



**NATIONAL DROUGHT
MANAGEMENT AUTHORITY**

STRATEGIC PLAN

2018-2022

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ABBREVIATIONS AND ACRONYMS

ADA	Adaptation Consortium
ALRMP	Arid Lands Resource Management Project
ASALs	Arid and Semi-Arid Lands
ASF	ASAL Stakeholders Forum
AU	African Union
CAP	Community Action Plan
CCA	Climate Change Adaptation
CDC	County Drought Coordinator
CEO	Chief Executive Officer
CIDPs	County Integrated Development Plans
CNA	Capacity Needs Assessment
COP	Conference of the Parties
CPP	Country Programme Paper
CS	Cabinet Secretary
CSG	County Steering Group
CSOs	Civil Society Organizations
DANIDA	Danish International Development Agency
DCF	Drought Contingency Fund
DCF-MIS	Drought Contingency Fund Management Information Systems
DEWS	Drought Early Warning System
DFID	Department for International Development
DIM	Drought Information Manager
DRM	Drought Risk Management
DRR	Drought Risk Reduction
DTS	Director, Technical Services
EAC	East African Community
EDE	Ending Drought Emergencies
ERS	Economic Recovery Strategy for Wealth and Employment Creation
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization of the United Nations
FCDC	Frontier Counties Development Council
GIS	Geographic Information Systems
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GoK	Government of Kenya
HFA	Hyogo Framework for Action
HSNP	Hunger Safety Net Programme
ICPAC	IGAD Climate Prediction and Applications Centre

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ICPALD	IGAD Centre for Pastoral Areas and Livestock Development
ICT	Information and Communications Technology
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
KFSM	Kenya Food Security Meeting
KFSSG	Kenya Food Security Steering Group
LAPSSET	Lamu Port South-Sudan-Ethiopia Transport Corridor
MER	Monitoring, Evaluation and Reporting
MIS	Management Information System
MNKOAL	Ministry of State for Development of Northern Kenya and other Arid Lands
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
NOREB	North Rift Economic Bloc
NSAs	Non-State Actors
PDRA	Participatory Drought Risk Assessment
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PPG	Pastoralists Parliamentary Group
PS	Principal Secretary
REC	Regional Economic Community
SALW	Small Arms and Light Weapons
SDC	Swiss Development Cooperation
SDGs	Sustainable Development Goals
SEKEB	South Eastern Economic Bloc
SOPs	Standard Operating Procedures
SP	Social Protection
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
TWG	Technical Working Group
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development

FOREWORD

It is with great pleasure and pride that the Board presents the second Strategic Plan of the National Drought Management Authority. The Strategic Plan has been developed in conformity with the Guidelines for Preparation of Fourth Generation Strategic Plans issued by the State Department for Planning, and through a participatory process involving the staff of NDMA at national and county levels, other relevant government institutions, major stakeholders and partners. The Strategic Plan development process was guided by the Board of Directors and overseen by a steering group chaired by the Chief Executive Officer. A task force comprising Directors, Managers, Project Coordinators and County Drought Management Coordinators spearheaded the process.

The Task Force held a one-week meeting in February 2018 to review the progress made in the implementation of the first Strategic Plan, draw out critical factors responsible for achievements and challenges, and draw a template and framework for the second Strategic Plan that builds on lessons learnt and aligns the plan with the Drought Risk Management and Ending Drought Emergencies MTP III Sector Plan. In August 2018, the Board reviewed and provided feedback on the draft Strategic Plan at a workshop in Machakos. The revised draft was shared widely with stakeholders and was further subjected to review at a national stakeholders' workshop held in Nairobi in September 2018. The feedback from stakeholders has been integrated into this final document. The Board deeply appreciates the support demonstrated by stakeholders in their review and comments that have helped shape this Strategic Plan, and looks forward to continued collaboration and partnership in its implementation.

The Strategic Plan articulates the Authority's vision, mission, values and objectives and the strategies it will use to achieve them. It is informed by a comprehensive analysis of the policy, legal and institutional framework at the national, regional and global levels which have a bearing on the operations of the Authority. It also takes cognizance of the national development agenda as set out in Kenya Vision 2030 MTP III and the Big Four Agenda. At the regional and international levels, it takes cognizance of Agenda 2063, the Sustainable Development Goals, the Sendai Framework and the Paris Agreement on Climate Change.

The NDMA is well positioned to consolidate its position as the lead institution for coordination of drought risk management and makes a significant contribution to both the coordination and implementation of adaptation measures in Kenya, thanks to its long experience and positive relations with other government departments, agencies, development partners and other stakeholders. It shall seek over this planning period to streamline and strengthen its relations with County Governments and their devolved structures in order to mainstream drought risk management and climate change adaptation in county development plans and strategies.

I congratulate the staff on the launch of the second Strategic Plan and assure them of the Board's continued support to ensure that it is implemented with diligence. We shall work with the staff, partners and stakeholders to mobilize the resources needed to implement the plan and will closely monitor its implementation.



Raphael Nzomo, MBS
Chairman — Board of Directors

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PREFACE

This is the second Strategic Plan of the National Drought Management Authority. It comes into operation at a critical moment in the history and work of the Authority. Within the period of its implementation, the NDMA shall celebrate its 10th anniversary in 2021. The end of the Strategic Plan in 2022 coincides with the projected end of drought emergencies in Kenya under the Ending Drought Emergencies framework. These two events signify the coming of age of the NDMA as the lead institution for drought risk management and climate change adaptation.

It is my singular pleasure to have been part of the wonderful team that has brought the NDMA to where it stands today. I am equally delighted to have worked with the team to produce this Strategic Plan for 2018-2022. It spells out the how the NDMA intends to consolidate the achievements it registered under the first Strategic Plan and position itself strategically as it approaches the second decade of its existence.

The plan has been developed through an intensive participatory process that involved stakeholders at both national and county levels. Under the guidance and leadership of the Board of the Authority, the relevant staff of the Authority at both headquarters and county levels were actively involved at all stages of the strategic plan development process. A draft of the Strategic Plan was shared with stakeholders and partners directly and at a national workshop, and useful feedback received and taken into account in finalizing the plan.

I would like to thank our parent Ministry for providing the policy direction on which this plan is founded. Special thanks are due to the Board of the Authority for providing strategic direction to the staff, and to the Directors and Managers of the NDMA for their commitment and dedication in developing the Strategic Plan. I appreciate the support that we continue to receive from our partners and stakeholders, including the support that we have received in developing this Strategic Plan. Our sincere appreciation goes to the European Union and USAID/Africa Lead that provided financial and technical support towards the development of this plan.

On behalf of the staff of the NDMA, I restate our commitment to implement the Strategic Plan in pursuit of the mandate of the Authority to ensure the effective coordination and implementation of drought risk management and climate change adaptation initiatives with the support and participation of all stakeholders at national and county levels.



James Oduor

Chief Executive Officer

EXECUTIVE SUMMARY

Introduction

This is the second Strategic Plan of the National Drought Management Authority (NDMA), to be implemented during the period 2018 to 2022. The plan builds on the experience of the first Strategic Plan, and takes into account recent developments that have a bearing on drought risk management and climate change adaptation. It is informed by the priorities of the Government of Kenya and articulates strategies that contribute to the national development agenda, and the achievement of the SDGs and Agenda 2063 of the African Union, among other global and regional commitments.

The plan is divided into five chapters. The first chapter introduces the NDMA, and provides an analysis of Kenya's development challenges and how they impact on drought risk management and climate change adaptation. Chapter 2 presents the situational analysis of the NDMA, a review of its first Strategic Plan, emerging priorities, and SWOT and PESTEL analyses. Chapter 3 presents the strategic model, chapter 4 presents the implementation and coordination framework, and chapter 5 presents the framework and plan for monitoring, evaluation, and reporting. There are four annexes, presenting respectively the EDE Framework, the results matrix, the implementation matrix and the organizational structure of the NDMA.

Situational Analysis

During this planning period, the NDMA shall seek to: customize and improve the drought early warning system; improve the dissemination of drought early warning and climate-related information; and strengthen the understanding and relationship between drought early warning bulletins and drought Contingency Plans among stakeholders. It shall develop a manual for drought early warning; establish trigger levels for cash transfers in semi-arid and other counties where cash transfers are established; upscale drought risk financing and insurance to other counties; and develop guidelines for the operationalization of the NDEF.

As a coordination framework, the NDMA is actively engaged with major DRM and CCA forums at the national and county levels, chairing some and providing secretariat services for others. It will liaise with the national and county governments to improve information flow and follow up action in these frameworks. Internally, it shall capitalize on its strong leadership, governance and accountability frameworks, while undertaking periodic reviews to update them in accordance with changing circumstances and good practice.

The NDMA has established long-term relationships with development partners, and has in place systems and structures for accountability and service delivery. It has qualified and competent staff for monitoring, evaluation and reporting. It shall, during this Strategic Plan period, strengthen its M&E through automation, establishment of a central repository, and installation of intranet at headquarters and in the counties.

The Authority shall take advantage of emerging opportunities created by ongoing governance reforms in Kenya. These include the introduction of devolution and establishment of county governments and the State Department of ASALs. It shall build on the strong indigenous social values, institutions and systems for DRM that exist in the ASALs for effective management of drought risk; and harness technology and innovation to develop cost-effective approaches to early warning, preparedness and response. Enactment of the NDMA Act 2016 and adoption of NDEF Regulations have strengthened the institutional and funding framework for DRM, while partnerships with donors and regional and international linkages provide opportunities for mobi-

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lization of financial and technical resources to support the work of the Authority.

Threats that the NDMA has to look out for include fast-changing political dynamics and imperatives that have the potential to undermine governance reforms. In the ASALs, low levels of literacy, limited infrastructure, prevalence of resource-based conflicts, and occurrence of more frequent and severe droughts constitute major threats to the success of the work of the NDMA. Moreover, the Authority has to contend with high public expectations, competition for resources from other implementing agencies, shifting government and donor priorities, and competing interests among partner institutions. Other threats include terrorism and radicalization; cross-boundary and cross-border conflicts; and competition for resources between countries in the region.

The Strategic Model

The vision, mission and core values of the NDMA remain the same, but a number of changes have been made to the strategic objectives as a result of experiences and lessons from the implementation of the first Strategic Plan. The changes are also meant to accommodate changing circumstances and capitalize on the gains made in the past five years.

The goal of this Strategic Plan is enhanced drought resilience and climate change adaptation. To realize this goal, the Strategic Plan shall pursue the following seven strategic objectives:

1. To strengthen institutional and community resilience to drought risk and climate change;
2. To provide drought and climate information to facilitate concerted actions by relevant stakeholders;
3. To protect livelihoods of vulnerable households and community systems to cope and recover from drought shocks;
4. To ensure coordinated action on drought risk management by government and other stakeholders;
5. To enhance resource mobilization and partnerships for drought risk management and climate change adaptation at county, national, regional and global levels;
6. To strengthen planning, performance management and knowledge management (for DRM and CCA); and
7. To strengthen NDMA institutional capacity to provide leadership in drought risk management at national and county levels.

Each of these strategic objectives aims to contribute to achievement of specific planned outcomes. Achievement of the strategic objectives shall be pursued through specific strategies spelt out in the Plan. A detailed Results Matrix is provided in Annex 2.

The Implementation and Coordination Framework

The implementation and coordination framework seeks to ensure successful implementation of the Strategic Plan through efficient and effective deployment of appropriate staff, performance management, strategic partnerships and the identification and mitigation of risks. The NDMA shall emphasize effective knowledge management, monitoring, evaluation and learning in the implementation of this Strategic Plan.

The NDMA shall review its organizational structure to ensure that the full complement of staffing

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required for its effective operations is in place, and that it has a presence in strategic locations to ensure that it is able to provide its services throughout the country. Ultimately, the NDMA hopes to establish an effective presence all over the country in order to be able to facilitate effective response to drought wherever it may occur.

The overall budget for implementation of this Strategic Plan over the five-year period is Kshs. 41.38 billion, translating into an average annual outlay of Kshs. 8 billion. To generate these substantial financial resources, the NDMA intends to focus on resource mobilization and management within the framework of the strategic objective on institutional capacity development. Although the creation of the NDEF guarantees funding for operationalization of drought contingency plans, and the NDMA expects to receive Kshs. 4.5 billion annually from the National Treasury, it will still need to raise substantial funds through its partners. It will also look to county governments as sources of funding for county-level activities, and will build strong partnerships with them for this purpose. The budget shall be reviewed through the annual budgeting cycle, and appropriate adjustments made where necessary.

The Board of the NDMA holds ultimate responsibility for implementation of this Strategic Plan, and shall play its leadership role in monitoring the Secretariat as it implements the activities outlined in the plan. The CEO shall report on a regular basis to the Board on activities undertaken and ensure that feedback from the Board is acted upon. The Implementation Matrix presented in Annex 3 will form the basis for monitoring implementation of the plan.

Monitoring, Evaluation and Reporting

The Directorate of Planning, Monitoring and Evaluation will coordinate and monitor implementation of the work plans for the Strategic Plan, to ensure that progress reports are presented at monthly management meetings and necessary action is taken to address any challenges. Appropriate mitigation measures shall be taken to manage or mitigate risks that may undermine the successful implementation of the plan.

The Authority will develop an M&E framework that draws on the verifiable performance indicators in the implementation matrix as well as the work plans. A committee comprising senior officers from the relevant directorates/sections and chaired by the CEO will be set up to provide leadership for M&E. Progress reports, review meetings, and reports from special committees will be used for ongoing M&E, and surveys will be conducted to determine the outcome and impact of programmes and projects. Mid-term and end-term reviews of the Plan shall be conducted to determine the extent of achievement of the stated objectives and targets.

CHAPTER 1: INTRODUCTION

This is the second Strategic Plan of the National Drought Management Authority (NDMA). It shall be implemented during the period 2018 to 2022. The Plan builds on the experience of the first Strategic Plan (2013-2017), which was implemented up to the end of June 2018. It takes into account developments at national, regional and global levels over the past five years that have a bearing on drought risk management (DRM) and climate change adaptation (CCA), is informed by the priorities of the Government of Kenya (GoK) for DRM and CCA, and aligned to the Third Medium Term Plan (MTP III) for Vision 2030 and the Ending Drought Emergencies (EDE) Strategy, Zero Hunger Strategic Review, and the Government's Big 4 Agenda, especially on food security. The end of this Strategic Plan is expected to also mark the achievement of the goal of ending drought emergencies in Kenya.

Through the strategies and activities articulated in this Strategic Plan, the NDMA shall contribute to the national development agenda, and the achievement of the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063, among other global and regional commitments.

1.1 NDMA Background and Mandate

The NDMA was first established as a state corporation through a statutory order issued under the State Corporations Act¹ on 24th November 2011, and published as Legal Notice No. 171 of the same date². The Authority would be the successor to the Drought Management Directorate that had been established under the Arid Lands Resource Management Project (ALRMP). The establishment of the Authority was informed by the fact that despite the ALRMP making good efforts on drought management, drought response still tended to take a crisis management approach, with more emphasis on short-term relief interventions rather than long-term strategies for sustainable development.

The National Drought Management Authority (NDMA) was therefore established to ensure sustainable and high-quality drought management in Kenya. The creation of specialized and permanent institutions, with a legal basis, was to ensure that the drought management system was not affected by ministerial restructuring. It was also to ensure long-term planning and a focus and foundation for solid coordination across Government and with development partners, as well as a level of autonomy that allows it to disburse resources based on clearly benchmarked drought triggers and guidelines.

1.2. Mandate

The Legal Notice No. 171 specified that the mandate of the Authority would be to establish mechanisms to ensure that drought does not become emergency and that the impacts of climate change are sufficiently mitigated³.

The NDMA Act⁴, which came into force on 21st April 2016, establishes the legislative framework for the operations of the Authority and further clarifies its roles and responsibilities. Section 3 thereof specifies the functions of the Authority, positioning it as the lead national institution for drought management, with a wide array of responsibilities for coordination and implementation of drought resilience, preparedness and response initiatives (see Box).

1 Cap 446 of the Laws of Kenya

2 National Drought Management Authority Order

3 Paragraph 5

4 No. 4 of 2016

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Functions of NDMA

The functions of the Authority shall be to –

- (a) exercise overall coordination over all matters relating to drought management including implementation of policies and programmes relating to drought management;
- (b) coordinate drought response initiatives being undertaken by other bodies, institutions and agencies;
- (c) promote the integration of drought response efforts into development policies, plans, programmes and projects in order to ensure the proper management of drought;
- (d) develop, in consultation with stakeholders, an efficient, drought early warning system and operate the system;
- (e) facilitate national and county level drought contingency processes and the preparation of national and county level drought contingency plans;
- (f) establish and review, in consultation with stakeholders and relevant institutions and agencies, drought preparedness strategies;
- (g) identify, design and implement projects and programmes that shall strengthen resilience to drought and climate change;
- (h) publish and disseminate manuals, codes or guidelines relating to drought management and prevention or abatement of the extreme effects of drought on human, plant and animal life;
- (i) conduct research on drought management and generate, consolidate and disseminate drought management information;
- (j) render advice and technical support to persons, bodies or institutions engaged in drought management so as to enable them to carry out their responsibilities effectively;
- (k) coordinate with the national government where a drought situation requires the declaration of a national or international disaster;
- (l) coordinate the design and implementation of the country's regional and international commitments pertaining to drought management;
- (m) prepare and issue an annual report on the state of drought management in Kenya; and
- (n) perform such other functions as are incidental or conducive to the exercise, by the Authority, of any or all of the functions provided for under this Act.

The Strategic Plan is divided into five chapters. This chapter introduces the NDMA, and provides an analysis of Kenya's development challenges from global, regional and national perspectives, and how they impact on DRM and CCA. Chapter 2 presents the situational analysis of the NDMA, including the review of Strategic Plan 2013-2017, emerging priorities, and the SWOT and PESTEL analyses. Chapter 3 presents the strategic model, incorporating the vision, mission, values, and strategic goals and objectives. It articulates the areas of focus for the Authority over the next five years and shows how these are linked to the MTP III and the SDGs. Chapter 4 presents the implementation and coordination framework, and integrates accountability and risk analysis. The final chapter presents the framework and plan for monitoring, evaluation and reporting.

1.3. Kenya's development context, challenges and responses

The overall context for DRM and CCA in Kenya is underpinned by multiple transitions taking place in the country within the spheres of governance, economic development and natural resource management. The transitions arise from the promulgation of the Constitution of Kenya 2010 and introduction of devolved government. They define the political, legal and regulatory, economic, socio-cultural, and technological opportunities and challenges that the NDMA shall face over the period of this Strategic Plan. In addition, the NDMA's operational context is defined by regional and global frameworks and processes on DRM and CCA. A clear understanding of these opportunities and challenges is critical for the design of appropriate strategies for the NDMA to pursue over the next five years.

1.3.1 Political context

The most significant development in the political context that is of direct relevance to the work of the NDMA is the establishment of county governments and structures to support their operations. This development addresses a key challenge that undermined DRM and CCA in the past when governance, decision-making and resource allocation was centralized in Nairobi⁵. Centralization slowed down responses to drought, which require immediate action at local levels. The new political dispensation has opened up the ASAL counties and increasingly integrated them into the national framework, increasing opportunities for rapid responses to drought and other challenges

County governments in the Arid and Semi-Arid Lands (ASALs) where drought is a major challenge for livelihoods and development, have prioritized DRM by creating appropriate departmental mandates and integrating EDE in their County Integrated Development Plans (CIDPs). Furthermore, Governors of these Counties have established frameworks such as the ASAL Council of Governors and the Frontier Counties Development Council (FCDC) for collective decision-making and coordination of initiatives to respond to cross-county challenges. Unfortunately, so far semi-arid counties have not demonstrated the same level of commitment to prioritizing the allocation of resources to DRM.

At the national level, a number of developments have improved the context for DRM and CCA and created opportunities for the NDMA. The State Department of ASALs has been established in the Ministry of Devolution and ASALs. ASALs Transformation Institutions such as the National Council for Nomadic Education in Kenya (NACONEK) and the Northern Kenya Education Trust (NOKET) are in place. The Pastoralists Parliamentary Group (PPG) and the ASAL Stakeholders Forum (ASF) provide support to the work of the NDMA and strategic linkages to the legislature and major ASAL actors. Development partners active in the ASALs are also organized within the framework of the ASAL Donor Group, thereby facilitating easy coordination and engagement. In addition, the UN through the United Nations Development Assistance Framework (UNDAF) has created synergies with Government priorities, with priority being given to investments on prevention to avert and mitigate shocks.

At the regional level, Kenya is playing a leadership role in spearheading the ending drought emergencies initiative within the IGAD region. The IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) was initiated by heads of state and Governments from the Horn of Africa in a Summit held in Nairobi in September 2011 during which all member states committed to ending drought emergencies by the year 2027. The Authority is the focal point for IDDRSI in Kenya.

At the global level, the policy, economic and/or ideological changes taking place in key nations such as the United States of America (USA) and United Kingdom (UK) may have implications on DRM and CCA and the Authority will closely monitor these developments and design appropriate strategies to respond to them.

1.3.2. Economic context

Kenya Vision 2030, the Constitution of Kenya 2010 and the ASAL Policy are the major policy and legal documents that define the economic context within which the NDMA shall implement its Strategic Plan.

⁵ One of the objects of devolved government is “to facilitate decentralization of State organs, their functions and services, from the capital of Kenya (Art. 174 (h))

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Kenya Vision 2030

Vision 2030 articulates six foundations for socio-economic transformation, namely, infrastructure; science technology and innovation (STI); land reform; human resource development; security; and public service. In 2011, the Ministry of State for Development of Northern Kenya and other Arid Lands (MNKOAL) published the Vision 2030 Annex for Northern Kenya and other Arid Lands to align Kenya Vision 2030 to the unique circumstances and priorities of the ASALs. The Annex acknowledged the relevance of these foundations to the ASALs, but called for adaptations to make them respond directly to the specific priorities of these regions. In this connection, it came up with a list of seven foundations for socio-economic transformation of the ASALs, namely: infrastructure; security, peace building and conflict management; human resource development, labour and employment; public sector reform; natural resource management and land reform; DRM and climate change; and science, technology and innovation.

The period of this Strategic Plan coincides with the period of MTP III for Vision 2030. A major concern for the NDMA during this MTP is achievement of the vision of ending drought emergencies. The Sector Plan for DRM and EDE lists 14 flagship projects to be implemented during this period. The NDMA has an interest in all the flagship projects, but will be directly contributing to those that have a direct bearing on building resilience. These include the NDEF; integrated knowledge management for EDE; the Hunger Safety Net Programme; fodder/pasture production and conservation; production and marketing of drought-tolerant crops; livestock marketing infrastructure; and the national livestock insurance scheme. In addition, the NDMA will continue to play its part in contributing to the implementation of other priority projects, in particular those related to DRM and institutional development and knowledge management.

The Constitution of Kenya 2010

The Constitution of Kenya recognizes the need to redress historical marginalization, especially of the ASAL regions of the country. It entrenches imperatives of equity, inclusiveness and affirmative action, which provide a basis for addressing critical constraints to the development of the ASALs, including those that have undermined the resilience of ASAL communities to drought. Article 56 of the Constitution imposes upon the State the obligation to put in place affirmative action programmes designed to ensure that minorities and marginalised groups are provided special opportunities in educational and economic fields; are provided special opportunities for access to employment; and have reasonable access to water, health services and infrastructure. Article 204 creates an Equalisation Fund to be used by the national government "to provide basic services including water, roads, health facilities and electricity to marginalised areas to the extent necessary to bring the quality of those services in those areas to the level generally enjoyed by the rest of the nation"⁶.

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 regions and ensuring that the use of those resources is fully reconciled with the realities of people's lives"⁷. One of the objectives of the Policy is to strengthen the climate resilience of communities in the ASALs and ensure sustainable livelihoods. The NDMA is responsible for achieving this objective of the ASAL Policy⁸.

⁶ Article 204(2)

⁷ Paragraph 4.1

⁸ See paragraph 5.4.1.3

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The Policy prioritizes improvement of the enabling environment for development in the ASALs, and to this end identifies the absence of “the basic foundations for development”, particularly infrastructure, human capital, and security as critical problems. 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. Other policies of relevance for the NDMA include the National Climate Change and Adaptation Policy and The National Social Protection Policy.

The policy context 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 national government and development partners have also prioritized opening up of the ASALs to tap onto the natural and human resources of the region for economic transformation and to better integrate it into the national economic development framework.

The discovery of oil and other natural resources in the ASALs has focused the interest of the national government; investors and development partners on the region, as it opens up new sources of revenue for the national economy. Similarly, regional integration initiatives through infrastructure developments such as the Lamu Port-South Sudan-Ethiopia Transport (LAPSSET) Corridor are attracting huge investments into the region.

In spite of these positive developments, the ASALs are still beset with great challenges, particularly in terms of poor infrastructure, including roads, schools, and health facilities, which adversely impact on livelihoods and limit business opportunities. Moreover, the new opportunities come with new challenges. Competing fiscal interests between the national government, county governments and investors have in some instances led to delays in realizing the benefits of investments, as happened with the standoff over oil in Turkana. At the local level, there are increased incidences of conflict over land and natural resources, as the value of these resources become more manifest. Competing land uses are another source of conflict as pastoralism, irrigation, settlement, infrastructure development and oil and mineral exploration all target the same land. There are also increased pressures on the limited social amenities especially in urban areas due to the surge in population.

All this is happening within a context of drastic climate change that is adversely impacting on lives and livelihoods. The need for climate-proofed investments is recognized by the ASAL Policy as well as the EDE Framework. The challenge is to align the various investments coming into and passing through the ASALs to the realities of the region, and in particular to ensure that the investments do not undermine local pastoral and agro-pastoral livelihoods or exacerbate vulnerability to drought.

1.3.3. Socio-cultural context

Socio-cultural considerations are important in meeting the challenges of DRM and CCA. Communities in the ASALs have interacted with and managed climatic variability from time immemorial. They have therefore developed indigenous knowledge systems and adapted their traditional institutions and systems to manage drought and other climate-related disasters. The rich and diverse cultural heritage of the ASALs is a major resource that can be built upon to diversify livelihoods and also to enhance and entrench coping capacities against the impacts of drought and climate change. The ASAL Policy recognizes this and commits government to “systematically

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strengthen the strategies used by communities to adapt to climate variability and to reduce and manage the risks from natural disasters”⁹.

Pastoralism and agro-pastoralism, and the institutional arrangements and practices that support and sustain these production, land use and livelihood systems are critical to the development discourse in the ASALs generally and to DRM and CCA in particular. They define opportunities for livelihoods security, land use and governance, natural resource management, conflict and peace building. They also define and shape gender relations in the communities.

These traditional systems and institutions are under pressure from forces of modernization, and their effectiveness in ensuring social harmony is increasingly compromised. If traditional institutions and systems are to be effectively integrated into the planning and implementation of strategies for DRM and CCA, then it will be necessary to equip communities with skills, capacities and resources to enable them engage meaningfully with processes of change and transformation in a manner that reinforces their resilience.

1.3.4 Technological context

The ASAL Policy recognises the potential of STI generally and Information and Communications Technology (ICT) in particular for the socio-economic transformation of the ASALs. It commits the government to expand access to power and ICTs for the people of the region as part of infrastructure development to create an enabling environment for socio-economic transformation. It also commits the government to promote the use of appropriate ICTs and other technologies in service delivery, particularly in the provision of education and health services.

The NDMA has embraced the use of technology in the discharge of its functions, recognizing that digital technology improves the accuracy and speed of collecting, collating and communicating early warning and contingency planning data. It has deployed the use of technology in its drought early warning system (EWS), drought response and cash transfers. Satellite imagery has been used to strengthen and improve EWS. All field monitors use tablets to collect data. Reliability of data is ensured by making use of Geographic Information Systems (GIS), primary and secondary data. The Drought Contingency Fund Management Information System (DCF-MIS) has enhanced the speed and efficiency of drought response. With funding support from the EU, the Authority has established a web-based drought response system that is linked to the drought EWS, while the Hunger Safety Net Programme (HSNP) uses its management information systems (MIS) to manage cash transfers and conduct monitoring and evaluation (M&E). The NDMA is also promoting the use of technology to improve production and marketing in support of CCA.

Although significant advances have been made in the use of technology in Kenya, this advancement has not spread into the ASALs, which are for the most part characterised by inadequate availability of modern technologies. However, there are emerging opportunities for improved access to and use of technology in ASALs development generally and DRM in particular. The national government has increased investment in telecommunication infrastructure to spur development and communication in the ASALs, consistent with its commitment to STI as a foundation for socio-economic transformation. 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 the NDMA to create partnerships with development partners, research and academic institutions working on technology to address DRM and CCA in the ASALs. The rapid advancement in technology and innovations for DRM and CCA, and concerns about the impacts of climate change, has led to an increase in funding for technical expertise, research and innovations that the NDMA can tap into.

⁹ para 5.4.1.3 at p.20

1.3.5 Spatial context

The ASALs are defined by their vast terrain, which has direct implications for planning and implementation of development processes, as it poses a challenge to programming, and has been the excuse for the historical marginalization of the region in the provision of social services. This is one of the reasons why the ASAL Policy calls for the development of alternative approaches to service delivery, governance and public administration for the ASALs.

The harsh climatic conditions of the ASALs, which make the region prone to droughts, have shaped the communities' socio-cultural and political organization as well as their land use and production systems. Environmental challenges associated with climate change have exacerbated the situation in the ASALs and put pressure on the traditional coping mechanisms, governance and management systems and institutions. Climate change has also exacerbated inter-ethnic tensions and conflicts by escalating competition for access to resources.

Increased investments in infrastructure in the ASALs over the past decade and a half have opened up the region, leading to rapid urbanization. Unfortunately, much of the urbanization, settlement and investment are unplanned and implemented with little regard to the ecological sensitivity of the rangelands. This leads to increased environmental degradation, putting pressure on the availability of pasture in the rangelands and reducing vegetation cover. County governments are increasingly becoming aware of the need to address environmental concerns in development planning, and the NDMA will work closely with them to provide the necessary technical support.

In March 2017, Kenya launched the National Spatial Plan (NSP) for the period 2015 to 2045. The Plan 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 launch of the NSP was preceded by the publication in February 2017 of the County Spatial Planning Guidelines. 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 centres and containing urban sprawl.

The NSP 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. The Community Land Act provides the legislative framework for giving effect to the provisions of the Constitution and the National Land Policy that recognize community land tenure. Combined with the opportunities and space for local-level planning and action provided by devolution, ASAL communities now have improved policy space to better organize their land use and improve their resilience to drought risk and climate change.

1.3.6 Legal and regulatory context

The NDMA goes into its second Strategic Plan on a much stronger legal basis than was the case when it started implementing its first Strategic Plan, thanks to the enactment of the National Drought Management Authority Act 2016. The Act repeals and supersedes the Order which established the NDMA. It provides for the establishment, governance and management of the Authority and for the establishment and management of the National Drought Emergency Fund (NDEF).

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Section 30 of the Act empowers the Cabinet Secretary, in consultation with the Board of the Authority, to make Regulations for the better carrying out of the provisions of the Act. The development of Regulations will be a priority during this Strategic Plan period in order to provide operational details and define the working of the forums to be established and facilitated at national and county levels, and the NDMA's relations with other institutions that exercise mandates that touch on DRM and CCA.

The Act mandates the NDMA to “exercise overall coordination over all matters relating to drought management including implementation of policies and programmes relating to drought management”¹⁰. In furtherance of its coordination function, it shall establish and facilitate a national forum to provide policy guidance on drought and climate change; county forums to co-ordinate and oversee drought related interventions in all drought prone counties; and sub-committees to provide technical support to the national and the county forums¹¹.

The Act establishes the NDEF to be administered by the Secretary with the overall guidance and supervision of the Board¹². The Fund is made up of monies that accrue to or vest in the NDMA in the course of the exercise of its powers or the performance of its functions under the Act; monies appropriated to it by the National Assembly; levies and fees payable to it under the Act or any other written law, gifts, and any monies received from any other source. The Fund is a common basket emergency fund to facilitate timely response to drought and thereby minimize its negative effects; to support the building of institutional capacity for improved management of drought risk; and to finance the establishment, management and coordination of projects, activities or programmes for DRM¹³.

The Act creates a strong legal basis for the operations of the NDMA. It reinforces other laws that have a bearing on the operations of the NDMA, such as the County Governments Act, the Environment Management and Coordination Act, the Climate Change Act, the Community Land Act, Water Act, and laws on natural resource management. Also of relevance to the operations of the NDMA are county legislation on land, environment, natural resource management and disaster risk management. The NDMA shall put in place appropriate strategies for positive interaction with the different agencies at national level and departments of county governments that implement different pieces of legislation that have a bearing on DRM and CCA.

1.3.7 Regional and global frameworks and processes

DRM and CCA call for regional and global cooperation, as drought and climate change know no boundaries. The rangelands that are prone to drought extend beyond national borders, communities living in the ASALs are found across national borders, and their livelihoods and coping strategies for DRM include cross-border movement. The NDMA will take these regional and cross-border dimensions of DRM and CCA into account in its work. It shall draw on international good practice from the global level, and network with institutions that have similar mandates and are facing and addressing similar challenges.

There are many regional frameworks and processes that have a bearing on DRM and CCA. Apart from those that focus directly on DRM and CCA, 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. As a member of the African Union (AU), the Intergovernmental Authority on Development (IGAD), and the East African Community (EAC) Kenya is actively engaged in these processes.

¹⁰ Section 5(a)

¹¹ Section 7(2)

¹² Section 18(1)

¹³ Section 18

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The Policy Framework for Pastoralism in Africa adopted by the AU in 2010 acknowledges the primary role of mobility in efficient use and conservation 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. Within the framework of Agenda 2063 the AU is committed to promoting practices of climate-resilient production by pastoralists and other smallholder producers.

IGAD is the REC most actively engaged with the ASALs and DRM. This is not surprising given that all IGAD member countries have substantial ASALs within their territories, and drought constitutes a major livelihoods, ecological and development challenge¹⁴. Of direct relevance to the NDMA is the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI). The EDE Common Programme Framework is the mechanism through which Kenya implements IDDRSI. Also of relevance to the NDMA are the IGAD Centre for Pastoral Areas and Livestock Development (ICPALD) and the IGAD Climate Prediction and Applications Centre (ICPAC).

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. Of particular relevance to the NDMA and drought management are provisions of the Protocol on trans-boundary natural resources, wildlife resources, soil and land use, rangelands, combating desertification and mitigating the effects of drought, mitigating the effects of climate change, and environmental disaster preparedness and response.

At the global level, the SDGs agreed to by the international community in 2015 affirm the commitment to Disaster Risk Reduction (DRR) in 10 of the 17 Goals. 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 Parties (COP 21) to the United Nations Framework Convention on Climate Change (UNFCCC) on 12th December 2015. The Authority will also take keen interest on implementation of the United Nations Development Assistance Framework (UNDAF) and the resolutions of the World Humanitarian Summit 2016.

These regional and global frameworks and processes are important for generating norms and strategies for collaborative approaches by countries to address problems of a trans-boundary character. Unfortunately, these frameworks and the instruments negotiated under them are at best international soft law, articulating general consensus among states on what needs to be done, while leaving it to the states to take steps at national level to operationalize them by translating them into binding national policies, laws, strategies and plans. Global and regional frameworks are more of deliberative than governing frameworks, and as such do not develop policies in any systematic manner. Policy priorities are informed by political consensus and in some cases by what donors are funding at any given moment.

At the end of the day it is national-level political dynamics that determine the extent to which commitments from global and regional imperatives are operationalized at the national level. For the NDMA, regional and global imperatives are useful for mobilizing political will, resources and technical know-how to help it fulfil its mandate. Through its work, the Authority shall contribute directly to the achievement of Kenya's obligations under global and regional instruments with respect to DRR and climate change.

¹⁴ IGAD came into being as a framework for mobilizing the member countries for effective drought management, and was originally known as the Intergovernmental Authority on Drought and Development

CHAPTER 2: SITUATIONAL ANALYSIS OF NDMA

The NDMA has recorded significant achievements since its establishment in 2011. As it heads to the tenth anniversary of its existence, this Strategic Plan provides a fitting opportunity for the NDMA to reflect on its situation today in terms of its strengths, weaknesses, opportunities, and threats, building on the experience of implementing the first Strategic Plan.

2.1 Review of Strategic Plan 2013-2017: experience, lessons and challenges

The experience of the NDMA in implementing the first Strategic Plan has been instructive. It has registered significant achievements, but also experienced a number of challenges and learned important lessons. The Table below presents the key achievements, challenges and lessons by strategic objectives.

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Strategic Objective	Achievements	Challenges	Lessons
1. To reduce drought vulnerability and enhance adaptation to climate change	a) NDEF established and regulations developed; b) County Climate Change Funds established in Wajir, Makueni, Kitui and Garissa Counties c) Over 2,000 community based micro-projects implemented with funding from EU, WFP, GoK, DFID and UNDP d) No. of households receiving cash transfers increased from 68,621 to 100,600 e) About 72,000 poor households receiving regular cash or food transfers for participating in asset creation projects f) GoK funding of HSNP II increased from Kshs. 312 million in 2013/14 to Kshs. 2.496 billion in 2016/17	a) Managing high stakeholder expectations b) Limited funding to implement drought response and preparedness activities c) Inadequate county government funding of drought preparedness interventions at county level d) Delays in disbursement of funds from the National Treasury e) Over-reliance on donor funding to implement preparedness and response activities	1. Early response is key to reducing vulnerability 2. Cash transfers empower beneficiaries to make own decisions on investment options 3. For semi-arid counties weather forecast is critical in farming decisions 4. Community capacity building has helped them in prioritization and planning, i.e. CMDRR
2. To provide drought and climate information to facilitate concerted action by relevant stakeholders	a) Drought Early Warning System (DEWS) rolled out in 23 counties, and monthly early warning bulletins produced and disseminated b) Climate information consolidated and disseminated c) Bi-annual food security assessments undertaken to inform drought preparedness and response by all stakeholders d) NDMA capacity on GIS and remote sensing strengthened	a) Livelihood zoning is out of date b) Inadequate funding for field monitors undermines data transmission	1. Appropriate technology mix is key to an objective drought early warning 2. Linkage between early warning and drought response is essential for DRM 3. Establishment of agreed drought response triggers is essential for early action 4. Sector leadership and ownership is essential for effective DRM coordination
3. To protect livelihoods of vulnerable households during drought	a) Contingency planning and financing systems automated b) Drought response manual finalized c) The county contingency plans funded from DCFP d) Ward and county level contingency plans produced e) NDEF regulations produced f) Cash transfers scale up mechanisms developed and activated during drought g) 22 drought preparedness projects implemented in various counties h) Drought response interventions implemented in 21 counties in collaboration with other key ministries/partners	a) Limited funding relative to drought response needs b) Conflicts affecting response efforts c) Limited cost recovery framework for sustainable interventions	1. Top policy level leadership in response and coordination are key to resource mobilization and effective response 2. Coordination structures at both national and county levels are critical for effective drought response 3. Functional M&E in all strategic objectives is critical for effective delivery 4. Clear MIS business process reduces lead time taken to respond to drought emergencies.

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4. To ensure coordinated action by government and other stakeholders	a) Common Programme Framework for EDE developed and launched at both national and county levels b) EDE MTP III produced and finalized c) EDE mainstreamed into the 2nd generation CIDPs in ASAL Counties d) EDE Pillar Groups, Steering Committees, TWGs, CSG, and DRR Committees established and operational e) Stakeholder mapping and analysis done at county level f) Effective partnerships created with other stakeholders on DRM in different counties g) EDE Investment Tracker operationalized h) CSGs established and operational i) NDMA Act 2016 enacted j) Some institutional structures formed to enhance coordination (NACONEK; establishment of Livestock Marketing Board at advanced stage; ASF established and functional at national level and in 17 ASAL counties)	a) Niche mentality constrains coordination at county and lower levels b) Funding and resource limitations c) CSGs are not anchored on any law thus their recommendations are not enforceable d) Competing coordination structures at county and national levels e) CSG overwhelmed by non-EDE related activities f) Parallel mapping tools always being developed g) NDMA has no control over implementation of the sector-based MTPs	CSG has proved to be the most recognized coordination structure at the county
5. To develop and apply KM approaches that generate evidence for decision-making and practice	a) M&E Framework operationalized b) Baseline data established and mainstreamed into the NDMA and EDE M&E Frameworks c) Monitoring and evaluation of projects carried out d) Partnerships built with a number of research, KM and policy analysis organizations including Boku University; the ADA Consortium; ILRI; and DLCI to facilitate evidence-based decision making	a) Challenges of accessing baseline data and targets from sectors b) Disjointed nature of programming and lack of Standard Operating Procedures (SoPs) among stakeholders c) Inadequate funding hence over reliance on donor funding d) Inadequate funding for ASF e) Low staffing and non-recruitment of Research Manager f) Lack of central repository for research and good practice documentation g) Divergent views on the approach and methodology for resilience measurement.	1. Joint programming approaches are productive, timely and cost-effective 2. End-user-friendly information packaging, dissemination and feedback are important for appropriate utilisation of EWS 3. SoPs are important for planning, budgeting and response monitoring 4. The support of PPG is crucial for legal and policy reforms 5. Research requires dedicated staff and resources
6. To strengthen institutional capacity	a) Organizational structure for NDMA operationalized b) Human Resources and Administration Manuals developed c) Risk Management Policy and Manual developed d) Board members and staff trained e) Resource Mobilization Strategy developed f) ICT Policy developed and implemented g) Communications Strategy developed h) NDMA Service Charter developed i) TNA carried out and staff trained j) Supply Chain Management Manual produced k) Financial Management Manual produced l) Audit manual and charter produced m) Board charter produced	a) Funding limitations constrained staffing b) Head Office space is inadequate	There is need for continuous capacity development if NDMA is to succeed in its mission and be able to manage emerging challenges

2.2. Emerging priorities

Going forward, the NDMA shall build on its experience of the past five years, taking into account the challenges and lessons learnt. In this connection, the following shall be the priorities of the NDMA over the next five years:

1. **Customize and improve DEWS** paying particular attention to the need for different climate information products for different users.
2. **Improve dissemination of drought early warning and climate-related information** for early action.
3. **Strengthen the understanding and relationship between drought early warning bulletins and drought Contingency Plans** among stakeholders for rationalized plans and justified response actions.
4. **Develop a manual for drought early warning** to serve as a handbook for decision-makers, providing information on key indicators of drought as well as mechanisms for drought monitoring.
5. **Establish trigger levels for cash transfer** for semi-arid and other counties where cash transfers need to be established.
6. **Upscale drought risk financing and insurance** to other counties to reduce the financial burden on public institutions.
7. **Develop guidelines for the NDEF** as well as systems for managing the Fund; and encourage private stakeholders to contribute to the kitty.
8. **Strengthen the use of the single registry** in targeting during response, but ensuring that this is informed by participatory joint activity planning, funding, implementation, monitoring, reporting and learning.
9. **Strengthen coordination mechanisms** for effective drought preparedness and response.
10. **Establish an all-encompassing Investment Tracker** that will capture funding from donors, national and county governments.
11. **Develop and adopt Regulations** for implementation of the National Drought Management Authority Act.
12. **Strengthen monitoring and evaluation** for effective delivery of NDMA goals.
13. **Prioritize recruitment of a Legal Officer.**

2.3. Institutional analysis and review of NDMA: its strengths and weaknesses

NDMA seeks to capitalize on what it has achieved over the past five years, while avoiding the mistakes and addressing the challenges that may have undermined its success in implementing the first strategic plan. Critical lessons have been learned in key areas as detailed below.

2.3.1. National and county coordination

A key function of the NDMA is coordination, and in this connection, it is actively engaged with critical forums at the national and county levels that have important implications for DRM. It participates in these forums as a key member, is the chair of some and provides secretariat services

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for others. It is an active member and participant in the Kenya Food Security Meeting (KFSM), chairs the Kenya Food Security Steering Group (KFSSG), and is the secretariat for the County Steering Group (CSG).

These frameworks are important mechanisms for coordination of DRM. Their delivery can be greatly improved through better information flow, and they could be used more effectively for resources mobilization. A major weakness of the frameworks is inadequate follow up and implementation of recommendations. The NDMA will liaise with the national and county governments to address the shortcomings of these coordination frameworks.

The NDMA is alive to the fact that intergovernmental coordination and relationships are critical for effective drought management, given the need for different State departments to intervene at critical junctures of the drought management cycle. It has established strong working relationships with other government departments and agencies through the Intergovernmental Committee on Drought Response chaired by the Cabinet Secretary (CS) for Devolution and ASALs, and the Intergovernmental Technical Committee on Drought and Food Security, chaired by the Principal Secretary (PS) for ASALs. These ad hoc committees could be strengthened and their effectiveness enhanced through better coordination and information flow. Within the NDMA, the absence of a Legal Officer has undermined effective definition and clarification of relationships with other agencies, and efforts will be made to engage a Legal Officer to address this shortcoming.

2.3.2. Leadership, Governance and Accountability

The NDMA has strengthened its leadership, governance and accountability framework, with a Board Charter in place, and Mwongozo and other governance guidelines adopted. Its Financial Reporting framework is in place and accords with statutory requirements. Periodic reviews of these frameworks shall be done to update them in accordance with changing circumstances and good practice. Board Members and senior management shall undergo regular training on governance, and staff shall be trained on a regular basis on emerging issues.

2.3.3. Service delivery and programme implementation

The NDMA has established an effective presence in the ASALs, with offices in the drought-prone counties. It has a formidable track record on drought risk reduction that has earned it the confidence and trust of communities and county governments alike. With in-house expertise in drought risk reduction, a Service Charter and a Complaints and Grievance handling mechanism in place, the Authority is able to effectively deliver on its mandate.

Although it has historically focused on the ASALs and the most drought-prone counties, the NDMA has a national mandate under the National Drought Management Authority Act, and is looking to expand its presence and operations into other counties. It shall endeavour to better communicate its mandate and strategy to partners, and to improve communications and feedback mechanisms to communities.

2.3.4. Human resources and operational infrastructure

The NDMA has a good complement of competent professional and technical capacity, which only requires continuous staff training and motivation for retention. There are however a number of critical positions that need to be filled. An ongoing review of the institutional structure is necessary to keep it relevant and up to date, and vacant positions need to be filled.

The Authority has offices in 23 drought-prone counties, and is looking to open new offices in other counties over the period of this Strategic Plan. The space in the headquarters office has become increasingly inadequate as staff numbers have increased, creating a need for additional office space and equipment. There is also need for improved access to internet and means of transport for staff, especially in the counties. Efforts shall be made to relocate the Head Office to a more spacious location, and to identify appropriate offices for staff in the counties.

2.3.5. Funding, financial management and procurement

The NDMA has a mandate that attracts funding and support from development partners. It has a good record with funding partnerships as a result of its strong financial management and procurement systems and associated qualified and competent staff. This has seen it establish long-term relationships with development partners such as the European Union (EU), the Department for International Development (DFID), the World Bank, World Food Programme, and United Nations Development Programme. It also receives technical and/or financial support from USAID, FAO, GIZ, UNICEF, DANIDA, ADA Consortium and SDC. The Authority has established systems and structures for accountability and service delivery, such as the Drought Contingency Fund (DCF) and the Hunger Safety Net Programme (HSNP). A Resource Mobilization Strategy is in place and just needs to be implemented. A Resource Mobilization Committee shall be established to oversee the implementation of the Strategy. A review of the financial management and procurement framework and staffing shall be undertaken to ensure updating where appropriate.

2.3.6. Monitoring, Evaluation and Reporting (MER)

The NDMA has in place qualified and competent staff for monitoring, evaluation and reporting (MER). For EDE, it has in place a Technical Working Group (TWG). The Authority also has a functional Drought Information Department, and a Communication Unit. These provide the framework for timely provision of information for decision making, early action and improved programming. Ongoing training of staff shall be emphasized to ensure that the Authority positions itself as a learning institution.

A major weakness of the MER framework is inadequate automation, more so for M&E and central repository. The number of staff is also not adequate to the task. As a result, best practices have not been documented. Moreover, the Authority does not have a resource centre and online repository. There is also an urgent need for intranet at headquarters and in the counties, to improve the speed and quality of staff communications and decision-making.

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2.4. Opportunities and Threats

Opportunities and threats emanate from the external environment. A comprehensive analysis of the external environment, including a PESTEL analysis, has been undertaken in chapter 1 above. The two tables below present summaries of the opportunities and how to exploit them, and threats and how to avoid them.

Table 1: Opportunities and How to Build on Them

SPHERE	OPPORTUNITIES	HOW TO EXPLOIT THEM
Political	PPG; County Governments; establishment of State Department of ASALS, the functions of which include peace-building and conflict management	Create positive working relations with PPG to lobby and advocate for DRM issues; work with county governments to integrate contingency planning and DRM into CIDs; and work with State Dept. of ASALS and other line ministries to strengthen peace building and conflict management
Economic	Devolution is increasing economic activities in the ASALS, and provides frameworks for community mobilization; LAPSET, infrastructure development; wind and solar power development; minerals such as oil	Engage economic actors, particularly the private sector, to ensure integration of DRM considerations in economic activities
Socio-cultural	Strong indigenous social values, knowledge, institutions and systems on early warning and DRM; availability of labour	Integrate indigenous institutions, systems and knowledge into programming and implementation
Technological	1. Kenya actively engaged in technology and innovation 2. There is a wealth of indigenous knowledge in DRM and CCA	1. Tap into technology for efficient drought risk management 2. Exploit the wealth of indigenous knowledge in DRM and CCA
Physical environment	ASALS are the new frontiers for investment	Position NDMA to work closely with initiatives such as the Big 4 Agenda
Legal and regulatory	NDMA Act, NDEF Regulations; and Climate Change Act are in place	Play effective coordination role
Funding	ASAL Donor Group in place, positive engagement with private sector, national and county governments, NDEF operationalized, Green Climate Fund, National Climate Fund, County Climate Funds	Implement resource mobilization strategy
Institutional linkages	Wide network of partnerships	Create synergies in collaborative arrangements to avoid duplication
Regional and global	IDDRSI, AU, EAC, Paris Climate Agreement, Sendai Framework	Take advantage of opportunities for collaboration, capacity development and resource mobilization
Media	Creating visibility of NDMA	Partnership to advance NDMA message/activities across to a wider audience.

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Table 2: Threats and How to Manage Them

SPHERE	THREATS	HOW TO AVOID
Political	Political interference with the institutions; conflicting priorities at national and county levels	Sensitization and awareness creation on the core business of NDMA and its criteria for service delivery
Economic	Reduction in funding as country is reclassified as middle-income economy	Build effective funding partnerships with county governments, communities and the private sector
Socio-cultural	Low literacy levels in the ASALs	EDE Pillar 3 addressing human capital as well as nutrition
Technological	Limited infrastructure for technology uptake in ASALs	Lobby with service providers to improve infrastructure in the ASALs and inculcate climate-smart technologies
Physical environment	1. Prevalence of resource-based conflicts 2. Frequent occurrence of droughts	Fast-track EDE implementation
Legal and regulatory	High public expectations, requirements of other regulatory bodies	Encourage public participation in planning and implementation, comply with regulations, improve communications
Funding	Competition for resources from implementing agencies, shifting government and donor priorities	Improved communication, relations-building and visibility, quality service provision, build on goodwill with donors
Institutional linkages	Competing interests among partner institutions	Provide effective leadership and coordination
Regional and global	Terrorism and radicalization; cross-boundary and cross-border conflicts; competition for resources between countries in the region	Make effective use of RECs to coordinate action and create viable partnerships
Environmental	Competition from other investments i.e. infrastructure, human settlements	Work closely with relevant institutions i.e. NEMA,

2.5. Stakeholder Analysis

The NDMA relates with a diversity of stakeholders at all levels – from the global to the local. At the global and regional levels, the NDMA interacts with institutions working on DRM and CCA. At the national level, it answers to the national government and is responsible to provide technical support and advice to county governments. It also relates with diverse actors engaged in drought DRM and CCA in the ASALs. The Table below presents some of the major stakeholders of the NDMA, the nature of their relationship with the Authority, and mutual expectations.

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Stakeholder	Relationship	Expectations
Local communities	Beneficiaries; primary stakeholders	Effective support during drought; improved resilience over time; effective involvement in planning and implementation
County governments	Beneficiary of technical advice and support; resource mobilization to address droughts	Sound, prompt, effective and efficient technical advice and support; resource mobilization
National government	Principal funder; political leadership	Effective coordination of drought management, efficient and accountable administration of NDEF; building of resilience to drought
Parliament	Accountability for funding and operations, enactment of legislation, appropriation of money for budget	Prompt and effective accountability on operations and use of resources to manage drought and build resilience
PPG	Partner to lobby government and to mobilize communities	Collaboration in engaging with the Executive to ensure effective support for DRM and resilience building
RECs	Partners, sources of funding and technical support	Common programming for cross-border approaches to DRM and resilience building
Development Partners and UN Agencies	Partners, sources of technical support	Effective partnerships, access to funding and technical support for DRM and resilience building
ASAL Donor Group	Funding and technical support	Bridge to the wider donor community in ensuring targeted support to ASALs development including DRM and resilience building
Civil Society Organizations	Mobilization of communities, technical know-how, and resources, implementing partners	Partnerships to advance the cause of DRM and resilience building, piloting of approaches and feedback on performance
ASF	Framework for structured interaction with all stakeholders	Periodic engagement to set the agenda and review and evaluate programmes and their impact on DRM and resilience building
Research Institutes and Universities	Partners in research and technology innovation in support of DRM and resilience building	Support to research on approaches and technologies for DRM and resilience building in the ASALs
Private sector	Partners in promoting economic development in the ASALs	Increased economic activities, incubation of technologies for DRM and resilience building
Financial Institutions	Partner in provision of financial resources to develop the region	Provision of financial services and avenue for mobilizing savings

CHAPTER 3: THE STRATEGIC MODEL

The context in which the NDMA shall implement its second Strategic Plan is markedly different from the one that existed at the start of its first Strategic Plan. Significant changes have taken place with the roll-out of the devolved government system introduced by the Constitution of Kenya, 2010. The NDMA itself has been considerably strengthened in its coordination role by the enactment of the National Drought Management Authority Act, 2016. The EDE Common Programme Framework has been integrated into the Vision 2030 MTP III (2018-2022), with the buy-in of all major sectors at national and county levels. By the end of the period of this Strategic Plan, the government goal of ending drought emergencies by 2022 is expected to have been achieved, and the NDMA shall have celebrated its 10th Anniversary.

The NDMA looks forward to deepening the impact of its work to achieve its overall goal of enhanced resilience to drought risk and to the impacts of climate change. Its vision, mission and core values remain the same, but a number of changes have been made to the strategic objectives as a result of experiences and lessons from the period of the first Strategic Plan and to accommodate changing circumstances and capitalize on the gains made in the past five years.

3.1 Vision, Mission and Core Values

Vision
<i>To be a world class authority in drought management and climate change adaptation</i>
Mission
<i>To provide leadership and coordination of Kenya's management of drought risks and adaptation to climate change</i>
Values
1. Commitment to results
2. Integrity and accountability
3. Responsiveness to needs of vulnerable groups
4. Empowering and participatory approach
5. Respect to diversity
6. Transformative innovation

3.2 Goal, strategic objectives, strategies and planned outcomes

The Table below presents a summary of the strategic framework for the work of the NDMA, for the period 2018-2022, comprising the goal, strategic objectives and planned outcomes. This framework is aligned to and contributes to the achievement of the goal and objectives of the Sector Plan of EDE MTP III, which is part of Vision 2030 MTP III. The detailed implementation matrix is in Annex 3.

Table: Strategic Framework

GOAL: ENHANCED DROUGHT RESILIENCE AND CLIMATE CHANGE ADAPTATION		
Flagship project 1. Integrated Drought Early Warning Systems (DEWS); 2. National Drought Emergency Fund (NDEF); 3. Hunger Safety Net Programme (HSNP); and 4. Integrated knowledge management system for EDE		
Strategic Objectives	Strategies	Planned Outcomes
SO1: To strengthen institutional and community resilience to drought risk and climate change	1.1. Mainstream drought risk reduction (DRR), climate change adaptation (CCA), social protection (SP) and other EDE priorities in policy, planning and budgeting processes 1.2. Invest in and coordinate strategic preparedness and CCA activities 1.3. Strengthen capacities of communities and stakeholders to plan and implement resilience activities	1. Sectors and communities implement DRR and EDE priorities through programmes, projects and activities 2. Drought preparedness and adaptation to climate change improved and resilience strengthened
SO2: To provide drought and climate information to facilitate concerted actions by relevant stakeholders	2.1. Strengthen, manage and operate the national drought early warning system 2.2. Strengthen drought and climate information sharing and use at national, county and community levels 2.3. Coordinate and participate in drought risk and food security assessments and baseline reviews	3. Reliable drought and climate information available to stakeholders on a timely basis to inform action 4. Drought risk and food security information shared and utilized by stakeholders for appropriate action
SO3: To protect livelihoods of vulnerable households and community systems to cope and recover from drought shocks	1.1. Build capacity of communities and stakeholders on drought contingency planning processes 1.2. Continuously review and update drought contingency plans at ward and county levels 1.3. Establish and strengthen systems to operationalize and manage the NDEF 1.4. Support drought response and recovery activities 1.5. Strengthen mechanisms for expansion and scaling up of cash transfers 1.6. Develop and disseminate guidelines for drought response 1.7. Support development of drought response planning and activation processes 1.8. Document good practices and lessons learnt on drought response	5. Livelihoods of vulnerable households and community systems effectively protected from drought shocks 6. Coping capacities of vulnerable groups to drought effects enhanced 7. NDEF Functional 8. Lead time between trigger and response reduced

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Strategic Objectives	Strategies	Planned Outcomes
SO4: To ensure coordinated action on drought risk management by government and other stakeholders	4.1. Review stakeholder DRM capacity profiles at National and County levels 4.2. Coordinate development of standards and guidelines for DRM and CCA initiatives 4.3. Support domestication/implementation and reporting on regional and global DRM commitments 4.4. Strengthen coordination structures at national and county levels	9. Actions by key stakeholders in drought management synergized 10. Coordination of EDE and DRM strengthened at national and county levels 11. Kenya fully implements and reports on regional and global commitments 12. Good practices in DRM and CCA adopted 13. Coordination structures harmonized and strengthened 14. Drought management in Kenya is in line with shared standards and guidelines
SO5: To enhance resource mobilization and partnerships for drought risk management and climate change adaptation at county, national, regional and global levels	5.1. Strengthen resource mobilization mechanisms 5.2. Develop strategies for generating revenue for DRM and CCA 5.3. Build formal partnerships for DRM and CCA	15. Adequate resources are mobilized 16. Internal revenue generated 17. Effective partnerships established for DRM and CCA
SO6: To strengthen planning, performance management and knowledge management (for DRM and CCA)	6.1. Strengthen planning, M&E and results-based performance management systems 6.2. Strengthen research and KM for continuous improvement 6.3. Initiate and influence policy, legal and regulatory reforms on DRM and CCA 6.4. Strengthen research and KM for EDE continuous improvement	17. Resources are directed to priority areas and efficiently managed 18. Good practices are adopted, implemented and documented 19. Conducive policy, legal and regulatory framework for DRM and CCA in place
SO7: To strengthen NDMA institutional capacity to provide leadership in drought risk management at national and county levels	1.1. Strengthen corporate governance and leadership for the Board 1.2. Strengthen institutional and administrative capacity 1.3. Institute necessary internal systems and mechanisms for accreditation to relevant international standards 1.4. Review and implement NDMA organizational structure 1.5. Strengthen corporate communication and visibility	20. The Authority delivers on its mandate effectively and in an accountable and professional manner 21. Performance, transparency and accountability improved 22. Corporate brand identity improved

CHAPTER 4: THE IMPLEMENTATION AND COORDINATION FRAMEWORK

The matrix in the previous chapter captures the activities to be undertaken in the implementation of this Strategic Plan. Successful implementation of the Strategic Plan will call for efficient and effective deployment of appropriate staff, performance management, strategic partnerships and the identification and mitigation of risks. These are the key components of the implementation framework.

As a coordination framework, the success of the NDMA's work depends on the degree to which it mobilizes, motivates and works with diverse stakeholders to promote DRM and CCA. In this connection, participatory approaches are critical. Participatory processes are part of the NDMA's core values. But participation is also a constitutional imperative by virtue of Article 10 of the Constitution of Kenya 2010. Through the ASF and the ASAL Donor Group, the NDMA shall secure the participation of major stakeholders in its planning and implementation processes. The NDMA shall also ensure that communities are fully involved and empowered by its processes.

In furtherance of its mandate in capacity building, the NDMA shall support the development and adoption of new approaches and technologies in DRM and CCA. To this end, it shall emphasize effective knowledge management, monitoring, evaluation and learning in the implementation of this Strategic Plan.

4.1 Organizational structure

A review of the organizational structure of the NDMA has been prioritized in this Strategic Plan, with a view to ensuring that the full complement of staffing required for its effective operations is in place. The NDMA shall also seek to have a presence in strategic locations to ensure that, consistent with its national mandate, it is able to provide its services throughout the country.

So far, the NDMA has established offices in 23 drought-prone counties, and it has a number of satellite offices for information gathering in some of the larger counties. In order to be able to facilitate effective response to drought wherever it may occur in the country, the NDMA shall, in the long run, need to establish an effective presence all over the country. This will enable it to ensure that DRM and CCA are mainstreamed into development and natural resource management plans at all levels and throughout the country.

4.2 Staff establishment and requirements

The NDMA has made major strides in the recruitment of professional and technical staff with the capacities needed for the delivery of its mandate. Nevertheless, there are still critical shortages in some areas, which have been prioritized under institutional capacity development. With the planned extension of services to additional counties, there will be need for additional staff in key areas.

The Authority's grading structure has 11 levels with the CEO at NDMA 1 and the Office Assistant at NDMA 11. The Authority is further organized into three Directorates namely: Technical Services; Corporate Services; and Planning, Monitoring and Evaluation, each headed by a Director. There are two Units namely; Legal, and Internal Audit, each headed by a Deputy Director. Current Field Monitors will be re-named Drought Information Officers and will be engaged in a structured

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manner under the laid-down terms and conditions of service of the Authority. The Table below shows the current and proposed levels of staffing for the Authority.

The Authority will endeavour to achieve the optimal staffing levels in a phased manner within the strategic plan period.

DESIGNATION	JOB GRADE	NO. OF POSTS	IN-POST	VARIANCE
OFFICE OF THE CEO				
Chief Executive Officer	NDMA 1	1	1	0
Principal Office Administrator	NDMA 5	1	0	-1
Office Administrator / Senior	NDMA 7/6	1	1	0
Driver I/Senior/ Chief	NDMA 9/8/7	1	1	0
Office Assistant I/ Senior	NDMA 9/8	2	1	-1
DIRECTORATE OF TECHNICAL SERVICES				
Director, Technical Services	NDMA 2	1	1	0
Deputy Director, Technical Services	NDMA 3	47	23	-24
Deputy Director, Drought Resilience	NDMA 3	1	1	0
Assistant Director, Drought Resilience	NDMA 4	48	9	-39
Drought Resilience Officer/ Senior/ Principal	NDMA7/6/5	105	0	-105
Deputy Director, Drought Contingency Planning and Response	NDMA 3	1	1	0
Assistant Director, Drought Contingency Planning and Response	NDMA 4	48	24	-24
Drought Response Officer /Senior/Principal	NDMA 7/6/5	105	0	-105
Deputy Director, Drought Information	NDMA 3	1	1	0
Assistant Director, Drought Information	NDMA 4	48	27	-21
Drought Information Officer/ Senior/ Principal	NDMA 7/6/5	124	0	-124
Deputy Director, Resource Mobilisation	NDMA 3	1	1	0
Assistant Director, Resource Mobilisation	NDMA 4	2	0	-2
DIRECTORATE OF PLANNING, MONITORING AND EVALUATION				
Director Planning, Monitoring & Evaluation	NDMA 2	1	0	-1
Deputy Director, Planning / M&E	NDMA 3	1	1	0
wAssistant Director, Planning /M&E	NDMA 4	4	1	-3
DIRECTORATE OF CORPORATE SERVICES				
Director Corporate Services	NDMA 2	1	1	0
Deputy Director, Finance and Accounts	NDMA 3	1	1	0
Assistant Director, Accounts	NDMA 4	1	1	0
Assistant Director, Finance	NDMA 4	1	0	-1
Accountant /Senior/Principal	NDMA 7/6/5	26	26	0
Finance Officer /Senior/Principal	NDMA 7/6/5	9	1	-8

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DESIGNATION	JOB GRADE	NO. OF POSTS	IN-POST	VARIANCE
Accounts Assistant II/I	NDMA 9/8	5	0	-5
Deputy Director, Human Resource Management and Administration	NDMA 3	1	1	0
Assistant Director, Human Resource Management and Administration	NDMA 4	1	0	-1
Human Resource Management and Administration Officer II/I/Senior	NDMA 7/6/5	2	0	-2
Records Management Officer /Senior/ Principal	NDMA 7/6/5	1	0	-1
Librarian /Senior/Principal	NDMA 7/6/5	1	0	-1
Telephone Supervisor/Senior/Principal	NDMA 7/6/5	1	1	0
Office Administrator II/ I/Senior/Chief	NDMA 8/7/6/5	6	4	-2
Records Management Assistant III/II/I	NDMA 8/7/6	1	0	-1
Telephone Operator II/I/Senior	NDMA 10/9/8	1	1	0
Clerical Officer II/I/Senior/Chief	NDMA 10/9/8/7	3	2	-1
Assistant Office Administrator III/II/I	NDMA 10/9/8	26	26	0
Driver III/II/I/Senior/Chief	NDMA 11/10/9/8/7	74	56	-18
Office Assistant III/ II/I/Senior/Assistant Office Supervisor	NDMA 11/10/9/8/7	32	32	0
Deputy Director, Information Communication Technology	NDMA 3	1	1	0
Assistant Director, Information Communication Technology	NDMA 4	2	0	-2
Principal Information Communication Technology Officer	NDMA 5	3	2	-1
Information Communication Technology Officer/Senior	NDMA 7/6	9	0	-9
Assistant Director, Corporate Communication	NDMA 4	1	0	-1
Deputy Director, Supply Chain Management	NDMA 3	1	1	0
Assistant Director, Supply Chain Management	NDMA 4	1	1	0
Supply Chain Management Officer /Senior/Principal	NDMA 7/6/5	27	27	0
Supply Chain Management Assistant II/I/Senior	NDMA 10/ 09/08	9	0	-9
LEGAL SERVICES UNIT				
Deputy Director, Legal Services	NDMA 3	1	0	-1
Assistant Director, Legal Services	NDMA 4	1	0	-1
INTERNAL AUDIT UNIT				
Deputy Director, Internal Audit	NDMA 3	1	1	0
Assistant Director, Internal Audit	NDMA 4	1	0	-1
Internal Auditor Senior/Principal	NDMA 7/6/5	2	0	-2
		798	280	-518

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4.3. Financial Resources

Resource mobilization and management is a major focus under the strategic objective on institutional capacity development. Substantial financial resources are needed for the NDMA to fulfil its mandate, and meet the high expectations of stakeholders and communities. The total estimate budget for this Strategic Plan over the five-year period comes to Kshs. 41.38 billion, averaging Kshs. 8 billion per year.

The creation of the NDEF guarantees funding for the operationalization of drought contingency plans. The NDMA expects to receive Kshs. 4.5 billion annually from the National Treasury and will look to its partners for the balance. County governments are becoming increasingly important as sources of funding for county-level activities, and the NDMA will seek to build strong partnerships with them for sustainable funding of DRM and CCA initiatives at the county level. The budget shall be reviewed through the annual budgeting cycle, and appropriate adjustments made where necessary.

Table: Estimated Budgetary Requirements for 2018-2022

STRATEGIC OBJECTIVE		ESTIMATED BUDGETARY REQUIREMENTS (MIL KSHS)					
		2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL
1	To strengthen institutional and community resilience to drought risk and climate change	3,921.2	5,027.5	5,545.5	5,562.5	5,578.5	25,635.2
2	To provide drought and climate information to facilitate concerted actions by relevant stakeholders	115	155	170	185	191	818.5
3	To protect livelihoods of vulnerable household and community systems to cope and recover from drought shocks	730.6	1,517.5	1,714.5	1,822.5	1,884	7,669.1
4	To ensure coordinated action on drought risk management by government and other stakeholders	117.7	149	170	199	224	859.7
5	To enhance resource mobilization and partnerships for drought risk management and climate change adaptation at county, national, regional and global levels	11.2	27	26	30	32	126.2
6	To strengthen planning, performance management and knowledge management (for DRM and CCA)	69.9	155	211	193	244	872.9
7	To strengthen NDMA institutional capacity to provide leadership in drought risk management at national and county levels	848	992	1100	1175	1255	5,399
Grand Total		5,813.6	8,023.0	8,937.0	9,167.0	9,408.5	41,380.6

4.4 Accountability and Risk

Section 8 of the National Drought Management Authority Act 2016 vests management of the NDMA in the Board. Section 10 mandates the Board to formulate policies to achieve the NDMA's objectives; provide strategic direction, leadership and oversight to the secretariat; and undertake such activities as may be necessary for the discharge of its functions and the exercise of its powers¹⁰. The Board thus holds ultimate responsibility for implementation of this Strategic Plan.

The Secretariat of the NDMA is headed by the CEO to whom the Board delegates its day-to-day management. The Secretariat is made up of professional, technical and administrative officers and support staff appointed by the Board or seconded to the Board upon its request¹¹. The CEO is responsible for executing decisions of the Board; facilitating, coordinating and ensuring execution of the mandate of the NDMA; reporting to the Board on activities undertaken to achieve its mandate; ensuring staff compliance with public ethics and values; and the performance of such other duties as may be assigned by the Board or by any other written law¹². The CEO shall therefore answer to the Board on the implementation of activities and delivery of outputs and outcomes.

The CEO supervises heads of Directorates, who in turn provide direct oversight of staff responsible for different activities. The Directorate of Planning, Monitoring and Evaluation will coordinate and monitor implementation of the work plans for the Strategic Plan, to ensure that progress reports are presented at monthly management meetings and necessary action is taken to address any challenges.

Successful implementation of the Strategic Plan may however be constrained by a number of risks, against which mitigation measures will have to be taken. The table below presents the major risks, and the mitigation measures that shall be taken to address them.

10 Section 10

11 Section 13

12 Section 12(5)(e)

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4.4.1 Risk Assessment Matrix

Risk factor	Probability	Impact	Risk Mitigating Measures
STRATEGIC RISKS			
ASAL regions happen to be in areas characterised by conflicts	Medium	Medium	• Ensure EDE Pillar priorities are delivered on
Loss of stakeholders' confidence in NDMA	Medium	High	• Develop a stakeholder engagement framework • Enhance partnership to increase stakeholders' participation • Establish good structure for communication and stakeholders' feedback mechanisms
Inadequate governance and leadership structures	Medium	High	Adherence to good Corporate Governance and leadership requirements
Weak linkages for partnerships, synergies and coordination	Medium	Medium	Strengthen existing structures for better coordination
OPERATIONAL RISKS			
Inadequate staffing capacity and relevant skills	High	Medium	• Carry out a job evaluation • Recruitment of staff with relevant skills • Training of staff on relevant skills • Outsourcing of some specialized skills
Advanced technology making some processes irrelevant/inadequate ICT infrastructure	High	Medium	Investment in research and innovation for new technologies
Integrity	Medium	High	Implement strategies that will enhance transparency and accountability
Inaccurate reporting by media who focus on sensationalisation of story angles	Medium	High	• Develop and implement an Issues and Crisis Management Strategy to facilitate efficient and effective response to information emergencies and maintain the integrity of the Authority's brand. • Strengthen internal capacity to engage effectively with the mass media through contact management and staff training
CONTROL RISKS			
Inadequate funds for implementation of activities	High	High	• Lobby the Government for increased allocation • Enhance community involvement so as to increase community contribution • Partner with county governments for allocation of funds for DRM and CCA • Strength relationships with development partners for increased funding

CHAPTER 5: MONITORING, EVALUATION AND REPORTING

M&E is an important tool that helps in making decisions aimed at improving performance and achieving planned objectives. Monitoring is a continuous assessment, the aim of which is to provide stakeholders with early detailed information on progress on on-going activities. Its purpose is to determine if outputs, deliveries, schedules and plans have been achieved so that action can be taken to correct deficiencies as quickly as possible. Evaluation involves systematic and objective assessment of policies as well as on-going or completed projects and programmes to assess their relevance, effectiveness, efficiency, impact and sustainability. Based on this information, the Board will determine the changes that may need to be made at the policy, project or programme level.

Successful implementation of this Strategic Plan will depend on how effectively the planned outputs and outcomes are monitored and evaluated. It is therefore imperative to put in place an M&E system that is clearly linked to the strategic objectives. An effective results-based M&E system will ensure continuous monitoring using the identified performance indicators. This continuous monitoring and reporting will be facilitated by an online MIS for the M&E.

The Board of the NDMA is enjoined by the NDMA Act 2016 to submit an annual report on activities and finances of the Authority to the CS within three months of the end of every financial year¹³. The CS shall cause the report to be laid before the National Assembly within three months of receiving it. In addition, the Board shall publish and publicize all important information within the mandate of the Authority that affect the nation¹⁴. The M&E framework forms the basis for the NDMA to fulfil these obligations. The Authority will develop an M&E framework that draws on the verifiable performance indicators in the implementation matrix as well as the work plans.

To ensure effective M&E, a committee comprising senior officers from the relevant directorates/sections and chaired by the CEO will be set up to provide leadership. The committee will hold meetings at least once every quarter to assess progress on implementation of the various strategic objectives. It will further assess challenges encountered and propose remedies.

M&E will be emphasized at all levels, and will be done through progress reports, review meetings, and reports from special committees among others. The Authority will conduct surveys to determine the outcome and impact of its programmes and projects. Data will be analyzed and results disseminated to improve implementation. Mid-term and end-term reviews of the plan shall be conducted to determine the extent of achievement of the stated objectives and targets.

Routine monitoring and reporting on progress will be carried out by the implementing units, particular at the county level. These reports will be reviewed by the NDMA head office under the coordination of the Planning, Monitoring and Evaluation Department. Based on the reviews, the head office may arrange for backstopping missions to a sample of the implemented projects. A commonly agreed calendar of monitoring events will be developed in consultation with county teams. Capacity of the county teams will be built to ensure they effectively carry out the routine monitoring of projects and programmes.

¹³ Article 24 of NDMA Act 2016

¹⁴ Article 25 of NDMA Act 2016

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The following key reports will be prepared to record ongoing monitoring of the implementation of this Strategic Plan:

1. **Monitoring and evaluation reports** will be prepared and produced after every mission using agreed formats;
2. **Online reporting** will be done through the M&E MIS that will be rolled out during the first year of the Strategic Plan;
3. **Quarterly Progress Reports** will include information on key output indicators against set targets for the quarter; and
4. **Annual Report** shall be produced at the end of every financial year.

These reports will highlight key achievements against set targets, identify challenges encountered, lessons learned and recommend the way forward.

ANNEXES

Annex 1: ENDING DROUGHT EMERGENCIES (EDE) IN KENYA

Kenya Vision 2030 recognizes drought as the single most damaging natural hazard in Kenya, destroying lives and livelihoods and undermining national development. Unfortunately, experts predict that the impacts of drought are likely to worsen with the ongoing climate change. However, the effects of drought could be significantly mitigated if adequate and appropriate measures were taken in advance, particularly those that strengthen people's capacity to withstand periods of drought. The government has the obligation to address the occurrence of drought and its consequences. The Constitution requires the state to protect the vulnerable and progressively realize a portfolio of rights, including the right to be free from hunger.

The EDE initiative recognizes that drought emergencies have their roots in poverty and vulnerability, and in the fact that Kenya's drought-prone areas are among those which have benefited least from past investment. Therefore, drought emergencies will not end until the essential foundations for development, mainly peace and security, infrastructure and human capital are in place. The EDE initiative also recognizes that strong and competent institutions are required to address drought emergencies. The institutions should develop financial sustainability as well as adequate skills and competencies.

The Ending Drought Emergencies Framework

The EDE strategy is a product of the Summit of Heads of State and Government of the Horn and East Africa region in September 2011. The Summit communiqué recognized that droughts are slow-onset phenomena which need not, and should not, lead to emergencies if they are properly monitored and managed. In light of this, the Government of Kenya made a commitment to end the worst of the suffering currently caused by drought within ten years. After the Summit, Kenya developed its EDE Country Programme Paper (CPP) as part of IGAD's wider Drought Disaster Resilience and Sustainability Initiative (IDDRSI). The CPP then provided the basis for an EDE MTP for 2013-17, which is a sector plan within the overall Kenya Vision 2030 MTP III. In that MTP, EDE is one of the 'foundations for national transformation'.

With the coming in of devolution in 2013, and in recognition of the fact that EDE is now a shared responsibility of the national and county governments, a Common Programme Framework (CPF) for EDE was developed and launched at the national level in November 2015 and by various Governors of ASAL counties in 2016. This document guides all investment in drought risk management by the national government, the county governments, and development partners. It also establishes an institutional framework for coordination, alignment, partnerships, collaborations and synergies for EDE initiatives. The NDMA coordinates the EDE initiatives within Kenya and is the focal point for IDDRSI.

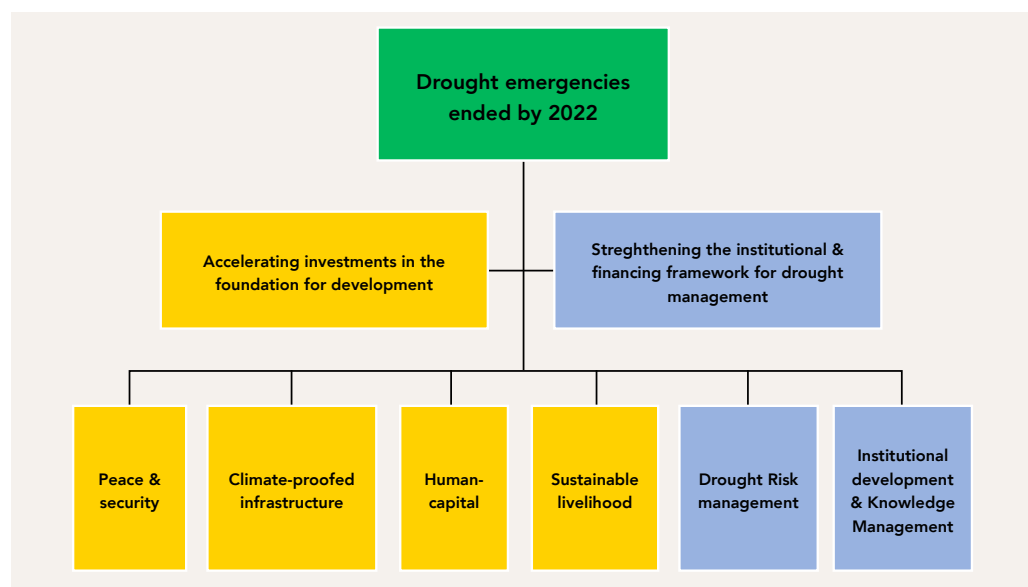
The EDE framework reflects two key priorities. First, it aims to strengthen the 'foundations' for development, especially security, infrastructure and human capital, which are particularly weak in drought-prone areas. Without these foundations, people are less well equipped to manage risk, and development projects are less likely to have impact. It is not feasible to think of building 'resilience' to drought when people lack the basic means to protect and provide for their fami-

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lies. Secondly, it seeks to strengthen the institutions and financing mechanisms which will ensure sustained and effective response. These include the NDMA, the NDEF and county governments.

Figure 1 below shows the EDE framework. The bottom row represents the six 'pillars' of the EDE, four of which focus on the foundations and two on institutional capacity.

Figure 1: EDE Framework



Highlights of Major Achievements

The task of achieving the goal of ending drought emergencies has not been easy. However, due to partnership, collaboration and common focus, there are already signs that Kenya is making good steps towards ending drought emergencies. Comparative analysis shows that, except for the 2016/17 drought, Kenya has since 2013 managed all drought episodes without international appeals. Despite the drought of 2016/17 being very severe, the impact on lives and livelihoods was not as high as had been the case in the drought of 2010/11. This has been attributed to a number of factors that include: improved early warning and contingency planning system under the NDMA and early response/actions by players, with the National and County Governments releasing funds as early as August 2016 to support the interventions identified in the drought response plans. The drought response need was estimated at Kshs. 21.2 billion and implemented in phases. The national government mobilized more than Kshs. 3 billion from development partners to cushion vulnerable households against drought. The county governments set aside funds for key interventions such as water trucking, drilling/equipping of boreholes, health and nutrition, livestock off-take and provision of food relief. There was also improved coordination of the relevant stakeholders by the government through various committees.

In addition, Kenya has since 2013 deliberately made significant investments in the foundations for DRM and this has yielded fruits as evidenced by key EDE progress indicators. For instance,

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education indicators in drought-prone areas have improved significantly, with net enrolment rates in the ASALs increasing from 26.5% in 2012 to 37.15% in 2015. Strategic investments in health services have resulted in a reduction of the mortality rate of infants and children under five from 31 to 22 and 74 to 52 for every 1,000 respectively from 2012 to 2014. Improvement of road infrastructure between Kenya and Ethiopia, upgrading of customs and immigration services at the border town of Moyale and expansion of mobile phone network have increased the movement of people as well as goods and services in the ASALs.

EDE being a complex issue, the NDMA adopted a multi-sectoral coordination approach approved under the CPF for EDE. Six multi-stakeholder thematic groups were constituted for implementation of EDE, each chaired by government and co-chaired by a development partner (See Table 1).

Table 1: EDE Pillar Leadership

	Pillar	Government Chair	Development Partner Co-Chair
1	Peace and security	Ministry of Interior and Coordination of National Government: Peace Building and Conflict Management Secretariat	United Nations Development Programme (UNDP)
2	Climate-proofed infrastructure	Ministry Water and Sanitation	European Union (EU)
3	Human capital	Ministry of Education / Ministry of Health	United Nations Children's Fund (UNICEF)
4	Sustainable livelihoods	Ministry of Agriculture, Livestock, Fisheries and Irrigation	Food and Agriculture Organisation (FAO)
5	Drought risk management	Ministry of Devolution and ASALs: NDMA	World Food Programme (WFP)
6	Institutional Development & knowledge management	Ministry of Devolution and ASALs: NDMA	Drylands Learning and Capacity Building Initiative (DLCI)

EDE MTP III

The EDE MTP III (2018-2022) has been produced through wide stakeholder participation involving government, the private sector, and development partners. The plan was guided by Vision 2030 which is the country's long-term development strategy that seeks to transform Kenya into a newly industrializing upper-middle-income country providing a high quality of life to all its citizens by 2030. It was also guided by the Big 4 Agenda. The Authority will take the lead in coordinating and facilitating implementation of the EDE/DRM MTP III (2018-2022).

Annex 2: RESULTS MATRIX NDMA M&E Framework (Log Frame)

GOAL: Enhanced Drought Resilience and Climate Change Adaptation

PURPOSE: To develop and strengthen institutions, mechanisms and capacities that build resilience to drought and climate change

Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
1.To strengthen institutional and community resilience to drought risk and climate change	1.1. Mainstream DRR, CCA, SP and other EDE priorities in policy, planning and budgeting processes	1.Awareness created and sensitization done on citizen participation in the planning and budgeting processes	I1. No. of communities to which awareness creation initiatives have been carried out	-	46	50	54	58	58	266	Reports	DTS, DRM, CDCs
		2. Awareness created on DRR, CCA, SP, and other EDE priorities	I2. No. of wards in which sensitization initiatives are implemented	-	46	50	54	58	58	266	Reports	DTS, DRM, CDCs
		3. Counties supported to establish structures for mainstreaming of DRR, CCA, SP, and EDE	No. of functional county and community DRR, CCA, SP and EDE structures established	20000	30000	30000	30000	30000	30000	150000	Reports	DTS, DRM, CDCs
				92	115	125	135	145	145	665	Reports	DTS, DRM, CDCs

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		4. Communities and sector leads supported to participate in county planning and budgeting processes	No. of communities and sector leads supported	92	115	125	135	145	145	665	Reports	DTS, DRM, CDCs
		5. Counties supported to develop DRR, CCA, and SP policies and laws	I1. No. of counties with policies and laws for DRR, CCA and SP	5	7	9	14	16	18	18	policies laws	DTS, DRM, CDCs
			I2. No. of policies and laws passed	10	-	13	1	2	2	28	policies laws	DTS, DRM, CDCs
		6. Communities supported to identify, prioritize and plan key interventions through participatory risk and resilience analysis	No. of PDRA's conducted at ward levels	-	23	46	50	54	58	231	Reports CAPs	DTS, DRM, CDCs
	1.2. Invest in and coordinate strategic preparedness, SP and CCA activities	7. Guidelines and mechanisms for accessing investment	No of Guidelines developed	2	3	-	-	-	-	3	Guidelines	DTS, DRM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		funds developed										
		8. Investment in and execution of strategic interventions supported	No of strategic interventions implemented	8	23	25	27	29	29	29	Reports	DTS, DRM
		9. Households receive regular cash transfers	No. of households receiving regular cash transfers	98,000	101,000	130,000	140,000	150,000	150,000	150,000	Reports	DTS
		10. Capacity Needs Assessment (CNA) supported	CNA Reports	-	115	125	135	145	145	665	reports	DTS, DRM
		11. Training and technical backstopping provided	No. of trainings	0	12	12	12	12	12	60	reports	DTS, DRM
2. To provide drought and climate information to facilitate concerted actions by relevant stakeholders	2.1. Strengthen, manage and operate the national drought early warning system	12. Continuous review and improvement of the drought EWS including partnership with technical institutions	I1. Functional EWS	1	1	1	1	1	1	1	EWS database	DTS, DIM CDCs
			I2. No. of VCI reports	276	276	300	324	348	348	1596	VCI reports DIM	DTS, DIM CDCs
		13. Awareness creation	I1. No. of awareness	-	23	25	27	29	29	133	Workshop reports	DTS, DIM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		conducted to enhance uptake and use of drought EWS	creation workshops conducted									CDCs
			I2. No of stakeholders trained on EWS	-	460	460	920	920	1380	4140	Training reports	
		114. Drought early warning bulletins produced	No. of drought early warning bulletins produced and disseminated	276	276	300	324	348	348	1596	Bulletins	DTS, DIM CDCs
			No. of early warning forecasts generated and disseminated	276	276	300	324	348	348	1596	Forecast reports	
		116. Access to, understanding and use of drought and climate information improved	I1. No. of dissemination forums held	-	1500	1500	1500	1800	1800	8100	Meeting reports	DTS, DIM CDCs
			I2. No of users accessing and using drought and climate information	-	7000	10000	15000	20000	25000	77000	Mailing lists	
	2.2. Strengthen drought and climate information sharing and use at national, county and community levels	117. Consolidation and dissemination of sector advisory alerts supported	No. of sector advisories produced and disseminated	276	276	300	324	348	348	1596	Mailing lists	DTS, DIM CDCs

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
	2.3. Coordinate and participate in drought risk baseline reviews and food security assessments	18. County vulnerability and livelihoods baselines developed	No. of county vulnerability baselines developed	-	23	-	-	-	29	52	Reports	DTS, DIM CDCs
		19. Bi-annual National Food Security Updates produced and disseminated	No of updates produced and disseminated		2	2	2	2	2	10	Reports	DTS, DIM
		20. Counties supported to undertake food security assessments	No. of food security assessments conducted	-	46	50	54	58	58	266	Reports	DTS, DIM CDCs
		21. County vulnerability/ livelihood baselines developed	I1. No. of county livelihood zoning reports I2. No. of maps developed	-	10	10	6	3	-	29	Reports	DTS, DIM CDCs
3. To protect livelihoods of vulnerable households and community systems to cope and recover	3.1. Build capacity of communities and stakeholders on drought contingency planning processes	22. Stakeholders and communities trained on drought contingency planning processes	I1. No. of Trainings conducted (5 per county) I2. No. of stakeholders trained (30 per country)	-	115	125	135	145	145	665	Reports	DTS, DCP&RM, CDCs
				-	690	750	810	870	870	3990	Reports	DTS, DCP&RM, CDCs

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
from drought shocks			I3. No. of counties supported to conduct drought response simulation and lifeline messaging action on identified gaps	-	23	25	27	29	29	133	Reports	DTS, DCP&RM, CDCs
	3.2. Continuously review and update drought contingency plans at ward and county levels	23. Counties supported to update annual contingency plans at ward and county levels	I1. No. of updated county contingency plans (1 per county)	23	23	25	27	29	29	133	CPs	DTS, DCP&RM, CDCs
			I2. No. of contingency plans mainstreamed into county annual development plans	-	23	25	27	29	29	133	CPs	DTS, DCP&RM, CDCs
		24. Updated contingency plans disseminated among stakeholders	% of stakeholders adopting CPs	35%	40%	45%	50%	55%	60%	60%	Reports	DTS, DCP&RM, CDCs

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
3.3. Establish and strengthen systems to operationalize and manage the NDEF	25. NDEF Regulations developed	NDEF Regulations in place	0	1	-	-	-	-	-	1	NDEF Regulations	DTS
	26. NDEF implementation guidelines developed	Functional NDEF	-	-	1	1	1	1	1	1	Guidelines	DTS
	27. Capacity on NDEF business process built at national and county levels	I1. No. of county trainings	0	23	25	27	29	29	29	133	Training reports	DTS, DCP&RM, CDCs
		I2. No. of national level stakeholder trainings	0	2	2	2	2	2	2	10	Training reports	DTS, DCP&RM
3.4. Support drought response and recovery activities	28. Response funds availed to affected counties	No. of counties supported	23	23	25	27	29	29	29	133	Financial reports	DTS, DCP&RM, CDCs
3.5. Strengthen mechanisms for expansion and scaling up of cash transfers	29. EWS trigger mechanism thresholds improved	No of EWS trigger mechanisms reviewed	1	1	1	1	1	1	1	5	EWS trigger review reports	DTS, DCP&RM
	30. Infrastructure to support cash transfers scale up established	No. of beneficiary bank and mobile money transfer accounts opened	346,519	346,519	370,000	390,000	410,000	430,000	430,000	430,000	Accounts	DTS

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		31. HSNP transition implemented	Functional transitional team in place	-	1	-	-	-	-	1	Team	DTS
		32. Drought period cash transfers scaled up	No. of households receiving cash transfers on scale up	90000	120000	130000	140000	150000	150000	150000	Payroll	DTS
	3.6. Develop and disseminate drought response guidelines	33. Drought response manual and other sectoral guidelines disseminated for adoption	No. of national and county stakeholders reached and implementing drought interventions per the manual	690	805	920	1035	1150	1265	1265	Mailing list	DTS, DCP&RM, CDCs
		34. Sectors supported to develop response standards and SOPs	No. of sector standards and SOPs developed and adopted	-	5	5	5	5	5	25	Sector SOPs	DTS, DCP&RM, CDCs
	3.7. Support activation of drought response plan	35. Rapid assessments sectoral response plans and drought scenarios supported	11. No. of rapid assessments conducted	23	23	25	27	29	29	133	Reports	DTS, DCP&RM, CDCs
			12. No. of drought scenarios developed	23	23	25	27	29	29	133	Reports	DTS, DCP&RM, CDCs

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
			I3. No. of TWG meetings conducted	115	115	125	135	145	145	665	Minutes	DTS, DCP&RM, CDCs
		36. County response plans consolidated to inform the National Response Strategy	Consolidated National Drought Response Plan	1	1	1	1	1	1	5	National Drought Response Plans	DTS, DCP&RM
		37. National Drought Response Plan linked to financing mechanisms	No. of interventions requisition forms	115	115	125	135	145	145	665	Requisition Forms	DTS, DCP&RM, CDCs
	3.8. Document good practices and lessons learnt	38. Documentation of drought response good practices and lessons learnt supported	No. of good practices documented and disseminated	5	46	50	54	56	56	262	Good practice case studies	DTS, DCP&RM, CDCs
4. To ensure coordinated action on drought risk management by government and other stakeholders	4.1. Review stakeholder DRM capacity profiles at county, national and international levels	39. DRM stakeholder analysis undertaken at county, national and international levels	DRM Stakeholder database established and operationalized	0	24	26	28	30	30	30	Data base	DTS, P&RMM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
	4.2. Coordinate development of standards and guidelines for DRM and CCA initiatives	40. Sectors supported to develop SOPs for adoption both at national and county levels	No. of sectors supported to develop SOPs	1	-	5	-	-	-	5	Annual reports	DTS, P&RMM
	4.3. Support domestication, implementation and reporting on regional and global DRM commitments	41. Counties guided in implementation of EDE priorities	No of counties effectively implementing EDE priorities	-	23	25	27	29	29	29	Reports	DTS, CDCs
		42. Participation in national processes for fulfilling commitments under the Paris Agreement on Climate Change	No. of processes implemented to fulfil commitments under the Paris Agreement on Climate Change	-	2	2	2	2	2	2	Reports	DTS
		43. Domestication of Sendai Framework supported	No. of county policies domesticating the Sendai Framework	3	10	10	2	2	2	29	Policies	DTS
		44. Participation in national, regional and global DRM	No. of meetings on DRM and CCA attended at national,	5	6	10	10	10	10	46	Reports	DTS, PPM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
4.4. Strengthen coordination structures at national and county levels		and CCA platforms	regional and international levels									
		45. CSGs supported	No. of CSG meetings supported to conduct coordination	70	92	100	108	116	124	540	Reports	CDCs
		46. National drought risk management coordination structures supported	No. of national DRM coordination meetings held	3	5	5	5	5	5	25	Reports	DTS, DIM, DCPRM
		47. DRM platforms, peer reviews and networks supported at national and county levels	No. of DRM platforms supported	5	5	5	5	5	5	25		DTS, DRM
		48. ASAL Stakeholder Forum (ASF) functional at national and county level	I1. ASF Constitution developed and published I2. No of ASF county forums launched I3. Stakeholder mapping tool	- 17	1 - -	- 6 1	- - -	- - -	- - -	1 23 1	Constitution	PPM DTS PPM DTS PPM DTS

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
5. To enhance resource mobilization and partnerships for drought risk management and climate change adaptation at county, national, regional and global levels	5.1. Strengthen resource mobilization mechanisms		developed and in use									
		49. PPG operations supported	No. of PPG functions supported		1	1	1	1	1	5		PPM DTS
		50. Counties supported to establish county level DRM and CCA funding mechanisms	I1. No. of counties with functional DRM and CCA funds and funding mechanisms I2. No of counties with operational policies or legal frameworks for DRM and CCA funds	6	-	8	9	-	-	23		P&RMM
		51. Lobbying and advocacy for more resources enhanced	No. networking meetings	6	-	8	9	-	-	23		P&RMM
		52. Resource mobilization committee established	Resource mobilization committee in place	-	2	2	2	2	2	10		P&RMM
		53. Institutional accreditation for Green Climate Fund (GCF) initiated	Application for accreditation submitted to the GCF	0	1	-	-	-	-	1		P&RMM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		54. Funding proposals developed	No. of proposals funded	3	3	3	3	3	3	15		P&RMM
	5.2. Develop strategies for generating revenue for DRM and CCA	55. Internal revenue generated	Amount of revenue generated	7m	8m	12m	15m	20m	20m	75m		P&RMM
	5.3. Build formal partnerships for DRM and CCA	56. Guidelines for proposal development established	Guidelines	0	-	1	-	-	-	1		P&RMM
		57. Partnerships created between NDMA and various organizations and projects implementing DRM and CCA	No. of partnerships created	0	5	7	10	10	10	42		P&RMM
6.To strengthen planning, performance management and Knowledge Management (for DRM and CCA)	6.1. Strengthen planning, M&E and results-based performance management systems	58. Planning for NDMA strengthened	I1. NDMA Strategic Plan for 2018-2022 finalized and printed I2. NDMA Annual Work Plan and procurement plan produced	-	1	-	-	-	-	1		PPM
				2	2	2	2	2	2	10		PPM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		59. M&E for NDMA projects and activities strengthened	I3. NDMA Strategic Plan for 2023-2027 produced	-	-	-	-	-	-	1		PPM
			I1. M&E reporting framework operationalized	-	1	-	-	-	-	1		PPM, M&EO
			I2. No. of personnel trained on M&E	-	89	100	100	50	50	389	Report	PPM, M&EO
			I3. MIS for M&E operational	-	1	1	1	1	1	1	Report	ICT Mng. M&EO
			I4. No of baseline assessments carried out	-	0	1	2	2	2	7	Reports	DTS, PPM
			I5. No. of M&E missions undertaken	8	10	10	10	10	10	50	Reports	PPM, M&EO
			I6. No. of mid-term and end-term reports for NDMA SP produced	-	-	-	1	-	1	2	Reports	PPM, M&EO
			I7. No. of NDMA Annual reports	1	1	1	1	1	1	5	Reports	DTS, PPM, FAM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
			produced and disseminated									
			I8. No. of project evaluations carried out	2	1	1	1	1	1	5	Reports	DTS, PPM
		60. Results based performance management systems for NDMA strengthened	I1. No. of signed Performance Contracts	1	11	34	34	34	34	147	PCs	PPM
			I2. Periodic Performance Contract progress reports	5	5	5	5	5	5	25	Reports	PPM
			I3. No. of staff sensitized on performance management	-	40	60	60	60	60	280		HRMA
			I4. No. of staff signed appraisals	-	200	300	300	300	300	300	PAS	HRMA
			I5. Bi-annual and annual appraisal reports	-	200	300	300	300	300	300	PAS	HRMA
			I1. No. of copies of the DRM/EDE MTP III for 2018-2022 printed	-	500	-	-	-	-	500	Reports	PPM
		61. EDE planning strengthened										

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
			and disseminated									
			I2. DRM/EDE MTP IV for 2023-2027 developed	-	-	-	-	-	1	1	MTP	DTS, PPM
			I3. No of countries capturing DRM/EDE MTP IV issues in their CIDs for 2023-2027	-	-	-	-	-	29	29	CIDs	DTS, PPM
			I1. No. of Annual progress reports for MTP III produced and disseminated	-	1	1	1	1	1	5	Reports	DTS, PPM
		62. M&E for EDE strengthened	I2. No. of mid-term and end-term reports for DRM/EDE MTP III produced	-	-	-	1	-	1	2	Reports	DTS, PPM
			I3. No. of EDE pillar members trained on MIS for M&E	-	20	-	-	25	-	45	Reports	PPM, M&EO
			I4. No. of joint M&E missions undertaken	1	1	1	1	1	1	5	Reports	M&EO

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		63. Staff performance appraisal finalized and signed	I1. No. of staff sensitized on performance management	-	40	60	60	60	60	280		HRMA
			I2. No. of staff signed appraisals	-	200	300	300	300	300	300	PAS	HRMA
			I3. Bi-annual and annual appraisal reports	-	200	300	300	300	300	300	PAS	HRMA
6.2. Strengthen research and KM for continuous improvement		64. Research Strategy developed	Research Strategy	0	-	1	1	1	1	1	Report	PPM
		65. Research on appropriate approaches & technologies on DRM and CCA carried out	I1. No. of partnerships and MoUs made with national and international research institutions	1	1	2	3	3	3	12	Reports	PPM
			I2. No. of research papers produced	2	2	3	3	3	3	14		PPM
			I3. No. of new approaches piloted	0	1	2	2	2	2	9		PPM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		66. DRM KM Strategy developed	Operational KM Strategy	0	-	1	1	1	1	1		PPM
		67. A central KM repository established	I1. A web based KM & information sharing platform	0	-	1	-	-	-	1	Platform	PPM
			I2. Physical library operational	1	-	-	-	-	-	1		DCS
			I3. One-Stop Shop for drought related policies and statistics operational		1	-	-	-	-	1		PPM
		68. Functional web based investment tracker for all NDMA programmes and projects established	Investment tracker	0	1	-	-	-	-	1		PPM, ICTM
		69. International, regional and national forums and exchange programmes attended	No. of international, regional and national forums and exchange programmes attended		6	6	6	6	6	30		PPM, DTS

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
6.3. Initiate and influence policy, legal and regulatory reforms on DRM and CCA		70. Good practices on DRM generated and documented	No. of good practices documented	-	3	2	2	3	2	12	Reports	PPM, DTS
		71. DRM learning conferences held at national level	No. of learning conferences	-	-	-	1	-	1	2	Reports	DTS
		72. Regulations for the NDMA Act produced and actualized	Gazetted Regulations	0	-	1	-	-	-	1	Report	DTS, PPM
		73. DRM issues appropriately reflected in relevant policies, strategies and legal frameworks	I1. No. of sectors engaged on policy and legal frameworks for DRM I2. No. of laws and regulations that reflect DRM issues	-	1	-	1	1	1	4	Reports	PPM, DTS
		74. Counties supported to develop DRR/CCA/SP/policies and legislation	No. of county policies, laws, strategies and plans formulated	5	-	1	-	1	-	2	Laws	PPM, DTS
					2	5	5	5	5	22	Policies	DTS

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
6.4. Strengthen research and KM for EDE continuous improvement		75. EDE KM Strategy developed	Operational KM Strategy	0	-	1	-	-	-	1	Strategy	PPM
		76. Functional web based investment tracker for all EDE programmes and projects established	Existence of online mapping tool that is regularly updated	0	1	-	-	-	-	1	Tool	PPM, ICTM
		77. EDE Good Practice Documented (This Excludes P5)	No. of good practices documented	0	2	2	2	2	2	10	Reports	DTS
		78. Hold EDE Conferences (Link to the evaluations of MTP III)	No. of national Conferences	0		1		1		2	Reports	PPM, DTS
7. To strengthen NDMA institutional capacity to provide leadership in	7.1. Strengthen institutional corporate governance and leadership for the Board	79. Regional policies domesticated	No. of regional policies domesticated	0		1		1		2	Policies	DTS
		80. Board members trained on relevant skills, governance and leadership	No. of board trainings	4	4	4	4	4	4	20	Reports	CEO, DCS

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
drought risk management at national and county levels		81. Board activities facilitated	I1. No. of reviewed board charters and policy documents	2	-	2	-	2	-	2	Reports	CEO, DCS
			I2. No. of meetings	19	28	28	28	28	28	140	Reports	CEO, DCS
			I3. No. of field missions	5	6	6	6	6	6	30	Reports	CEO, DCS
		82. Institutional risk management strengthened	I1. Updated risk register in place	1	1	1	1	1	1	1	Risk register	CEO, IAM
			I2. Reviewed Institutional Risk Management Plan	1	1	1	1	1	1	5	Risk Management Plan	CEO, IAM
		83. Board evaluation done	I3. Risk champions appointed	-	1	1	1	1	1	1	Letters	CEO, IAM
			Board evaluation reports	0	1	1	1	1	1	5	Board reports	CEO, IAM
		84. Corporate governance at management level strengthened	No. of Corruption Prevention Committee reports	4	4	4	4	4	4	20	Reports	CEO, IAM
			I1. No. of capacity gap	1	1	-	1	-	1	3	Reports	DCS, HRAM
		85. Capacity building of										

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
7.2. Strengthen institutional and administrative capacity		staff on emerging thematic issues carried out	assessment reports									
		I2. No. of staff trained	I2. No. of staff trained		300	310	330	350	380	380	Reports	DCS, HRAM
		86. Internal audit capacity strengthened	I1. Automated audit system procured	0	-	1	-	-	-	1	Audit system	IAM
			I2. Reviewed internal audit charter and internal audit manual	2	2	-	-	2	-	4	Internal audit charter, manual	IAM
	7.2. Strengthen institutional and administrative capacity	87. Comprehensive Administrative Manual developed	Comprehensive Administrative Manual	0	1	-	-	-	-	1	Admin Manual	DCS, HRAM
		88. Procurement manual developed, reviewed and aligned to the PPAD Act 2016	Developed and reviewed procurement manual	0	1	-	-	1	-	2	Procurement Manual	DCS, SCM
		89. ICT policy reviewed and implemented	Reviewed and implemented ICT policy	1	1	-	-	1	-	1	ICT Policy	DCS, ICTM
		90. ICT infrastructure and shared	Functional ICT infrastructure	1	1	1	1	1	1	1	ICT infrastructure	DCS, ICTM

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
		services provided										
		91. Management Information System integrated	Operationalized ERP system	0	1	-	-	-	-	1	ERP system	DCS, ICTM
		92. Finance Manual reviewed in line with PFM Act 2012 and PFM Regulations 2015	Reviewed Finance Manual	1	1	-	-	1	-	2	Finance Manual	DCS, FAM
		93. Annual MTEF budget prepared	Budget estimates	1	1	1	1	1	1	5	Budget	DCS, FAM
		94. Adequate and suitable office space and equipment provided	No. of stations having conducive office environment and equipment	-	15	20	25	30	30	30	Offices	DCS
	7.3. Institute necessary internal systems and mechanisms for accreditation to relevant international standards	95. ISO certification achieved and sustained	ISO certificate	-	-	-	1	-	-	1	Certificate	CEO

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Strategic Objective	Strategy	Expected outputs	Verifiable Performance Indicators	Baseline 2017/18	Annual targets					Total 2018-2022	MOV	Responsible person
					2018/19	2019/20	2020/21	2021/22	2022/23			
	7.4. Review and implement NDMA organizational structure	96. Organizational structure reviewed and implemented	Percentage of implementation of organizational structure	39%	45%	50%	55%	60%	65%	70%	Positions filled	HRAM
	7.5. Strengthen corporate communication and visibility	97. Corporate communications strategy reviewed and implemented	Reviewed corporate communications strategy	1	1	-	1	-	-	2	Strategy	CPIO
		98. Corporate social responsibility implemented	No. of community CSR initiatives supported	2	1	2	2	3	3	11	CSR reports	DCS
		99. Citizen service charter reviewed and implemented	No. of customer satisfaction surveys carried out	1	1	1	1	1	1	5	Survey reports	DCS
			No. of feedback mechanisms in place	1	1	1	1	1	1	5	Mechanism	DCS

Annex 3: IMPLEMENTATION MATRIX

Goal: Enhanced drought resilience and climate change adaptation

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
SO1: To build institutional and community resilience to drought risk and climate change												
1.1 Mainstream DRR, CC, SP and other EDE priorities in planning and budgeting processes	A1. Create awareness and sensitize citizens public participation in planning and budgeting	V1. No. of awareness meetings	Reports	160	180	195	210	225	970	ADA Consortium NGOs, CBOs, FBOs, County Govts.	NDMA, NDEF	EU, USAID, GCF, UNDP, UNICEF, DFID, WB
		V2. No. of public barazas	Documentaries									
		V3. No. of IEC materials	Printed materials									
		V4. No. of mass media outreach events	Documentaries									
	A2. Create awareness on DRR, CCA, SP, and other EDE priorities	V1. No. of awareness meetings	Minutes, reports									
		V2. No. of public barazas	Reports									
		V3. No. of IEC materials	Printouts									
		V4. No. of sensitization workshops	Workshop reports									
	A3. Support counties to establish	V1. No. of sensitization meetings	Minutes									

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
1.2 Invest in and coordinate strategic preparedness and adaptation activities	structures for mainstreaming of DRR, CCA, SP, and other EDE priorities	VI2. No. of technical backstopping missions VI3. No. of advocacy initiatives	Consultancies Reports									
	A4. Support communities and sector leads to participate in county planning and budgeting processes	VI. No. of communities and sector leads supported	Reports									
	A5. Support Counties to develop DRR, CCA, and SP policies and laws	VI1. No of counties supported VI2. No of backstopping missions	Reports Mission reports									
	A1. Support communities to identify, prioritize and plan key interventions through participatory risk and resilience analysis	VI. No of PDRA's conducted at ward levels	PDRA reports, CAPs	3,748	4,825	5,325	5,325	5,325	24,548	WFP, ADA Consortium NGOs, CBOs, FBOs, County Govts,	NDMA, NDEF	DFID, WB, EU, WFP, UNDP, ADA Consortium, USAID, JICA, GIZ, Danida
	A2. Develop guidelines and mechanisms for accessing investment funds	VI. No of consultative meetings held	Printed Guidelines									

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
1.3 Strengthen capacities of communities and stakeholders to plan and implement resilience activities	A3. Support investment in and execution of strategic resilience and preparedness interventions	V1. No. of counties supported to prepare project documents	Reports										
		V2. No. of strategic interventions identified	Reports										
		V3. No. of interventions implemented	Reports										
		V4. No. of HHs benefiting from the projects	Reports										
	A4. Strengthen communities resilience to drought through regular cash transfers		Reports										
	A1. Support Capacity Needs Assessment (CNA)		Reports	13.2	22.5	25.5	27.5	28.5	117.2	WFP, ADA Consortium NGOs, CBOs, FBOs, County Govts,	NDMA, NDEF	DFID, WB, EU, WFP, UNDP, ADA Consortium, USAID	
	A2. Provide training and technical backstopping	V1. No. of backstopping missions	Modules										
		V2. No. of training supported	Reports										
				3,921.2	5,027.5	5,545.5	5,562.5	5,578.5	25,635.2				

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
SO2: To provide drought and climate information to facilitate concerted actions by relevant stakeholders												
2.1 Strengthen, manage and operate the national drought EWS	A1. Continuously review and improve on the drought EWS in partnership with technical institutions	V1. No. of reviews done	Reports	52.5	60	65	70	76	323.5	WFP, ADA Consortium	NDMA, NDEF	EU, ADA Consortium, WB
		V2. No. of counties in which the new early warning systems have been operationalized	Reports							NGOs, CBOs, FBOs, County Govts, UNICEF		
		V3. No. of officers trained on the improved EWS	Training reports									
	A2. Conduct awareness creation to enhance uptake and use of the drought EWS	VI. No. of awareness creation initiatives implemented	Reports									
2.2 Strengthen drought and climate information sharing and use at national, county and community levels	A3. Produce drought early warning bulletins	VI. No. of drought early warning bulletins produced	Reports									EU, ADA Consortium, WB
		A4. Generate predictive early warning models	VI. No. of VCI reports produced	Reports								
		A1. Improve access to, understanding and use of drought and climate information	V11 No. of information materials disseminated V12. No. of users accessing and using drought and climate information	Reports Mailing list	2.5	20	25	25	25	95	WFP, ADA Consortium NGOs, CBOs, FBOs, County Govts,	
	A2. Support consolidation and dissemination of sector advisory alerts	VI. No. of sector advisories produced and disseminated	Reports									

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
2.3 Coordinate and participate in drought risk baseline reviews and food security assessments	A1: Develop county vulnerability and livelihood baselines	VI. No. of county vulnerability and livelihood baselines developed	Baseline reports	60	75	80	90	90	400	WFP, ADA Consortium NGOs, CBOs, FBOs, County Govts,	NDMA, NDEF	EU, ADA Consortium, WB, UNICEF	
	A2: Produce and disseminate bi- annual National Food Security Updates	VI. No of updates produced and disseminated	Reports										
	A3: Support counties to undertake food security assessments	V1. No. of county food security assessments conducted V2. No. of newspaper supplements published	Assessment reports Supplements										
	A4: Develop county vulnerability/liveli- hood baselines	V1. No. of county livelihood zoning reports V2. No. of maps developed	Reports Maps										
				115	155	170	185	191	818.5				

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
SO3: To protect vulnerable household livelihoods and community systems to cope and recover from drought shocks												
3.1 Build the capacity of communities and stakeholders on drought contingency planning processes	A. Support training of stakeholders and communities in drought contingency planning	V1. No. of trainings conducted	Reports	41	55.5	56.5	58.5	65	276.5		NDMA and NDEF	EU, USAID, UNICEF
		V2. No. of stakeholders trained	Participants lists									
		V3. No. of counties supported to conduct drought response simulation and lifeline messaging action on identified gaps	Reports									
3.2. Continuously review and update drought contingency plans at ward and county levels	A1. Support counties to update annual contingency plans at ward and county levels	V1. No. of county contingency plans updated	Plans	25.3	28	30	32	32	147.3		NDMA and NDEF	EU, GIZ, UNDP, UNICEF
		V2. No. of contingency plans mainstreamed into county annual development plans	Plans									
	A2. Disseminate updated contingency plans among stakeholders	V1. % of stakeholders adopting the CPs	Reports									
3.3. Establish and strengthen systems to operationalize and manage the NDEF	A1. Develop NDEF Regulations	V1. NDEF Regulations in place	Regulations	10.5	50	40	40	40	180.5		NDMA and NDEF	EU, GIZ, UNDP, WB
		V1. Guidelines in place	Guidelines									
	A3. Build Capacity on NDEF business process at national and county levels	V1. No. of trainings V2. No. of national stakeholder trainings	Reports Reports									
3.4. Support drought response and recovery activities	A1. Response funds disbursed to drought affected counties	V1. No. of counties supported	Reports	57.5	700	800	800	800	3,157.5		NDEF	DFID, EU

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
3.5. Strengthen mechanisms for expansion and scaling up of cash transfers	A1. Improve EWS trigger mechanism thresholds	VI. No. of EWS trigger mechanism reviews	Reports	577.8	650	750	850	900	3,727.8		NDEF	DFID, EU
	A2. Establish infrastructure to support cash transfer scale ups	VI. No. of beneficiary bank and mobile money transfer accounts opened	Reports									
	A3. Scale up drought period cash transfers	VI. No. of households receiving scale up cash transfers	Payroll									
3.6. Develop and disseminate guidelines and good practices for drought response	A1. Disseminate the drought response manual and other sectoral guidelines for adoption	VI. No of stakeholders adopting and using the response manual	Reports	0	3	3	0	0	6		NDMA/ NDEF	EU
	A2. Support sectors to develop response standards and SOPs	VI. No. of sector standards and SOPs developed and adopted	SOPs									
3.7. Support development of drought response planning and activation processes	A1. Support rapid assessments, sectoral response plan development, drought scenarios and TWGs	V11. No. of rapid assessments conducted	Reports	18.5	22	26	32	37	135.5		NDMA/ NDEF	EU
		V12. No. of drought scenarios adopted	Reports									
		V13. No. of TWG meetings conducted	Minutes									

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
3.8 Document good practices and lessons learnt	A2. Consolidate county response plans to inform the National Response Strategy	VI. Consolidated national drought response plan	Plans									
	A3. Link consolidated national drought response plan to financing mechanisms	VI. No. of interventions supported	Reports									
	A. Support documentation of drought response good practices and lessons learnt	VI. No. of good practices documented and disseminated	Reports	0	9	9	10	10	38		NDMA/ NDEF	DFID and EU
				730.6	1,517.5	1,714.5	1,822.5	1,884	7,669.1			
SO4: To ensure coordinated action on drought risk management by government and other stakeholders												
3.1 Review and update stakeholder DRM capacity profiles at national and county levels	A. Undertake DRM stakeholder analysis at national and county levels	VI. No. of stakeholders analyzed	Stakeholder database	0.5	6	7	8	8	29.5		NDMA/ NDEF	EU, UNDP, USAID
3.2 Coordinate development of standards and guidelines for DRM and CCA Initiatives	A. Facilitate sectors to identify and develop SOPs for DRM	VI. No. of sectors facilitated	SOPs	3.5	-	22	-	-	22		NDMA, NDEF	EU, UNICEF, UNDP, USAID

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
4.3 Support domestication, implementation and reporting on regional and international DRM commitments	A1. Guide counties in implementation of EDE priorities	VI. No. of counties guided	County EDE implementation reports	6	8	11	13	15	53		NDMA, NDEF	EU, UNDP, UNICEF and other partners	
	A2. Participate in and support national processes for fulfilling commitments under the Paris Agreement on Climate Change	VI. No. of national processes engaged with	Country reports to UNFCCC Conference of Parties (COP)										
	A3. Support Domestication of Sendai Framework	VI. No. of national policies and strategies domesticating the Framework	Policies and strategies										
	A4. Participate in national, regional and international DRM and CCA platforms	VI. No. of platforms	Reports of national, regional and international level meetings on DRM and CCA										
4.4 Strengthen coordination structures at national and county levels	A1. Support CSGs	VI. No. of CSGs functioning effectively	Minutes	107.7	120	130	150	170	677.7		NDMA/ NDEF	EU, DFID, WB, WFP, UNDP	
	A2. Support national drought risk management coordination structures	VI. No. of DRM coordination structures supported	Reports										
	A3. Harmonize implementation of	VI. No. of PIC meetings	PIC Minutes										

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
	NDMA programmes and projects											
	A4. Facilitate implementation of projects at county and sub-county levels	VI. No. of projects implemented	Project reports									
	A5. Facilitate activities of ASF at county and national levels	VI. No. of activities facilitated	Reports									
	A6. Facilitate activities of the PPG	VI. No. of activities facilitated	Reports									
					117.7	149	170	199	224	859.7		
S05: To enhance resource mobilization and partnerships for drought risk management and climate change adaptation at county, national, regional and international levels												
5.1. Strengthen resource mobilization mechanisms	A1. Support counties to establish county level DRM funding mechanisms	VI. No. of functioning county level funding mechanisms	Reports	9	12	14	16	18	69		NDMA	EU, DFID, USAID
	A2. Operationalize the NDMA Resource Mobilization Strategy	V11. Amount of resources generated	Reports									
		V12. No. of project proposals generated	Proposals									
		V13. Resource Mobilization Committee	Reports									

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
5.2 Develop strategies for generating revenue for DRM and CCA		established and operational										
	A3. Initiate and facilitate process of accreditation to Green Climate Fund (GCF)	VI. No. of planning meetings	Application									
	A. Establish mechanisms for revenue generation	VI. Amount of internal revenue generated	Reports	0	8	4	4	4	20		NDMA	EU, DFID, USAID
5.3 Build formal partnerships for DRM and CCA	A1. Initiate and support development and execution of proposals and projects	VI. No of proposals and projects developed and executed	reports	2.2	7	8	10	10	37.2		NDMA	EU, DFID, USAID
	A2. Establish procedures and guidelines for proposal development	VI. Guidelines	Procedures and guidelines booklets									
	A3. Create partnerships between NDMA and various organizations and projects implementing DRM and CCA	No. of partnerships created	Partnerships									
				11.2	27	26	30	32	126.2			

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
SO6: To strengthen planning, performance management and Knowledge Management (for DRM and CCA)												
6.1 Strengthen planning, M&E and results based performance management systems	A1. Strengthen planning for NDMA	V1. NDMA Strategic Plan for 2018-2022 finalized and printed	Strategic plan	25.4	45	75	50	95	290.4	NDMA	EU, USAID, UNICEF, DFID, UNDP, WFP, WB	
		V2. NDMA Annual Work Plan and procurement plan produced	Work plan									
		V3. NDMA Strategic Plan for 2023-2027 produced	Strategic plan									
		V11. M&E reporting framework operationalized	M&E reporting framework									
	A2. Strengthen M&E for NDMA projects and activities	V2. No. of personnel trained on M&E	Reports									
		V3. MIS for M&E operational	MIS									
		V14. No of baseline assessments carried out	Baseline reports									
		V5. No. of M&E missions undertaken	M&E reports									
	V16. No. of mid-term and end-term reports for NDMA SP produced	Mid-term and end-term SP reports										

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
		VI7. No. of NDMA Annual reports produced and disseminated	Annual reports and financial statements									
		VI8. No. of project evaluations carried out	Evaluation reports									
		VI1. No. of signed Performance Contracts	PCs									
		VI2. Periodic Performance Contract progress reports	Reports									
		VI3. No. of staff sensitized on performance management	Reports									
	A3. Strengthen results based performance management systems for NDMA	VI4. No. of staff signed appraisals	PAS									
		VI5. Bi-annual and annual appraisal reports	Reports									
		VI1. No. of copies of the DRM/EDE MTP III for 2018-2022 printed and disseminated	Printed copies of the DRM/EDE MTP III									
		VI2. DRM/EDE MTP IV for 2023-2027 developed and printed	DRM/EDE MTP IV									
	A4. Strengthen EDE planning, monitoring and evaluation											

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NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)					Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023			GoK	Dev Partners and Others
	A4. Establish and operationalize a central KM repository	VI. No. of meetings	Platform									
	A5. Establish a functional web-based investment tracker for all NDMA programmes and projects	VI. No. of meetings	Web-based Investment Tracker									
	A6. Attend and participate in international, regional and national forums and exchange programmes	VI. No. of forums attended	Return to office reports									
	A7. Generate, document and disseminate good practices in DRM and CCA	VI. No. of good practices documented	Reports									
	A8. Convene DRM Learning conferences at national level	VI. No. of conferences convened	Reports									
	A1. Develop Regulations for implementation of the NDMA Act	VI. No. of regulations developed	Gazetted Regulations	16.3	35	35	36	37	159.3		NDMA	EU, USAID, FAO, DFID, WB
	A2. Support stakeholders to appropriately	VI. No. of policies, strategies and legal frameworks in which	Policies, laws and strategies									
	6.3 Initiate and influence policy, legal and regulatory reforms on DRM and CCA											

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
6.4 Strengthen research and KM for EDE continuous improvement	reflect DRM issues in relevant policies, strategies and legal frameworks	DRM issues reflected											
	A3. Support counties to develop DRM, CCA and SP policies and laws	Vi. No. of counties with DRM, CCA and SP policies and laws	County policies, and laws										
	A1. Develop EDE KM Strategy	Vi. No. of meetings	Strategy	0	30	35	37	40	142		NDMA	EU. USAID, FAO	
	A2. Develop web based investment tracker for all EDE programmes and projects	Vi. No. of meetings	Tracker										
	A3. Document EDE good practices	Vi. No. of good practices documented	Report										
	A4. Convene EDE conference at national level	Vi. No of conferences held	Report										
	A5. Support domestication of relevant regional policy frameworks	Vi. No. of regional policy frameworks domesticated	Policies and strategies										
				69.9	155	211	193	244	872.9				

NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
SO7: To strengthen NDMA institutional capacity to provide leadership in drought risk management at national and county levels													
7.1 Strengthen corporate governance and leadership for the Board	A1. Train Board members on corporate governance and leadership	VI. No. of Board trainings	Reports	18.6	36	45	50	55	204.6	NDMA		EU, DFID	
		A2. Facilitate meetings and activities of the Board	VI1.No. of reviewed board charters and policy documents	Charters									
			VI2. No. of meetings	Minutes									
	A3. Strengthen management of risk	VI3. No. of field missions	Reports										
		VI1. Updated risk register in place	Risk register										
			VI2. Reviewed institutional risk management Plan	Plan									
	A4. Undertake periodic evaluations of the Board	VI3: Risk management plan implemented	Report										
		VI. No. of evaluations	Board evaluation reports										
	A5. Strengthen corporate governance at management level	VI. No. of trainings	reports										
		VI. Corruption Prevention Committee established and strengthened	Reports										
	A6. Build staff capacity on emerging thematic issues	VI1. No. of Capacity gap assessments	reports										
		VI2. No. of staff trained	reports										

NDMA Strategic Plan, 2018-2022

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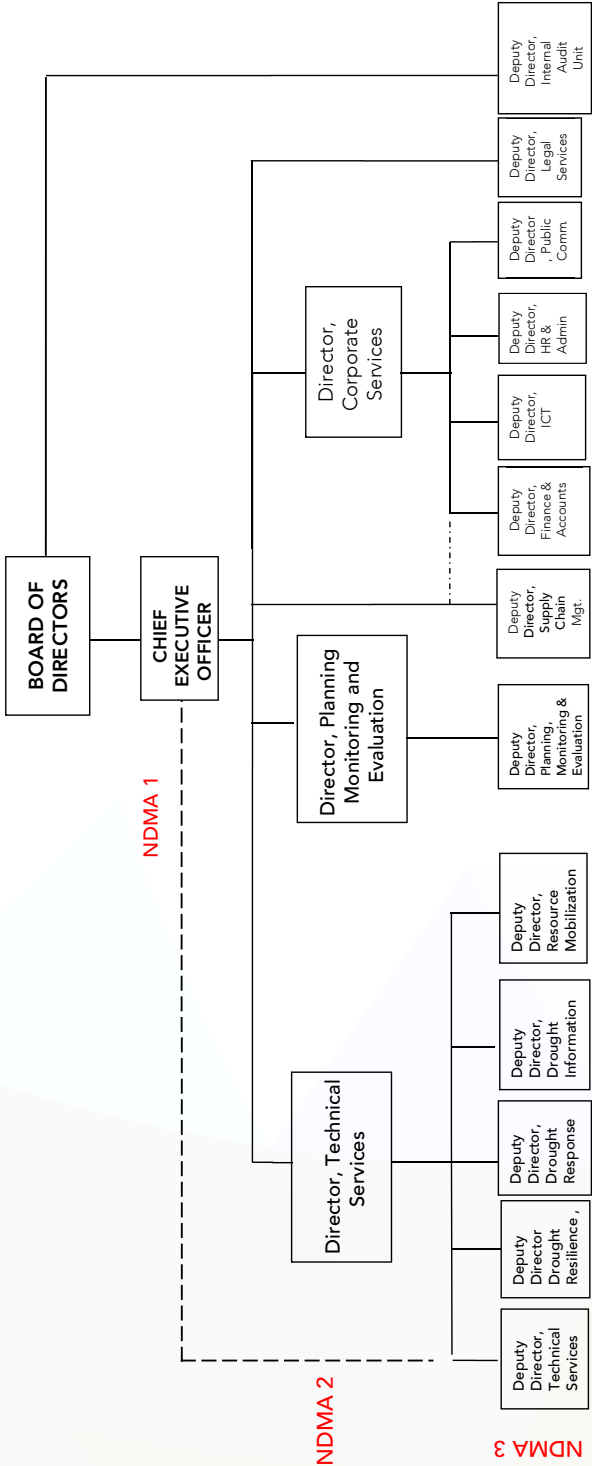
NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
7.3 Institute necessary internal systems and mechanisms for accreditation to relevant international standards	line with PFM Act 2012 and PFM Regulations 2015	V12. Finance Manual implemented	Report										
		V11. No. of lease agreements signed	Agreements										
		V12. No. of parcels of land acquired for office blocks	Title deeds	190.2	220	240	250	270		1,170.2		NDMA	EU, DFID
	A9. Develop and implement work environment policy	V13. No. of offices renovated	Reports										
		V11. Work environment policy	Policy document										
		V12. No. of recommendations of the Work Environment Policy Implemented	Reports										
A10. Routine maintenance of assets	V11. No. of lease agreements signed	Agreements											
7.4 Review and implement NDMA organizational structure	A1. Review and implement NDMA organizational structure	V1. No. of meetings to plan application	ISO Certificate	-	5	5	5	5	20				
		V1. No. of positions filled	Staff List	502	570	620	670	710	3,101		NDMA	EU, DFID	
		V11. The staff career progression guidelines operationalized	Report										
		V12. The HR manual operationalized	Report										

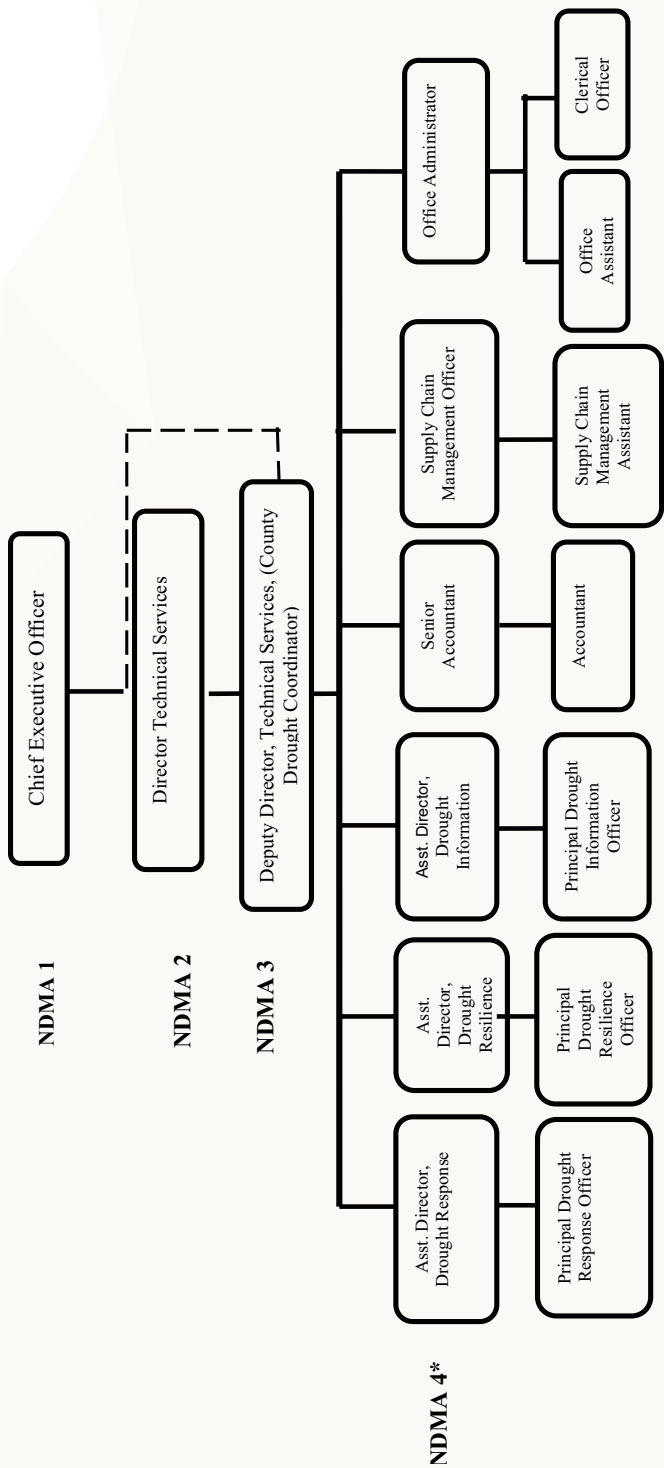
NDMA Strategic Plan, 2018-2022

Intervention Area/Result/Output	Activities/Inputs	Verifiable Performance Indicators	MOV	Timeline And Budget (Mil Kshs)						Total Budget 2018 - 2022 (Mil Kshs)	Implementing Agency/Partner	Source of funding	
				FY 2018/2019	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023	GoK			Dev Partners and Others	
7.5 Strengthen corporate communication and visibility	A1. Review and implement corporate communication strategy	V11. Strategy developed	Strategy	33.2	36	40	45	50	204.2		NDMA	GoK	EU, DFID
		V12. Strategy implemented	Report										
		V13. Corporate brand identity implemented	Report										
	A2. Implement Corporate social responsibility	V1. No. of CSR activities	Reports										
		A3. Review and implement Citizen service charter	No. of customer satisfaction surveys carried out	Survey									
		No. of feedback mechanisms in place	Mechanism										
	Sub-total			848	997	1105	1180	1260	5,419				
	Grand Total			5,813.6	8,028.0	8,942.0	9,172.0	9,413.5	41,400.6				

Annex 4: ORGANISATIONAL STRUCTURE
APPROVED ORGANISATIONAL STRUCTURE FOR NDMA

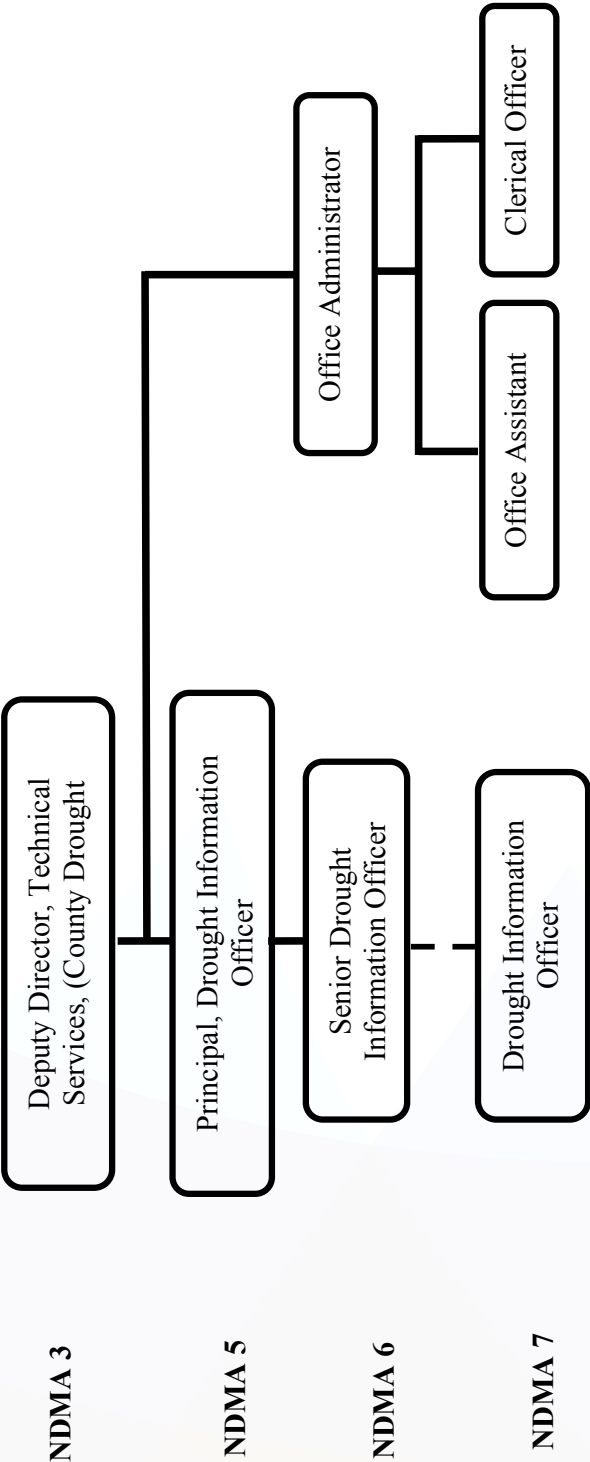


COUNTY STRUCTURE



NB: * Applies to technical dept. only

SATELITE OFFICE STRUCTURE



NB: * Applies to technical dept. only

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