods. Pastoralism and agro-pastoralism, and the institutional arrangements and practices that support and sustain these forms of production, land use and livelihood systems are critical to development in the ASALs. They define opportunities for livelihoods security, land use and land governance, natural resource management, conflict and peace building. They also shape gender relations in the communities.

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Technological context

The national government has increased investment in telecommunication infrastructure to spur development and communication in the ASALs. Private telecommunication companies have now fully ventured in communication technologies, banking and money transfers, opening up the ASALs to the benefits of these development. It has also increased funding for research and development, and entered into public private partnerships that will improve access to ICT.

There are opportunities for SDDA to create partnerships with development partners, research and academic institutions working on technology to spur development in ASALs.

Geographical context

The ASALs are defined by their vast terrain, which has direct implications for planning and implementation of development processes. The National Spatial Plan (NSP) for the period 2015 - 2045 provides a framework and vision for how the national space shall be utilized to ensure optimal and sustainable use of land in line with the land policy principles of efficiency, equity, sustainability and productivity. The implementation of the National Spatial Plan and the use of County Spatial Planning Guidelines will ensure the creation of livable and functional human settlements in both urban and rural areas by checking the spontaneous growth and haphazard development of urban centers and containing urban sprawl. Thus, the National Spatial Plan and the County Spatial Planning Guidelines reinforce the opportunities for ASAL communities to take advantage of the Community Land Act 2016 in order to better plan the use of the rangelands and secure their collective land rights.

Regional and global frameworks and processes

There are frameworks, partnerships and processes that aim to address cross-border conflicts, the proliferation of small arms and light weapons (SALW), terrorism and insecurity. Through its members of the African Union (AU), the Intergovernmental Authority on Development (IGAD), and the East African Community (EAC) Kenya is actively engaged in these processes.

The Policy Framework for Pastoralism in Africa adopted by the AU in 2010 acknowledges the primary role of mobility in efficient use and protection of rangelands, and in adaptation to climate change. It recognizes that pastoralism stands to benefit from regional approaches to policy reform and

harmonization, and calls for the Regional Economic Communities (RECs) to develop and implement policies in support of pastoralism at regional scale.

IGAD is the REC most actively engaged in the ASAL through the implementation of the Drought Disaster Resilience and Sustainability Initiative (IDDRSI), which commitments are realised in Kenya by the EDE Common Programme Framework.

The EAC Protocol on Environment and Natural Resources Management signed on 3rd April 2006 provides for cooperation by the Member States in all areas of environment and natural resources management to realize the objectives of sustainable development.

At the global level, the Sustainable Development Goals (SDGs) agreed to by the international community in 2015 affirm the commitment to spur socio-economic development and improve welfare indicators. Also relevant are the Sendai Framework for Disaster Risk Reduction 2015-2030 adopted at the 3rd United Nations World Conference on Disaster Risk Reduction held in Sendai, Japan in March 2015, and the Paris Agreement on Climate Change signed at the 21st Conference of the Parties (COP 21) of the United Nations Framework Convention on Climate Change (UNFCCC) on 12th December 2015. Through its work, the SDDA will contribute directly to the achievement of Kenya's obligations under global and regional agreements.

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CHAPTER TWO: SITUATION ANALYSIS

Overview

Chapter two provides a situation analysis, which includes: a review of the 2013-2017 Strategic Plan comprising of milestones/key achievements, challenges and lessons learnt. It presents an environmental scan, which includes Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis; and, Political Economic, Social, Technological, Environmental and Legal (PESTEL) analysis as well as a stakeholder analysis.

Review of the Previous Strategic Plan

The Department that was responsible for the ASAL function during the 2013-2017 period made achievements in a number of areas, as follows:

Activity	**Indicator**	**Achievements 2013-2017**
Review and implement ASALs policies	ASAL Policy	Final Draft of ASAL Policy produced, awaiting Cabinet approval.
	No. of Policy briefs prepared	Six (6) policy briefs prepared for line ministries, Constitutional and Independent Offices, National Assembly, Counties and other stakeholders.
Develop linkages with 10 research and academic institutions on knowledge management to facilitate policy formulation	No. of research and academic institutions linked	Target not achieved.
Support efforts by NOKET in provision of 1210 scholarships to bright and needy girls in secondary schools and for tertiary education for needy students	No. of scholarships provided	560 secondary school girls provided with scholarships.
Coordinate and implement programmes/ projects for Enhancing Community Resilience Against Drought for	No. of Projects implemented No of	Projects implemented in Turkana and Marsabit counties under ECoRAD I: livestock value chains; drilling and equipping of boreholes with solar

30,000 beneficiaries	beneficiaries	pumping system.
Facilitate 5 ASAL Transformation Structures	No. of functional ASAL Transformation Structures	Four (4) ASAL Transformation Structures formed and operational: including the ASAL Secretariat; NDMA; NDEF, ASF, NoKET and NACONEK (review policy, v2030 annex, sessional paper)
Support implementation of Hunger Safety Net Programme for 100,000 households	No. of households receiving regular cash transfers	98,896 out of 100,000 households received regular cash transfers in Turkana, Marsabit, Wajir and Mandera Counties
Implement projects under the Medium Term ASAL Programme	No. of projects implemented	Four (4) projects implemented: assessment of ground water potential in Wajir and Garissa counties; water and sanitation; preparation and implementation of SCAMPs;
Carry out four (4) demand driven studies and preparation of ASAL land use plans to manage and control ASAL sedentarization, and human settlements	No. of plans prepared No. of studies	2 spatial plans prepared for Wajir and Mandera towns
Establish a coordination mechanism for implementation of strategy on Ending Drought Emergencies	No. of coordination pillar forums	Six (6) pillar forums established

Challenges

1. Inadequate implementation of the Policy Framework for ASALs
2. Coordination gaps in project implementation amongst stakeholders
3. Weak Monitoring and Evaluation systems

Lessons Learnt

The following are the major lessons learnt from implementing the 2013-2017 Strategic Plan.

i. There is need to strengthen collaboration mechanisms to support coordination of activities in ASALs.

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ii. Implementation of development programmes in the ASALs require a coordinated multi-sectorial approach to achieve maximum benefit to the communities

SWOT, PESTEL & Stakeholder Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A summary of the SWOT Analysis is shown below.

SWOT Analysis

Strengths	**Weaknesses**
i. A State Department with the mandate to implement as well as coordinate all stakeholders and MDAs in ASAL development; and ii. Long experience from the State Department's staff.	i. Existing skills gaps for various areas that require specialization; ii. Ubiquitous mandates make it difficult to define the niche of the State department

Opportunities	**Threats**
i. A supportive policy environment on ASAL areas; ii. Partnerships: with County, National Government agencies, private sector and development partners; iii. Infrastructure opening most of the region; iv. Political goodwill; v. Land tenure conducive to ASAL economic activities (pastoralism). vi. Vastness of the area as potential for livestock development and other development initiatives; and,	i. Radicalization and terrorism has high prevalence in ASALs; ii. Climate change leading to desertification and loss of species; iii. Inter-communal conflicts and insecurity; iv. Gender inequality (cultural practices); and, v. Overlapping mandates.

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PESTEL Analysis

During the preparation of this Strategic Plan, the State Department carried out a broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis. The analysis was meant to focus on the environment in which it operates and therefore make it appreciate factors supporting and those hindering the implementation of the strategic plan. The table below shows a summary of the results of the PESTEL analysis.

Category	Issue	Description
Political	Political goodwill	Government is committed to socio-economic development of ASALs. Devolution of functions and resources has offered the public an opportunity to prioritize their development needs, which has a positive impact on the implementation of the Strategic Plan.
	Kenya Vision 2030	The Kenya Vision 2030, the Vision 2030 Development Strategy for Northern Kenya and other Arid Lands, and the Medium-Term Plans have provided a foundation for faster economic, social and political performance.
	Public Sector reforms	Public sector reforms, including Performance Contracting, public participation, Result Based Management and Programme Based Budgeting will have an impact in the implementation of the Strategic Plan.
	Governance and corruption	Good governance and prudent management of public resources is key to the implementation of this strategic plan.
	Big Four Agenda	The State Department's mandate will be an integral part of the realization of the Big Four Agenda and its successful implementation will improve the livelihoods of ASAL communities.
	Regional environment	Regional integration issues will impact on implementation of this Strategic Plan.
Economic	Good economic growth record	There is sustained good performance of the economy, but inequalities remain. Resource allocations to the socio-economic sectors and ASAL areas have increased opportunities.
	Kenya vision 2030	The Kenya Vision 2030 economic and social pillars have provided a framework for economic development through the Medium-Term Plans and the County Integrated Development Plans

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Category	Issue	Description
		(CIDPs) at the county level whose implementation will lead to equitable distribution of resources.
	Limited job opportunities	Limited job opportunities lead to high unemployment and poverty levels which increases vulnerability.
	Goodwill from development partners	The State Department is likely to continue enjoying goodwill from all its development partners.
	Social Protection resources	Social protection resources present an opportunity for protecting the vulnerable in the society.
	Budgetary constraints	Other Government priorities and emergencies are likely to affect planned activities.
Social	Increased awareness	There is increased public awareness on government services and citizen entitlement.
	Inter-communal conflict	Inter-communal conflicts result in loss of life and livestock and other assets, which eventually undermines economic development due to insecurity.
	Gender issues	Negative gender-based practices continue to be prevalent in some communities that limit access to education and other opportunities for young men and women, limiting their participation in development initiatives.
Technological	Access to Information and communications Technologies (ICTs)	There is a great opportunity for leveraging on ICTs in improving services for ASAL communities.
	Access to technology	New sustainable technological advances; green energy such as solar and wind generation; climate smart technology; IT-based services like early warning systems, money transfer, among others; online businesses and services that could increase employment opportunities in ASAL areas.
Environmental	Climate Change	Global warming and climate change have negatively affected the Kenya economy due to their adverse effects on productive sectors. This reduces disposable income leading to increased level of poverty and vulnerability.

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Category	Issue	Description
	Environmental degradation	Deforestation, charcoal production and presence of invasive species has decreased productivity in range lands.
Legal	Legal provisions	Need for harmonization of legal framework for levies and fees for traders operating across counties.

The SWOT and PESTEL analysis done above have informed the State Department in identifying its strategic issues and in subsequently developing strategic objectives and strategies to address these issues as indicated in Chapter Three.

Stakeholders Analysis

This Strategic Plan takes cognizance of the State Department's stakeholders and their varied expectations which the State Department intends to meet. The State Department in turn has expectations of these stakeholders which it hopes to be equally met. The State Department's linkage with its stakeholders is summarized below.

Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholder
National Government Line Ministries	• Mainstreaming their policies into the State Department's plans; • Practice good governance; • Providing technical support on ASAL issues; • Facilitate capacity building; • Provide effective and efficient response initiatives; • Provide policy, leadership and coordination on matters relating to the ASALs; and • Resource mobilization.	• Budget for the State Department; • Effectively partner with the State Department in the implementation of its policies and strategies; • Mainstream state Department's policies in their respective plans; and • Good governance and accountability.
Counties	• Coordination of issues	• Mainstream the State

Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholder
	relating to ASAL programmes; • Technical support and capacity building to ASAL counties; • Provision of policy, legal and regulatory framework on ASAL matters; • State Department representation at the county level.	Department's policies in their respective CIDP's; • Participate in implementation of State Department's activities at the county level; • Complement services provided by the State Department; • Integrity and transparency.
SAGAs and other partner institutions	• Resource mobilization and timely release of funds; • Formulation of policies and development of legal and reporting frameworks; • Capacity building; • Facilitate coordination in the State department initiatives.	• Prudent financial management; • Timely submission of reports on programmes and activities undertaken; • Implementation of the State department's policies.
Development Partners	• Provide timely reports and reviews; • Achievement of project goals and outcomes; • Involvement of stakeholders in the various aspects the State Department's activities; • Continuous monitoring & evaluation and provision of reports; and • Good governance and accountability.	• Support the State Department's programmes. • Timely disbursement of committed resources; • Provision of technical assistance and capacity building; • Good governance and accountability; and • Effective collaboration and synergy building.
Public/Citizens	• Good governance, accountability and integrity; • Timely delivery of services; • Prudent utilization of	• Public participation; • Patriotism • Feedback

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Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholder
	resources; and • Inclusion of vulnerable persons.	• Inclusive of vulnerable persons.
Research/ academic institutions	• Proper planning using data from the institutions • Partnership/collaboration in research and policy formulation.	• Provide necessary technical support/training to the State Department. • Share reliable and accurate data and research findings/information with the State Department; • Innovation.
Media	• Access to information. • Contact with the management. • Engagement in events and activities related to the State Department.	• Promotion and articulation of the State Department's issues; • Carry out awareness and publicity on issues relating to the State Department; • Carry out public education to the masses; • Use the media instruments to reach a wider audience; and • Provide support to public education campaigns.
Private Sector	• Involvement in public participation forums; • Provision of reliable information; and • Effective and efficient service delivery. • Partnership in implementation of projects and programmes, and business opportunities;	• Partnership in implementation of projects and programmes; • Actively participate in resource mobilization; and • Actively support community empowerment programmes through corporate social responsibility.
Professional	• Provision of reliable data and	• Provision of professional

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Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholder
Bodies	information; • Establishment of partnerships; • Involvement in the State Department's activities; and, • Meet professional and ethical requirements.	services to the State Department; • Participating in policy formulation; and • Training and development.
Parliament	• Develop bills; • Response to parliamentary questions; • Consultation on issues that require legislation.	• Ensure adequate funding of the State Department • Pass legislations; • Involvement in deliberation of the State Department's issues; • Timely response on issues related to the State Department
Political leadership	• Develop strong institutional capacities that enhance service delivery and achievement of development goals; • Adherence to rules and regulations of the government; • Development of policies and tracking of their implementation; • Advisory services on issues related to State Department; and • Initiate relevant policy documents.	• Provide policy & strategic direction and leadership; • Provide frameworks for good governance; and • Facilitate resource mobilization.
Judiciary	• Abide by the rule of law.	• Fair, just, timely dispensation of justice.

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Name of Stakeholder	Stakeholders Expectation from the State Department	State Department's Expectation from the Stakeholder
AG's office (State Law Office)	• Minimize risks and exposure of government to legal liability. • Partnership in development of new legislations and changes to the existing law.	• Provide support and advice in legal matters affecting the State Department
Staff	• Conducive work environment where individuals are trusted, respected and appreciated; • Favourable terms & conditions of service; • Skills development; • Career Progression; • Training & Development; • Adequate facilitation; and • Commitment to and enhancement of staff welfare.	• Meet their targets; • Commitment & productivity; • Portray the right image of the State Department; • Timely and responsive services; • Adherence to the policies, rules, & regulations of the State Department; and • Provide effective and efficient services to clients, partners and stakeholders.

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CHAPTER THREE: THE STRATEGIC MODEL

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

Vision, Mission and Core Values

Vision: Prosperous and resilient communities with sustainable livelihood systems in ASALs

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

Values:

1. Inclusivity
2. Equity and equality
3. Innovativeness and creativity
4. Integrity

Strategic Focus Areas/Key Results Areas KRAs)

The following are the three Strategic Focus Areas of SDDA during the 2018-2022 strategic period;

1. Policy coordination

The State Department will co-ordinate and formulate policies, programs and projects for the development of ASALs. This will be done by overseeing planning and development programmes and projects for ASALs; coordination of research for sustainable resource management and development of requisite policies and legal frameworks for development of ASALs

2. Resilience building

Social development indicators in ASALs are low in comparison with the rest of the country due to various factors. ASALs communities therefore have characteristically low capacity to withstand social, economic and environmental socks arising from droughts, conflicts and climate change. It is therefore the strategic focus of SDDA to develop such programmes that will fill the social, economic and environmental gaps aimed at increasing the

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ability of the ASALs communities to withstand such shocks. These programmes include strengthening the Ending Drought Emergencies interventions at national and County level; strengthen investment that support communities to respond to slow onset and predictable hazards; and, facilitating private investment in the ASALs.

3. Social and cultural integration

Social and cultural integration programmes will focus on promoting affirmative action-based programmes for the ASAL communities in education, training, health, employment, gender and social inclusion. Additionally, a framework for management and resolution of cultural conflicts; social integration; and cross-border initiatives will be developed.

4. Governance

To enhance the ability of the state department to take up its leadership role for coordinating players in the ASALs development agenda, measures will be put to strengthen accountability and leadership systems, promote national values, enhance staff competency and develop risk management frameworks, among others

Strategic Objectives

1. To coordinate formulation and implementation of policies and strategies for development of ASALs
2. To enhance resilience in ASALs through economic and social development interventions
3. To facilitate social and cultural integration of communities in ASALs and cross border areas
4. To strengthen institutional leadership of the state department for ASALs

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Key Result Areas (KRAs), Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
KRA1: Policy Coordination	**SO1:** To coordinate formulation and implementation of policies and strategies for the development of ASALs	• Facilitate and promote policy and legal dialogue • Coordinate stakeholders in planning and development of ASALs • Promote private Sector Investment in ASALs • Develop a knowledge management system for ASALs
KRA 2: Resilience Building	**SO2:** To build resilience through economic and social intervention programmes	• Support implementation of EDE MTPIII • Promotion of livestock value chain • Promotion of climate smart agriculture • Promotion of climate-proofed infrastructure • Design and implement programmes for critical issues affecting education and health. • Strengthen coordination for drought emergency response programmes
KRA 3: Social and Cultural Integration	**SO3**: Facilitate socio-cultural integration of communities in ASALs and cross-border areas	• Support Conflict resolution initiatives in hotspots areas • Develop integrated trans-boundary and cross border programmes on Peace. • Facilitate 'Building of bridges' amongst

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		diverse communities for peaceful co-existence
KRA 4: Governance	**SO4:** To strengthen institutional leadership of the state department for ASALs	• Skills and competence development of staff • Filling of staff gaps through recruitment • Improve management systems by developing and monitoring Quality management systems • Resources mobilization for SDDA programmes

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CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

The implementation of this Strategic Plan is dependant of the approaches below;

- **Participatory approaches** will be central to the implementation strategy. These will be applied in different ways, for example through county coordination mechanisms and community-level structures. The State Department will maintain an open-door policy with its partners and stakeholders and use a range of methods to promote their involvement in its work. It will also institute mechanisms to gather feedback from various stakeholders.
- **Performance Management:** Annual targets in Performance contracts of the State Department will be set from the activities outlined in this strategic plan. Further, annual work plans and performance targets drawn from this plan. Progress will be monitored monthly, communicated in quarterly reports, and evaluated in an annual review.
- **Coordination**

  The SDDA will develop a *Coordination Mechanism* for line Ministries, SAGAs, county governments, institutions, development partners and all stakeholders implementing ASAL policy and EDE strategy.

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Table: Implementation Strategy

SO1 TO COORDINATE FORMULATION AND IMPLEMENTION OF POLICIES AND STRATEGIES FOR THE DEVELOPMENT OF ASALS
Strategy: Facilitate and promote policy and legal dialogue and coordinate stakeholders in planning and development of ASALs
1. 'The SDDA will be the primary source of knowledge and expertise on ASAL development in government and will use this knowledge to support decision-making by the senior management of relevant ministries. It will also facilitate high-level knowledge exchange and policy dialogue through the I-G Forum and I-G committees in charge of ASAL development.'
2. The SDDA will ensure policy coherence across government and provide knowledge brokerage about the ASALs region and its peculiar features in order to influence investments, service delivery and budget allocation (e.g. develop alternative approaches to service delivery, governance and public administration in Northern Kenya and pastoral areas)
3. The SDDA shall review and support the policy agenda[2] for ASAL developed by PPG for period 2018-2022
4. The State Department will review the ASALs policy No. 8 of 2012 to assess the degree of implementation and decide if some of the transformation structures not established yet should be revived, such as the ASAL Transformation secretariat and the Northern Kenya Investment Fund
Strategy: Promote private sector investment in ASALs
1. SDDA will liaise with the private sector (e.g. KPSA) to engage in policy dialogue aimed to promote PPP investments in wealth and job creation in ASALs
2. The State Department shall establish a PPP Unit within the Policy Department to: ✓ Provide information on potential investment opportunities in ASALs; ✓ Carry out specialist studies/ feasibility studies of potential investments; ✓ Formulate policy and legislations that contribute to create an enabling business environment; ✓ Provide legal & administrative support; ✓
3. The Department of Policy will contact financial institutions active in ASALs, to promote access to credit by pastoralists and other groups living in remote areas. Based on new Act 2017 on mobile assets[3], financial institutions can now provide access to loans for herders who agree to use their livestock as collateral, provided animals are tagged and traceability ensured.

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

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

Strategy: Develop a knowledge management system for ASALs
1. The Department of Policy will coordinate research on topics relevant to the development of ASALs to generate evidence for policy formulation and investments in ASALs
2. Monitoring & Evaluation of EDE-MPTIII shall provide evidence for lesson learning and sharing
SO2: TO BUILD RESILIENCE THROUGH ECONOMIC AND SOCIAL INTERVENTION PROGRAMMES
Strategy: Support the implementation of EDE MTPIII
1. The State Department for ASAL will primarily facilitate and coordinate the implementation of innovative and strategic development initiatives targeting the **ASALs** region, and will promote the formulation of appropriate policy and legal frameworks to ensure the sustainability of infrastructure and services
2. The State Department will prioritize geographical areas where there are gaps in service delivery
3. The EDE-MTP III will be a key reference for the economic and social component. In this regard, the department shall: ✓ Undertake advocacy and fund raising to finance some of the most relevant investments in the plans; ✓ Support and co-fund some of the strategic projects and in particular the flagship projects; ✓ Map and monitor the implementation of the most significant investments; ✓ Promote policy and legal framework that enhance the performance and sustainability of investments
Strategy: Promotion of climate-proofed infrastructure
4. Promote PPPs in infrastructure development and support some strategic initiatives. Some examples of possible projects are shown below: ✓ Establish an inventory of top priority infrastructure targeting underserved areas through affirmative actions ✓ Support construction of strategic dams in arid counties ✓ Mapping of groundwater potential ✓ Test adoption of filtration technologies to reduce water salinity ✓ Support water supply and wash programme in public schools and health facilities located in marginalized areas ✓ Promote adoption of irrigation technologies that minimize use of water, and review regulations on water abstraction for irrigation ✓ Promote construction of feeder roads to enhance access to markets and public services ✓ Promote use of renewable energy like solar and wind powers
Strategy: Promotion of livestock value chain
1. One of the functions under the economic and social component is related to the promotion of livestock value chain, with strong emphasis on livestock marketing and value addition.
2. Facilitate establishment of a Livestock Marketing Board

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3. The component will include support to strategic initiatives in the livestock value chain. The Department of Resilience and Livelihood Diversification will coordinate with existing initiatives promoting livestock value chain to contribute to the enhancement of the sector.

Example of activities:

- ✓ Support livestock marketing and value addition
- ✓ Support strategic livestock marketing infrastructure
- ✓ Support construction of export slaughterhouses
- ✓ Contribute to development of disease control strategies and contingency plans`
- ✓ Promote rangeland rehabilitation and fodder production
- ✓ Promote establishment of strategic fodder reserves
- ✓ Promote fish farming and value addition

Strategy: Promotion of climate smart agriculture

4. In crop production, activities in the strategic plan focus on the promotion of climate smart agriculture practices. Some examples include:
   - ✓ Support adoption of drought tolerant crops
   - ✓ Promote value addition to improve the profitability of drought tolerant crops
   - ✓ Support innovative approaches in extension service
   - ✓ Promote crop micro-insurance to reduce risks related to climate change

Strategy: Design and implement programmes for critical issues affecting education and health

1. The Department will coordinate and support the National Council on Nomadic Education (NACONEK) and the Northern Kenya Education Trust (NOKET)
2. The Strategic Plans will support the formulation of regulations and incentive to enhance retention of staff in remote areas
3. Example of relevant activities in education and health:

- ✓ Support NACONEK and NOKET activities
- ✓ Support construction and equipping of low cost boarding schools
- ✓ Promote affirmative actions to enhance retention of staff in hardship areas
- ✓ Provide Conditional cash transfer to enhance enrolment and retention of children in schools
- ✓ Provide food for fees during drought
- ✓ Support school feeding programme
- ✓ Support mobile school programme
- ✓ Support Community Based Health Strategies

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

1. The State Department will play an important coordination role during drought events by facilitating functional linkages between county and national governments
2. The Department will promote mainstreaming of DRM, CCA and SP in planning and budgeting allocation

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3. The SDDA will oversee the operation of the National Drought Emergency Fund to ensure funding from GOK and donors
4. Promote establishment of floods management systems in affected ASALs counties.
SO3 FACILITATE SOCIO-CULTURAL INTEGRATION OF COMMUNITIES IN ASALS AND CROSS-BORDER AREAS
Strategy: Support peace building initiatives in conflict prone areas
1. Support national and county governments to establish and implement policies, mechanisms and frameworks that reinforce cohesion, reconciliation and security and ensure effective response to conflict
2. Coordinate and fundraise for peace building initiatives in Conflict prone areas and transboundary areas. Some examples of possible activities are highlighted below: ✓ Support Business start-up funds for youth at risk of radicalization ✓ Support Peace-dividend projects ✓ Support county peace forums and cross-border peace & security committee in frontier counties ✓ Promote inter-communal peace agreements ✓ Awareness raising forums ✓ Support community policing programmes ✓ Support Alternative Dispute Resolutions mechanisms
Strategy: Promote peaceful coexistence amongst communities.
1. Address causes of resource based conflicts –(such as Water, pasture ,land)
2. Put in place measures to build the capacity for traditional decision-making systems in the ASALs, and take into consideration the involvement of youth, women and other vulnerable persons.
Strategy: Promotion of Cross-Border Peace Initiatives
Kenya- Ethiopia Kenya-Uganda Kenya-Tanzania Kenya- Somalia Kenya-South Sudan
SO4: TO STRENGTHEN INSTITUTIONAL LEADERSHIP OF SDDA
Strategies: **1.**Skills and competence development of staff **2**.Filling of staff gaps through recruitment **3**.Improve management systems by developing and monitoring Quality management systems **4**. Resources mobilization for SDDA programmes
Example of activities under institutional leadership are: ✓ Form and support activities of relevant governance committees; ✓ Skills and competence development of staff ✓ Filling of staff gaps through recruitment

- ✓ Develop risk management framework;
- ✓ ISO certification;
- ✓ Carry out customer satisfaction and work environment surveys;
- ✓ Develop ICT tools for accountability and audit functions; and
- ✓ Promote national values and leadership capacity development.
- ✓ Provide information and link to financial instruments for investments in ASAL

Structure of the State Department for ASALs

The State Department will be organized into Administration and Support Services department and technical departments, as shown in the organogram below:

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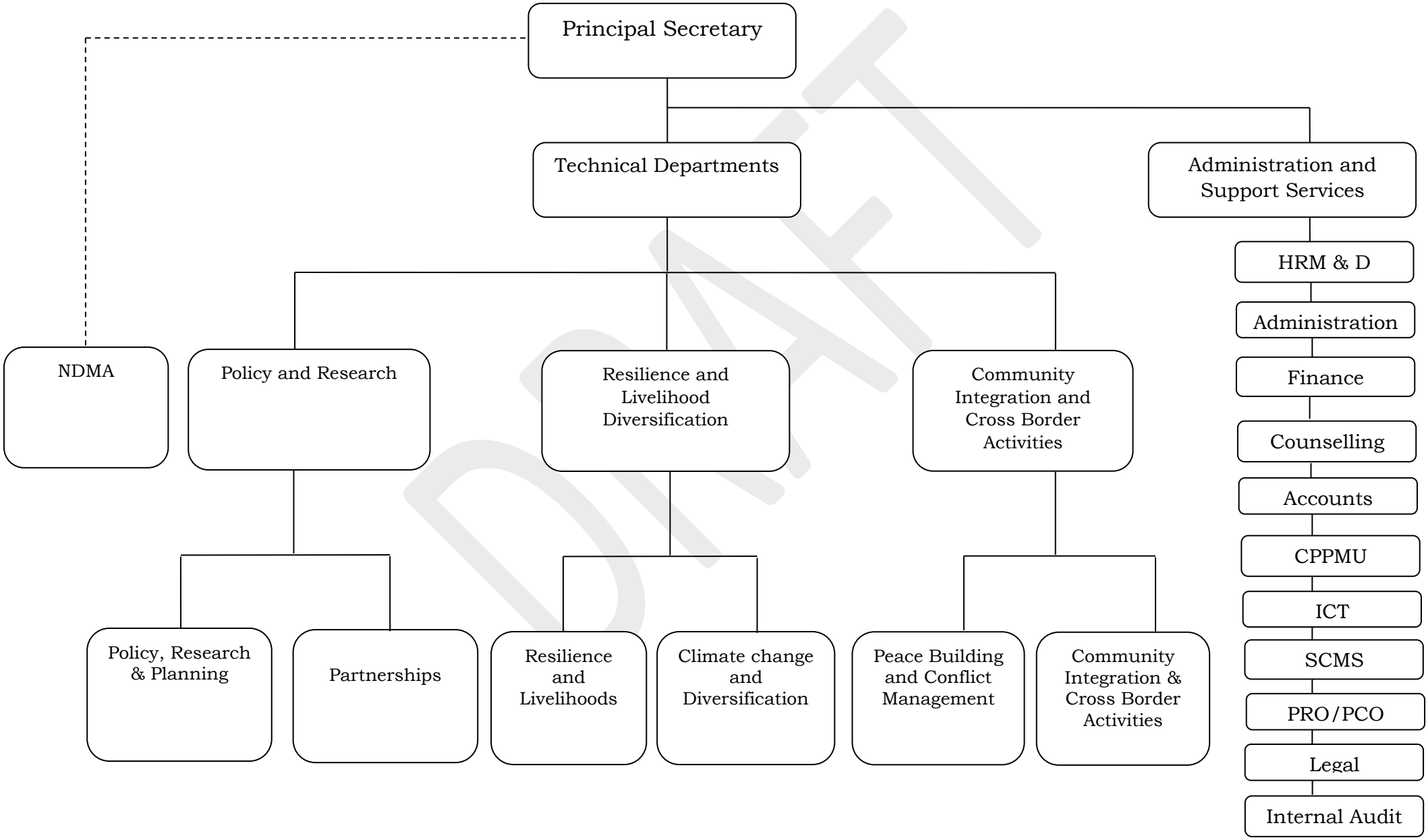
Organization Structure: Organogram



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Staff Establishment

The State Department's major strength is in its staff establishment and capacity. A major strategic focus of this plan is to build staff capacity and provide the environment necessary for their productive service delivery.
The State Department has a staff size of **111** in-posts against proposed establishment of **249** an indication that it relies only on a 59% of its human resource capacity requirement. There are thus **138** vacancies spread across all cadres.
Current levels of staffing are captured below provides a summary of the State Department's establishment. The analysis shows clearly that there is need for the State Department to have adequate staff to enable it carry out its mandate and functions. Further, the State Department will build capacity of its staff to improve efficiency.

DEPARTMENT	**PROPOSED**	**IN-POST**	**VARIANCE**
Office of the Principal secretary	7	5	-2
Directorate of ASALs	131	11	-120
Administration	27	22	-5
Finance	10	11	+1
Accounts	19	17	-2
HRM	21	18	-3
Supply Chain Management	12	10	-2
ICT Department	10	7	-3
CCPMU	5	6	+1
Public Relations	3	1	-2
Legal	1	1	0
Internal audit	3	2	-1
Total	**249**	**111**	**-138**

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Human Resource Development Strategies

Human resources development strategies will include;

- Human Resource Planning
- Recruitments, selections and appointments
- Promotions
- Training and Development:
  - Institutional skills gap- determining skills gap for the State Department
  - Training Needs Assessment- determining skills gap for employees
  - Training Projections/Plans
  - Prioritizing training with available budget
  - Implementing training programmes through individual and group trainings
  - Evaluating Training programmes undertaken

Risk Analysis and Mitigation Measures

The following represent some of the risks identified which will form the basis for in depth risk assessment and analysis to guide in the development of risk management strategy to support the implementation of this strategic plan.

Major Risk Category	**Sub-Categories**	**Risk Treatment**
Governance: Legislations, policies, procedures and authorities in which the key directions and decisions of the organization are overseen	**Organizational**	
	Fraud risk; arising from a compromise of moral or otherwise professional code of ethics, conduct, policy, or a failure in the preventive controls, detective controls, or both, that monitor the authority of senior managers, employees and social structures.	
Strategic Risks: These are the risks associated with the state department and	**Funding** – risks relating to financing of the programmes	
	Relationship and Partnerships – risks relating to program partners and managing the partnership relationship.	

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Major Risk Category	Sub-Categories	Risk Treatment
implementing Agencies' ability to formulate and/or execute a successful strategy.	**Monitoring & Evaluation** – risk relating to the effectiveness of the periodic assessment of the programme activities and their impact.	1. Acceptance[4] 2. Avoidance[5] 3. Share/Transfer[6] 4. Reduction/Mitigation[7]
	Compliance - Risks that relate to relevant legal frameworks, programme operation manuals, policies, regulations and partner agreements.	
	Political risk; relates to political goodwill, national stability and how it affects the programme operations and sustainability.	
Financial Management: These are risks which relate to management of programme funds	**Budget risks**; relates to planning, allocation and timely access to resources.	
	Expenditure risks; this relates to disbursement and utilization of funds for program activities.	
	Accounting risks; relates to the process of summarizing, analysing and managing of accounting records.	
	Reporting risks; which relate to preparation and submission of financial statement to key stakeholders within agreed timelines.	
Operational: are related to management of the programme	**Process risks**; are inherent in program processes which include targeting and enrolment of programme beneficiaries, payment, change management, exit, and graduation.	
	Human resource risks; arising from recruitment, appointment, deployment, reward, sanction and retention of	

[4]No action is taken relative to a particular risk; loss is accepted when/if it occurs.

[5]Certain program activities may have too much associated risk and as such a decision is taken not to enter into or continue with the activities.

[6]Risk impact is reduced by transferring or otherwise sharing a portion of the risk with an external enterprise or another internal entity.

[7]Actions are taken to reduce the likelihood and/or impact of the risk in case it materializes

Major Risk Category	Sub-Categories	Risk Treatment
	adequate and qualified human resources. Human resource risk may also arise from nature of communication with employees	
	Technology risk; relates to information technology infrastructure that effectively supports the current and future information requirements of the program in an integrated, efficient, cost-effective and well-controlled manner.	
	Environmental risk; relate to natural and/or manmade occurrences that may potentially impact on the effectiveness of programme operations**.**	

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CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

Overview

In this Plan, Monitoring and Evaluation will provide timely, substantive and analytical information for the State Department to assess progress on implementation of its policies, evaluate achievements, and facilitate learning. This will result in resource use efficiency, effectiveness, accountability and improved service delivery. It will also provide the necessary feedback on the status of implementation to enable policy makers to make informed decisions based on evidence from M&E.

Monitoring and Evaluation Responsibilities

Each department will conduct basic programme input and output analysis including basic evaluations which will entail assessing implementation, quality achieved, basic operations research, case studies and cost analysis. Monitoring and evaluation of outcomes will be particularly important in enabling the Department to determine whether additional time for implementation will be required and whether additional financial and human resources will be necessary. The M&E functions of the State Department will be coordinated by the head of Central Planning and Monitoring Unit.

Monitoring and Evaluation Framework

The State Department's M&E will be based on the framework which has various components, namely: Strategic objectives, outcome indicators and targets. Tracking of the Plan will be done at all levels of the State Department and its outputs will form part of the Department's quarterly and annual performance reports.

Outcome Indicators

There are three types of outcome indicators that will be tracked in this Plan: output, output indicators and units of measure. The outcome indicators will be measured at the State Department and Ministry levels.

Data Collection, Maintenance and Management

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

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

Reporting

Each department and programme is expected to generate reports on monthly, quarterly, semi-annual and annual basis. The reports will then be forwarded to the Central Planning Unit for consolidation. The State Department will also be producing quarterly and annual reports in line with the performance contracting guidelines. Additionally, the M&E reports will be used by the State Department leadership for decision making, management and planning.

Evaluation

Evaluation will be done to analyse the long-term effects of trends in specific programmes. There are two major evaluation activities that will be undertaken during the implementation of the Plan:

a) **End term Evaluation:** At the end of the Plan period, the ministry will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the Plan.
b) **An *ad hoc* evaluation:** In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad hoc evaluation will be conducted to inform decision-making and implementation.

Evaluation will be done through formal surveys, use of data in the surveillance systems and repeated assessment. This will be initiated by the respective departments and programmes and coordinated by the Central Planning unit.

Financing of M&E

The monitoring and evaluation activities will be financed through budgeted provisions of the State Department and the various budgeted activities undertaken by the departments, units and programmes.

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ANNEX I: Implementation Matrix

Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
KEY RESULT AREA 1: Policy coordination															
STRATEGIC OBJECTIVES: To coordinate formulation and implementation of policies and programmes for ASALs															
Facilitate and promote policy and legal dialogue	Policy and regulatory frameworks in place	ASAL policy reviewed	ASAL policy reviewed and adopted	1		1									Dept. of Policy, Research and Coordination & Administrarion
		ASAL Policies disseminated	No. of dissemination forums	20	4	4	4	4	4						
		PPG policy agenda for ASAL mainstreamed in SDDA's plans and programmes	No of resolutions supported	9		3	2	2	2						
		Private sector involvement in policy dialogue	Policy and legal framework for promotion of PPP	1		1									
		Operational PPP unit	PPP Unit established and operational	1		1									
		Access to credit promoted for pastoralists and other groups	Pilot projects	2		1	1								

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		living in ASALs.													
		Regulations and incentives to enhance retention of civil servants in arid areas in place	Regulations developed and adopted	1			1								
		Research on topical issues relevant to the development of ASALs coordinated	Number of research studies finalised	3		1	1	1							
		Linkages established with research institutions on ASALs development	No MOUs signed	2		1	1								
		Monitoring of EDE-MPTIII carried out	No of monitoring missions carried out	45	5	10	10	10	10						
KEY RESULT AREA 2: Resilience building															
SO2: To build resilience through economic and social intervention programmes															
Facilitate and coordinate the implementation of innovative and	Improved socioeconomic and resilience indicators	Advocacy and fund raising undertaken to finance some of the most strategic investments in the EDE-MTPIII	No of strategic projects in EDE-MTP III implemented	4		1	1	1	1						Dept. of Resilience and Livelihood Diversification

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
strategic development initiatives		An inventory of top priority infrastructure targeting underserved areas established	Database developed and populated			1									
		ASALs water resource potential mapped	Map produced and stored in ASAL MIS	1			1								
		Water supply and WASH programmes implemented in public schools and health facilities located in targeted ASAL areas	No of schools and public facilities supported with water supply and WASH	200	50	50	50	50							
		Irrigation technologies that optimise efficient use of water promoted	No of irrigation schemes provided with efficient water use technologies	5		1	2	1	1						
		Use of renewable energy (solar and wind) Promoted in ASALs	No projects promoting renewable energy	20		5	5	5	5						

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Strategic feed reserves established	No. of reserves established	5		2		3							
		Livestock breeding improved in collaboration with relevant institutions	No. collaboration implemented	3		1	1	1							
		Fish farming and value addition promoted	No. of projects	2		1		1							
		Adoption of drought tolerant crops and value addition of farm produce promoted	No. of projects	3		1	1	1							
		Innovative approaches in agriculture extension service supported (application of successful models)	No. pilots implemented	1				1							
		Crop micro-insurance promoted	No Pilot schemes	2				1	1						
		National Council on Nomadic Education (NACONEK) and	NAKONEK and NOKET operational	1		1									

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		the Northern Kenya Education Trust (NOKET) coordinated and supported													
		Low cost boarding schools in pastoral areas constructed, equipped and supported	No of schools with boarding facilities												
		Health camps established in ASALs	Health camps established												
		Collaborative intervention programmes for mental health established in ASALs	No of mental health programmes												
		Mainstreaming of DRR, CCA and Social Protection in planning and budgeting allocation promoted	Sensitisation events organised	4		1	1	1	1						
KEY RESULT AREA 3: Social and Cultural Integration															
STRATEGIC OBJECTIVES 3: To facilitate social and cultural integration of communities in ASALs and cross-border areas															
Support peace	Enhanced security in	Potential conflict areas identified	Database developed	1		1									Administration

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
building initiatives in hotspots and trans-boundary areas.	ASALs	and mapped	and populated												& Dept. of Community Integration and Cross Border Activities
		Implementation of peace-dividend projects supported	No of projects implemented	4		1	1	1	1						
		County peace forums supported	No of forums held	16	0	4	4	4	4	0	20	20	20	20	
		Cross-border peace & security programmes initiated	No of MOUs signed No of frameworks developed								20				
		Inter-communal peace agreements promoted	No agreements enforced	4	0	1	1	1	1	0	2	2	2	2	
		Community policing programmes supported	No of programmes implemented	3		1	1	1		0	5	5	5	5	
STRATEGIC OBJECTICE 4: Strengthen Institutional leadership and integrity															
Strengthen accountability and leadership capacity	Improved governance	Governance committees established and supported	Sensitization meetings, workshops and audits carried out	15	3	3	3	3	3	3	3	3	3	3	Administration Department
		Risk management frameworks	Risk management	1	1						6	6			

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Strategy	Expected Outcome	Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		developed	frameworks developed												
		Monitoring and Evaluation of Projects and programmes undertaken	Monitoring and evaluation reports	20	4	4	4	4	4	20	20	20	20	20	
		ISO certification	ISO certification frameworks developed	1		1				1.5	3	4			
		Customer satisfaction surveys	Customer satisfaction surveys conducted	5	1	1	1	1	1	2	2	2	2	2	
		Work environment surveys	Work environment surveys conducted	**5**	1	1	1	1	1	2	2	2	2	2	
		Tools developed for accountability and audit functions	ICT tools for accountability and audit functions developed	4		1	1	1	1		18	18	18	18	
		National values and leadership capacity development promoted	No workshops held	5	1	1	1	1	1	3	3	3	3	3	
		Annual budgets prepared and implemented	No of budget reports	20	4	4	4	4	4	3	3	3	3	3	

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ANNEX II: Monitoring, Evaluation and Reporting Framework

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

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Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
		promotion of PPP									
	Operational PPP unit	PPP Unit established and operational	1		1						
	Access to credit promoted for pastoralists and other groups living in ASALs.	Pilot projects	2		1	1					
	Regulations and incentives to enhance retention of civil servants in arid areas in place	Regulations developed and adopted	1			1					
	Research on topical issues relevant to the development of ASALs coordinated	Number of research studies finalised	3		1	1	1				
	Linkages established with research institutions on ASALs development	No MOUs signed	2		1	1					
	Monitoring of EDE-MPTIII carried out	No of monitoring missions carried out	45	5	10	10	10	10			
KEY RESULT AREA 2: RESILIENCE BUILDING											

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

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Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
		water use technologies									
	Use of renewable energy (solar and wind) Promoted in ASALs	No projects promoting renewable energy	20		5	5	5	5			
	Strategic feed reserves established	No. of reserves established	5		2		3				
	Livestock breeding improved in collaboration with relevant institutions	No. collaboration implemented	3		1	1	1				
	Fish farming and value addition promoted	No. of projects	2		1		1				
	Adoption of drought tolerant crops and value addition of farm produce promoted	No. of projects	3		1	1	1				
	Innovative approaches in agriculture extension service supported (application of successful	No. pilots implemented	1				1				

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Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
	models)										
	Crop micro-insurance promoted	No Pilot schemes	2				1	1			
	National Council on Nomadic Education (NACONEK) and the Northern Kenya Education Trust (NOKET) coordinated and supported	NAKONEK and NOKET operational	1		1						
	Low cost boarding schools in pastoral areas constructed, equipped and supported	No of schools with boarding facilities	???								
	Health camps established in ASALs	Health camps established	???								
	Collaborative intervention programmes for mental health established in ASALs	No of mental health programmes	???								

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

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Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
		ed									
SO 4: To strengthen Institutional leadership and integrity	Governance committees established and supported	Sensitization meetings, workshops and audits carried out	15	3	3	3	3	3			
	Risk management frameworks developed	Risk management frameworks developed	1	1							
	Monitoring and Evaluation of Projects and programmes undertaken	Monitoring and evaluation reports	20	4	4	4	4	4			
	ISO certification	ISO certification frameworks developed	1		1						
	Customer satisfaction surveys	Customer satisfaction surveys conducted	5	1	1	1	1	1			
	Work environment surveys	Work environment surveys conducted	5	1	1	1	1	1			
	Tools developed for accountability and audit functions	ICT tools for accountability and audit functions developed	4		1	1	1	1			

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Strategic Objective	Expected Output	Output Indicators	Target for 5 years	Annual Targets					Achievement	Variance	Comments
				2018/19	2019/20	2020/21	2021/22	2022/23			
	National values and leadership capacity development promoted	No workshops held	5	1	1	1	1	1			
	Annual budgets prepared and implemented	No of budget reports	20	4	4	4	4	4			

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