



**NATIONAL DROUGHT  
MANAGEMENT AUTHORITY**

# STRATEGIC PLAN 2023 – 2027



REPUBLIC OF KENYA







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MANAGEMENT AUTHORITY**

# STRATEGIC PLAN 2023 – 2027

DECEMBER 2023

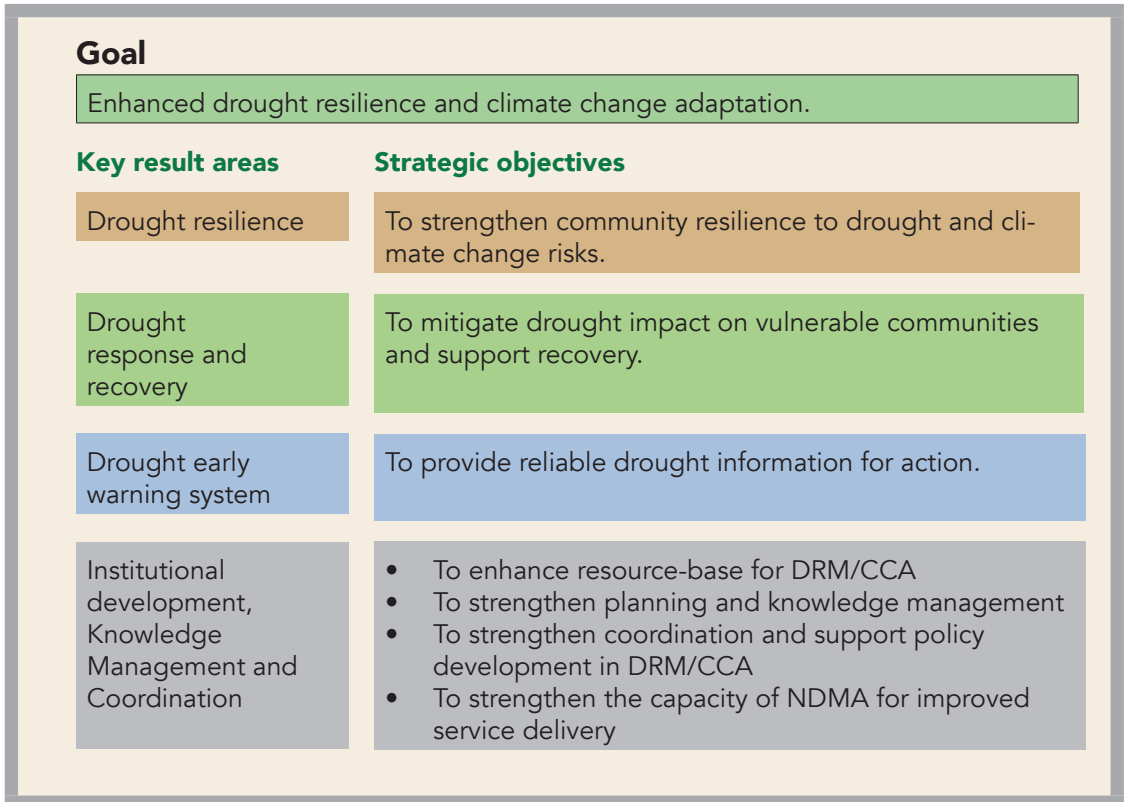


# MANDATE

The National Drought Management Authority Act, 2016, mandates the Authority to exercise overall coordination over all matters relating to drought risk management and to establish mechanisms, either on its own or with stakeholders, that will end drought emergencies in Kenya.

VISION	MISSION	CORE VALUES
A nation resilient to drought and related climate shocks.	To lead and coordinate drought risk management and climate change adaptation towards achieving resilient communities in Kenya.	<ul style="list-style-type: none"> <li>■ Teamwork</li> <li>■ Responsiveness</li> <li>■ Inclusivity</li> <li>■ Integrity</li> <li>■ Professionalism</li> </ul>

# STRATEGY MAP



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# ACRONYMS

ALRMP	Arid Lands Resource Management Project
BWC	Beneficiary Welfare Committee
CCTWG	County Cash Technical Working Group
CSPTWG	County Social Protection Technical Working Group
NSPSC	National Social Protection Steering Committee
ASALs	Arid and Semi-Arid Lands
BCP	Business Continuity Plan
BSC	Balanced Score Card
CCA	Climate Change Adaptation
CEO	Chief Executive Officer
CSG	County Steering Group
DCADR	Dryland Climate Action for Community Drought Resilience
DRM	Drought Risk Management
DRR	Disaster Risk Reduction
EDE	Ending Drought Emergencies
EWS	Early Warning System
GCF	Green Climate Fund
HSNP	Hunger Safety Net Programme
ICT	Information Communication Technology
IDDRSI	IGAD Drought Disaster Resilience and Sustainability Initiative
IGAD	Intergovernmental Authority on Development
KCEP-CRAL	Kenya Cereal Enhancement Programme-Climate Resilient Agricultural Livelihoods
KFSSG	Kenya Food Security Steering Group
KM	Knowledge Management
KPIs	Key Performance Indicators
KRA	Key Result Area
LRA	Long Rains Assessment
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MSMEs	Medium, Small and Micro Enterprises
MTEF	Medium Term Expenditure Framework

MTP	Medium Term Plan
NDEF	National Drought Emergency Fund
NDMA	National Drought Management Authority
NRM	Natural Resource Management
PDRA	Participatory Disaster Risk Assessment
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethical
QMS	Quality Management System
SDGs	Sustainable Development Goals
SDRM	Support to Resilient Livelihoods and Drought Risk Management
SOPs	Standard Operating Procedures
SP	Social Protection
SWOT	Strengths, Weaknesses, Opportunities and Threats
SMART	Specific, Measurable, Attainable, Realistic and Time Bound
SRA	Short Rains Assessment
TWENDE	Towards Ending Drought Emergencies
UNFCCC	United Nations Framework Convention on Climate Change

# CONCEPTS AND TERMINOLOGIES

<b>Macro and Micro Investments</b>	These are strategic resilience and CCA investments that are expected to cost more than Kshs. 5 million (for procurable items). On the other hand, micro projects will cost not more than Kshs. 5 million (for procurable items and operational costs).
<b>Drought Risk</b>	This is the likelihood to incur damages and economic losses during and after a drought and depends on its severity and the probability of occurrence of a certain drought event, as well as the level of exposure.
<b>Resilience</b>	This is the ability and capacity of communities and institutions to withstand or recover quickly from climate related shocks.
<b>Climate Change Adaptation</b>	This is the process of adjusting to current or expected effects of climate change
<b>Baseline</b>	Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.
<b>Outcome Indicator</b>	This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures.
<b>Outcome</b>	The intermediate results generated relative to the objective of a programme or intervention.
<b>Output</b>	Products, services or immediate results (tangible or intangible) resulting directly from the implementation of activities or applying inputs.
<b>Performance indicator</b>	A measurement that evaluates the success of an organization or a particular activity (such as projects, programs, products and other initiatives) in which it engages
<b>Programme</b>	A grouping of similar projects and/or services performed to achieve a specific objective. The Programmes must be mapped to strategic objectives.
<b>Project</b>	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.
<b>Sustainable Development</b>	The development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.
<b>Target</b>	A result to be achieved within a given timeframe through application of available inputs.

# FOREWORD

Kenya's long-term development strategy, the Kenya Vision 2030, recognizes drought and disaster risk management as an enabler to socio-economic development. This Strategic Plan is aligned to the Government's Bottom-Up Economic Transformation Agenda (BETA). It is also aligned to the Sendai Framework for Disaster Risk Reduction, the Sustainable Development Goals (1, 2, 5, 6, 10, 13, 15 and 16) and the African Union Agenda 2063. This plan is alive to the emerging issues such as pest invasions due to climate change and opportunities such as technology. The plan seeks to reposition the Authority to respond to these emerging issues in Drought Risk Management and Climate Change Adaptation.



This is NDMA's third Strategic Plan and covers the period 2023/24 – 2027/28. The plan will enable realization of the Authority's Vision of 'a Nation resilient to drought and related climate shocks'. In its Mission the Authority seeks to 'lead and coordinate drought risk management and climate change adaptation towards achieving resilient communities in Kenya'.

Drought Risk Management and Climate Change Adaptation cuts across sectors and stakeholders and involves National and County Governments. In this respect, the implementation of this Plan will leverage multi-stakeholder integration in building its capacity to enable it to deliver its functions of enhancing drought early warning system, ensuring early action and building resilience for sustainable lives and livelihoods.

Through this plan, NDMA shall provide leadership and coordinate stakeholders in Drought Risk Management and Climate Change Adaptation. The realization of the goal of this strategy will go a long way in positioning the Authority as a key enabler of community resilience. The Board of Directors therefore, commits to support the implementation this plan by providing strategic oversight, availing the required resources and building lasting partnerships.

A handwritten signature in black ink, appearing to be 'S. Abdullahi Yahya', written over a light-colored background.

**SHALLOW ABDULLAHI YAHYA**  
**CHAIRPERSON OF THE BOARD**

# PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan is an effective tool to ensure effective and efficient delivery of services. The plan provides a shared vision and strategic direction for various strategies that NDMA will implement to achieve its aspirations.

The Authority identified four key strategic issues to address; build resilience of vulnerable communities to the effects of drought and climate shocks; provide timely access to reliable drought early warning information for early action; ensure effective contingency planning, mitigation and recovery; and strengthen institutional capacity. These strategic issues will be realized through four key results areas namely; Drought Resilience, Drought Early Warning System, Drought Response and Recovery and Institutional Development, Knowledge Management and Coordination.

Development of this plan would not have succeeded without the contribution of various stakeholders. I wish to express my appreciation to the Strategic Plan Technical Committee for its unwavering commitment. I thank the Board for providing the required resources and NDMA staff for their technical contribution. Lastly, I appreciate our stakeholders for validating the document.



A stylized, handwritten signature in black ink, appearing to read 'H. Adan'.

**HARED HASSAN ADAN, LT. COL. (RTD)**  
**CHIEF EXECUTIVE OFFICER**

# SUMMARY

Droughts are a major setback in Kenya's development. The 2020 – 2022 drought was the worst in four decades, with five rain seasons failing consecutively. As of February 2023, 4.9 million people faced acute food insecurity and needed humanitarian assistance. Out of those, 4.4 million (about 26% of the population) people were in 23 ASAL counties where NDMA operates while about 1.5 million people were in nine additional counties.

The Authority was established by the NDMA Act, 2016 to exercise overall coordination over all matters relating to drought risk management and to establish mechanisms, either on its own or with stakeholders, that will end drought emergencies in Kenya. NDMA is also the focal point for the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI) and hence responsible for reporting Kenya's progress towards ending drought emergencies at the IGAD level.

This third generation Strategic Plan is in line with Kenya's development blueprint, the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, and the BETA Government delivery model, enabling its integration into national development processes. NDMA plays a critical role in the implementation of Kenya's long-term strategy, and particularly the Drought and Disaster Risk Management Sector Plan.

This Plan envisions 'a nation resilient to drought and related climate shocks', which will be achieved by 'leading and coordinating drought risk management and climate change adaptation towards achieving resilient communities in Kenya'. To realize the Plan's aspirations, the Authority is committed to Inclusivity, Responsiveness, Integrity, Professionalism, Teamwork, Partnership and Collaboration.

To realize its goal of building drought resilience, the Authority is pursuing seven strategic objectives; 1) to strengthen community preparedness and resilience to drought and climate change risks; 2) to provide reliable drought information for action, 3) to mitigate drought impact and support recovery 4) to enhance its resource-base for DRM/CCA, 5) to strengthen planning and knowledge management, 6) to strengthen coordination and support policy development in DRM/CCA, and 7) to strengthen its capacity for improved service delivery.

The Board of Directors is responsible for the overall oversight to ensure successful delivery of this plan. The Chief Executive Officer (CEO) is responsible for the day-to-day implementation, supported by the Director of Technical Services (DTS); the Director of Planning Monitoring and Evaluation (DPME); and the Director of Corporate Services (DCS). Implementation of the plan will be monitored and reports produced quarterly and annually. To assess performance, a midterm and end term evaluations will be conducted.

The Plan implementation requires Kshs 53.92 billion. The resource requirements exceed the anticipated receipts from the exchequer by Kshs. 6.47 billion requiring rigorous resource mobilization strategies to fill the gap including lobbying for additional government funds and partnerships.

This chapter provides a background of NDMA, including its mandate and functions; rationale for the strategic plan; the context of the strategic planning covering global, regional and national development matters that relate to NDMA's contribution; as well as its development methodology.

## 1.1. Strategic Plan as an imperative to NDMA Success

This Strategic Plan is a demonstration of the Authority's commitment to fulfilling its mandate. The Plan guides the operations of the Authority for the next five (5) years. It aims to provide a strategic direction that will enable the Authority to achieve optimal performance. The plan also seeks to reposition the Authority to respond to emerging challenges and opportunities in Drought Risk Management and Climate Change Adaptation. Specifically, the Strategic Plan covering the period 2023/24 – 2027/28 has been developed to:

- i) Align the work of NDMA with the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030, the Government's Bottom-Up Economic Transformation Agenda (BETA) and other international development frameworks such as Sendai Framework and the Sustainable Development Goals (SDGs).
- ii) Strengthen the Authority's capacity for coordination of DRM/CCA, and service delivery, in partnership with key stakeholders.
- iii) Provide a framework for mobilizing resources towards achievement of the Authority's mandate.
- iv) Address drought-triggered secondary hazards that undermine the gains in drought risk management.
- v) Provide a framework for monitoring and evaluation of the performance of the Authority.
- vi) Increase focus on innovation and green growth towards climate resilient economies.
- vii) Integrate ecosystem and landscape-based planning approaches in drought risk management and climate change adaptation.
- viii) Communicate the Authority's Vision to stakeholders.

## 1.2. Context of Strategic Planning

Climate change is a global concern with worsening impacts that include; increasing frequency and severity of droughts, floods, wildfires, heat related illnesses, and heat waves. Among the weather-related natural adversities, drought is the most complex and severe due to its wide-ranging negative impacts that affect, among others, agricultural production, water supply, human health, biodiversity and natural ecosystems, thus eroding lives and livelihoods.

An estimated 55 million people are affected by droughts globally every year. Water scarcity impacts 40% of the world's population, and as many as 700 million people are at-risk of being displaced as a result of drought by 2030<sup>1</sup>. In 2022, all continents were severely affected by drought.

Drought has become more frequent and severe in the 21<sup>st</sup> century in many regions of the world. Since 2010, the Horn of Africa recorded three major drought episodes—2010/11, 2016/17 and 2020-2023. As at December 2022, over 47 million people in the IGAD region were estimated to be highly food insecure and in need of urgent humanitarian assistance (FSNWG, 2023<sup>2</sup>).

The 2020-2023 drought was the worst Kenya had faced in four decades, with five consecutive failed seasons. As at February 2023, 4.9 million people were facing acute food shortage and needed humanitarian assistance in 32<sup>3</sup> Counties. Moreover, nutrition status of children and women was alarming, with 970,000 children below five years and 142,000 expectant and lactating mothers requiring urgent life-saving treatment for malnutrition. Approximately, 2.6 million livestock deaths were reported, with an estimated value of Kshs. 216 billion. More than 60% of open water sources were dry. Violent and armed resource-based as well as human-wildlife conflicts increased significantly.

To mitigate the effects of the drought, the National and County Governments had by December 2022 spent over Kshs. 12 billion whereas development partners had spent about Kshs. 47.75 billion in drought response interventions covering water, livestock, education, health and nutrition, peace and security and coordination sectors.

The Authority being the lead in drought risk management, will contribute to the achievement of the following global, regional and national drought resilience initiatives: -

### 1.2.1 United Nations Sustainable Development Goals

The Authority contributes to seven United Nations Sustainable Development Goals (SDGs) as presented in Table 1.

1 The European Commission (2021). Drought Risk Assessment and Management

2 Food Security and Nutrition Working Group, 2023. <https://www.icpac.net/fsnwg/food-security-statement-august-2023/>

3 Baringo; Elgeyo Marakwet; Embu; Garissa; Homa Bay; Isiolo; Kajiado; Kiambu; Kilifi; Kirinyaga; Kitui; Kwale; Laikipia; Lamu; Machakos; Makeni; Mandera; Marsabit; Meru; Migori; Muranga; Nakuru; Narok; Nyeri; Samburu; Siaya; Taita Taveta; Tana River; Tharaka Nithi; Turkana; Wajir; West Pokot.

**Table 1: Contribution to the United Nations Sustainable Development Goals**

Sustainable Development Goal	Target	NDMA Initiatives/ Actions
<b>Goal 1:</b> End Poverty in all its forms	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	Provide unconditional cash transfers
	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	<ul style="list-style-type: none"> <li>i) Invest in drought resilience building and adaptation to climate change.</li> <li>ii) Invest in shock-responsive and recovery interventions.</li> </ul>
<b>Goal 2:</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.	<ul style="list-style-type: none"> <li>i) Provide unconditional cash transfers.</li> <li>ii) Conduct multi-sectoral food and nutrition security assessments to inform interventions by state and non-state actors.</li> <li>iii) Build resilience for asset creation.</li> </ul>
<b>Goal 6:</b> Ensure availability and sustainable management of water and sanitation for all	By 2030, achieve universal and equitable access to safe and affordable drinking water for all.	Prioritize water harvesting infrastructure including dams, pans and roof catchment.
<b>Goal 10:</b> Reduce inequality within and among countries	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	Implement national social protection policies
<b>Goal 13:</b> Take urgent action to combat climate change and its impacts	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	<ul style="list-style-type: none"> <li>i) Enhance the drought early warning for early action.</li> <li>ii) Prioritize investments in drought resilience building interventions and adaptation to climate change.</li> </ul>
	Integrate climate change measures into national policies, strategies and planning.	<ul style="list-style-type: none"> <li>i) Spearhead formulation of national strategies for drought resilience (ending drought emergencies).</li> <li>ii) Support counties to develop climate change adaptation policies and mainstream them in their development plans.</li> </ul>

Sustainable Development Goal	Target	NDMA Initiatives/ Actions
<b>Goal 15:</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.	Plant 0.5 million trees annually to combat desertification.
<b>Goal 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	Mobilize resources from partners for resilience building, adaptation to climate change, response and recovery.

### 1.2.2 Sendai Framework for Disaster Risk Reduction

Drought is one of the hazards of interest in the Sendai Framework for Disaster Risk Reduction and Kenya’s Ending Drought Emergencies (EDE) strategy is one of the commitments that the Country has made towards implementation of the Framework for Disaster Risk Reduction 2015-2030. The NDMA is responsible for reporting on all indicators that relate to drought. Thus, it contributes to reporting on five out of the seven indicators for the Sendai Framework. These are:

- i) Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100,000 global mortality rates in the decade 2020–2030 compared to the period 2005–2015.
- ii) Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 in the decade 2020–2030 compared to the period 2005–2015.
- iii) Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030.
- iv) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.
- v) Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.

### 1.2.3 African Union Agenda 2063

In building resilience against drought and related climate change shocks through the various investments including social protection and response, NDMA contributes to aspiration one (a prosperous Africa based on inclusive growth and sustainable development) of the Agenda 2063 of the AU (Table 2).

**Table 2: Contribution to African Union’s Agenda 2063**

Aspiration	Target	NDMA Initiatives/ Actions
Aspiration 1: a prosperous Africa based on inclusive growth and sustainable development	Reduce the proportion of population who suffer from hunger by at least 80%	Implement resilience building and climate change adaptation interventions including cash transfers.
	Reduce the proportion of population without access to safe drinking water by 95%.	Prioritize water harvesting infrastructure including dams, pans and roof catchment.

### 1.2.4 IGAD Drought Disaster Resilience and Sustainability Initiative

At the regional level, the Authority coordinates and spearheads achievement of Kenya’s targets for IDDRSI which is aimed at achieving drought resilience and ending drought emergencies in the IGAD region. NDMA contributes to IDDRSI by coordinating formulation and implementation of Kenya’s EDE initiative. The Authority is also the focal point for IDDRSI and hence reports at the IGAD level the progress Kenya makes towards EDE. Although significant progress has been made towards implementation of this initiative leading to Kenya’s recognition as a champion of drought resilience in the IGAD region, more work is required to ensure the country achieves its goal of ensuring that drought no longer leads to disasters or emergencies.

### 1.2.5 East African Community Vision 2050

NDMA’s work contributes to the aspirations of East Africans including enhanced inclusiveness in development and socio-economic transformation; Inclusivity and participatory approach; building sound economic institutions, legal and policy frameworks needed for the long-term socio-economic transformation; and increased partnership between the public and private sectors for economic transformation (Table 3).

**Table 3: Contribution to Vision 2050 of the East African Community**

Sector	Target	NDMA Initiatives/ Actions
Socio-economic	Access to safe water (%)	Prioritize water harvesting infrastructure including dams, pans and roof catchment.
	People Living Below Poverty Line, below \$1.25/day	Implement resilience building and climate change adaptation interventions including cash transfers.
Human capital	Centres of excellence	Promote peer learning among communities.

### 1.2.6 Constitution of Kenya

NDMA is founded on Sessional Paper no. 8 of 2012 on the National Policy for sustainable development of Northern Kenya and other Arid Lands and established under the NDMA Act, 2016. It operates in marginalized areas that lack adequate access of most of these rights. NDMA contributes the realization of provision of the following Articles of the Constitution: 43 (1) (c), which guarantees the right to be free from hunger and have adequate food of acceptable quality; 43 (1) (d) to clean water and in adequate quantities, and 43 (1) (e) to social security by providing unconditional cash transfers, investing in preparedness and resilience interventions and cushioning of the vulnerable against climate shocks.

### 1.2.7 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and the Fourth Medium Term Plan

At the national level, under the fourth Medium Term Plan (MTP IV) of the Kenya Vision 2030 for the period 2023-2027, the Authority is responsible for implementing the drought-related components of the Drought and Disaster Risk Management Sector Plan. It will also contribute to the agriculture and food security core pillar of the Government plan. During the strategic plan period, the Authority will be implementing the following components of the flagship projects of the Kenya Vision 2030: Integrated Drought Resilience Programme for ASALs; Establishment of NDMA operations in additional counties; National drought early warning system; drought and disaster knowledge management system; National Drought Emergency Fund (NDEF); and Hunger Safety Net Programme (HSNP). In addition, the NDMA will continue to play its part in contributing to the implementation of other programmes and projects in DRM/CCA.

### 1.2.8 Sectoral Policies and Laws

The operations of the Authority will during the plan period be guided by a number of policies and laws. One of these is Sessional Paper No. 8 of 2012 on the National Policy for Development of Northern Kenya and Other Arid Lands that identified drought as one of the hazards that must be addressed if sustainable development of the ASALs is to be achieved. One out of the four objectives of the policy are to “Strengthen the Climate Resilience of Communities in the ASALs and Enhance Sustainable Livelihoods” which is a key focus of the Authority. The other key policy frameworks that will guide operations of the Authority are the National Adaptation Plan (2015-2030 NAP); National Climate Change Framework Policy 2018; and Kenya’s Nationally Determined Contribution (2016). The Authority will use two key legal instruments to deliver on its mandate. These are the NDMA, Act 2016; the Public Finance Management (NDEF) Regulations 2021; and Climate Change Act (No. 11 of 2016).

## 1.3. History of the National Drought Management Authority

The Authority is established through the NDMA Act, 2016. It was first established as a state corporation through a statutory order issued under the State Corporations Act<sup>4</sup> on 24<sup>th</sup> November 2011, and published as Legal Notice No. 171 of the same date<sup>5</sup>. The strategic focus of the Authority is guided by Sessional Paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and other Arid Lands. One of the objectives of

<sup>4</sup> Cap 446 of the Laws of Kenya

<sup>5</sup> National Drought Management Authority Order

the Policy is to strengthen the resilience of communities in the ASALs and ensure sustainable livelihoods.

The NDMA was, therefore, established to coordinate matters related to drought risk management and climate change adaptation through establishment of mechanisms with stakeholders. The creation of a specialized and permanent institution, with a legal basis, was to ensure that the drought management system was not affected by government restructuring. It was also to ensure long-term planning and a foundation for coordination among stakeholders, as well as some level of autonomy that allows the Authority to disburse resources based on clearly benchmarked drought triggers and guidelines.

### 1.3.1 Mandate

Section three of the NDMA Act, 2016 specifies the functions of the Authority, positioning it as the lead national institution for drought risk management, with a wide array of responsibilities for coordination and implementation of drought resilience initiatives.

The functions of the Authority are 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.
- 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 the NDMA Act.

### 1.3.2 National Drought Emergency Fund

The Government established the National Drought Emergency fund (NDEF) through the Public Finance Management (NDEF) Regulations, 2021, 10-year fund worth Kshs. 2 billion annually. The administration of the fund is bestowed upon the NDMA as stipulated in section 3 and 10 of the Regulations. NDEF is a common basket emergency Fund that allows contribution from the Government and development partners. The purpose of the Fund is to ensure drought early action to protect lives, livelihoods and reduce high cost of emergency response in drought-affected areas. The programmes and projects funded through NDEF shall be operationalized through this plan including their monitoring, evaluation and learning.

## 1.4. Methodology of Developing the Strategic Plan

Preparation of this plan proceeded in the following chronology.

- i) Appointment of a technical committee. An inception meeting was held between the committee and NDMA's management to agree on the terms of reference, identify literature to review, identify key stakeholders to consult and develop a roadmap.
- ii) Review of the 2018 – 2022 plan to assess the performance of the Authority. The review also included documentation of lessons learnt, emerging issues and challenges.
- iii) Development of this plan involved consulting NDMA's Board and staff, external stakeholders and reviewing various documents including government policies & strategies.
- iv) The draft was validated by staff, the NDMA Board, and external stakeholders and comments incorporated into the document.
- v) The final plan was approved by the Board and widely disseminated for implementation.

# 2

## STRATEGIC DIRECTION

This chapter presents the mandate, vision, mission, strategic goals and core values of the Authority.

### 2.1. Mandate

To exercise overall coordination over all matters relating to drought risk management and to establish mechanisms, either on its own or with stakeholders, that will end drought emergencies in Kenya.

### 2.2. Vision Statement

A nation resilient to drought and related climate shocks.

### 2.3. Mission Statement

To lead and coordinate drought risk management and climate change adaptation towards achieving resilient communities in Kenya.

### 2.4. Strategic Goals

The strategic goals are; i) Enhanced community resilience; ii) Drought early warning, early action; iii) Effective response and recovery; iv) Improved institutional capacity.

### 2.5. Core Values

Core values of the Authority are:

- ii) **Teamwork:** the Authority is committed to working as one so as to attain our full potential and achieve the shared goals.
- iii) **Responsiveness:** the Authority will always act with a sense of urgency, make timely decisions, and provide responsible solutions that meet the needs of our stakeholders.
- iv) **Integrity:** the Authority will conduct business in an open manner, upholding high levels of uprightness and fairness.
- i) **Inclusivity:** the Authority will provide fair access to opportunities and resources for all.
- v) **Professionalism:** staff of the Authority will demonstrate highest level of competence, efficiency and ethical values in realizing its goals.

## 2.6. Quality Policy Statement

The NDMA intends to be ISO certified during the plan period to improve efficiency, productivity and customer satisfaction. The Management shall provide the necessary resources. The Authority is also committed to lead and coordinate drought risk management and climate change adaptation towards achieving resilient communities in Kenya. Service delivery shall comply with the necessary government requirements while being responsive to community diverse needs.

# 3

## SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter analyses the external and internal environments to identify strengths, weaknesses, opportunities and threat. Stakeholders are also analyzed to understand their roles, interests, relationships and expectations. Furthermore, the chapter presents key milestones achieved, challenges faced and lessons learnt during implementation of the 2018-2022 plan.

### 3.1. Situational Analysis

#### 3.1.1 External Environment

The major external factors that will have an implication on NDMA's implementation of this plan are categorized in Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) factors.

#### 3.1.2 Opportunities and Threats

Identified opportunities and threats are presented in Table 4.

**Table 4: Summary of Opportunities and Threats**

Factor	Opportunities	Implications	Strategic Interventions
Political	Devolved system of governance	County governments are the first responders to drought risks.	The Authority will work closely with county governments through the council of Governors (CoG) to enhance decisions regarding community resilience. This is an opportunity for planning and budgeting with a grassroots focus.
	Goodwill from stakeholders	NDMA currently enjoys goodwill from both State and Non-state actors on issues of drought risk management.	NDMA will continue to leverage this goodwill to accelerate the implementation of DRM/CCA programmes
	Regional and local integration	Integration increases cross-border cooperation in DRM/CCA.	The Authority will continue to partner with local and regional organizations in DRM/CCA

Factor	Opportunities	Implications	Strategic Interventions
Economic	Existence of non-ASAL counties	Non-ASAL areas are key food production zones and can provide opportunities worth leveraging in support of the ASALs.	The Authority will leverage these zones as they present prospects for livelihood value chains.
	Availability of DRM/CCA information and associated resources	NDMA generates, consolidates and disseminates drought risk management information which is key evidence in supporting policy making and planning.	With the existence of such information, the Authority will ensure that its knowledge management systems link with related knowledge hubs
Ecological	Growing focus on climate change risk action	Provides financing and technical opportunities such as GCF, UNFCCC, Loss and Damages Fund, among others.	NDMA will develop strategies to tap into these facilities.
Technological	Technological advancement and innovations	Improves effectiveness and efficiency in service delivery.	NDMA will tap into emerging technologies and innovations to improve its processes and systems for effectiveness and efficiency.
Social	Existence of Indigenous knowledge and institutions on DRM/CCA	NDMA recognizes indigenous knowledge and social values and integrates them into DRM/CCA. Their adoption provides an opportunity for greater impact.	The Authority will document and disseminate Indigenous knowledge and other best practices.
	Goodwill from stakeholders	NDMA currently enjoys goodwill from both State and Non-state actors on drought risk management issues.	NDMA will continue to leverage this goodwill to accelerate the implementation of DRM/CCA programmes.
Legal	Supportive DRM/CCA legal and policy framework	There exists DRM/CCA policies and action plans at both levels of government.	NDMA will continually mainstream DRM/CCA into planning and budgeting processes.

Factor	Threats	Implications	Strategic Response
Political	Competing institutional focus	This can lead to conflict of interest in planning, investment targeting and implementation.	The Authority will strengthen partnerships with all stakeholders.
	Inadequate financial resources	Inadequate financial resources affect implementation of programmes and projects.	NDMA will establish a resource mobilization unit, develop and implement a robust resource mobilization strategy, and seek accreditation to tap into green climate funds.
Economic	Poverty in ASALs	On average, 60% of ASALs population is poor, with slightly above 65% multi-dimensional poverty rate. Increased poverty translates to increased vulnerability, hence high dependency.	The Authority will invest in livelihood diversification.
	Inadequate financial resources	Inadequate financial resources affect implementation of programmes and projects.	NDMA will establish a resource mobilization unit, develop and implement a robust resource mobilization strategy, and seek accreditation to tap into green climate funds
Ecological	Climate change	Leads to multiplicity of risks, thus complicating resilience building e.g., reversed gains realized.	The Authority will implement sustainable ecosystem-based interventions e.g., green growth and blue economy initiatives. It will also mainstream climate change into policies, plans and budgets at both levels of government.
Ecological	Desertification and degraded rangelands	Deterioration of the rangelands undermines sustainability of livelihoods in the ASALs, as the cost of maintaining investments is high.	NDMA will strengthen implementation of rangeland management strategies.
Social	Resource-based conflicts	Resource-based conflicts have increased significantly across the ASAL counties. There have also been cases of human-wildlife conflicts. Conflicts erodes the gains of resilience building.	NDMA will continue working with security agencies and peace structures at all level.
Ethical	Corruption and poor governance	Loss and/or inappropriate utilization of public resources slowing resilience building.	The Authority will strictly comply with Governments policies and laws.

### 3.1.3 Internal Environment

Analysis of the internal environment is meant to identify strengths that the Authority can take advantage of while strengthening its weaknesses (Table 5).

#### ***Governance and Administrative Structures***

NDMA boasts rich experience on drought risk management. To manage its resources efficiently, the Authority is governed by a Board of Directors. The operations of the board are guided by a Board Charter. The Board delegates the day-to-day management of the Authority to the CEO who is in turn supported by a team of directors and deputy directors who form the senior management. Given its coordination mandate, NDMA works with a vast number of stakeholders guided by various business processes, policies and laws. To enhance governance and administration, the Authority's organizational structure will be reviewed during the period of this plan.

#### ***Internal Business Processes***

NDMA's business processes are built around its key functions namely: Drought Resilience; Drought Early Warning System; Drought Response and Recovery; Institutional Development, Knowledge Management and Coordination. The processes take the form of policies, guidelines and systems. Among the internal policies include ICT, corruption prevention; gender mainstreaming; road safety; HIV/AIDS prevention; and transport; corporate communication; corporate social responsibility; stakeholder engagement and data protection policies. The Authority will also enhance its systems that comprise Drought Contingency Fund, Drought Early Warning, Knowledge Management and Information Sharing, National Drought Emergency Fund, Hunger Safety Net Programme and Enterprise Resource Planning Systems. The Authority also plans to re-engineer its processes to enhance service delivery.

#### ***Resource and Capabilities***

The Authority banks on the exchequer for the annual budget appropriation, its experienced personnel, and the goodwill of partners who provide additional funds and technical support. The Authority also has a unique mandate which no other government institution has, making it relatively easy to mobilize resources.

### 3.1.4 Strengths and Weaknesses

Identified strengths and weaknesses are presented in Table 5.

**Table 5: Summary of strengths and weaknesses**

Factor	Strengths	Implications	Strategic Interventions
Governance and administrative structures	NDMA is anchored in law (Established under the NDMA Act, 2016).	The Authority is mandated to coordinate drought risk management in Kenya.	The Authority will develop regulations to fully operationalize the NDMA Act, 2016.
Internal Business processes	Operational structures in 23 ASAL Counties.	Affords NDMA invaluable experience in DRM/CCA.	In line with its national mandate, NDMA will take advantage of its experience to establish mechanisms of managing DRM/CCA nationwide.
	Multi-sectoral approach to information generation.	The approach provides a one stop-shop for a wide range of reliable information, winning stakeholders confidence.	The Authority will sustain a multi-sectoral approach.
Resources and capabilities	Reliable data/information on DRM/CCA	Enables timely evidence-based actions.	The Authority will continue to strengthen its data collection mechanisms especially prediction information.
	Experience and rich knowledge-base in DRM/CCA	There exist good practices worth replicating.	The Authority will continuously document and disseminate good practices for adoption. This calls for institutionalization of KM in all NDMA operations.
	Competent staff	Having the right people for the job improves effectiveness.	NDMA will undertake a workforce analysis to inform staff rationalization and develop attraction and retention strategies
	Strong partnerships at national and county levels	Partnerships enhance coordination of DRM/CCA initiatives.	NDMA will develop and implement a stakeholder engagement framework.

<b>Factor</b>	<b>Weaknesses</b>	<b>Implications</b>	<b>Strategic Response</b>
Internal Business processes	Weak records management	The Authority's records management is not well structured, inhibiting retrievability and traceability (of records).	In the medium term, the Authority will engage a competent records management officer, and develop a records management manual. It will also implement and maintain QMS.
	Inadequate feedback mechanisms for drought early warning	Lack of a mechanism to track and follow up on the disseminated early warning information to ensure early action, leads to non-adoption of good practices.	The Authority will develop and implement a feedback mechanism as well as localize the EW Bulletins at community level.
	Weak internal communication mechanism	Both vertical and horizontal communication mechanisms are weak	The Authority will strengthen internal communication mechanisms as part of operationalization of the communication function.
Resources and capabilities	Non-optimal staffing	The Authority has been operating below 50% of its optimal staffing level leading to suboptimal performance.	The Authority will undertake a workforce analysis and implement feasible recommendations.
	Lack of succession management strategy	The Authority has weak succession management leading to gaps as a result of retirement, exit or natural attrition.	The Authority will develop and implement a succession management strategy.
	Inadequate working environment and tools	The Authority risks having demotivated staff and low productivity due to an inadequate working environment.	The Authority will ensure improved work environment in all its stations including working computers, reliable internet connectivity, sitting space, vehicles and furniture.

### 3.1.5 Analysis of Past Performance

During the 2018-2022 strategic plan period, the Authority made a number of achievements against planned targets. The targets have been organized by strategic objectives and are summarized as follows: -

#### **Key Achievements**

The Authority's achievements during the 2018-2022 strategic plan were;

- i) Strategic Objective 1 - to strengthen institutional and community resilience to drought risk and climate change:
  - a. Sensitized 4,330 community members in 607 wards in the ASALs on informed decision making in DRM/CCA.
  - b. Supported 240 communities to identify, prioritize and plan key interventions through participatory risk and resilience analysis.
  - c. Established and operationalized 1,858 county and community DRM/CCA, SP and EDE structures to foster community resilience.
  - d. Supported 3,228 communities and sector leads to participate in county planning and budgeting processes for ownership.
  - e. Supported 18 counties to develop policy and legal frameworks for DRM/CCA and SP.
  - f. Conducted 240 PDRAs at ward level.
  - g. Implemented 171 resilience investments (promoting fodder production; diversification of livelihoods; construction of water storage facilities; developing and strengthening organized social groups such as cooperative societies; promotion of drought-tolerant animals and crops; and developing a knowledge base so that strategies for upscaling can be replicated in other ASALs).
  - h. Supported 100,538 households with regular cash transfers to cushion them against drought shocks.
- ii) Strategic Objective 2 - to provide drought and climate information to facilitate concerted actions by relevant stakeholders:
  - a. Established a functional EWS to inform timely action.
  - b. Produced and disseminated 1,296 drought early warning bulletins.
  - c. Held 1,401 drought information dissemination forums for informed decision making.
  - d. Developed 45 county livelihood baseline reports and maps for appropriate planning and interventions.
  - e. Enhanced access to drought information - 242,000 users accessing and using drought and climate information.
  - f. Conducted 240 food security assessments for appropriate drought mitigation actions.

- iii) Strategic Objective 3 - to protect livelihoods of vulnerable households and community systems to cope and recover from drought shocks:
  - a. Stakeholders' capacities on contingency planning process built in the 23 counties.
  - b. Contingency plans reviewed and updated in 23 counties and 240 ward contingency plans developed for appropriate response action.
  - c. Developed regulations and guidelines to operationalize NDEF.
  - d. Reviewed EWS trigger thresholds in 11 counties for timely action
  - e. Provided food assistance to cushion 167,992 households during drought, through cash transfer scale ups.
  - f. Conducted 230 rapid assessments to complement food security assessment reports.
  - g. Implemented 74 drought response interventions to cushion lives and livelihoods.
  - h. Finalized and implemented drought response manual.
  - i. Developed six sector SOPs for standardized response approaches and procedures.
- iv) Strategic Objective 4 - to ensure coordinated action on drought risk management by government and other stakeholders:
  - a. Developed stakeholder database for each county and one at national level.
  - b. Domesticated the Sendai Framework and reported annually on the progress towards its implementation.
  - c. Established and supported the functions of ASF and PPG during the first two years of the implementation of the Strategic Plan.
- v) Strategic Objective 5 - to enhance resource mobilization and partnerships for DRM/CCA at county, national, regional and global levels:
  - a. Contributed to resilience through design and implementation of projects such Dryland Climate Action for Community Drought Resilience (DCADR), Support to Resilient Livelihoods and Drought Risk Management (SDRM), Towards Ending Drought Emergencies (TWENDE) and KCEP-CRAL Kenya Cereal Enhancement Programme-Climate Resilient Agricultural Livelihoods (KCEP-CRAL)
  - b. Harnessed synergies through 132 partnerships on DRM/CCA with various actors.
  - c. Supported establishment of functional DRM/ CCA funding mechanisms in 18 counties.
  - d. Established a resource mobilization committee for enhanced resource base.
- vi) Strategic Objective 6 - to strengthen planning, performance management and knowledge management (for DRM/CCA):
  - a. Mainstreamed DRM/CCA, SP and other EDE priorities in policy, planning and budgeting processes, at both levels of government (CIDPs, ADPs, draft MTP IV, among others).

- b. Trained 266 NDMA staff on M&E.
  - c. Operationalized MIS for M&E for reporting.
  - d. Provided benchmarks for M&E through 96 baseline assessments.
  - e. Undertook 166 M&E missions in various counties.
  - f. Developed MTP IV DDRM sector plan.
  - g. Developed and implemented the NDMA KM strategy.
  - h. Supported 6 PhD students to conduct research on appropriate approaches and technologies on DRM and CCA; 6 policy briefs produced.
- vii) Strategic Objective 7 - to strengthen NDMA institutional capacity to provide leadership in drought risk management at national and county levels:
- a. Enhanced good governance through four board evaluations.
  - b. Supported institutional efficiency through provision of ICT infrastructure and shared services.
  - c. Supported improved HSNP project management through development of HSNP data center.
  - d. Reviewed HR instruments (organogram, HR policy and procedures and career guidelines) for improved HR practice.
  - e. Developed policies and manuals/guidelines for compliance and efficiency (corruption prevention policy; gender mainstreaming policy; road safety policy; ADA policy; HIV/AIDS policy; and transport policy; corporate communication policy; CSR policy; stakeholder engagement policy; data protection policy and early warning manual).

### **Challenges**

Despite the achievements realized in the last five years, the Authority faced the following challenges;

- i) Inadequate or delayed financial resources from the exchequer, delaying the implementation of activities.
- ii) Inadequate staffing – resulting in work overload. In extreme cases, some activities could not be implemented on time.
- iii) Land governance/tenure/ownership issues at the community level – compromising ownership of projects and at times derailing implementation.
- iv) Insecurity and resource-based conflicts, leading to delay of some interventions and in some cases, total abandonment of the investments.
- v) Poor infrastructure network in ASALs, increasing the cost of implementation.

## Lessons Learnt

The following lessons were documented:

- i) **Automation:** By automating about 50% of its operations, the Authority recorded improved efficiency and enhanced service delivery. These gains need to be up-scaled taking into account growth in technology, risks involved and the need for continuous upgrade and capacity building of staff to meet customer/client expectations;
- ii) **Performance Measurement:** The output targets and indicators should be S.M.A.R.T. To enhance performance assessment, there is need to review the Authority's theory of change, results framework, define and sharpen the measurement metrics. The retiring strategic plan did not provide explicit indicators in certain cases and achievements were not quantified, leading to uncertainty in measurement of community resilience at various levels;
- iii) **Institutionalization of resource mobilization:** Structuring of resource mobilization improves implementation of projects and programmes. The constitution of resource mobilization committee in the Authority helped streamline fundraising and utilization. To further augment this gain in the plan period, a fully-fledged unit for resource mobilization will be established to facilitate timely and appropriate action;
- iv) **Participatory Approaches:** These are key in vulnerability, risk assessment and its institutionalization at the community level. During the strategic plan implementation period, the Authority was able to successfully employ the PDRA approach and pilot ecosystem and landscape approaches. In pursuit of the same, the Authority will upscale the current practices and embrace emerging approaches for sustainable development;
- v) **NDMA Visibility:** This is a key contributor to NDMA's awareness levels. To further enhance NDMA brand awareness and connect to opportunities, the Authority will develop a robust unit to fully support its corporate communication aspirations;
- vi) **Institutionalization of Drought Response Funds:** A functional funding mechanism for drought response has reduced lead time and averted losses during drought episodes. However, the current funding level is inadequate, limiting scaling capacity. Increased funding and continuous system improvement will enhance drought response capacity and save more lives and livelihoods; and
- vii) **Operationalization of the Legal Unit.** The Authority has over the year's implemented projects with legal implications including contracts and agreements/partnerships, and land tenure/use/ownership, which expose the Authority to litigation. Therefore, there is need to establish and operationalize a legal unit.

## 3.2. Stakeholder Analysis

The stakeholders analysis clearly outline their roles/functions; and expectations from NDMA; what the Authority should do to meet their expectations; and what the stakeholders should do to assist NDMA realize its mandate (Table 6).

**Table 6: Stakeholder Analysis**

Name of Stakeholder	Role	Stakeholder's expectation from NDMA	NDMA's expectation from the stakeholder
1. Ministry of East African Community, The ASALs and Regional Development	(i) Parent Ministry to provide policy direction and mobilize resources	(i) Accountability, transparency and efficient service delivery. (ii) Timely reporting.	(i) Support in resource mobilization (ii) Create awareness among stakeholders on the roles of the Authority
2. Communities	(i) Provide information and feedback. (ii) Custodian of investments. (iii) Social audit.	(i) Timely action and feedback. (i) Impartiality in service provision. (ii) Accurate and timely provision of information on drought.	(i) Programme and project ownership. (ii) Active participation in project and programme implementation. (iii) Participatory monitoring of programmes and projects (iv) Provide conducive environment for development work (v) Sustain interventions
3. The National Treasury	(i) Provide financial resources (ii) Oversee compliance to the PFM Act	(i) Prudent management of funds. (ii) Timely submission of reports. (iii) Compliance with financial management laws and regulations.	(i) Timely approval of expenditure requests (ii) Financial advice, concurrence and approval of projects (green-light projects) (iii) Technical support upon request (iv) Objective feedback (v) Support in resource mobilization
4. County Governments	(i) Custodian of investments (ii) Provide technical support (iii) Co-fund investments (iv) First point of drought response (v) Contributing to resilience building.	(i) Collaboration in the implementation of programmes and projects (ii) Technical support in the implementation of DRM/CCA initiatives (iii) Coordination of DRM stakeholders	(i) Early action (first line responders) (i) Implementation of DRM/CCA investments (iii) Mainstreaming of DRM/CCA initiatives into county plans and budgets, as well as their actual implementation by allocating 2% of their annual revenues to disaster management (iv) Create a conducive environment for DRM activities, collaboration and coordination

Name of Stakeholder	Role	Stakeholder's expectation from NDMA	NDMA's expectation from the stakeholder
5 Sector Ministries	(i) Provide technical expertise (ii) Contributing to resilience building (iii) Contribute to drought response (iv) Source of data (v) Develop policies	(i) Advisories (ii) Timely provision of accurate information (iii) Collaboration	(i) Partnerships and implementation of the sector plan (ii) Timely implementation of initiatives (iii) Timely provision of accurate information
6. Development Partners (UN agencies, Regional Agencies, Bilateral Agencies, Global CCA Frameworks and INGOs)	(i) Financing. (ii) Technical support. (iii) Coordination of resilience building initiatives. (iv) Development and strengthening of global institutional frameworks.	(i) Implementation of agreed-upon work plan in areas of support (ii) Accountability, transparency and efficient service delivery (iii) Timely provision of both financial and non-financial reports (iv) Collaboration	(i) Provide financial and technical resources (ii) Objective reporting (iii) Align their support to NDMA priority areas. (iv) Openness and honest engagement (iii) Collaboration and partnerships
7. Privates Sector	(i) Provision of goods and services. (ii) Provision of data for decision. (iii) Production and upscaling innovations. (iv) Contribute to value chains development. (iv) Conduct research.	(i) Timely feedback (ii) Accurate and timely provision of information on drought (ii) Collaboration and partnerships	(i) Participatory monitoring in programmes and projects' implementation (ii) Collaboration and partnerships
8. Non-state Actors (CBOs, NGOs, FBOs)	(i) Advocacy. (ii) Investing in resilience building, response and recovery. (iii) Capacity strengthening (iv) Support social audit.	(i) Timely action and feedback (ii) Accurate and timely provision of information on drought (ii) Collaboration and partnerships (iv) Technical support	(i) Active participation in programme and project implementation. (ii) Participatory monitoring in programmes and projects' implementation (ii) Collaboration (iv) Social accountability audits
(i) Regulatory bodies e.g., NEMA, WRA, NCA	(i) Ensure compliance. (ii) Contribute to policy formulation.	(i) Compliance with relevant laws and policies (ii) Timely provision of statutory reports	(i) Provide procedures, regulations and approvals to enable NDMA operate within the law. (ii) Timely inspection of works within their mandate for compliance. (iii) Quality assurance

Name of Stakeholder	Role	Stakeholder's expectation from NDMA	NDMA's expectation from the stakeholder
(i) Legislative bodies i.e., National and county assemblies	(i) Enact laws/bills to operationalize policies. (ii) Offer oversight for accountability. (iii) Provide political goodwill.	(i) Initiate and provide technical support on the legislation process (ii) Transparency and accountability	(i) Pass favorable laws and legislations (ii) Objective oversight (iii) Support in resource mobilization
(i) Research institutions and academia	(i) Develop technology and innovations. (ii) Provide empirical evidence for decisions. (iii) Capacity development. (iv) Resource mobilization.	(i) Collaborations in research studies (ii) Consumption of generated research findings (iii) Implementation of feasible research recommendations (iv) Adoption of new products, innovations and technologies	(i) Collaborations in research studies (ii) Quality research products
12. NDMA Staff	(i) Implementation of mandate and function of the Authority. (ii) Linkage with all stakeholders. (iii) Administrator and secretariat to NDEF.	(i) Commensurate remuneration (ii) Supportive policies (iii) Career progression and development (iv) Conducive working environment (v) Management and Board support	(i) Confidentiality (ii) Productivity, professionalism and teamwork (iii) Compliance with laws and regulations (iv) Accountability and transparency
13. Media	(i) Advocacy (ii) Awareness creation and publicity (iii) Promotions of innovations and technologies	(i) Timely provision of accurate information (ii) Collaboration and partnerships	(i) Objective reporting (ii) Collaboration and partnerships
14. Service providers	(i) Provision of goods and services. (ii) Production and upscaling innovations. (iii) Contribute to value chains development. (iv) Market system information	(i) Fair and transparent tendering processes (i) Timely payment (iii) Compliance with laws and regulations	(i) Timely and quality products and services (ii) Compliance with laws and regulations (iii) Confidentiality

# 4

## STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter presents the Authority's Strategic Issues, Goals and Key Result Areas (KRAs). To effectively contribute to the vision and deliver its mission, NDMA aims to scale internal and external resources mobilization and strengthen its institutional capacity of resilience building, to enhance the impact delivered to the communities that we serve. This will be achieved through the following.

### 4.1. Strategic Issues

From the situational and stakeholder analysis, the Authority has identified the following strategic issues.

- i) Resilience of vulnerable communities to the effects of drought and climate shocks.
- ii) Timely access to reliable drought early warning information for early action.
- iii) Contingency planning, mitigation and recovery.
- iv) Institutional capacity.

### 4.2. Strategic Goals

The Authority's strategic goals are;

- i) Enhanced community resilience.
- ii) Drought early warning, early action.
- iii) Effective response and recovery.
- iv) Improved institutional capacity.

**Table 7: Strategic Issues, Goals and KRAs**

Strategic Issue	Goals	KRAs
Resilience of vulnerable communities to the effects of drought and climate shocks.	Enhanced community resilience.	KRA1: Drought Resilience.
Timely access to reliable drought early warning information for early action	Drought early warning, early action.	KRA2: Drought Early Warning System.
Contingency planning, mitigation and recovery	Effective response and recovery.	KRA3: Drought Response and Recovery.
Institutional capacity	Improved institutional capacity.	KRA4: Institutional Development, Knowledge Management and Coordination.

## 4.3. Key Result Areas

This strategic plan is anchored in four key result areas:

- 1) Drought Resilience
- 2) Drought Early Warning System
- 3) Drought Response and Recovery
- 4) Institutional Development, Knowledge Management and Coordination.

### 4.1.1 KRA 1: Drought Resilience

The Authority's focus is to strengthen and functionalize community systems to undertake integrated planning for drought and related climate risks, and exploit possible opportunities. The Authority intends to facilitate coordinated approaches, mechanisms and processes that effectively respond to identified risks articulated by the affected communities. Continuous learning and capacity building among stakeholders and communities is envisaged for sustainable actions. The Authority will explore innovative partnerships, focus on green growth and support ecosystem-based risk management and adaptation to build and scale climate resilient economies and services that leave no one behind.

### 4.1.2 KRA 2: Drought Early Warning System

The NDMA will improve its drought early warning system by investing in cutting edge technologies as well as leveraging other systems for the provision of timely and reliable information. The improved drought early warning system will reduce the lead time between early warning signals and action, and provide prediction capability to enable anticipatory planning.

### 4.1.3 KRA 3: Drought Response and Recovery

Response and recovery interventions are central to safeguarding the drought resilience gains. The Authority will promote inclusive contingency planning at community, county and national levels, automate response procedures to reduce lead time between early warning and response. Moreover, the Authority will explore partnership opportunities to scale response interventions.

### 4.1.4 KRA 4: Institutional Development, Knowledge Management and Coordination

NDMA requires strong capacity to deliver on its mandate of coordinating DRM/CCA in Kenya. Capacity strengthening will involve enhancing NDMA's governance to facilitate resource mobilization, human resource development and promoting NDMA's corporate brand for efficient service delivery.

# 5

## STRATEGIC OBJECTIVES AND STRATEGIES

This section presents the strategic objectives and strategies to be implemented to achieve desired outcomes within the Key Result Areas.

### 5.1. Strategic Objectives

Table 8 summarizes the KRAs, their strategic objectives, outcomes, outcome indicators and 5-year projections for the formulated strategic objectives.

**Table 8: Annual projections of outcomes**

Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
<b>KRA 1: Drought Resilience</b>							
To strengthen community preparedness and resilience to drought and climate change risks	Enhanced community resilience	Resilience Index (%)	X	X+2.5%	X+5%	X+7.5%	X+10%
<b>KRA2: Drought Early Warning System</b>							
To provide reliable drought information for action	Improved access to drought information	Information accessibility score (%)	X	X+10%	X+15%	X+20%	X +25%
<b>KRA3: Drought Response and Recovery</b>							
To mitigate drought impact on vulnerable communities and support recovery	Effective response	Value of livestock loss (in millions) <sup>6</sup>	X	X-2,000	X-3,000	X-5,000	X-5,000
		Lead response time (days)	22	20	18	16	14
<b>KRA4: Institutional Development, Knowledge Management and Coordination</b>							
To enhance resource-base for DRM/CCA	Increased funding for NDMA programmes and projects	Amount mobilized in millions	7,900	8,000	8,900	9,500	10,000

<sup>6</sup> Measure is for loss of livestock

Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
To strengthen planning and knowledge management	Improved performance	PC Index	2.3	2.2	2.1	2.0	2.0
To strengthen coordination and support policy development in DRM/CCA	Joint programming adopted	Investment tracker	1	1	1	1	1
	Appropriate policies/legal framework in place	NDMA act regulations enacted	0	1	0	0	0
		No. of DRM policies instituted <sup>7</sup>	0	3	3	2	0
To strengthen the capacity of NDMA for improved service delivery	Enhanced institutional capacity	Customer Satisfaction Index (%)	X	X+2.5%	X+5%	X+7.5%	X+10%
		Productivity index (%)	X	X+2.5%	X+5%	X+7.5%	X+10%

## 5.2. Strategies

Table 9 shows the linkage between KRAs, Strategic Objectives and their strategies.

**Table 9: Key Result Areas, Strategic Objectives and Strategies**

KRA	Strategic Objectives	Strategies
KRA 1: Drought Resilience	1.1. To strengthen community preparedness and resilience to drought and climate change risks	1.1.1 Promote participatory planning approaches and innovations.
		1.1.2 Strengthen the capacity of community institutions on DRM/CCA.
		1.1.3 Invest in strategic drought preparedness, resilience and climate change adaptation (CCA) initiatives.
		1.1.4 Invest in adaptive social protection programming initiatives at national and county level.
		1.1.5 Strengthen drought resilience, SP and CCA processes and procedures
KRA 2: Drought Early Warning System	2.1 To provide reliable drought information for action	2.1.1 Strengthen capacity for data collection, analysis and dissemination.
		2.1.2 Integrate technology in DEWS.
		2.1.3 Conduct drought vulnerability and risk assessments.

<sup>7</sup> DRM policies in 8 counties (Taita Taveta, Kajiado, Narok, Nyeri, Meru, Tharak Nithi, Kwale, and West Pokot).

<b>KRA</b>	<b>Strategic Objectives</b>	<b>Strategies</b>
KRA 3: Drought Response and Recovery	3.1. To mitigate drought impact on vulnerable communities and support recovery	3.1.1 Implement drought response preparatory actions.
		3.1.2 Strengthen the drought response system.
KRA 4: Institutional Development, Knowledge Management and Coordination	4.1 To enhance resource-base for DRM/CCA	4.1.1 Develop and implement a resource mobilization plan.
		4.1.2 Build and strengthen partnerships.
	4.2 To strengthen planning and knowledge management	4.2.1 Strengthen evidence-based planning and decision making.
		4.2.2 Promote research and knowledge management.
	4.3 To strengthen coordination and support policy development in DRM/CCA	4.3.1 Development of appropriate legal and policy framework
		4.3.2 Mainstream DRM/CCA, SP in policy, planning and budgeting processes at national and county level.
		4.3.3 Strengthen collaboration among DRM/CCA actors
	4.4 To strengthen the capacity of NDMA for improved service delivery	4.4.1 Improve staff performance.
		4.4.2 Promote corporate governance.
		4.4.3 Re-engineer business process.
4.4.4 Strengthen corporate brand.		

# 6

## IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter provides the implementation and coordination framework, including the strategic objectives, key activities, outputs and their estimated budgets for the plan period.

### 6.1. Implementation Plan

The Strategic Plan will be implemented through a 5-year action plan, annual work plans and budgets, as well as annual performance contracts.

#### 6.1.1 Action Plan

Annex 1 provides a summary of the 5-year implementation matrix or action plan that constitutes strategic issues, strategic goals, key results areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities.

#### 6.1.2 Annual Work Plan and Budget

The Authority will extract the annual work plan and budgets from the implementation matrix of the Strategic Plan. Activity-based costing will be adopted in the development of the annual budgets.

#### 6.1.3 Performance Contracting

Performance contracting will be used by the Authority to ensure firm commitment to achievement of targets spelt out in the Strategic Plan.

### 6.2. Coordination Framework

#### 6.2.1 Institutional Framework

The Board of Directors is responsible for providing oversight to ensure efficient and effective management of the Authority, including the implementation of this plan. The CEO is responsible for the day-to-day management of the Authority and shall ensure successful implementation of the strategic plan. The CEO will be supported by three (3) Directorates, namely: Directorate of Technical Services; Directorate of Planning Monitoring and Evaluation; and Directorate of Corporate Services.

The Directorate of Technical Services is responsible for: Coordinating drought resilience, drought contingency planning and response; providing drought information for decision making; building national, county and community structures to manage drought risk; developing resource mobilization and drought mitigation strategies, and overseeing implementation of all programs and projects towards DRM/CCA, among others.

The Directorate of Planning Monitoring and Evaluation is responsible for: Development, implementation and review of the national strategy on drought risk management; conducting research on drought risk management topical issues; stakeholders engagement; convening joint investment planning and prioritization of programmes and projects by stakeholders; coordinating annual joint review by all stakeholders of progress towards ending drought emergencies; preparing progress reports on projects and programmes; developing financing strategy and providing framework for coordinating financing of drought resilience and response; and supporting identification of financing gaps and mobilization of resources from development partners for drought management; coordinating formulation of work programmes and budgets, including organizational performance reviews, and business process improvement programmes; among others. The Directorate provides secretariat services to the implementation of the EDE framework.

The Directorate of Corporate Services is responsible for: Supervision of the corporate functions that, include human resources, finance and accounts, supply chain, risk and compliance, legal services and corporate affairs, ICT; overseeing administration, transport and logistics, office services, security, accommodation and assets management; supervising management of records, library services and registry services; and providing strategic direction, advising on statutory requirements, among others.

The organization structure to implement this plan is under review, and is expected to be completed in the plan period. The Authority’s current organization structure is shown in Annex III and IV.

### 6.2.2. Staff Establishment, Skills Set and Competence Development

The Authority has an approved staff establishment of 798 nationally. However, implementation of the 2018-2022 plan was in 23 counties and the headquarter, with an optimal staffing of 424 staff, 324 of which were in-post. The Authority operated at 76.4% of optimal capacity (Table 10).

**Table 10: Staff Establishment**

Cadre	Approved Establishment (47 Counties) (A)	Optimal Staffing Levels (23 Counties and HQs) (B)	In-Post (23 Counties and HQs) (C)	Variance (B-C)
Top Management (Grade 1-3)	62	37	37	-
Technical Staff (Grade 4 - 7)	478	161	94	67
Support Services (Grade 4 - 7)	97	91	65	26
Support Staff (Grade 8 - 10)	161	135	128	7
<b>TOTAL</b>	<b>798</b>	<b>424</b>	<b>324</b>	<b>100</b>

The skills set, gaps and suggested competency development measures are presented in Table 11.

**Table 11: Skills sets and competency development**

Cadre	Skills set	Skills gap	Competence development
Top Management (Grade 1-3)	<ul style="list-style-type: none"> <li>(i) Broad knowledge of corporate governance, public finance management Procurement, Labour laws and current drought management and climate change related issues.</li> <li>(ii) Strategic and innovative thinking.</li> <li>(iii) Ability to mobilize resources</li> <li>(iv) Problem solving and negotiation skills,</li> <li>(v) Team building</li> <li>(vi) Organizational skills and evidence of being a strong team player</li> <li>(vii) Ability to work under pressure, prioritize and multi task</li> <li>(viii) Thorough understanding of national goals &amp; policies and ability to develop objectives and translate them into national policies, programmes and projects.</li> <li>(ix) Analytical skills</li> <li>(x) Communication skills</li> <li>(xi) Interpersonal skills</li> <li>(xii) Negotiation skills</li> </ul>	<ul style="list-style-type: none"> <li>i) Resource mobilization skills</li> <li>ii) Conflict management skills</li> <li>iii) Visioning</li> </ul>	<p>The Authority will build capacity in the following managerial competencies:</p> <ul style="list-style-type: none"> <li>i) Visionary leadership</li> <li>ii) Policy formulation training</li> <li>iii) Empowering others</li> <li>iv) Managing performance</li> <li>v) Resource mobilization</li> <li>vi) Building trust</li> <li>vii) Judgement / decision-making</li> </ul>

Cadre	Skills set	Skills gap	Competence development
Technical Staff (Grade 4 - 7)	(i) Strategic thinking (ii) Management Skills (iii) Analytical skills (iv) Communication and reporting skills (v) Interpersonal skills (vi) Negotiation skills	(i) Conflict management (ii) Negotiation skills (iii) Collaboration skills (iv) Staff motivation skills (v) Problem solving skills (vi) Presentation skills	The Authority will build capacity of its officers in the following competencies: (i) Communication (ii) Teamwork (iii) Planning & organizing (iv) Accountability (v) Client/ customer/ citizen orientation (vi) Creativity (vii) Technological awareness
Support Services (Grade 4 - 7)	(i) Planning skills (i) Analytical skills (iii) Supervisory skills (iv) Communication skills (v) Report writing skills (vi) Interpersonal skills (vii) Team player (viii) Ethical and integrity (ix) Negotiation skills	(i) Conflict management (i) Negotiation skills (iii) Collaboration skills (iv) Staff motivation skills (v) Problem solving skills (vi) Presentation skills	Staff capacity will be built in the following competencies: (i) Communication (ii) Teamwork (iii) Planning & organizing (iv) Accountability (v) Client/ customer/ citizen orientation (vi) Creativity (vii) Technological awareness
Support Staff (Grade 8 - 13)	(i) Organizational skills; (ii) Public Relations skills (iii) Basic computer skills (iv) Communication skills in both English and Kiswahili (v) Interpersonal skills	(i) Technical skills (ii) Problem solving skills (ii) Supervisory skills (iv) Report writing skills (v) Communication skills (vi) Negotiation skills (vii) Team building skills	Staff capacity will be built in the following competencies: (i) Supervisory (ii) Personal development programmes (ii) Job enrichment and enlargement

To enhance the capacity of its human resource, the Authority will take the following actions.

- i) Undertake a workforce analysis (integrating a skills gap analysis) with a view to informing review of the current organizational structure, finalization of career progression guidelines and Human Resource and Procedures Manual to ensure optimal staffing levels for efficiency.
- ii) Recruit 81 staff, including resource mobilization, communications and legal officers.
- iii) Finalize review of the Authority's organizational structure which is expected to address the 70 (technical): 30 (support) staff rationalization.

- iv) Continually improve the terms of service for staff to attract and retain competent talents.
- v) Continuously train staff to deliver quality services while ensuring inclusivity.
- vi) Enforce Staff Performance Appraisal System (SPAS) to strengthen performance management. The Authority will also endeavor to design and implement rewards and sanctions strategies.
- vii) Cultivate teamwork by holding teambuilding forums for staff and the Board.
- viii) Assess risks and sensitize staff on safety, including stress management. The Authority will also procure adequate working tools for staff as well as undertake oversight surveys (employee, work environment, and customer) to gauge their satisfaction levels.
- ix) Implement a clear Business Continuity Plan (BCP) including succession management strategies to retain and transfer knowledge, skills and the institution’s memory.

### 6.2.3 Leadership

The Chief Executive Officer will be responsible for the implementation of this Plan on behalf of the Board and supported by the directors currently, the Director Technical Services, Corporate Services and Planning, Monitoring & Evaluation. Under the stewardship of the directors, theme teams (Table 12) have been constituted based on the following thematic areas:

- i) Drought Resilience building and recovery
- ii) Drought information, response
- iii) Institutional Capacity

**Table 12: Theme Teams**

Thematic Areas	Strategic Themes	Theme Teams	
		Team lead	Team members
Drought resilience building and recovery	Resilience of vulnerable communities to the effects of drought and climate shocks.	DTS	DDDR, DDPME, Rep of DDTS
	Recovery	DTS	DDDR, DDCP&R, DPME, Rep of DDTS
	Resource Mobilization	DTS	DCS, DDRM, DDDR
Drought information, response	Timely access to reliable drought early warning information for early action.	DTS	DDDI, DDPME, DDICT
	Contingency planning and mitigation.	DTS	DDCP&R, A Rep of DDTS, DDPME
Institutional development	Institutional capacity	DCS	DDHR&A, DDF&A, DDSCM, DDICT, DDPME, DDIA
	Planning and Knowledge Management	DPME	DTS, DCS

Strategic theme teams will be formed to steer the achievements set out in this plan. The teams will be formed around each thematic area identified above. The terms of reference for the teams will be as follows:

- i) Spearhead resource mobilization for planned activities/interventions.
- ii) Ensure the key activities within thematic areas are incorporated into the annual workplans and budgets.
- iii) Facilitate implementation of all key activities under the thematic areas.
- iv) Ensure monitoring and reporting on the implementation of the plan.
- v) Oversee evaluation of the plan.
- vi) Liaising with stakeholders at all levels for inclusivity and buy-in.
- vii) Hold inter-thematic semi- annual forums.
- viii) Operationalize a communication and feedback mechanisms for implementation of the strategic plan.
- ix) Ensure proper appraisal of project proposals in line with relevant set guidelines/manuals.

#### **6.2.4 Systems and Procedures**

NDMA will continue to strengthen its systems and procedures to achieve its strategic goals. The Authority will develop and adopt a number of procedures (manuals, policies and guidelines), including; Resilience (Business Process) guide, NDEF guidelines, Response Manual, SCM manual, Finance and procedure manual, Information Policy, ICT Policy, HR instruments, M&E guidelines and KM strategy. The Authority will also put in place an Enterprise Resource Planning, Drought Early Warning System, Hunger Safety Net Programme – Management Information System (HSNP- MIS) a Drought Contingency Fund, National Drought Emergency Fund- Management Information System, Knowledge Management Information sharing System, Audit Management System, to ensure efficiency in service delivery. The Authority will continue to promote integrated approaches in delivering its mandate.

### **6.3. Risk Management Framework**

Table 13 presents anticipated risks and proposes mitigation measures to minimize the likelihood of happening as well as minimizing their impact if they manifest.

**Table 13: Risk Mapping**

Risk	Likelihood	Impact	Risk Rank	Mitigation Measures	Risk Owner
<b>Financial Risks</b>					
i. Inadequate funding	Medium	High	High	<ul style="list-style-type: none"> <li>(i) Engage the National Treasury for increased government allocation</li> <li>(ii) Develop and implement resource mobilization strategy.</li> <li>(iii) Operationalize the budget implementation committee of the Authority.</li> <li>(iv) Strengthen financial resource planning and control mechanisms.</li> <li>(v) Engage county governments for mainstreaming of DRM/CCA in county plans (for possible co-financing of programmes and projects).</li> <li>(vi) Tap into additional climate funding opportunities.</li> <li>(vii) Prioritize programmes and projects.</li> <li>(viii) Strengthen partnerships and collaboration.</li> </ul>	DCS
<b>Strategic risks</b>					
ii. Non-compliance with operational plans	Low	Medium	Medium	<ul style="list-style-type: none"> <li>(i) Establish and operationalize a Performance Management Committee.</li> <li>(ii) Enforce compliance with operational plans.</li> <li>(iii) Approval of activities to be based on the annual operation plans.</li> </ul>	DPME
iii. Data insecurity	Medium	High	High	<ul style="list-style-type: none"> <li>(i) Develop business continuity plan</li> <li>(ii) Review and implement ICT policy.</li> <li>(iii) Domesticating the data protection policy.</li> <li>(iv) Ensure robust methodologies.</li> <li>(v) Enforce quality data checks.</li> <li>(vi) Strengthen capacity of data handlers.</li> </ul>	
iv. Non-compliance with EW trigger thresholds	Medium	High	High	<ul style="list-style-type: none"> <li>(i) Enforce the use of the EW trigger thresholds.</li> <li>(ii) Stakeholder capacity strengthening on EW trigger thresholds.</li> <li>(iii) Strengthen mechanism for dissemination EW information.</li> </ul>	DTS

v. Loss of tacit knowledge	Low	Medium	Medium	Medium	(iv) Develop and implement succession management plan. (v) Entrench corporate culture .	DCS
vi. Insecurity in ASAL counties	Low	High	Medium	Medium	(i) Develop and implement a security policy for NDMA .	
vii. Limiting Authority organizational structure	Medium	Medium	Medium	Medium	(i) Implement SRC recommendation on staff remuneration. (ii) Undertake workforce analysis and implement feasible recommendations. (iii) Implement and induct staff on the Human Resource Instruments (Human Resource & procedure Manual, Career Guidelines and Organogram) approved by SCAC (iv) Provide conducive work environment . (v) Undertake employee satisfaction survey and implement feasible recommendations. (vi) Strengthen staff welfare.	DCS
viii. Non-compliance with guidelines	Medium	High	High	High	(i) Enforce adherence to the Authority's resilience/preparedness and response guidelines/manuals. (ii) Enforce adherence to NDEF regulations and guidelines. (iii) Establish a projects appraisal committee (at HQs).	DTS
ix. Increasing dependency on social protection programmes (such as CTs)	High	High	High	Medium	(i) Develop and implement a graduation model. (ii) Implement exit strategies for all programmes. (iii) Strengthen Community-Based Validation (CBV) for proper targeting.	DTS
<b>Reputational Risks</b>						
x. Changing stakeholder priorities	Medium	Medium	Medium	Medium	(i) Develop and implement a stakeholder engagement framework.	DTS
Legal risk						
xi. Exposure to litigation	Low	Medium	Medium	Medium	(i) Operationalize the legal unit (ii) Develop regulations for the NDMA Act 2016. (iii) Strengthen contract management.	DTS

# 7

## RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter presents a resource overview and discusses mobilization strategies.

### 7.1. Financial Resource Requirements

Financial Resources Requirements (by Key Result Areas per Financial Year and total for plan period) are presented in Table 14. This plan will require Kshs 53.916 million to implement, 60% of which will be spent on building community resilience; 2% on enhancing drought early warning system, 23% on drought response, and 7% on institutional development, knowledge management and coordination. Another 7% will be spent on administration.

**Table 14: Financial Requirements for Implementing the Strategic Plan (million Ksh)**

Cost Item	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA 1. Drought Resilience	5,712.90	5,871.70	6,978.68	6,996.78	7,004.92	<b>32,564.98</b>
KRA 2: Drought Early Warning System	179.8	185.02	105.6	241	168.6	<b>880.02</b>
KRA 3: Drought Response and Recovery	3,272.30	1,415.60	3,016.88	1,521.80	3,375.30	<b>12,601.88</b>
KRA 4: Institutional Development, Knowledge Management and Coordination	792.68	754.71	761.93	762.9	794.11	<b>3,866.33</b>
Administrative Costs	735.4	766.5	800	837	864.5	<b>4,003.40</b>
<b>Total</b>	<b>10,693.08</b>	<b>8,993.53</b>	<b>11,663.09</b>	<b>10,359.48</b>	<b>12,207.43</b>	<b>53,916.61</b>

The resource requirements exceed the anticipated receipts from the exchequer, effectively leaving the Authority with a resource gap of Kshs. 6.47 billion (Table 15).

**Table 15: Resource Gaps (million Ksh)**

Financial Year	Requirement (Kshs. Mn) - A	Estimated Revenue (Kshs. Mn) - B	Variance (Kshs. Mn) – (B-A)
2023/24	10,693	8,768	(1,925)
2024/25	8,994	8,768	(226)
2025/26	11,663	8,768	(2,895)
2026/27	10,359	9,522	(837)
2027/28	12,207	11,626	(581)
<b>Total</b>	<b>53,917</b>	<b>47,452</b>	<b>(6,465)</b>

## 7.2. Resource Mobilization Strategies

The following strategies will be employed to bridge the resource gap identified in table 15

- i) **Resource Mobilization Strategy:** The Authority will develop and implement a resource mobilization strategy in the first year of the plan.
- ii) **GoK Funding:** The Authority through the Ministry will engage the National Treasury for adequate funding to operationalize this plan.
- iii) **NDEF Funding:** Engage the National Treasury to realize annual allocation of Kshs. 2 billion to NDEF.
- iv) **Global Climate Fund:** The Authority will tap into climate financing.
- v) **Stakeholder Engagement Framework:** The Authority will develop and implement a framework for engaging stakeholders.
- vi) **Partnership and Collaboration Framework with County Governments:** The Authority will work closely with County Governments and ensure DRM/CCA are mainstreamed into county policies, plans and budgets.

## 7.3. Resource Management

The Authority will comply with relevant statutes governing public finance management.

# 8

## MONITORING, EVALUATION AND REPORTING FRAMEWORK

Monitoring, evaluation and reporting of this plan will be a systematic and continuous process of collecting and analyzing data and sharing the information with stakeholders for improvement. Output and outcome indicators will be tracked and used to measure performance.

### 8.1. Monitoring Framework

Annual operation plans will be developed, quarterly monitored, reports produced and feedback forums held quarterly. Monitoring will involve collecting and analyzing data on the various indicators. Monitoring shall inform day-to-day operations. The Directorate of Planning, Monitoring and Evaluation will coordinate the implementation and monitoring of this Plan.

### 8.2. Performance Standards

The key performance indicators in Table 8 are the basis of Authority's performance standards that will be assessed using the OECD criteria namely; relevance, coherence, effectiveness, efficiency, desired change at outcome level and sustainability as explained below:

- i) **Relevance** will be used to assess the extent to which the Authority's strategic objectives responded to the needs of vulnerable communities, while being aligned to the priorities of counties, national governments and stakeholders.
- ii) **Coherence** will be used to assess the compatibility of NDMA key result areas and intervention with other interventions at all levels i.e., national and county levels, sectors and institutions.
- iii) **Effectiveness** will be used to assess the extent to which planned strategic objectives were achieved.
- iv) **Efficiency** will be used to assess the extent to which results were delivered on time and within budgets.
- v) **Impact** will be used to measure the extent to which this plan generated desired change at outcome level.
- vi) **Sustainability** will measure the extent to which the benefits will not only continue but grow.

### 8.3. Evaluation Framework

The NDMA will commission an internal mid- term review to assess progress towards achieving set targets (Table 16), in the second year of its implementation. An independent evaluator will conduct an end of implementation term evaluation in the fifth year. The achievements, challenges, lessons learnt, emerging issues and recommendations will inform the next cycle strategic plan.

**Table 16: Outcome Performance Matrix**

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
Drought resilience	Enhanced community drought resilience	Resilience Index	X%	2025	X%+5%	X%+10%
Drought early warning system	Improved access to drought information	Information accessibility score (%)	X%	2024	X%+15%	X%+25%
Drought response and recovery	Effective response	Value of livestock loss (Millions)	X	2024	X-3,000	X-5,000
		Lead response time (days)	22	2023	18	14
Institutional development	Increased funding for NDMA programmes and projects	Amount mobilized in millions	7,900	2023	8,900	10,000
		Improved performance	2.3	2023	2.1	2.0
	Joint programming adopted	Updated investment tracker	0	2023	1	1
	Appropriate policies/legal framework in place	NDMA Act regulations enacted	0	2023	1	1
		No. of DRM policies instituted <sup>8</sup>	0	3	3	2
	Enhanced institutional capacity	Customer Satisfaction Index (%)	X%	2025	X%+5%	X%+10%
Productivity index		X%	2024	X%+5%	X%+10%	

Note: The X values were unknown during the development of this plan and will be filled during implementation.

## 8.4. Reporting Framework and Feedback Mechanism

Reporting will be on a quarterly and annual basis, coordinated by the Planning, Monitoring and Evaluation Directorate of the Authority. The reports to be produced are; quarterly and annual progress reports and evaluation reports. The findings in the reports will be disseminated to internal and external stakeholders for feedback and learning.

<sup>8</sup> DRM policies in 8 counties (Taita Taveta, Kajiado, Narok, Nyeri, Meru, Tharak Nithi, Kwale, and West Pokot).

## Annex I: Implementation Matrix

Table 17: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Strategic Issue: Resilience of vulnerable communities to the effects of drought and climate shocks</b>																	
<b>Strategic Goal: Enhanced Community Resilience</b>																	
<b>KRA 1: Drought Resilience</b>																	
<b>Outcome: Reduced proportion of households in need of food assistance</b>																	
<b>Strategic Objective 1: To strengthen community preparedness and resilience to drought and climate change risks</b>																	
1. Promote participatory planning approaches and innovations	1. Develop, digitize and rollout appropriate participatory tools	1. Participatory toolkit developed and digitized	Toolkit	1	1	1	1	1	1	1	15	6	3	3	-	DTS	DDDR
				32	11	4	19	9	-	0.8	3.8	1.8	-	DTS	DDDR		
				340 <sup>9</sup>	-	20 <sup>10</sup>	230	90	-	6	11.5	4.5	-	DTS	DDDR		
	2. Develop/ review ward level DRR/ CCA plans	4. Ward level DRR/ CCA plans developed/ reviewed	640 <sup>11</sup>	128	128	128	128	86.8	86.8	86.8	86.8	86.8	86.8	86.8	DTS	DDDR	
		5. Community DRR committees established <sup>12</sup>	408	69	75	81	87	96	-	-	-	-	-	-	DTS	DDDR	

9 10 in each county and 20 at national level

10 National level officers and some CDCs

11 3 ward plans per county under DCADR

12 To be delivered together with activity 4

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
2. Strengthen the capacity of community institutions on DRR/CCA/SP	3. Develop/ review landscape/ ecosystem-based climate adaptation plans	6. Landscape/ ecosystem plans developed	No. of plans	14 <sup>13</sup>	11	3	-	-	-	40.1	11	-	-	-	DTS	DDDR	
	7. Landscape/ ecosystem management committees formed and trained	No. of committees formed	3	3	-	-	-	-	11	-	-	-	-	DTS	DDDR		
2. Strengthen the capacity of community institutions on DRR/CCA/SP	4. Build capacity of community institutions and stakeholders engaged in resilience building	8. County/ Ward/ community level Institutions/ stakeholders profiled	County stakeholder/ institution profiles	32	23	23	2	2	3	-	16	1.28	1.28	1.92	DTS	DDDR	
	9. Capacity needs assessments undertaken for Ward/community institutions	No. of assessments	32	23	2	-	-	-	32	-	11.4	-	-	14.6	DTS	DDDR	
3. Invest in strategic drought resilience, and Climate Change Adaptation (CCA) initiatives	5. Identify and nurture DRR/CCA model wards' community organizations	10. Ward/community DRR institutions/ committees trained	No. of committees	408	69	75	81	87	96	24.5	26.7	28.8	30.9	34.1	DTS	DDDR	
	6. Profile priority strategic drought resilience/ preparedness projects based on landscape/ DRR/CCA plans	11. Community organizations modeled	No. of organizations <sup>14</sup>	69	69	69	69	69	69	69	69	69	69	69	DTS	DDDR	
3. Invest in strategic drought resilience, and Climate Change Adaptation (CCA) initiatives	12. County project profiles prepared	No. of profiles	23	23	-	23	-	-	-	12	-	12	-	-	DTS	DDDR	

<sup>13</sup> 11 county plans and 3 landscape plans. This will be consolidated from the ward level plans

<sup>14</sup> Community organizations that lead DRR/CCA agenda in the model wards (3x23)

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
7. Implement strategic drought resilience, and CCA initiatives	13. Resilience macro & micro investments proposals developed and implemented	Macro project proposals	23	11	12	-	-	-	40	42	-	-	-	DTS	DDDR	
				6	5	5	5	5	300	500	500	500	DTS	DDDR		
8. Develop and implement drought resilience manual	14. Drought resilience manual developed (in modules)	Ward level micro projects proposals	69	33	36	-	-	-	16.5	18	-	-	-	DTS	DDDR	
				50	50	50	50	50	300	300	300	300	DTS	DDDR		
4. Strengthen drought resilience, SP and CCA processes and procedures	15. Sensitize NIDMA/ stakeholders on the resilience manual	No. of Modules	10	4	1	4	1	-	17	4	9	2	-	DTS	DDDR	
				60	60	60	60	60	3	3	1	-	DTS	DDDR		
5. Invest in adaptive social protection programming initiatives at national and county level	16. Drought resilience index developed	No. of stakeholders	230	230	230	230	230	230	1	-	1	-	1	DTS	DDDR	
				Index	1	-	1	-	-	6	1	1	1	DTS	DDDR	
9. Provide regular cash transfers to vulnerable households	17. Vulnerable households receiving cash transfer	No. of households ('000')	169.8	133.8	133.8	169.8	169.8	169.8	4,335	4,335	5,502	5,502	5,502	DTS	DDDR	
				Percent completion of the model	100%	30%	30%	40%	4	4	4	4	-	-	DTS	DDDR
	18. Graduation model for HSNP developed <sup>17</sup>	Scalability strategy	1	1	-	-	-	-	10	-	-	-	-	-	-	

15 Macro means more than Kshs. 5 million for procurable items

16 Micro means not more than Kshs. 5 million for procurable items and a provision of 1M for operational costs

17 Work to begin in year 1.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	10. Establish flexible payment mechanism and accessible SP data for use by NDMA and stakeholders	19. HSNP payment mechanism established	Payment mechanism	1	1	-	-	-	-	-	-	-	-	-	-	DTS	DDDR
					2	2	2	2	2	200	200	250	250	250	DTS	DDDR	
	11. Support collection, utilization and continuous improvement of county-based social protection data	20. HSNP countries supported	No. of countries	9	8	8	9	9	9	200	200	225	225	225	225	DTS	DDDR
					250	250	250	250	250	15	15	16	17	18	DTS	DDDR	
	12. Support operations and capacities of social protection structures at national, county and community level	21. SP structures <sup>18</sup> (BWC, CCTWG, CSPTWG, NSPSC) supported	No. of BWC supported No. of CCTWG supported	8	8	8	9	9	9	1	1	1.25	1.25	1.25	1.25	DTS	DDDR
					8	8	9	9	9	1	1	1.25	1.25	1.25	DTS	DDDR	
			No. of NSPSC supported	1	1	1	1	1	1	1	1	1	1	1	DTS	DDDR	
<b>Strategic Issue: Timely access to reliable drought early warning information for early action</b>																	
<b>Strategic Goal: Drought early warning, Early Action</b>																	
<b>KRA 2: Drought Early Warning System</b>																	
<b>Outcome: Reduced lead time</b>																	
<b>Strategic Objective 2: To provide reliable drought information for action</b>																	
6. Strengthen capacity for data collection, analysis and dissemination	13. Enhance capacity for DEWS data collection and analysis	22. Data collection questionnaires reviewed	No. of questionnaires	2	1	-	-	1	-	3	-	-	3	-	-	DTS	DDDI, DDPME
					2	2	2	2	2	2	2	2	2	2	2	2	2

18 BWC- Beneficiary Welfare Committee, CCTWG- County Cash Technical Working Group, CSPTWG- County Social Protection Technical Working Group, NSPSC- National Social Protection Steering Committee

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
		23. County specific DEW trigger thresholds developed/ reviewed	No. of counties with trigger thresholds	32	-	-	25	-	32 <sup>19</sup>	-	-	3	-	4	DTS	DDDI, DDCEP&R	
					1	-	-	1	-	19 <sup>20</sup>	-	4	-	DTS	DDDI, DDICT		
					-	119 <sup>21</sup>	64 <sup>22</sup>	29 <sup>23</sup>	6	-	10	5	2.5	0.5	DTS	DDDI	
		24. DEWS software upgraded and reviewed	No. of upgrades/ reviews	2	1	-	-	1	-	-	-	-	4	-	DTS	DDDI, DDICT	
					160	164	174	184	199	1.8	1.92	2.1	2.2	2.4	-	-	
					154	164	174	184	199	-	8.7	9.5	10.2	11.2	DTS	DDDI	
		25. Officers trained on DEWS (data collection, analysis, GIS and reporting)	No. of staff	200	-	119 <sup>21</sup>	64 <sup>22</sup>	29 <sup>23</sup>	6	-	-	5	2.5	0.5	DTS	DDDI	
					4,620	4,920	5,220	5,520	5,970	5	-	-	-	-	-	-	
					288	312	336	360	396	35	38	41	44	48.5	DTS	DDDI	
	14. Produce and disseminate monthly DEW bulletins	27. Monthly EW bulletins disseminated	No. of bulletins	1,692	288	312	336	360	396	-	-	6	-	-	DTS	DDDI	
					4,620	4,920	5,220	5,520	5,970	5	-	-	-	-	-	-	
					154	164	174	184	199	-	8.7	9.5	10.2	11.2	DTS	DDDI	
	15. Review manuals	28. Food security assessment, EWS and field monitors' manuals reviewed	No. of manuals	3	-	-	3	-	-	-	-	6	-	-	DTS	DDDI	
					288	312	336	360	396	35	38	41	44	48.5	DTS	DDDI	
					288	312	336	360	396	35	38	41	44	48.5	DTS	DDDI	
7. Integrate technology in DEWS	16. Adopt DRIP technology	29. DRIP technology sensors installed	No. of sensors	500	-	150	150	150	50	-	3	3	3	3	DTS	DDDI	
					100	100	100	100	100	-	3.1	-	-	-	-	-	
					100	100	100	100	100	-	3.1	-	-	-	-	-	
		30. Officers trained on DRIP technology	No. of staff	100	100	100	100	100	100	-	-	-	3.1	-	-	DDDI	
					100	100	100	100	100	-	3.1	-	-	-	-	-	
					100	100	100	100	100	-	3.1	-	-	-	-	-	

19 The process of recruitment for the three last counties to make 32 should be in year four.

20 The budget is for development of the systems and training on its use

21 Assistant directors and above

22 On data analysis

23 On remote sensing

24 Budget to cover conference pax, DSA and transport refund.

25 Refresher training

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)				Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
8. Conduct drought vulnerability and risk assessments	17. Rollout Pictorial Evaluation Tool (PET) technology	31. Countries adopting the PET technology	No. of countries	23	23	-	-	23	-	10 <sup>26</sup>	-	10	-	-	DTS	DDDI
	18. Rollout predictive early warning model	32. Countries adopting the predictive early warning model	No. of countries	23	-	23	-	-	-	-	3,1 <sup>27</sup>	-	-	-	DTS	DDDI
	19. Invest in DEWS equipment and integrate machine learning software	33. Machine learning software developed	Software	1	-	1	-	-	-	-	11	-	-	-	DTS	DDDI, DDDICT
	20. Carryout biannual food security assessments	34. Innovative and modern data collection equipment purchased	No. of tablets	240	-	-	-	240	-	-	-	-	7	-	DTS	DDDI
8. Conduct drought vulnerability and risk assessments	35. Food security assessments conducted	35. Food security assessments conducted	No. of assessments	260	48	52	56	62	66	36	36	36	36	36	DTS	DDDI
	36. Ad-hoc rapid drought situation assessments conducted	36. Ad-hoc rapid drought situation assessments conducted	No. of assessments	16	-	8	-	-	-	-	5	-	-	7	DTS	DDDI
	37. Ward level sector staff trained on digital food security data management tool	37. Ward level sector staff trained on digital food security data management tool	No. of sector staff	3,000	-	3,000	-	-	-	-	9.2	-	-	-	DTS	DDDI
	38. NDMA staff trained and certified on Integrated Phase Classification (IPC)	38. NDMA staff trained and certified on Integrated Phase Classification (IPC)	No. of staff certified	275	275	-	-	-	-	10	-	-	-	-	DTS	DDDI

<sup>26</sup> Budget is for training 75 staff, 160 monitors and rollout logistics

<sup>27</sup> Budget is for training 75 staff and rollout logistics

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	21. Conduct post-drought losses and damages assessments	39. Post-drought damage and losses assessment conducted	No. of assessments	2	1	-	1	-	60	-	-	60	-	-	DTS	DDDR, DDDI, DDCP&R, DDPME
	22. Develop ward level drought risk profiles	40. Ward drought risk profiles developed	No. of profiles	375	-	125 <sup>28</sup>	125	134 <sup>29</sup>	-	56	-	56	56	DTS	DDDI	
<b>Strategic Issue: Contingency planning, mitigation and Recovery</b>																
<b>Strategic Goal: Effective response and Recovery</b>																
<b>KRA 3: Drought response and Recovery</b>																
<b>Outcome: Reduced losses and damages</b>																
<b>Strategic Objective 3: To mitigate drought impact on vulnerable communities and support recovery</b>																
9. Implement drought response preparatory actions	23. Develop/ Review Contingency Plans	41. Contingency plans Developed/ reviewed	No. of wards CPs Developed	400	100	100	100	100	67.8	67.8	67.8	67.8	70	70	DTS	DDCP&R
			No. of county CPs reviewed <sup>30</sup>	29	23	23	25	27	29	18	18	17	15	19	DTS	DDCP&R
24. Develop/ review drought response manual and Standard Operating Procedures (SOPs)	42. Response manual and SOPs developed/ reviewed	No. of county CPs developed	12	3	2	2	2	3	2	2	2	2	3	DTS	DDCP&R	
		Manual	1	-	1	-	-	1	-	1	-	1	1	DTS	DDCP&R	
		No. of SOPs	5	-	5	-	-	5	3.5	-	3.5	-	-	3.5	DTS	DDCP&R

28 5 per county per year.

29 One ward in each of the extra nine counties.

30 CPs developed in year 5 to be reviewed during the next SP.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	25. Conduct drought response SIMEX to Test response capacities and fix capacity gaps	43. Drought response SIMEX conducted and stakeholders trained	No. of SIMEX	51	1	23	-	27	-	5	23	-	27	-	DTS	DDCP&R
			No. of stakeholders trained <sup>31</sup>	1,540	40 <sup>32</sup>	750	-	750	-	9	-	-	-	-	DTS	DDCP&R
		44. Response capacity inventories Established/ reviewed	No. of county inventories	32	23	25	27	29	32	3.2	3.5	3.78	4	4.5	DTS	DDCP&R
	45. Sector working Groups at National/ county established/ strengthened	No. of sector working groups	130	130 <sup>33</sup>	130	130	130	130	30	31	32	33	34	DTS	DDCP&R	
	46. Automate processes for development and filing of drought contingency plans, response plans and participatory scenario plans by integration of MIS systems	46. MIS developed/ upgraded to enable automation in drought contingency plan, response plans, and PSP processes and submission	MIS developed/ integrated with county level uptake	1	1	-	-	-	3	-	-	-	-	-	DTS	DDCP&R, DDICT
		No. of adopting counties	32	5	7	10	9	4	1	3.5	5	4.5	2	DTS	DDCP&R	

31 Training to be virtual or resources to be mobilized.

32 20 stakeholders in two (2) counties.

33 Each county to have five (5) sector working groups.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
10. Strengthen the drought response system	27. Develop response plans	47. Response plans developed	No. of county response plans	250 <sup>34</sup>	50	50	50	50	50	12.8	12.8	12.8	12.8	12.8	DTS	DDCP&R
					2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	DTS	DDCP&R
	28. implement sector drought response and recovery plans	48. Sector response and recovery plans implemented	No. of sectors supported	7	-	7	7	7	7	1,000	1,000	1,000	1,000	1,000	DTS	DDCP&R
29. Develop mechanisms <sup>36</sup> that support households towards drought recovery		49. Livelihood recovery mechanisms supported	No. of sectoral initiatives	227	77 <sup>35</sup>	-	75	-	75	1,875		1,875		1,875	DTS	DDCP&R
					70	70	70	70	70	-	-	-	-	-	DTS	DDCP&R
					29	5	5	5	5	250	250	250	350	350	DTS	DDCP&R, DDDR
<b>Strategic Issue: Institutional Capacity</b>																
<b>Strategic Goal: Improved Institutional Capacity</b>																
<b>KRA 4: Institutional development, Knowledge Management and Coordination</b>																
<b>Outcome: Increased funding for NDMA programmes and projects</b>																
<b>Strategic Objective 4: To enhance resource base for DRM /CCA</b>																
11. Develop and implement a resource mobilization plan	30. Develop/ review and implement a resource mobilization strategy	50. Resource mobilization strategy developed/ reviewed	Strategy	1	1	-	1	-	-	11	-	3	-	-	DTS	DDDR, DDDI, DDCP&R & DDPME
					150	50	50	50	50	5	5	5	5	DTS	DDDR, DDDI, DDCP&R & DDPME	

34 Two (2) plans per year per county.

35 3 stockpiles per county and 2 water bowzers for the Authority.

36 Mechanisms include restocking, overhanging, recovery for crop-based livelihoods, risk transfer with drought recovery benefit.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
12. Build and strengthen partnerships	31. Prepare annual MTEF budgets 32. Develop and implement a partnership engagement framework	52. NDMA accredited to access climate risk finance	Accreditation certificate	100%	10%	50%	40%	-	-	0.55	2.75	2.2	-	-	DTS	DDDR, DDDI, DDCP&R & DDPME	
		53. Resources mobilized	Value of resources (million Kshs.)	4,400	400	1,000	1,000	1,000	1,000	5	5.2	5.4	5.6	5.8	DTS	DDDR, DDDI, DDCP&R & DDPME	
12. Build and strengthen partnerships	31. Prepare annual MTEF budgets 32. Develop and implement a partnership engagement framework	54. MTEF budgets prepared	A in A resources (million Kshs.)	22	4.4	4.4	4.4	4.4	4.4	-	-	-	-	DCS	DDHR&A		
		55. Partnership engagement framework developed and implemented	Reports	10	2 <sup>37</sup>	2	2	2	2	5	5.2	5.4	5.6	5.8	DPME	DDPME, DDF&A	
<b>Strategic Issue: Institutional Capacity</b>																	
<b>Strategic Goal: Improved Institutional Capacity</b>																	
<b>KRA 4: Institutional development, Knowledge Management and Coordination</b>																	
<b>Outcome: Improved performance</b>																	
<b>Strategic Objective 5: To strengthen coordination, planning and knowledge management</b>																	
13. Strengthen evidence-based planning and decision making	33. Develop operational plans	56. Operational plans developed	Strategic Plan (2028-2032)	1	-	-	-	-	1	-	-	-	-	20	DPME	DTS, DCS	
		34. Undertake monitoring, evaluation and reporting	Annual work and procurement plans	10	2	2	2	2	2	7	7	7	7	7	DPME	DTS, DCS	
		DDRM- MTP V	No. of missions	1	0	0	0	0	1	0	0	0	7	DPME	DTS, DCS		
		Joint monitoring missions carried out	No. of missions	10	2	2	2	2	2	7	7	7	7	DPME	DDPME, DDCP&R, DDDR		

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
		58. Statutory <sup>38</sup> and progress reports produced	Annual report	5	1	1	1	1	1	3	3	3	3	3	3	DPME	DTS, DCS	
			Financial reports	40	8	8	8	8	8	8	1.5	1.5	1.5	1.5	1.5	1.5	DCS	DDF&A,
			Procurement reports	30	6	6	6	6	6	6	-	-	-	-	-	-	DCS	DDSCM
		59. National progress reports on DRM/CCA produced <sup>39</sup>	Compliance with values and principles report	5	1	1	1	1	1	-	-	-	-	-	-	DPME, DCS	DDHRA, DDPME	
			Annual and quarterly work plan progress reports	25	5	5	5	5	5	5	-	-	-	-	-	-	DPME	DTS, DCS
			No. of reports	119	3	26	28	30	32	27.65	22.7	36.75	32.8	44.85			DPME	DTS
		60. SP, EDE II and Project evaluations conducted	SP evaluation reports	2 <sup>40</sup>	-	-	1		1	-	-	10			10	DPME	DTS, DCS	
			No. of macro investment baselines	26	6	5	5	5	5	2.8	2.8	2.8	2.8	2.8			DPME	DTS, DCS
			No. of micro investment baselines	250	50	50	50	50	50	-	-	-	-	-			DPME	DTS, DCS
			No. of project mid-term evaluations	4 <sup>41</sup>	-	-	1	1	1	-	-	-	5	5	5	5	DPME	DTS
			No. of project's end-term evaluations	5	1 <sup>42</sup>	2 <sup>43</sup>	1 <sup>44</sup>	-	-	12	24	12	12	-	-	-	DPME	DTS
		EDE II Mid-term Review report	1	-	-	-	-	1	-	-	-	-	-	30	DPME	DTS		

38 Annual report as per the NDMA Act, Quarterly and annual financial reports; Quarterly and Bi- annual procurement reports; Compliance with National Values and Principles Report.

39 Vision 2030, MITPIV, and EDE.

40 Mid-term and End term.

41 DCADR, HSNP and TWENDE

42 SDRM

43 SFSP, HSNP

44 TWENDE

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
14. Promote research and knowledge management	35. Enhance access to research products	61. Progress on global and regional DRM/CCA commitments reported <sup>45</sup>	No. of reports	30	6	6	6	6	6	12	12	12	12	12	12	DPME	DDPME, DDR
		62. Research partnerships established	No. of agreements signed (MoU, Contracts)	1	-	-	1	-	-	-	-	0.1	-	-	-	-	DTS, DPME
36. Implement the knowledge management strategy	36. Implement the knowledge management strategy	63. Research conducted	Research thematic profile	1	1	-	-	-	-	-	-	-	-	-	-	DTS, DPME	DDPME, DDR
		64. KMIS upgraded	No. of research reports	2	1	-	1	1	1	-	-	10	10	10	10	DTS, DPME	DDPME, DDR
37. Convene and participate in learning fora	37. Convene and participate in learning fora	65. Investment tracker updated	Up to date investment tracker	1	1	1	1	1	1	1	1	1	1	1	1	DPME	DDICT
		66. Staff trained on KM	No. of staff	242	242	-	-	242	-	-	4.2	-	10.2 <sup>46</sup>	-	-	DPME	DDICT
37. Convene and participate in learning fora	37. Convene and participate in learning fora	67. Information materials produced (fact sheets, policy briefs, newsletters)	No. of material sets	25	5 <sup>47</sup>	5	5	5	5	1.5	1.5	1.5	1.5	1.5	1.5	DCS	DPME
		68. Good practices and lessons learnt documented	No. of reports	5	1	1	1	1	1	1	10	10	10	10	10	DTS	DPME
37. Convene and participate in learning fora	37. Convene and participate in learning fora	69. Learning forums convened/attended	No. of forums	30	6 <sup>48</sup>	6	6	6	6	8.7	8.7	8.7	8.7	8.7	DTS	DPME	
		70. Community and stakeholder learning events undertaken	No. of events	20	-	5 <sup>49</sup>	5	5	5	5	-	29	29	29	29	DTS	DPME

45 Sendai, UNFCCC, AU Agenda 2063, IDDRSI (Bi-annual), SDGs

46 Fresh training for all staff

47 1 factsheet, 2 policy briefs and 2 newsletters

48 Includes 1 on COP, 2 for IDDRSI, 1 for DRR, ASAL Conference, PPG

49 Cluster events

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	38. Identify and nurture DRM community champions to promote peer learning	71. DRM community champions identified and nurtured	No. of champions	25	5	5	5	5	5	25	25	25	25	25	DTS	DDDR, DDCP&R
		72. Inter county peer learning activities undertaken	No. of activities	10	2	2	2	2	2	10	10	10	10	10	DTS	DDDR, DDCP&R
<b>Strategic Issue: Institutional Capacity</b>																
<b>Strategic Goal: Improved Institutional Capacity</b>																
<b>KRA 4: Institutional development, Knowledge Management and Coordination</b>																
<b>Outcome: Common programming adopted</b>																
<b>Strategic Objective 6: To strengthen coordination and support policy development in DRM/CCA</b>																
15. Development of appropriate legal and policy frameworks	39. Develop NDMA regulations	73. Regulations developed	Regulations	100%	10%	90%				1	17				DTS,	DPME, DCS
	40. Review, develop and implement internal and external policies/procedures/strategies/manuals/guidelines	74. Policies reviewed/developed and implemented	No. of internal Policies/procedures/strategies/manuals/guidelines developed/reviewed	4 <sup>50</sup>	4	-	-	-	-	5	-	-	-	-	-	DPME

50 HR Manual (5M), Career Guidelines (5M), Work Environment Policy (3M) and Records Management Guidelines (2M)

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
			No. of internal Policies/procedures/strategies/manuals/guidelines implemented	14 <sup>51</sup>	1 <sup>52</sup>	-	7	7	-	-	-	9	9	-	9	DPME	DTS, DCS
	41. Review and disseminate the NDEF regulations and guidelines	75. NDEF regulations and guidelines reviewed	Regulations	1	-	-	-	1	-	-	-	-	8	-	-	DTS	DPME, DCS
			Guidelines	1	-	-	-	1	-	-	-	2	5	-	-	DTS	DPME, DCS
		76. Stakeholders sensitized on the NDEF regulations and guidelines	No. of stakeholders	2,100	100 <sup>53</sup>	1,000	-	1,000	-	5	12	-	12	-	-	DTS	DDDR, DDCP&R
	42. Undertake performance contract cross cutting activities <sup>54</sup>	77. Cross cutting activities undertaken	Reports	155 <sup>55</sup>	31	31	31	31	31	4.5	10.5	10.7	10.9	11	DPME	DTS, DCS	
16. Mainstream DRM/CCA, SP in policy, planning and budgeting processes	43. Train staff on policy development, monitoring and reporting	78. Staff trained	No. of staff	122	30	46	46	-	18	4	5	5.4	-	2.4	DPME	DTS, DCS	
	44. Develop and implement DRM/CCA/SP mainstreaming guidelines	79. DRM/CCA/SP mainstreaming guidelines developed and implemented	Guidelines	1	1	-	-	-	-	12	-	-	-	-	DTS	DDDR	
			No. of counties utilizing the guidelines	32	11	25	27	29	32	12.3	27.9	30.2	32.4	35.8	DTS	DDDR	

51 ICT Policy (2M), Finance Policy (6M), Procurement Policy (3M), Whistle Blowing Policy (3M), GMC Policy, SGBY Policy, ADA Policy, Transport Policy (3M), Disability Mainstreaming, HIV and AIDS Policy, Corruption Prevention Policy, Data Protection Policy (3M), Road Safety Policy, Information Sharing Manual (3M)

52 Landscape transboundary rangeland management policies.

53 National level individuals.

54 Annual report on national values & principles of governance, semiannual report on tree planting, and quarterly reports on road safety and mainstreaming, sensitization of suppliers on public procurement procedures, productivity, STI, asset management, trade and digitization.

55 Quarterly reports for all other than the national cohesion report which is annual

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
17. Strengthen collaboration among DRM/CCA actors	45. Hold forums to create awareness among stakeholders on DRM/CCA/SP and other resilience priorities	80. DRM/CCA/SP awareness creation forums held	No. of forums	250	50 <sup>56</sup>	50	50	50	50	25	25	25	25	25	DTS	DDDR
	46. Undertake DRM/CCA and SP policy gap analyses and implement feasible recommendations	81. County policy gap analyses undertaken	No. of county reports	26 <sup>57</sup>	24	-	2	-	24	-	-	5	-	DTS	DDDR, DDCP&R	
	47. Support county stakeholders in policy/legal frameworks development	82. DRM/CCA policies/legal frameworks developed <sup>58</sup>	No. of policies	8	-	3	2	3	1.5	1.5	1	-	-	DTS	DPME	
17. Strengthen collaboration among DRM/CCA actors	48. Develop EDE CPF II	83. CPF II adopted by stakeholders	CPF II strategy	1	1	-	-	-	33	-	-	-	-	DPME	DTS	
	49. Operationalize EDEII	84. EDE structures operationalized	No. of structures <sup>59</sup> operational	10	10	-	-	-	2	1	-	-	-	DPME	DTS	
		85. DRM resources mobilized	Amount mobilized (million Ksh)	15,150	2,650	2,800	3,000	3,200	3,500	2	2	1.5	1	1	DPME	DTS

<sup>56</sup> Two per county

<sup>57</sup> National (1) and 25 counties

<sup>58</sup> DRM policies in 8 counties (Taïta Taveta, Kajiado, Narok, Nyeri, Meru, Tharaka Nithi, Kwale, and West Pokot.

<sup>59</sup> The EDE Structures include the inter-governmental forum (President, governors, CSs), intergovernmental committee (PSs, CECs responsible for DRM), national steering committee (NDMA, chairs and co-chairs of thematic groups, county chief officers responsible for DRM), thematic working groups, technical working group, EDE secretariat CSG, county thematic working groups, county secretariat, ASAL DP. °

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)						Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
	50. Sensitization on CPF II	86. Stakeholders <sup>60</sup> awareness on EDE 2.0 improved	No. of stakeholders sensitized (persons)	6800	800	2400	1600	1000	1000	3.2	10	6.4	4	5	DTS	DPME		
	51. Mid-term review of CPF II	87. Approved Mid-Term Review report	No. of review reports	1	-	-	-	1	-	-	-	-	-	30	DPME	DDPME		
	52. Conduct joint Sectoral planning and monitoring	88. EDE coordination meetings held	No. of meetings <sup>61</sup>	160	32	32	32	32	32	4.7	4.7	4.7	4.7	4.7	DTS	DPME		
		89. Joint sectoral monitoring missions undertaken <sup>62</sup>	No. of missions <sup>63</sup>	5	1	1	1	1	1	15	15	15	15	15	DPME	DTS, DCS		
		90. CSG Coordination meetings held	No. of meetings <sup>64</sup>	546	92	106	108	116	124	8.72	9.2	6.48	6.96	7.68	DPME	DTS		
		91. County Drought and food security committee meetings held <sup>65</sup>	No. of meetings	230	46	46	46	46	46	2.76	2.76	2.76	2.76	2.76	DTS	DPME, DCS		
		92. Management Coordination Meetings Held with CDCs	No. of meeting minutes	10	2	2	2	2	2	6	6	6	6	6	DPME	DTS, DCS		
<b>Strategic Issue: Institutional Capacity</b>																		
<b>Strategic Goal: Improved Institutional Capacity</b>																		
<b>KRA 4: Institutional development, Knowledge Management and Coordination</b>																		
<b>Outcome: i) Improved performance ii) Improved corporate image</b>																		
<b>Strategic Objective 7: To strengthen the capacity of NDMA for improved service delivery</b>																		
18. Improve staff performance	53. Implement results-based performance management systems	93. SPAS implemented	Percent of staff on SPAS	100	100	100	100	100	100	100	100	100	100	100	DCS	DDHR&A		

<sup>60</sup> Both national and county level stakeholders

<sup>61</sup> Quarterly thematic meetings (6), TWG (4), steering (2), intergovernmental forum (1), intergovernmental committee (1).

<sup>62</sup> One mission per year.

<sup>63</sup> Includes 2 missions per year by national team and 2 missions annually (consisting of 5 pax) by each of 23 counties

<sup>64</sup> Quarterly CSG meetings at Ksh. 60,000, semiannual landscape meetings at 3.2 million annually.

<sup>65</sup> NDEF committees' quarterly meetings

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
		94. Performance Contract developed and implemented	No. of Reports	30	6	6	6	6	6	0.1	0.1	0.1	0.1	0.1	DPME	DTS, DCS
		95. Strategic plan thematic management meetings held <sup>66</sup>	No. of thematic meetings	20	4	4	4	4	4	6	6	6	6	6	DCS	DTS, DPME
		96. Strategic plan delivery theme teams meeting	No. of meetings	20	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	DPME	DTS, DCS
	54. Undertake workforce analysis	97. Workforce analysis carried out and feasible held recommendations implemented	Workforce analysis report	1	-	1	-	-	-	10	-	-	-	-	DCS	
			Percent of recommendations implemented	100	-	-	50	40	10	-	-	6	4	2	DCS	DDHR&A
	55. Train staff	98. Training Needs Assessment (TNA) conducted	TNA report	5	1	1	1	1	1	-	-	-	-	-	DCS	DDHR&A
		99. Staff trained based on TNA	Percent of staff	100%	100%	100%	100%	100%	100%	50	53.2	56.24	59.28	62.32	DCS	DDHR&A
	56. Provide suitable work environment	100. Suitable work environment provided <sup>67</sup>	Percent of staff with adequate space and equipment	100% <sup>68</sup>	100%	100%	100%	100%	100%	69.8	111.5	113.3	115.2	117.2	DCS	DDHR&A
			Amount spent on operations and maintenance (Ksh million)	4,003.4	735.4	766.5	800	837	864.5	-	-	-	-	-	DCS	DDHR&A, DDSCM, DDICT, DDF&A
			No. of employee satisfaction surveys	2	-	1	-	1	-	-	0.5	-	0.5	-	DCS	DDHR&A
			No. of satellite offices established	9	2	2	2	3	-	40	40	40	60	-	DCS	DDHR&A
	57. Operationalize the registry	101. Registry operationalized	Percent of operationalization <sup>69</sup>	100%	40%	60%	-	-	-	-	5	3	-	-	DCS	DDHR&A

<sup>66</sup> The semi-annual meeting to be physical and the rest virtual.

<sup>67</sup> Includes office space, equipment, tools and operations and maintenance.

<sup>68</sup> Budget includes Kshs. 40 million (each year) for office construction in 8 counties.

<sup>69</sup> Competent records management personnel, systems, space, staff training

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
19. Promote good corporate governance	58. Develop and implement Human Resource Plan	102. Human resource plan developed and implemented	Human resource <sup>70</sup> plan	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	DCS	DDHR&A
			No. of staff recruited	206 <sup>71</sup>	9	46	46	46	59	3	3.2	3.3	3.4	3.5	DCS	DDHR&A
	59. Conduct audits	103. Governance audit conducted	Human Resource implementation Plan reports <sup>72</sup>	5	1	1	1	1	1	25	24	24	24	24	DCS	DDHR&A
			Governance audit report	5	1	1	1	1	1	2	2	2	2	2	DCS	DDIA
	60. Review and implement risk management framework	104. Legal audit conducted	Legal audit report	5	1	1	1	1	1	2	2	2	2	2	DCS	DDIA
			No. of functional audits	30	6 <sup>73</sup>	6	6	6	6	6.5	6.5	6.5	6.5	6.5	DCS	DDIA
	61. Develop and implement a corruption prevention plan	105. Annual and quarterly audits conducted	No. of external audits <sup>74</sup>	21	5	4	4	4	4	4	4	4	4	4	DCS	DTS
			No. of risk register	1	1	-	1	-	-	7	-	-	-	7	-	DCS
	62. Support board operations	106. Risk management framework reviewed and implemented	No. of staff trained	330	30 <sup>75</sup>	150	150	-	0.7	-	-	-	-	-	DCS	DDIA
			Corruption prevention plan	1	-	-	1	-	-	-	-	3	-	-	-	DCS
	62. Support board operations	107. Corruption prevention plan developed and implemented	No. of evaluation reports	5	1	1	1	1	1	1	1	1	1	1	CEO	DCS
Board charter reviewed			1	1	-	-	-	1	2	-	-	-	-	CEO	DCS	
No. of reports			3	1	-	1	-	1	7.5	-	7.5	-	-	CEO	DCS	
62. Support board operations	108. Board evaluations conducted	No. of board meetings	100	20	20	20	20	20	10.5	10.5	10.5	10.5	10.5	CEO	DCS	
		Board charter reviewed	1	1	-	-	-	1	2	-	-	-	-	CEO	DCS	
62. Support board operations	109. Board charter reviewed	No. of board meetings	100	20	20	20	20	20	10.5	10.5	10.5	10.5	10.5	CEO	DCS	
		Board charter reviewed	1	1	-	-	-	1	2	-	-	-	-	CEO	DCS	
62. Support board operations	110. Board induction conducted	No. of board meetings	100	20	20	20	20	20	10.5	10.5	10.5	10.5	10.5	CEO	DCS	
		Board charter reviewed	1	1	-	-	-	1	2	-	-	-	-	CEO	DCS	
62. Support board operations	111. Board meeting conducted	No. of board meetings	100	20	20	20	20	20	10.5	10.5	10.5	10.5	10.5	CEO	DCS	
		Board charter reviewed	1	1	-	-	-	1	2	-	-	-	-	CEO	DCS	

70 This entails succession management, coaching and mentorship programme, culture and values, employee welfare, recruitment & replacement among others

71 Priority in Year 1- Legal (2), planning (2), HR & Admin (3), resource mobilization (1), communication (1), 81 staff in established counties and 14 staff each for additional nine counties

72 Human Resource Plan implemented. This includes: 160 staff coached in the SP period; team building and training on culture and values

73 Refers to number of functional audits (Finance, Procurement, Planning, Core mandate, HR & Admin and ICT)

74 NDMA, NDEF, DCADR, HSNP, SDRM

75 The 30 are risk champions

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility																
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support															
20. Re-engineer business processes	63. Implement QMS	112. Board remunerated <sup>76</sup>	Amount (million Ksh) spent on Board remuneration	8.22	1.644	1.644	1.644	1.644	1.644	-	-	-	-	-	CEO	DCS															
	64. Automate key processes	113. QMS implemented	ISO Certification	100%	20%	70%	10%	-	-	7.5	7.5	5	5	5	DTS	DPME															
		114. Key processes automated	Enterprise resource planning (ERP)	1	1	-	-	-	-	65	6	6	6	6	DCS																
																	Audit management system	1	1	-	-	-	-	-	25	2	2	2	2	DCS	DDIA
																	Integrated KMIS <sup>77</sup>	1	1	1	1	1	1	1	15	15	15	15	15	DPME	DDICT
		115. Internet and access to web-based services in NDMA offices enhanced	No. of offices <sup>78</sup>	29	27	29	31	33	36	45	48.3	51.6	55	60	DCS																
																	Business Information System Platform agreements (KM, NDEF, DCF, DEWS, Livelihood Zone, Food Security Database, HSNP MIS, e-Board)	8	8	8	8	8	15	15	15	15	15	15	15	15	DCS
	65. Develop and implement a Business Continuity Plan	116. Business Continuity plan developed and implemented	Plan	1	-	1	-	-	-	-	1.5	-	-	-	DCS	DDHR&A															

<sup>76</sup> Chairman honoraria, board members' airtime and medical cover

<sup>77</sup> TITAP for year one.

<sup>78</sup> Including the three satellite offices.

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target						Budget (Mn)						Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
21. Strengthen corporate brand	66. Strengthen corporate communication unit	117. Corporate communication unit established	Communication unit	1	1	-	-	-	-	10 <sup>79</sup>	-	-	-	-	-	DCS	DDHR&A	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DDHR&A			
	67. Review and implement corporate communication strategy	118. Corporate communication strategy reviewed and implemented	Communication strategy	2	1	-	-	-	1	3	-	-	-	-	-	DCS	DDHR&A	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DDHR&A			
	68. Undertake customer satisfaction survey	120. Customer satisfaction survey undertaken	No. of media engagement reports <sup>80</sup>	20	4	4	4	4	4	10	10	10	10	10	10	DCS	DDHR&A	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DDHR&A			
	69. Redesign the NDMA website	121. Website re-designed and relaunched	No. of CSR initiatives	5	1	1	1	1	1	2	2	2	2	2	2	DCS	DTS, DPME	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DTS, DPME			
	70. Review and implement the citizen service charter	122. Service charter revised and implemented	No. of surveys <sup>81</sup>	2	-	1	1	1	-	-	5	5	5	5	5	DCS	DTS, DPME	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DTS, DPME			
	71. Implement corporate brand initiatives	123. Set of IEC Materials produced <sup>83</sup>	Redesigned website	1	-	-	-	-	1	-	-	-	-	-	-	DCS	DDICT	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DDICT			
		124. Sensitize staff and Board on brand management	No. of service charters	20	1	-	-	-	-	3	-	-	-	-	-	DCS	DPME, DTS	
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DPME, DTS			
		Implementation reports <sup>82</sup>	2	4	4	4	4	4	5	5	5	5	5	5	DCS	DPME, DTS		
				Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DPME, DTS				
		No. of sets	44	1	1	-	1	-	5	5	-	5	-	-	DCS	ADCC		
				Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	ADCC				
		No. sensitized	44	44	-	44	-	44	4	4	4	4	4	4	DCS	DDHR&A		
				Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	DCS	DDHR&A				

79 Specialized communication equipment (such as video camera, still camera, autocue)

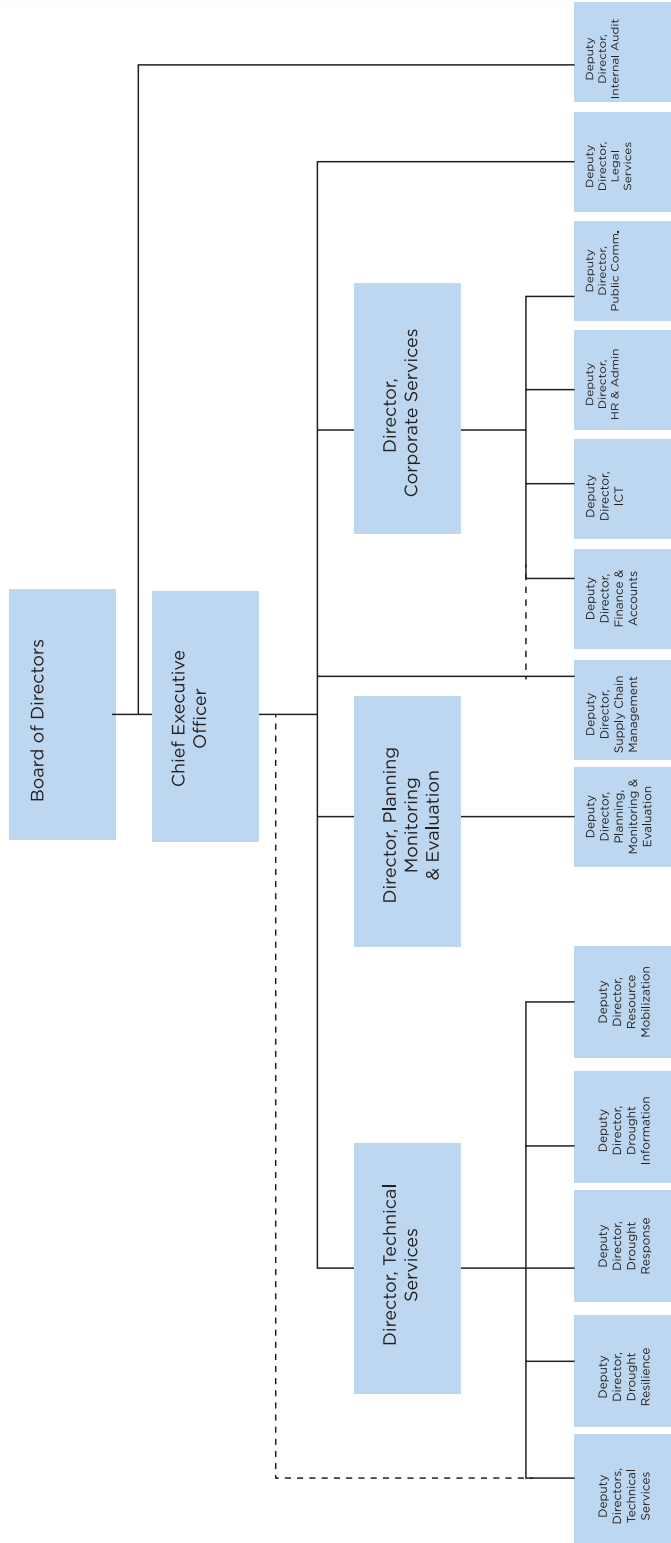
80 This includes media talk shows

81 Survey covers all the 32 counties

82 Includes cascading and sensitization of the service charter

83 IEC materials categories (3) – such as Merchandize, print and electronic

# Annex II: NDMA Organogram









## NATIONAL DROUGHT MANAGEMENT AUTHORITY

A publication of the:  
**National Drought Management Authority**

8<sup>th</sup> Floor, Lonrho House Standard Street  
P.O Box 53547 - 00200, Nairobi, Kenya

Tel: +254 20 2227496, 020 2216962,  
020 222 7168, 020 222 1844

Mobile: 0722 200656

Email: [info@ndma.go.ke](mailto:info@ndma.go.ke)

X: @NDMA\_Kenya

Website: [www.ndma.go.ke](http://www.ndma.go.ke)