



## COUNTY GOVERNMENT OF MANDERA

MINISTRY OF LANDS, PHYSICAL PLANNING, HOUSING & URBAN DEVELOPMENT

### INTEGRATED DEVELOPMENT PLAN (IDeP) FOR MANDERA MUNICIPALITY

2024 -2028



## **Vision**

A Prosperous and people centered Municipality in Kenya.

## **Mission**

To deliver exceptional services and promote high quality of life for the residents, visitors and businesses

## **Core Values**

- Professionalism
- Resilience
- Inclusiveness
- Collaboration
- Innovation
- Accountability

## TABLE OF CONTENTS

<b>APPROVAL</b> .....	<b>ii</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>ix</b>
<b>FOREWORD</b> .....	<b>x</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>xi</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.0 BACKGROUND .....	1
1.1 Position and Size .....	1
1.2 Administrative and Political Units .....	2
1.3 Purpose and Objectives of the IDeP.....	4
1.3.1 Purpose .....	4
1.3.2 Objectives .....	4
1.4 Scope .....	4
<b>CHAPTER TWO: ANALYSIS OF THE EXISTING SITUATION</b> .....	<b>5</b>
2.1 Introduction .....	5
2.2 Physiographic and Natural Conditions .....	5
2.2.1 Topography and Geology .....	5
2.2.2 Climatic condition .....	6
2.3 Demographic Features.....	7
2.3.1 Population Size, Composition and Distribution.....	7
2.3.2 Population Density and Distribution.....	8
2.4 Economic Activities .....	8
2.4.1 Trade and Commerce.....	8
2.4.2 Agriculture .....	8
2.4.3 Mining.....	9
2.5 Physical and Social Infrastructure Services .....	9
2.5.1 Transportation.....	9

2.5.2 Social Facilities .....	11
2.5.3 Solid Waste Management .....	12
2.5.4 Energy supply and accessibility .....	12
2.5.5 Housing and Settlement Patterns .....	13
<b>CHAPTER THREE: POLICY AND LEGAL FRAMEWORK .....</b>	<b>16</b>
3.1 Introduction .....	16
3.2 IDeP Linkages with Policy Framework .....	16
3.2.1 Sustainable Development Goals, 2015 .....	16
3.2.2 Africa Agenda 2063 .....	17
3.2.3 The Kenya Vision 2030, 2008 .....	18
3.2.4 National Spatial Plan (NSP) .....	19
3.2.5 National Land Use Policy, 2017 .....	20
3.2.6 National Housing Policy, Sessional Paper No.3 of 2004 .....	20
3.2.7 Integrated National Transport Policy, 2012 .....	20
3.2.8 Poverty Reduction Strategy Paper (PRSP), 2005 .....	20
3.2.9 National Urban Development Policy .....	21
3.2.10 Sessional paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and other Arid Lands .....	21
3.2.11 Mandera County Climate Change and Adaptation Policy .....	21
3.2.12 Mandera County Integrated Development Plan (2023-2027) .....	21
3.3 Legal Framework .....	22
3.3.1 The Constitution .....	22
3.3.2 The County Government Act, 2012 .....	22
3.3.4 Urban Areas and Cities Act, 2011 .....	22
3.3.5 Public Finance Management Act (PFMA), 2012 .....	22
<b>CHAPTER FOUR: PLANNING METHODOLOGY .....</b>	<b>24</b>
4.1 Introduction .....	24

4.2 Planning Approach.....	24
4.3 Planning process .....	24
4.4 Data collection .....	26
4.4.1 Secondary data .....	26
4.4.2 Primary Data .....	26
<b>CHAPTER FIVE: PERFORMANCE REVIEW OF THE PREVIOUS IDeP.....</b>	<b>28</b>
5.1 Introduction .....	28
5.2 Mandera Municipality Budget Expenditure Analysis .....	28
5.3 Municipality Programmes’ Performance Review .....	28
5.3.1 Municipality’s Achievements .....	28
5.3.2 Challenges .....	30
5.3.3 Emerging Issues .....	31
5.3.4 Lessons Learnt .....	31
5.4 Development Issues .....	32
5.5 Spatial Development Framework .....	36
<b>CHAPTER SIX: DEVELOPMENT PRIORITIES, PROGRAMMES AND PROJECTS</b> <b>.....</b>	<b>38</b>
6.1 Introduction .....	38
6.2 Functions of the Municipality .....	38
6.3 Municipality Key Development Priorities and Strategies .....	39
6.4 Municipality programmes .....	42
6.5 IDeP Linkages with Local, Regional, National and International Development Agenda and Frameworks .....	51
<b>CHAPTER 7: IMPLEMENTATION FRAMEWORK .....</b>	<b>54</b>
7.1 Introduction .....	54
7.2 Institutional Framework .....	54
7.2.1 Municipal Structure and Functions (Organogram) .....	54
7.2.2 Programme Coordination Team (PCT) .....	57
7.2.3 Projects Technical Team .....	57

7.3 Resource Mobilization and Management Framework .....	58
7.3.1 Municipality Resource Requirement.....	58
7.3.2 Revenue Sources for the IDeP .....	58
7.3.3 Estimated Resource Gap.....	60
7.3.4 Resource Mobilization and Management Strategies .....	61
7.4 Asset Management .....	61
7.5 Risk Management .....	61
<b>CHAPTER EIGHT: ENVIRONMENT AND SOCIAL IMPACT ASSESSMENT .....</b>	<b>63</b>
8.0 Introduction .....	63
<b>8.1 Legal Framework .....</b>	<b>63</b>
8.2 Methodology of ESIA .....	63
8.3 Environmental and Social Action Plans .....	64
<b>8.4 Mechanisms for Strengthening ESIA.....</b>	<b>68</b>
8.5 Grievance redress mechanism .....	69
8.5.1 The Grievance Management Process.....	69
8.5. 2 Grievance Redress Procedure .....	70
<b>CHAPTER NINE: MONITORING, EVALUATION AND LEARNING .....</b>	<b>71</b>
9.1 Introduction .....	71
9.2 Monitoring and Evaluation Mechanism .....	71
9.3 Monitoring and Evaluation Unit.....	72
9.4 M&E Outcome Indicators .....	72
8.5 Evaluation Plan.....	82
8.6 Conclusion .....	82
<b>9.0 ANNEXES.....</b>	<b>84</b>

## List of tables

Table 1: Municipality Administrative Wards .....	3
Table 2: Municipality Population Projection by sex.....	7
Table 3: Municipality Urban Population Projection .....	7
Table 4: Mandera Municipality’s population distribution and density by ward .....	8
Table 5: Municipality Expenditure Analysis.....	28
Table 6: Key Municipality Development Issues.....	32
Table 7: Development priorities & strategies.....	39
Table 8: Mandera Municipality Programmes.....	42
Table 9: Linkages with Kenya Vision 2030, Other Plans and International Obligations .....	51
Table 10: Institutions and their Roles in implementation of IDeP .....	55
Table 11: Municipality Resource Requirement.....	58
Table 12: Revenue Projections.....	60
Table 13: Estimated Resource Gap.....	60
Table 14: Potential risk, Risk implication and mitigation measures.....	62
Table 15: Environmental Management Plan .....	65
Table 16: Social and Economic Management Plan .....	66
Table 17: M&E outcome indicators .....	73
Table 18: Evaluation Plan .....	82

## List of Figures

Figure 1: Location of Mandera Municipality .....	2
Figure 2: Municipality’s Administrative and Political Units.....	3
Figure 3: Municipality's topography .....	6
Figure 4: Settlements pattern in the municipality .....	14
Table 5: SWOT Analysis .....	14
Figure 6: Mandera ISUDP (2015-2035).....	36
Figure 7: Khalalio Local Physical and Land use Development Plan (2023-2033).....	37
Figure 8: Diagrammatic presentation of Mandera Municipality Organogram .....	55

## LIST OF ABBREVIATIONS AND ACRONYMS

IDeP	Integrated Development Plan
BETA	Bottom-up Economic Transformation Agenda
CDVS	County Director Veterinary Services
CGM	County Government of Mandera
CIDP	County Integrated Development Plan
CMEC	County Monitoring and Evaluation Committee
CSOs	Civil Society Organizations
DCC	Deputy County Commissioner
FY	Financial Year
GIS	Geographic Information System
KENHA	Kenya National Highways Authority
KERRA	Kenya Rural Roads Authority
KNBS	Kenya National Bureau of Statistics
KPHC	Kenya Population and Housing Census
KPI	Key Performance Indicators
KURA	Kenya Urban Roads Authority
M&E	Monitoring and Evaluation
MMIDP	Mandera Municipality Integrated Development Plan
MSME	Micro Small and Medium Enterprises
MTP IV	Medium Term Plan Four
NEMA	National Environment Management Authority
NGO	Non-Governmental Organizations
PPP	Public Private Partnership
SDGs	Sustainable Development Goals
SMES	Small and Micro Enterprises

## **FOREWORD**

Mandera Municipality Integrated Development Plan (2024-2028) is prepared in accordance with County Governments Act, 2012 and Urban Areas and Cities Act, 2011 as amended in 2019. The Acts give Municipality the mandate to plan in order to bring services closer to the citizens. The Integrated Development Plan is a development blueprint that outlines the programmes and projects which the Municipality intends to implement during the five-year period from July 2024-2028.

The IDeP is the key to the realization of the municipality's priorities, programmes and projects and it comes at the onset of the implementation of the third generation CIDP of Mandera County Government and the Bottom-Up Economic Transformation Agenda (BETA) of the National Government. This will give the Municipality a great opportunity to partner and cooperate with County and National Government Ministries, Departments and Agencies in implementing programmes & projects aimed at achieving local goals and aspirations.

In preparing of the plan, priorities were assessed through public participation forums conducted with representatives from all the 3 wards within the jurisdiction of Mandera Municipality. This was necessary to give the residents the opportunity to provide their suggestions and inputs on areas of interventions.

The Municipality IDeP proposes a raft of programmes and projects that if implemented will strategically position and spur the Municipality development to the next level. The Municipality has several partners who are willing to partner on various key intervention areas. I therefore call upon the Municipal Manager and our development partners to remain focused and committed in ensuring the proposals contained herein are implemented for the benefit of the residents of Municipality over the Plan Period.

**Salah Maalim Alio**

**County Executive Committee Member for Lands,  
Physical Planning, Housing, Urban Development,  
Circular Economy, Solid Waste Management and Sanitation**

## **ACKNOWLEDGEMENT**

The successful preparation of Mandera Municipality IDeP has been made possible through joint efforts of the county leadership, stakeholders, and municipality team under the technical guidance from the department of Economic Planning & Statistics and the department of Physical Planning.

I wish to express my sincere gratitude to H.E. the Governor, Mohamed Adan Khalif for providing the overall leadership and policy guidance during the process of developing this Municipality Integrated Development Plan 2024-2028.

In a special way, I wish to register my sincere gratitude to the dedicated technical teams from the Municipality and the department of physical planning for their tireless efforts in providing technical inputs that culminated in finalization of the IDeP. I would like to specifically recognize Mr. Abdiaziz Ali Alio-Principal Environment officer & Mr. Said Haji Hassan-Municipality Civil Engineer, Maurice Amimo and Maxwell Otieno-physical planning department, Abdirizak-Social Safeguards Officer and Issa Khalif from housing department for their contributions and key roles in the preparation of this plan. I also like to convey my utmost gratitude to Mr. Adan Issack and Mr. Ibrahimrashid Mohamed from County Department of Economic Planning & Statistics for their technical support.

Lastly, special thanks goes to the various stakeholders including community groups and the private sectors for originating ideas, forwarding submissions and priorities on programmes and projects contained in this plan. We are indebted to you.

**Matker Mohamed Noor**  
**Municipal Manager,**  
**Mandera Municipality**

## EXECUTIVE SUMMARY

The Mandera Municipality Integrated Development Plan 2024–2028 is the development blueprint designed to guide the Municipality’s resource allocation for development and as tool for performance management from 1<sup>st</sup> July, 2024 to 30<sup>th</sup> June, 2028.

**Chapter One** of the Integrated Development Plan (IDeP) provides background information of the Municipality, its position and size as well as the administrative and political units. The chapter also highlights the purpose and objectives of the IDeP.

**Chapter Two** entails analysis of the physical, social and economic environment which is the basis for the proposals for the future sustainable development of the municipality. The chapter focuses on specific subjects including topography, geology, climate change and drainage. It also illuminates human features such as economic activities, settlement patterns, demography, infrastructure and agriculture.

**Chapter three** highlights the international, national, regional and local legal and policy frameworks upon which the IDeP is anchored. This chapter therefore elaborates the linkage between the IDeP and the policy and legal frameworks and how the provisions of the frameworks have been domesticated to address municipality’s specific challenges and opportunities. **Chapter Four** on the other hand provides the methodology used during the preparation of the IDeP. It highlights the techniques as well as the planning process.

**Chapter Five** focuses on performance review of the previous IDeP period. It highlights the Municipality budget expenditure analysis and the programmes’ performance review. It further highlights the challenges and emerging issues that impacted the implementation of projects. The chapter finally presents developmental issues that form the basis for the Municipality’s programmes identification to be implemented under the current plan period.

**Chapter Six** explores the municipality’s development priorities, strategies and Programmes. It specifically highlights the Municipality’s development priorities and IDeP linkages to County, National, Regional and International Development

Frameworks. It further provides the mandate of the Municipality as derived from the County Governments Act, 2012 and Urban Areas and Cities Act, 2011.

**Chapter Seven** presents the implementation framework which includes institutions responsible for the actualization of the plan and a budget projection of financial resources required to implement Programmes and Projects. It indicates the projected resources that are available, revenues from various sources and strategies for bridging the revenue gap during the entire plan period.

**Chapter Eight** focuses on monitoring and evaluation, an essential tool for checking the implementation progress and gauging the effectiveness of programmes and project activities of the IDeP over time. It emphasizes the M&E mechanisms and the institutions responsible for implementing the M&E framework.

## **CHAPTER ONE: INTRODUCTION**

### **1.0 BACKGROUND**

Mandera town was elevated to Municipal status after the Local Authority Act Cap 265 was repealed and Urban Areas and Cities Act, 2011 enacted. According to the Act, a town is eligible for conferment of municipality if it has a population between 70,000 and 249,000. Mandera Municipality has a population of about 159,638 people and it hosts Mandera Town which is the administrative capital of Mandera County Government. It covers three wards namely; Khalalio, Mandera Township and Neboi within Mandera East Sub-county.

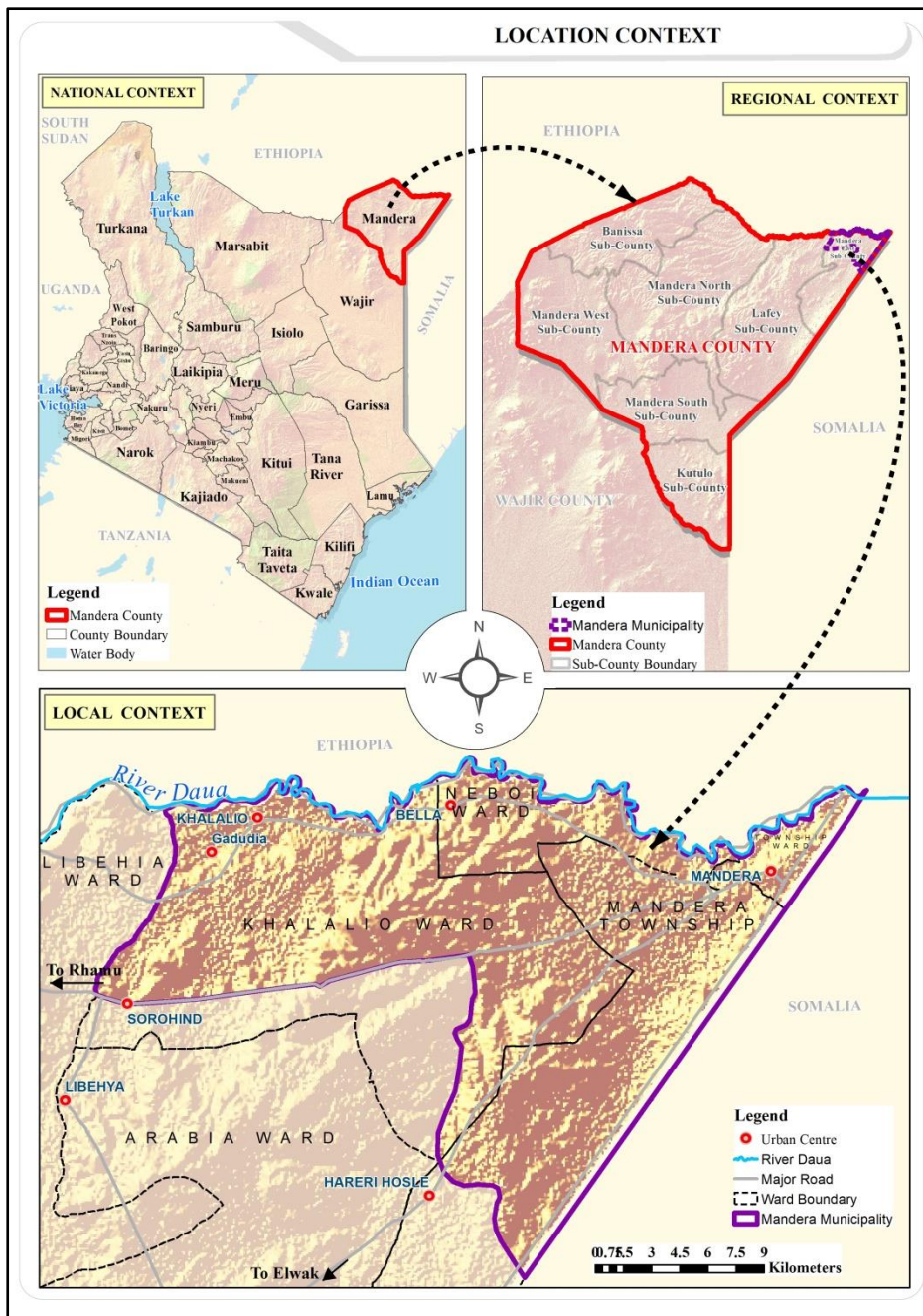
The Municipality has experienced rapid development due attributed to its location between two international borders of Somalia and Ethiopia which makes it an important trading and service centre. The municipality's administrative function and its geographic location have seen it register rapid urbanization in recent years. The urban population is 114,718 persons according to the 2019 Kenya Population and Housing Census.

The Municipality's close proximity with Ethiopia & Somalia places it at the Centre of a regional commercial hub promoting trade and facilitating faster movement of goods and services thus unlocking the economic potential of the Municipality. The growing urban population provides ready market for livestock products which is the main source of livelihoods for the residents of Mandera County. The Municipality is also endowed with vast fertile agricultural land along River Daua which can be further exploited to improve food security.

### **1.1 Position and Size**

Mandera Municipality is located in Mandera County and covers a land area of approximately 599.2km<sup>2</sup>. It lies between latitudes of 03°55'N, and longitudes 41°50'E. The map below shows the location of the municipality in the national, regional and local context.

Figure 1: Location of Mandera Municipality



Source: Physical Planning Department, Mandera

### 1.2 Administrative and Political Units

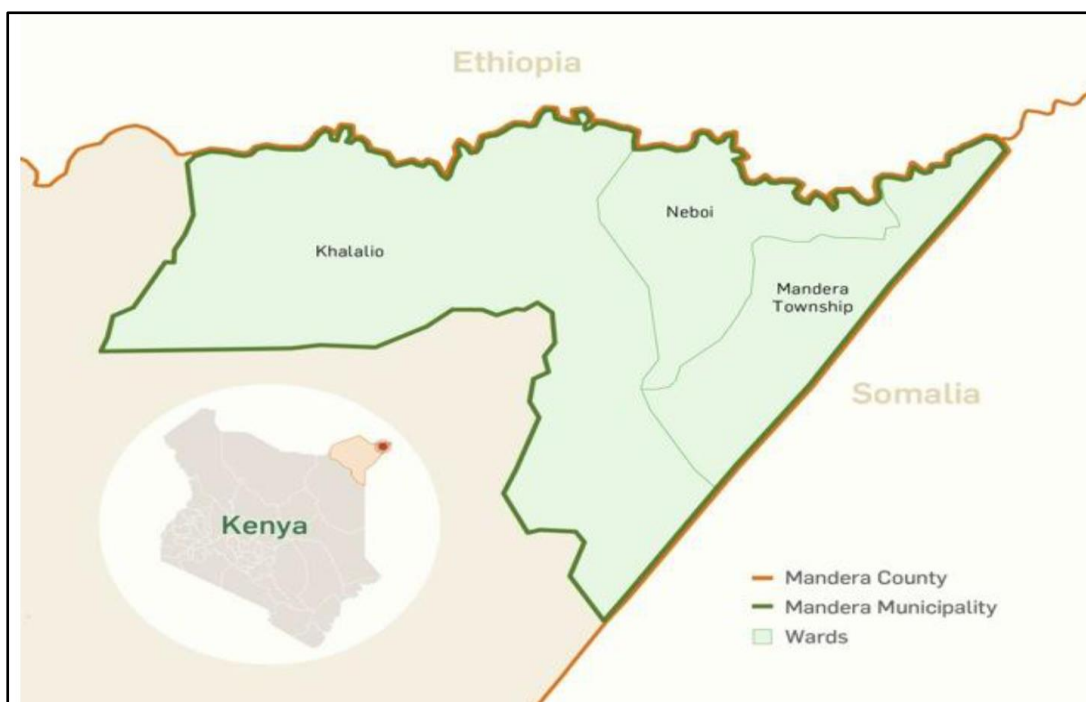
The municipality administratively spans three wards, 28 locations and 43 sub-locations. The table below shows the administrative units in the three wards constituting the municipality.

Table 1: Municipality Administrative Wards

Wards	No. of Divisions	No. of locations	No. of sub-locations	Area (Km <sup>2</sup> )
<b>Khalalio</b>	1	10	20	<b>489.9</b>
<b>Township</b>	1	6	9	<b>86</b>
<b>Neboi</b>	1	12	14	22.3

Source: County Government of Mandera

Figure 2: Municipality's Administrative and Political Units



Source: Atkins (2022)

The Municipality is managed by the Board which is the authority vested with preparation and approval of plans to guide sectoral development. The specific functions of the municipality include;

- i. Promotion, regulation and provision of refuse collection and solid waste management services.
- ii. Construction and maintenance of storm water drainages and flood controls
- iii. Construction and maintenance of street lighting
- iv. Construction and maintenance of walkways and other non-motorized transport infrastructure

- v. Promotion, regulation and provision of municipal sports and cultural activities
- vi. Environmental protection and conservation/greening/tree planting
- vii. Protection of open spaces and other public spaces

### **1.3 Purpose and Objectives of the IDeP**

#### **1.3.1 Purpose**

The IDeP is the principal development blueprint for Mandera Municipality. It identifies key strategic projects which will be completed during the plan period. These projects are in tune with the aspirations of the local development plans. In essence therefore, this integrated plan seeks to steer the Municipality in a clear direction as it charts a common destiny for various development pursuits of the line ministries and other development partners. It communicates to residents, businesses and investors the Municipality's long-term vision and the strategies to achieve them.

#### **1.3.2 Objectives**

The main objective of the Integrated Development Plan is guide the socio-economic development of Mandera Municipality for a period of five years (2024-2028).

#### **Specific objectives**

- i. To assess the current social, cultural, economic and environmental situation in the municipality
- ii. To promote sustainable socio-economic development that enhances livelihood opportunities
- iii. To promote environmental protection and conservation
- iv. To provide strategies for provision of basic and salient infrastructure services

### **1.4 Scope**

This is a five (5) year Plan (2024-2028) covering Mandera Municipality with an area of approximately 599.2km<sup>2</sup>. The IDeP focuses on among other issues: improved accessibility, enhanced waste management services, adequate physical and social infrastructure facilities and services, environmental protection and conservation, climate change resilience and adaptation and enabling environment for business growth and wealth creation.

## **CHAPTER TWO: ANALYSIS OF THE EXISTING SITUATION**

### **2.1 Introduction**

This chapter highlights the current status of physical, social and economic environment in the municipality and how they influence people's livelihood opportunities. They form the basis for the IDeP strategic development proposals and implementation.

### **2.2 Physiographic and Natural Conditions**

This section provides brief description of the physical and topographic features and climatic conditions of Mandera Municipality.

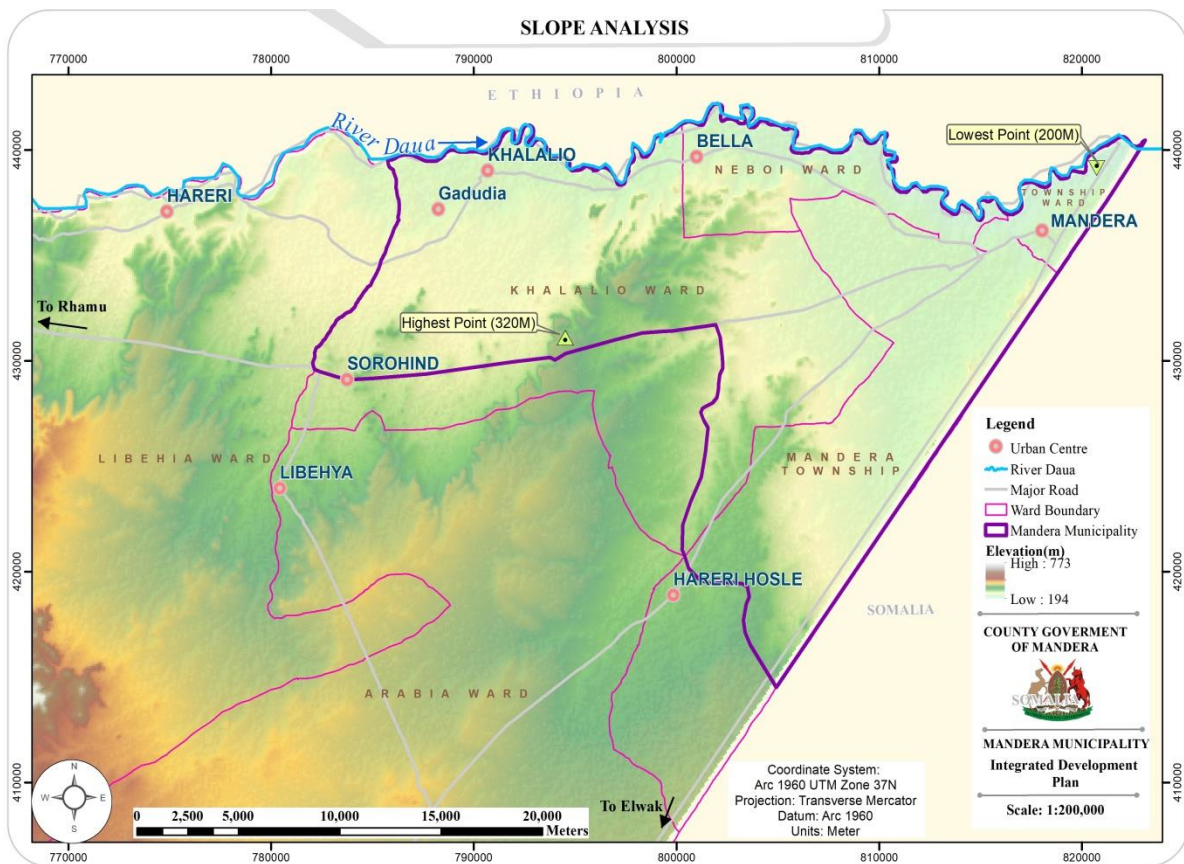
#### **2.2.1 Topography and Geology**

The Planning area is characterized by low lying rocky hills located on the plains that rise gradually to 280m above sea level. It is dominated by a relatively flat to gently undulating relief that rises from the plains on northeastern side towards the southwestern zones. The areas around Koromey, Khalalio, Neboi and Jirma are on the higher grounds while lowest sections are around River Daua which stretches from Border Point1 to Khalalio.

The land consists of Mesozoic sandstone and mudstone. The soils are well drained ranging from very deep to shallow, dark reddish brown to yellowish brown and very friable loamy fine sand to fine sandy loam. The topsoil is generally degraded by sheet erosion. Strong sheet and gully erosion hazards are a common occurrence in the area due to the undulating topography, friable soils and low infiltration capacity. The soil physical properties are only moderately favorable due to the shallowness of the soil and/or low infiltration.

The topography and geology of the area play critical role in determining the distribution of socio-economic activities in the Municipality. Most of the settlements for instance are found on gentle slopes while agricultural farms are found in low lying areas which aid irrigation. The map below shows the nature of topography in the municipality.

Figure 3: Municipality's topography



Source: Physical Planning Department, Manderla

### 2.2.2 Climatic condition

Manderla's climate is categorized as arid under the Köppen climate classification. Temperatures are relatively high throughout the year while precipitation is extremely low and unpredictable. The long rains fall in April and May while the short rains occur in October and November. The temperatures are relatively high with a minimum of 22<sup>0</sup>C in July and a maximum of 42<sup>0</sup>C in February-March. It experiences long hours (approximately 11 hours) of sunshine in a day, causing high evaporation rates and thus withering of most of the vegetation before maturity.

The severe climate is not suitable for agriculture due to the scanty rainfall and high evaporation rates. The frequent droughts also threaten the dominant land use; pastoralism due to diminishing grazing areas resulting in loss of livestock and challenge to food security. However, the long sunshine periods are an opportunity to tap solar energy. In terms of drainage the area consists mainly of seasonal rivers locally known as *laggahs* and R. Daula which borders the Municipality to the north.

## 2.3 Demographic Features

### 2.3.1 Population Size, Composition and Distribution

The 2019 Kenya Population and Housing Census (KPHC) report showed that Manderu Municipality has a population of 159,638 persons. This comprised 83,538 male (50.14%), and 76,095 female (49.85%). Below is a tabulated projection of the population by age cohorts based on the 2019 KPHC and the population projection for 2022, 2025 and 2027.

*Table 2: Municipality Population Projection by sex*

Census(2019)				2022 (Projections)			2025 (Projections)			2027 (Projections)		
Male	Femal e	Interse x	Total	Male	Femal e	Total	Male	Femal e	Total	Male	Female	Total
83,538	76,097	5	159,640	84,335	87,783	172,118	90,824	94,533	185,357	95,607	99,509	195,116

*Source: KNBS*

*Table 3: Municipality Urban Population Projection*

	2019 Census			2022 Projections			2025 Projections			2027 Projections		
Gender	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	otal
Populatio n	60,053	54,753	114,806	67,628	61,555	129,183	76,159	69,320	145,479	82,436	56,868	139,304

*Source: KNBS*

According 2019, Census, the Municipality had an urban population of 114,806, representing 71.9% of urban population. The rise of urban population from 114,806 in 2019 to the projected figure of 139,304 in 2027 is expected to not only provide an expanding urban market, but will also strain the available urban resources. This calls for prior planning of available resources and expansion of social and economic infrastructure to accommodate the rapidly expanding urban population. The growth in urban population will however expand markets for agricultural and livestock products and cross-border trade.

The ballooning urban population calls for creation of income generating opportunities, environmental conservation, proper waste management strategies, sensitization of the population against drug and substance abuse and investing in sports & talent development in order to help prevent the growing young population

from engaging in criminal activities.

### 2.3.2 Population Density and Distribution

This section indicates the population distribution and density of Mandera Municipality according to wards within its jurisdiction. Table 4 indicates the total population per ward and density.

*Table 4: Mandera Municipality's population distribution and density by ward*

Administrative units	Sex		Total	Area	Density Per Km <sup>2</sup>
	Male	Female			
Township	62,699	57,201	119,905	95	1,262
Neboi	7,533	7024	14,557	22.3	654
Khalalio	9,380	8,357	17,737	499.9	35

*Source: Kenya National Bureau of Statistics, 2019 Kenya*

Table 4 indicates that the municipality has an average population density of 650 persons per sq. km as reported under the 2019 KPHC. Population density ranges from a low of 35 persons per Km<sup>2</sup> in Khalalio ward to a high of 1,264 persons per Km<sup>2</sup> in Township ward. The settlement pattern in the Municipality is influenced by trade, availability of social amenities, pastures and grazing land, road networks, urbanization, drainage and rainfall.

## 2.4 Economic Activities

### 2.4.1 Trade and Commerce

Mandera Municipality serves as an economic hub due to its locational advantage between two international borders of Ethiopia and Somalia, a functional airstrip and good road network. The business sector in Mandera Municipality is diverse, ranging from small enterprises to larger trading establishments. Trade and retail services are the most prominent sectors, and the municipality plays a vital in supporting the infrastructure development to ensure uninterrupted chain of business.

### 2.4.2 Agriculture

Agriculture is one of the important economic activities practiced in the municipality. It involves livestock keeping such as goats, camels, donkeys, sheep, chicken and

cattle. Pastoralism contributes approximately to 52% of the total household income. Crop farming is basically done along River Daua where farming is mainly supported by irrigation. Crops grown include maize water melon, onions, bananas, lemon, vegetables and sorghum among other crops.

It is important to point out that majority of the County residents are transitioning from pastoralism to sedentary urban life due to the dwindling production resulting from the effects of climate change. Climate change has consistently led to huge losses due to long periods of drought and occasional but severe flooding along River Daua. Mandera town is the destination of most of the victims of climate change who come to seek for alternative sources of livelihood.

### **2.4.3 Mining**

Mining consists mainly of construction materials such as stones and sand. The mining sites for construction stones include Koromey, Neboi and Jirma Hills while sand is extracted from River Daua and seasonal river beds scattered in the municipality. Mining contributes significantly in economic development by providing employment to a significant number of the population.

Even though significant strides have been made to enhance economic growth in the municipality, the efforts have been decelerated by the effects of climate change and cases of insecurity. According to Kenya National Bureau of Statistics, Mandera County was ranked lowest in terms of Gross Domestic Products (GDP) contributions. The IDeP is tailored to continue revamping the economic growth of the municipality.

## **2.5 Physical and Social Infrastructure Services**

### **2.5.1 Transportation**

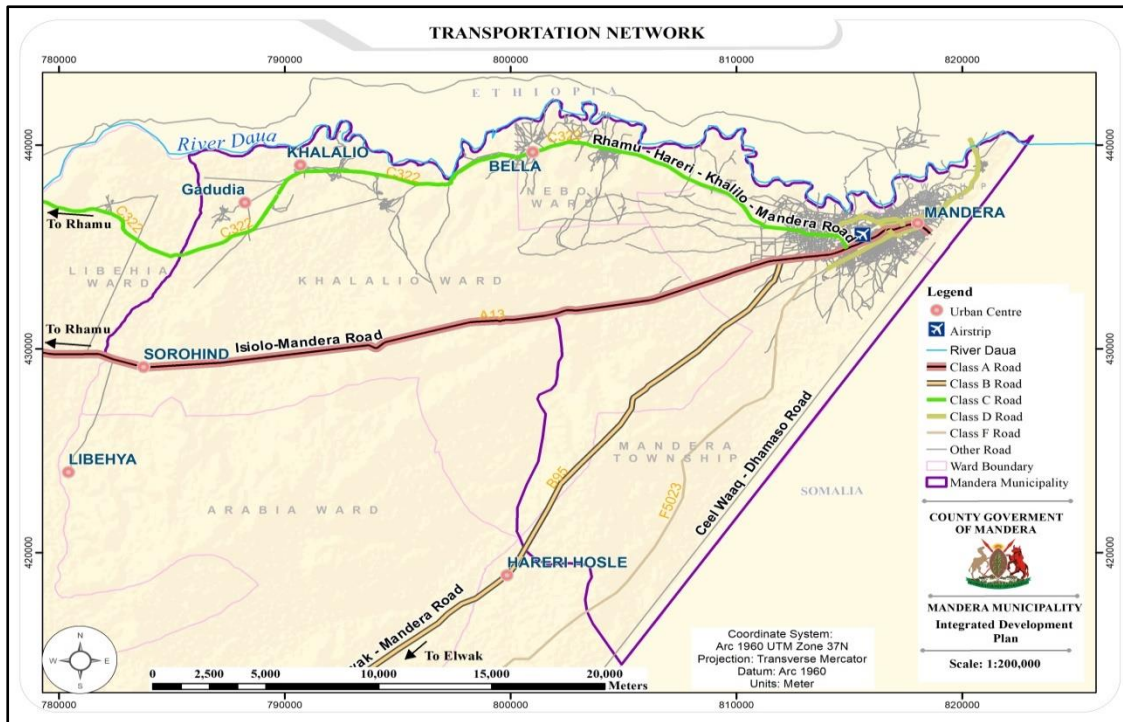
Infrastructure development is a catalyst for spatial integration and improved access to socio-economic opportunities. As a result, Mandera County has invested heavily on infrastructure development especially in Mandera municipality. This is due to its core function as administrative and commercial and service centre. Some of the infrastructure interventions include tarmacking of urban roads, construction of storm water drainages, installation of street lights and piped water supply network.

The Municipality has a network of major roads among them being the Mandera-Isiolo road (class A13) which is partially tarmacked, Mandera-Arabia (Class B18) and Mandera-Khalalio Road. Mandera town enjoys good urban road connectivity with some of the roads already tarmacked.

There are other small unclassified roads and footpaths which have developed naturally as a result of human activities such as mining, trade and settlements. Non-Motorised Transport (NMT) which includes use of donkey carts and walking is dominant in the municipality and supports cross-border trade between with the neighboring countries. The NMT infrastructure is however poorly developed.

Moreover, the Municipality has a functional Airstrip which receives two flights every day and thus contributing significantly to transport efficiency. However, the demand for air transport is very high and there is need to develop a commercial airport in order to increase the number of daily flights. It is also imperative to note that mass-transit services such as use of public buses are limited in the municipality hence the residents rely largely on private vehicles known as *taxi* for local transport.

Other transport associated infrastructure such as Bus Parks, passenger waiting bays, road signages and taxi ranks are not well developed. This has led to uncontrolled parking, loading and offloading zones and passenger pick up and drop off points.



Source: Physical planning Department, Manderla

Challenges facing transport sector in the municipality include;

- Poor road conditions rendering them impassable during rainy season
- Narrow and inadequate access roads especially in the informal settlements
- Encroachment into road reserve by developers
- High cost of transportation due to lack of mass public transport system

The Municipality is working towards improving the transportation sector by expanding, paving and opening roads. The IDeP provides strategic measures essential to improving transportation and related infrastructure in the municipality.

### 2.5.2 Social Facilities

Manderla Municipality is endowed with various social amenities essential for the general well-being of the residents. These amenities include health facilities, recreational centres, educational institutions, cultural and heritage centres.

The municipality hosts the County Referral Hospital Manderla which is the major facility providing specialized health services to the residents including the neighboring regions of Ethiopia and Somalia. Other government health facilities in the municipality include Khalalio Health centre, BP1 Health Centre, Aressa health centre

and Neboi health centre. There are also other several private health facilities especially in Mandera town.

Analysis of the existing situation in the municipality and especially in centres such as Bella, Khalalio, Gadudia and Burabor revealed shortage of social amenities ranging from health facilities, educational facilities and recreational and community centres.

### **2.5.3 Solid Waste Management**

Provision of waste management services to households and commercial premises is one of the functions of the municipality. As a result, the Municipality has provided designated waste collection points where waste materials are regularly collected and transported to the existing dumping site situated in Garbaqoley. The Municipality has four waste collection trucks and about 30 employees who provide daily waste management services such as collection and transportation.

However, solid waste management in the Municipality require long term and sustainable management plans due to rapid increase in urban population and other socio-economic activities which produce significant volume of waste. The IDeP provides a framework for sustainable waste management in the Municipality.

### **2.5.4 Energy supply and accessibility**

Mandera Municipality is not connected to the national hydro-electricity gridline. However, electricity supply comes almost entirely from Kenya Power and Lighting Company (KPLC) diesel generators. The use of diesel generators is not a viable option for heavy manufacturing industries and the increase in population is already exerting more pressure on the existing source. For household, biofuel which includes charcoal and firewood is predominantly used and provides over 80% of energy consumed for cooking. This has led to commercial sale thus contributing to massive destruction of the environment.

The municipality has high potential for solar energy due to long hours of high sunshine intensity throughout the year. As a result, the municipality is encouraging installation use of solar energy to supplement the existing sources and to promote

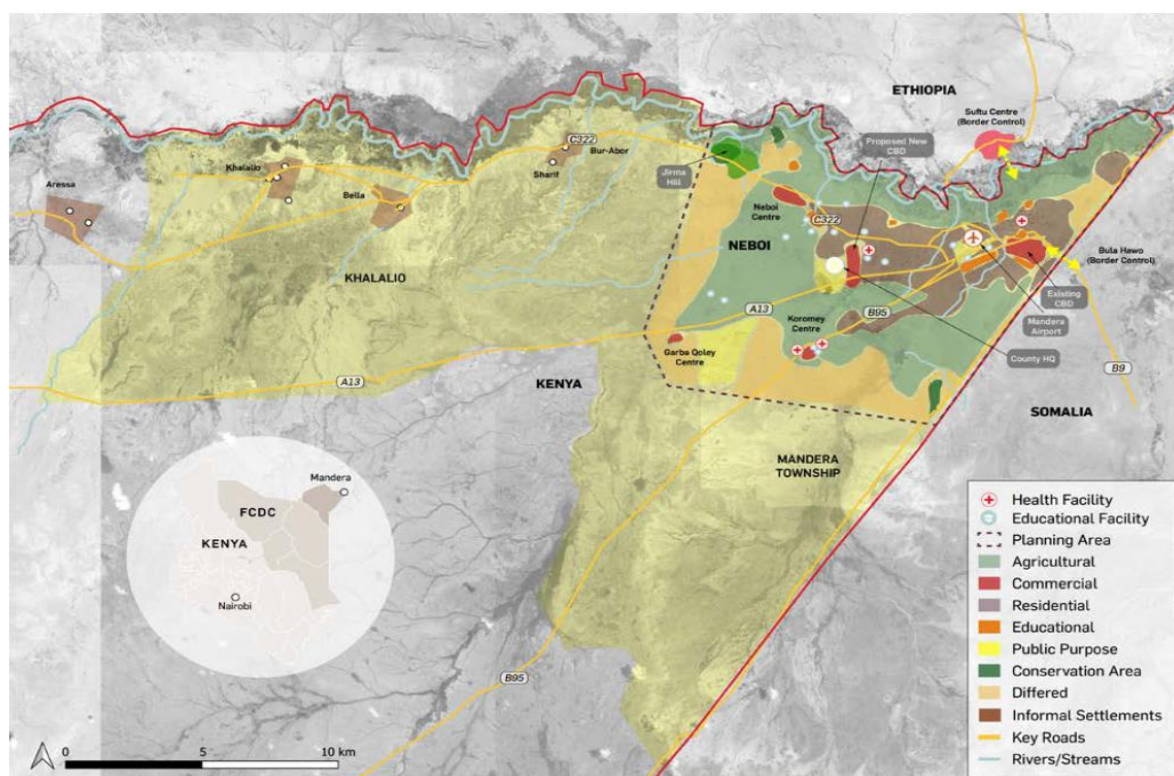
clean and healthy environment. A total 1,417 solar street-light have been installed in the Municipality while the Municipality office is solely powered by solar energy.

### **2.5.5 Housing and Settlement Patterns**

Rapid increase in urban population has resulted into significant increase in housing demand. The National Government through the Affordable Housing Scheme has initiated the process of constructing affordable housing units and the County Government will provide land within the municipality for the project.

Settlement patterns within the municipality are influenced by the availability and distribution of infrastructure, water resources, topography and government policies such as land use planning and zoning. The development of settlements such as Gadudia, Khalalio, Bella and Bur Abor for example have been largely influenced by River Daua which provides water for livestock and domestic use as well as crop farming. Manderu-Khalalio road which was the major transport corridor during the colonial period before the opening of Manderu-Rhamu road has also influenced the development patterns in the municipality. The combination of River Daua, Manderu-Khalalio Road and proximity to Ethiopia are the major reasons why there are more settlements to the north than southern parts of the municipality. The map below shows the settlement patterns.

Figure 4: Settlements pattern in the municipality



Source: Atkins (2020)

## 2.6 SWOT Analysis

The situational analysis has highlighted the current status of social, economic and physical environment in the municipality. The SWOT analysis therefore provides the strengths, weaknesses, opportunities and strengths identified during the analysis of the existing situation. The IDeP is tailored to address these emerging issues for purposes of development prosperity. The details of SWOT are provided in table 5 below;

Table 5: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Municipality is the administrative centre for Manderla County</li> <li>• Availability of good transportation network including an airstrip</li> <li>• International trade between Somalia and Ethiopia</li> <li>• Availability of R. Daua for irrigation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of spatial framework for coordinated rural and urban development</li> <li>• Lack of secure land tenure</li> <li>• Emigration of the youth to other major towns</li> <li>• Poor road conditions and accessibility</li> </ul>

<p>and domestic use</p> <ul style="list-style-type: none"> <li>• Young population for local labor force</li> <li>• Availability of social facilities e.g tertiary institutions schools, health centres and recreational facilities (stadium)</li> <li>• Good political will</li> </ul>	<ul style="list-style-type: none"> <li>• Poor liquid and solid waste management</li> <li>• Inadequate employment opportunities</li> <li>• Sparsely distributed population makes service provision difficult</li> <li>• Weak enforcement of development regulations and standards</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Availability of vast land for development</li> <li>• Sparsely distributed population makes it easy to prepare urban plans</li> <li>• Potential for Solar and Wind energy</li> <li>• Potential for large-scale irrigation scheme</li> <li>• Potential of agro-based value addition industries.</li> <li>• Cross-border relationships foster integration and trade</li> <li>• Availability of support from development partners</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental degradation from encroachment into ecologically fragile areas(riparian reserve, forests)</li> <li>• Flooding of River Daua and laggas</li> <li>• Climate change causing prolonged drought</li> <li>• High Poverty rate hindering local investments</li> <li>• Pandemics (human and animal diseases)</li> <li>• Security threats from Al-Shabaab militia</li> <li>• Land grabbing</li> <li>• High cost of goods and services from other regions</li> </ul>

## **CHAPTER THREE: POLICY AND LEGAL FRAMEWORK**

### **3.1 Introduction**

The preparation of the IDeP is anchored on the various local, national and international policy and legal frameworks. This chapter therefore elaborates the linkage between the IDeP and the frameworks and how they have been domesticated to address and tap into the municipality's specific physical, social and economic challenges and opportunities.

### **3.2 IDeP Linkages with Policy Framework**

#### **3.2.1 Sustainable Development Goals, 2015**

The Sustainable Development Goals (SDGs) were developed prior to the expiry of the Millennium Development Goals in 2015. A final document for the SDGs was adopted at the United Nation Sustainable Development Summit in September 2015 in New York, USA.

The Sustainable Development Goals (SDGs) were formulated to address ambitions, goals and challenges faced by different countries. Mandera Municipality has domesticated the following SDGs in the IDeP;

- **Goal 1** - End poverty in all its forms everywhere
- **Goal 2** - End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- **Goal 3** - Ensure healthy lives and promote well-being for all at all ages
- **Goal 6** - Ensure availability and sustainable management of water & sanitation for all
- **Goal 8** - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 9** - Build resilient infrastructure, promote sustainable industrialization, and foster innovation
- **Goal 11** - Make cities and human settlements inclusive, safe, resilient and suitable
- **Goal 13** - Take urgent action to combat climate change and its impacts

- **Goal 15** - protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss.

In order to promote socio-economic development, the municipality has proposed local intervention strategies cutting across the SDGs. The strategies are based on local strengths and opportunities that will attract investment, create jobs and promote environmental protection and conservation.

### 3.2.2 Africa Agenda 2063

Africa Agenda 2063 anchors the Sustainable Development Goals. The municipality IDeP has also considered the relevant SDGs and aspirations of the Africa Agenda 2063 as follows;

<b>Goals</b>	<b>Priority Areas</b>
<b>(1)</b> A High Standard of living, quality of life and well-being for all Citizens	<ul style="list-style-type: none"> <li>• Incomes, Jobs and decent work</li> <li>• Poverty, inequality and hunger</li> <li>• Social security and protection including persons with disabilities</li> <li>• Modern and livable habitats and basic quality services</li> </ul>
<b>(3)</b> Healthy and well-nourished citizens	<ul style="list-style-type: none"> <li>• Health and nutrition</li> </ul>
<b>(4)</b> Transformed economies	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• Manufacturing/industrialization and value addition</li> <li>• Economic diversification and resilience</li> <li>• Hospitality/Tourism</li> </ul>
<b>(5)</b> Modern Agriculture for increased productivity and production	<ul style="list-style-type: none"> <li>• Agricultural productivity and production</li> </ul>
<b>(7)</b> Environmentally	<ul style="list-style-type: none"> <li>• Sustainable natural resource management and</li> </ul>

sustainable and climate resilient economies and communities	<ul style="list-style-type: none"> <li>biodiversity conservation</li> <li>• Sustainable consumption and production patterns</li> <li>• Water security</li> <li>• Climate resilience and natural disaster preparedness and prevention</li> <li>• Renewable energy</li> </ul>
<b>(10)</b> World class infrastructure	<ul style="list-style-type: none"> <li>• Communications and infrastructure connectivity</li> </ul>
<b>(11)</b> Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	<ul style="list-style-type: none"> <li>• Democracy and good governance</li> <li>• Human Rights, Justice and the Rule of Law</li> </ul>
<b>(12)</b> Capable institutions and transformative leadership	<ul style="list-style-type: none"> <li>• Institutions and leadership</li> <li>• Participatory development and local governance</li> </ul>
<b>(17)</b> Full gender quality in all spheres of life	<ul style="list-style-type: none"> <li>• Women and girls empowerment</li> <li>• Violence &amp; discrimination against women and girls</li> </ul>
<b>(18)</b> Engaged and empower youth and children	<ul style="list-style-type: none"> <li>• Youth empowerment and children</li> </ul>

### 3.2.3 The Kenya Vision 2030, 2008

The Kenya Vision 2030 is a long-term development blueprint aimed at steering Kenya into an industrializing, middle-income country providing a high-quality life to all its citizens by the year 2030. It is founded on three pillars;

- i. **Economic pillar** - Aims to achieve an average Gross Domestic Product (GDP) growth rate of 10% per annum and sustain the same till 2030 in order to generate more resources to reinvigorate the economy

to meet its envisaged goals and aspirations. The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing (BPO) and financial services.

- ii. **Social pillar** seeks to build a just and cohesive society with social equity in a clean and secure environment. The main sectors under this pillar include; education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture.
- iii. **Political pillar** aims at realizing a democratic political system founded on issue-based politics that respect the rule of law, and protects the fundamental rights and freedoms of every individual in the society.

The strategy recognizes that 50% of the Kenyan population will be urbanized by 2030 and thus the need to plan for decent and high-quality urban livelihoods. The plan preparation has been guided by the three pillars and strategies as stipulated in the Kenya Vision 2030. The IDeP takes into account the importance of the three pillars of the Vision for local economic growth.

### **3.2.4 National Spatial Plan (NSP)**

Kenya has prepared a thirty-year National Spatial Plan that aims at harmonizing development in the country. The NSP envisages optimal productivity, sustainability, efficiency and equitability in the use of the scarce land in Kenya and the territorial space. The plan seeks to link human activities within the country's space through integrated planning and giving spatial dimension to various national economic sector policies for guaranteed optimal utilization of the available resources as outlined in its Vision 2030 blueprint.

The NSP has eight thematic areas namely;

- a. Enhancing country competitiveness
- b. Modernizing agriculture
- c. Diversifying tourism
- d. Managing human settlements
- e. Conserving the natural environment

- f. Transport network
- g. Providing appropriate infrastructure
- h. Industrialization

The IDeP links well with the NSP by domesticating the aspirations contained in the thematic areas for local socio-economic development.

### **3.2.5 National Land Use Policy, 2017**

The policy provides legal, administrative, institutional and technological framework for optimal utilization and productivity of land related resources in a sustainable and desirable manner at national, county and community levels through land use planning. The preparation of the IDeP is geared towards achieving the aspirations of the National Land Use Policy.

### **3.2.6 National Housing Policy, Sessional Paper No.3 of 2004**

This policy recognizes land use planning and management as a critical input in housing provision. It recognizes that land-related matters have deep socio-economic and political impacts. It also recognizes that the lack of comprehensive land use planning and management is what has led to sub-standard settlements with inadequate infrastructure, services and open spaces and other essential amenities. The IDeP considers these aspirations by providing a framework for provision of basic facilities, infrastructure and critical services essential to the housing sector.

### **3.2.7 Integrated National Transport Policy, 2012**

This policy identifies challenges affecting the transport sector in Kenya. Since the policy's vision is to achieve an integrated transport system, the plan has proposed various measures that will open up the transportation sector in a way of achieving an efficient transport system for the Municipality.

### **3.2.8 Poverty Reduction Strategy Paper (PRSP), 2005**

The PRSP outlines priorities and the necessary measures for poverty reduction and economic growth. It identifies measures geared towards improved economic performance and priority actions that will be implemented to reduce the incidences of poverty among Kenyans. The IDeP provides various strategies in line with PRSP to improve the local economy and alleviate poverty.

### **3.2.9 National Urban Development Policy**

The National Urban Development Policy (NUDP) seeks to create a framework for sustainable urban development in the country and addresses the following thematic areas: urban economy; urban finance; urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and marginalized and vulnerable groups. The IDeP has been guided by the aspirations of the NUDP.

### **3.2.10 Sessional paper No. 8 of 2012 on National Policy for the Sustainable Development of Northern Kenya and other Arid Lands**

The Policy strives to strengthen national cohesion, protect and promote the mobility and institutional arrangements which are essential to productive pastoralism and to ensuring food and nutrition security across the arid and semi-arid lands where unpredictability is certain. It also advocates for carefully planned and strategic urban development in the ASALs that will benefit the region, particularly through employment creation, provision of services, and promotion of the local economy.

The policy aspirations have been taken into consideration in the IDeP by proposing projects that will foster socio-economic growth.

### **3.2.11 Mandera County Climate Change and Adaptation Policy**

The key focus area of the policy is mainstreaming climate change adaptation options across all climate sensitive sectors like livestock production, crop farming, urban planning, water and sanitation and environmental conservation. The IDeP gives proposals aimed at helping the municipality identify and make appropriate interventions in addressing the effects of climate change.

### **3.2.12 Mandera County Integrated Development Plan (2023-2027)**

The County Integrated Development Plan (CIDP) addresses the socio-economic issues in the County. The IDeP is achieving two of the main objectives outlined in the CIDP; ensuring efficient and sustainable, utilization and conservation of natural resources and the environment; and putting in place proper infrastructure for socio-economic development.

### **3.3 Legal Framework**

#### **3.3.1 The Constitution**

The Constitution is the supreme law governing planning for purposes of achieving public safety, public order, public health, public morality and land use and utilization of land and land-based resources. The Constitution therefore gives effect to preparation of Acts of Parliament such as Urban Areas and Cities Act and County Governments Acts which stipulates matters of urban governance. The Constitution is also the basis for various policy frameworks guiding urban governance. The preparation of the IDeP fulfills the aspirations of the Constitution in the Municipality.

#### **3.3.2 The County Government Act, 2012**

According to Article 102(h), county planning is expected “to provide a platform for unifying planning, budgeting, financing programmes, implementation, and performance review”. County plans are meant to promote harmony with national and other county plans, land-use plans, urban planning and environmental conservation. Section 104(1) of the Act states that “a County Government shall plan for the County and no public funds shall be appropriated without a planning framework developed by the County Executive Committee and approved by the County Assembly. The IDeP gives effect to the requirements of this Act.

#### **3.3.4 Urban Areas and Cities Act, 2011**

The Act emphasizes the need for 5-year Integrated Development Planning and the need to align annual budgeting to the plan. Section 36(1) states that, “every city and municipality established under this Act shall operate within the framework of an Integrated Development Plan”. This integrated development plan binds, guides, and informs all planning for development and decision-making and ensures comprehensive inclusion of all functions.

#### **3.3.5 Public Finance Management Act (PFMA), 2012**

Part IV Article 126 (1)) of the PFMA requires counties to have both long-term and medium-term plans. A County budget process shall consist of the following stages;

- i. Start with an integrated development planning process, which shall contain both short term and medium-term plans.
- ii. Every county shall prepare a development plan as per Article 220 (2) of the Constitution.
- iii. Budgets are to be based on projects and other expenditure contained in the plan.

The IDeP therefore gives effect to the requirements of the PFMA.

### **3.3.6 Physical and Land Use Planning Act**

The Physical and Land Use Planning Act (PLUPA) No.13 of 2019 became effective on the 5<sup>th</sup> August, 2019. The Act makes provision for the planning, use, regulation and development of land and for connected purposes. Specifically, the Act establishes physical and land use planning institutions, categorizes types of physical and land use development plans, development control, enforcement, physical and land use planning liaison committees.

The development of this integrated development plan took into consideration the provisions of this act bearing in mind that some of the proposed interventions include development of physical and land use plans for the municipality, development of municipal by-laws for development control, enforcement of the physical and use plans as well as resolution of planning and land use disputes using the established structures.

## CHAPTER FOUR: PLANNING METHODOLOGY

### 4.1 Introduction

The chapter provides the methods employed during the preparation of the IDeP. The methods took into account the provisions of the Constitution, County Governments Act (2012) and Urban Areas and Cities Act (2011). A methodological approach to the preparation of IDeP was necessary to ensure the processes and final products are compliant with the law.

### 4.2 Planning Approach

The preparation of the IDeP involved the following techniques:

- i. **Strategic approach-** The IDeP specifically focuses on key priority areas of planning and challenges facing the municipality in the delivery of services.
- ii. **Integrated Planning** - The plan integrates physical, economic and social aspects within the municipality. It brings on board all sectors and actors in developing policies and proposals.
- iii. **Collaborative** - The preparation of the IDeP is an all-inclusive process that saw active participation by stakeholders including Mandera County Government, National Government agencies, Faith Based Organisations, Community Based Organisations, business and local communities.
- iv. **Participatory and Consultative** - Preparation of the IDeP was highly consultative. This was necessary to for proper consensus building, articulation of issues and ease of implementation.

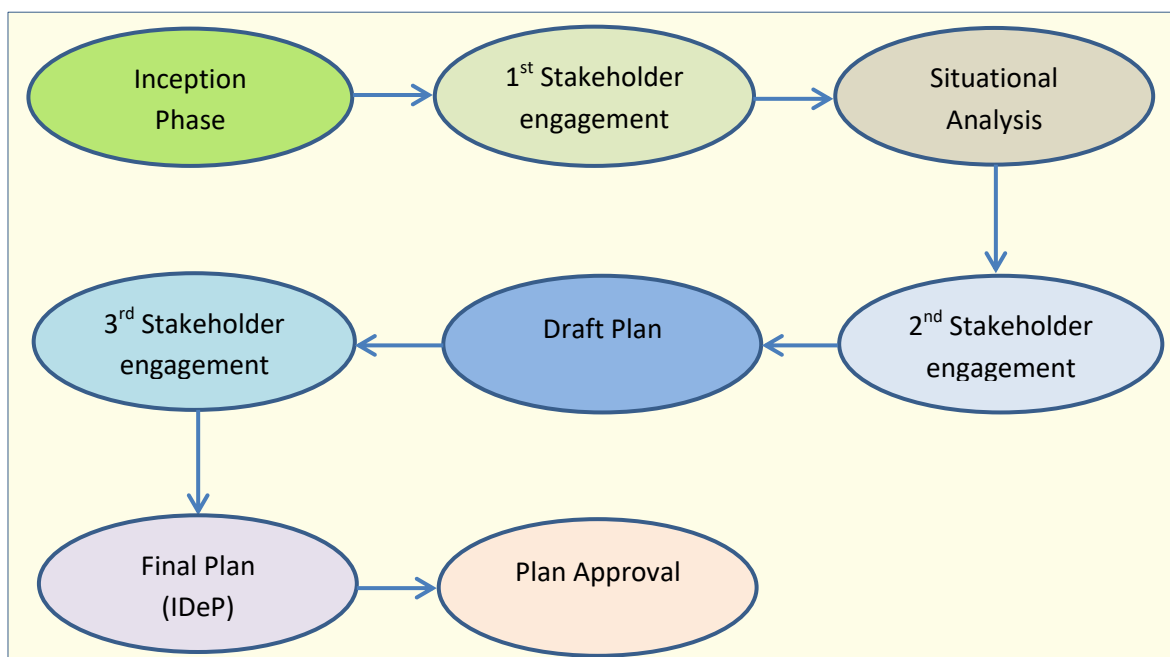
### 4.3 Planning process

The plan was systematically executed in four broad phases;

- i. **Preparatory/Inception Phase** – involved preliminary office discussions, reconnaissance, and preparation of work plan and budget. It also involved formation of technical working team and identification of development gaps.
- ii. **Awareness and sensitization Phase** –This was undertaken organized in order to disseminate information relating to the intention of the municipality to prepare the IDeP and the role of the stakeholders in the process.

- iii. **Data collection and situational analysis phases** - It involved collection, compilation and analysis of primary and secondary data. Thematic areas covered included physical environment, socio-economic, infrastructure and services, environmental and structural aspects. The data obtained was thematically analyzed, followed by the compilation of a situational analysis report.
- iv. **Second stakeholder engagement**- it entailed presentation of the existing situation in order to align the needs of stakeholders with the vision of the plan.
- v. **Draft Planning Phases** – this entailed the preparation of the integrated plan to address the existing challenges in the Municipality.
- vi. **Third stakeholder engagement** – this entailed validation of the plan proposals and to ensure that the proposals therein addresses the needs of the people. The comments were obtained and considered in the final plan
- vii. **Final Plan (IDeP)** – the comments were considered and the integrated in the final document before presenting it to the municipality board for consideration
- viii. **Plan Approval** – the final plan was submitted to the Municipality Board for consideration before it was forwarded to the County Assembly for approval.

The planning process is summarized in the diagram below;



The preparation of the IDeP started in November, 2023 with the presentation of the concept note to the Municipal Board by the Manager. The concept was endorsed paving way for the preparation of the 2<sup>nd</sup> generation IDep (2024-2028).

#### **4.4 Data collection**

Data for the preparation of the IDeP was collected from the following sources;

##### **4.4.1 Secondary data**

This entailed review of existing literature such as policy and legal documents, existing maps and development plans and satellite imageries among other literature materials. The secondary data sources provided baseline information for the IDeP.

##### **4.4.2 Primary Data**

**Stakeholders meetings:** Primary data was collected through stakeholder engagements in the planning units. The 1<sup>st</sup> stakeholders engagement for awareness and sensitization meeting was held on 30<sup>th</sup> January in Mandera town while the second meeting was held on 20<sup>th</sup> March. The final stakeholder meeting was held in Khalalio on 6<sup>th</sup> April, 2024.

**Focus Group Discussion (FDG):** The team also undertook Focus Group Discussion (FGD) with various departmental heads including Roads and Public Works, Lands and Physical Planning, Water and Environment, Public Health and Agriculture. The FDG provided insights on current, on-going and proposed development projects, the gaps and possible areas of collaboration.

**Key Informant Interviews (KII):** This was done with the other government officers including the office of the Governor and the County Executive Committee Members in charge of key ministries such as water and environment, agriculture and roads and public works. The KII was important in aligning the development proposals with the Governor's Manifesto in the Municipality.

**Field visits/observation:** the team also conducted field surveys in the municipality in order to acquire firsthand information on the challenges, opportunities and possible areas of intervention. The plates below shows the technical team conducting field survey in Gingo village and public participation in Khalalio.



*Technical team and local community assessing a section of damaged road at Gingo village*



*Damaged water pipes at Gingo village in Khalalio*



*Public participation at the Deputy County Commissioner's compound, Khalalio Centre*



*Neboi and Mander Township residents during public participation at Granada Hotel*

## CHAPTER FIVE: PERFORMANCE REVIEW OF THE PREVIOUS IDeP

### 5.1 Introduction

This chapter provides a review on implementation of the previous Mandera Municipality Integrated Development Plan (IDeP) 2019-2023. It presents an analysis of Municipality performance in terms of expenditures, key development achievements as well as the major challenges faced, emerging issues and lessons learnt in the implementation of the plan. It further highlights the developmental issues that form the basis for the programmes and projects to be implemented in 2024-2028 plan period.

### 5.2 Mandera Municipality Budget Expenditure Analysis

This section provides an analysis of total budget allocation and total actual expenditure for the municipality. The information is summarized in the table below.

*Table 5: Municipality Expenditure Analysis*

Sector	Total Budget Allocation (Ksh in Millions)	Total Actual Expenditure(Ksh in Millions)	Variance	Absorption rate (%)	Remarks
Mandera Municipality	1,424,632,250	1,288,748,200	135,884,050	90.4%	

*Source: Mandera municipality*

### 5.3 Municipality Programmes' Performance Review

This section provides key achievements realized, challenges faced, emerging issues and lesson learnt during the previous IDeP (2019-2023).

#### 5.3.1 Municipality's Achievements

1. The municipality established 36 designated waste collection points which has provided waste disposal sites for the urban residents addressing waste management challenges and promoting cleanliness across the municipality. This has improved sanitation services and hygiene and hence improved public health and well-being.
2. The Municipality undertook construction of two box culverts, one vented drift and routinely maintained of 30 kilometers of urban roads and associated

infrastructure which improved accessibility and trade. Walkways and Non-Motorized Transport (NMT) infrastructure were also constructed and maintained to promote pedestrian safety. In addition, 30 casuals were recruited to ensure regular maintenance and road cleaning for efficient transportation within the municipality.

3. Through partnerships with programs such as the Kenya Urban Support Program (KUSP), the municipality successfully constructed 1.5 kilometres of storm water drainage protection works. These initiatives significantly improved flood controls, soil erosion and resilience against disasters related to waterlogging.
4. The Municipality has established one tree nursery and planted 24,750 trees with objective to promote green spaces and mitigate effects of climate changes. The municipality's efforts in greening & beautification of the town improved the general aesthetic within the Municipality thus enhancing the overall quality of life.
5. The installation and maintenance of 1,417 street lighting systems within the Municipality has improved night time visibility, enhanced security, promoted trade and contributed to a well-illuminated urban environment.
6. The establishment of one fully equipped fire station has promoted provision of fire-fighting services, disaster preparedness, and management and response measures within the Municipality.
7. Mandera Municipality has developed the framework for spatial and master plans laying the foundation for systematic and organized urban growth. The Municipality will work toward enforcement and compliance with municipal plans and development controls to ensure orderly and sustainable urban development.
8. The Municipality maintained and regulated two markets and one abattoir within its jurisdiction ensuring proper hygiene and creating a favourable environment for trade and economic activities.

9. Animal Control and Welfare: Efforts in promoting, regulating, and providing animal control and welfare services led to a decline in reported cases of animal cruelty and diseases, indicating improved animal well-being.

10. The number of staff in the municipality has also increased leading to efficiency of service provision in various sectors. The municipality has a total 134 employees.

*Sample completed projects*



*Fire truck at Manderu fire station*



*Solar lights at livestock market*



*Storm water protection works*



*Greening at New County Headquarters*

**5.3.2 Challenges**

- (i) Recurrent and prolonged drought and flash floods led to diversion of development budgets to respond to emergency relief cases
- (ii) Inadequate technical staff and working equipment
- (iii) Inadequate funding that resulted in under-implementation of planned projects and programmes

- (iv) Livestock disease outbreaks due to increased massive movement in search of water and pasture.
- (v) Human disease outbreaks such as Covid-19 and which disrupted economic and social structure thus slowing development
- (vi) Low capacities of monitoring, evaluation and reporting has led to underperformance in projects implementation and tracking within the Municipality;
- (vii) High cost of operations, repairs and maintenance
- (viii) Delayed disbursement of funds from the County Government and donors have caused delay in projects delivery and compromised the provision of essential services such as urban beautification and Climate change mitigation measures;
- (ix) Cases of individuals fencing off large parcels of community land are common in the Municipality thus leading to difficulties in land use planning and management.
- (x) Uncontrolled urban settlement in the Municipality has derailed efforts in increasing services provision coverage.
- (xi) Inadequate guidelines, policies, plans and legal framework to guide and enforce development control.

### **5.3.3 Emerging Issues**

- (i) Climate change effects including flooding, deforestation, and uncontrolled urban settlements
- (ii) COVID-19 pandemic: In 2020, the emergence of the highly infectious virus put pressure on all the resources as well shutting down world economies.
- (iii) The influx of Ethiopia & Somalia emigrants into the Municipality has contributed to rise of drugs and substance abuse, SGBV cases and social immorality.

### **5.3.4 Lessons Learnt**

- (i) Timeliness: Disbursement of funds to projects is essential for timely completion of projects.
- (ii) Monitoring and Evaluation (M&E) is key: Absence of monitoring and evaluation staffs in the Municipality have led to poor coordination of Monitoring and

Evaluation activities. Recruiting and training of staff responsible for generating sector reports on M&E is vital in the implementation of IDeP.

- (iii) Strong revenue generation is key: The huge demand for resources requires the Municipality to look for avenues of raising more resources through measures such as automation of revenue collection.
- (iv) Capacity building is central to good performance: Inadequate technical staff in departments has led to poor service delivery. By focusing on training and recruiting of technical staff offering essential services, the Municipality has managed to arrest the situation even during the pandemic.
- (v) Collaboration is essential for success: Be it with the County Government, National Government, development partners or other key stakeholders, the Municipality has put efforts in attracting partners for development and service delivery within its jurisdiction
- (vi) Working with donors, County Government and National Government Departments has taught us the importance of involving the public at every step of the implementation of our programs. This has enhanced Community ownership of projects and eased the supervision.

## 5.4 Development Issues

The issues were identified and validated with the help of key stakeholders during the stakeholder forums held in Mandera Town and Khalalio. This section therefore presents Municipality development issues, their causes, constraints and opportunities as identified during data collection and analysis.

*Table 6: Key Municipality Development Issues*

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
Inadequate environmental conservation and management plans	<ul style="list-style-type: none"> <li>• Inadequate environmental awareness</li> <li>• Increased environmental pollution</li> <li>• Weak environmental governance</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding to formulate &amp; enforce environmental by-laws</li> <li>• Inadequate Technical Capacity</li> <li>• Unreliable weather pattern</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced technology in waste management i.e., waste recycling</li> <li>• Established tree nurseries</li> <li>• Existing Partners/Collaborators</li> </ul>

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>• Climate related hazards</li> <li>• Deforestation</li> <li>• Low locally led climate action</li> <li>• Invasive <i>Mathenge</i> tree</li> </ul>		<ul style="list-style-type: none"> <li>• Nature based enterprises</li> <li>• Climate resilient technology</li> </ul>
Inadequate and poorly maintained road Network	<ul style="list-style-type: none"> <li>• Inadequate road infrastructure</li> <li>• Inadequate storm water management infrastructure</li> <li>• Destruction of drainage ways by road users &amp; Sand harvesting along roads</li> <li>• Encroachment by developers</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds for roads Construction and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Existing earth roads</li> <li>• Availability of donor fund (i.e. World Bank</li> <li>• Africa development Bank).</li> <li>• Availability of local materials for road construction</li> <li>• Existence partnership with different road Authorities i.e. KENHA, KURA AND KERRA).</li> </ul>
Under exploitation of Renewable energy resources.	<ul style="list-style-type: none"> <li>• Inadequate technical know-how on harnessing solar energy</li> <li>• Inadequate technical and financial support</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate sunlight with the suitable intensity which can be harnessed.</li> <li>• Support for green energy from development partners and the national government.</li> </ul>
Inadequate access to Solid Waste Management, Sanitation & Hygiene Services.	<ul style="list-style-type: none"> <li>• Inadequate and undesignated waste management site</li> <li>• Irregular waste collection and disposal.</li> <li>• Indiscriminate dumping and burning</li> <li>• Inadequate machinery for waste segregation,</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate sanitation equipment and personnel.</li> <li>• Population pressure in Municipality</li> <li>• Inadequate sensitization of the members of the public on waste management.</li> <li>• Insufficient policies/by-laws</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Municipal sanitation equipment &amp; personnel</li> <li>• Sensitization of public on hygiene and clean environment.</li> <li>• Governors manifesto on promoting recycling</li> <li>• Support from development partners</li> </ul>

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
	<p>treatment and recycling.</p> <ul style="list-style-type: none"> <li>• Lack of pit latrines</li> <li>• Non -Compliance to PublicHealth standards</li> </ul>		
Weak Disaster Management, preparedness and response plan.	<ul style="list-style-type: none"> <li>• Inadequate disaster management equipment and personnel.</li> <li>• Inadequate community awareness on fire prevention and safety measures</li> </ul>	<ul style="list-style-type: none"> <li>• Unskilled and Untrained Personnel.</li> <li>• Lack of disaster management policy.</li> <li>• High cost of acquisition and maintenancecost of disaster/fire equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of one equipped and operational Mandera municipality fire emergency Centre.</li> <li>• Availability of trained firefighters and disaster rescue personnel</li> <li>• Availability of Disaster Management Fund.</li> </ul>
Inadequate access to trade and investment	<ul style="list-style-type: none"> <li>• Inadequate market infrastructure</li> <li>• Lack of enough capacity building for traders on business skills</li> <li>• Closure of Kenya-Somalia border</li> <li>• Restriction/closure of business during pandemics</li> <li>• High rate of inflation</li> <li>• Insecurity and terror incidences that regularly affects free flow of goods and people</li> <li>• Lack of security lights in trading areas</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of constructing standard markets</li> <li>• Lack of enough public land in close proximity to market centres.</li> <li>• Lack of tri-border stakeholder forums to address business barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Significant increase in number of market constructed since devolution</li> <li>• Potential funding from national government and other donors with enough mobilization effort.</li> </ul>
Low participation rate in local and national sports activities	<ul style="list-style-type: none"> <li>• Lack of sports talent academies</li> <li>• Poor sportsmanship culture in the</li> </ul>	<ul style="list-style-type: none"> <li>• Socio-cultural settings where the girl child participation in sporting activities</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of talented youth</li> <li>• Availability of land</li> <li>• Support from Non-state actors</li> </ul>

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
	<p>Municipality</p> <ul style="list-style-type: none"> <li>• Insufficient sports kits</li> <li>• Few Modern sports amenities</li> <li>• Unsecure field (Geneva Sports ground)</li> </ul>	<p>is discouraged.</p> <ul style="list-style-type: none"> <li>• Few playing grounds in the municipality.</li> <li>• Shortage of staff</li> <li>• Lack of policy guideline.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of sports ground in the municipality.</li> <li>• Existence of Mandera stadium</li> </ul>
Low cultural preservation and heritage	<ul style="list-style-type: none"> <li>• Inadequate cultural promotion and infrastructure</li> <li>• Unmapped historical and cultural sites</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate investment</li> <li>• Untapped talents in arts &amp; music</li> <li>• Inadequate Human resource capacity</li> </ul>	<ul style="list-style-type: none"> <li>• The Recently established Mandera museum</li> <li>• Community support</li> <li>• Existing annual cultural festivals and events</li> </ul>
High incidences of animal cruelty Donkey – 80% Goats – 60% Dogs – 40% (CDVS Annual report 2021)	<ul style="list-style-type: none"> <li>• Cruelty to animals due to ignorance</li> <li>• Lack of implementation and enforcement of Mandera County Animal Welfare Act of 2014</li> <li>• Inadequate sensitization of the members of the public on the right of animals.</li> <li>• Greed to gain commercial benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate personnel to enforce welfare policy</li> <li>• Inadequate awareness on animal right</li> <li>• Lack of animal care centres for stray animals</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of policy (Mandera County Animal Welfare Act, 2014)</li> </ul>
Uncontrolled urban development	<ul style="list-style-type: none"> <li>• Slow implementation of existing plan</li> <li>• Lack of municipality spatial plan</li> <li>• Lack of Municipal Land Information Management system (LIMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor planning approval system</li> <li>• Inadequate spatial plans</li> <li>• Lack of awareness of on importance of development control</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of an approved development plan for Mandera town</li> <li>• Existing GIS lab for data capture and spatial analysis</li> </ul>
Low own source revenue collection	<ul style="list-style-type: none"> <li>• Lack of revenue enforcements mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Poor public good will</li> </ul>	<ul style="list-style-type: none"> <li>• Cross border trade</li> <li>• Revenue automation system</li> </ul>

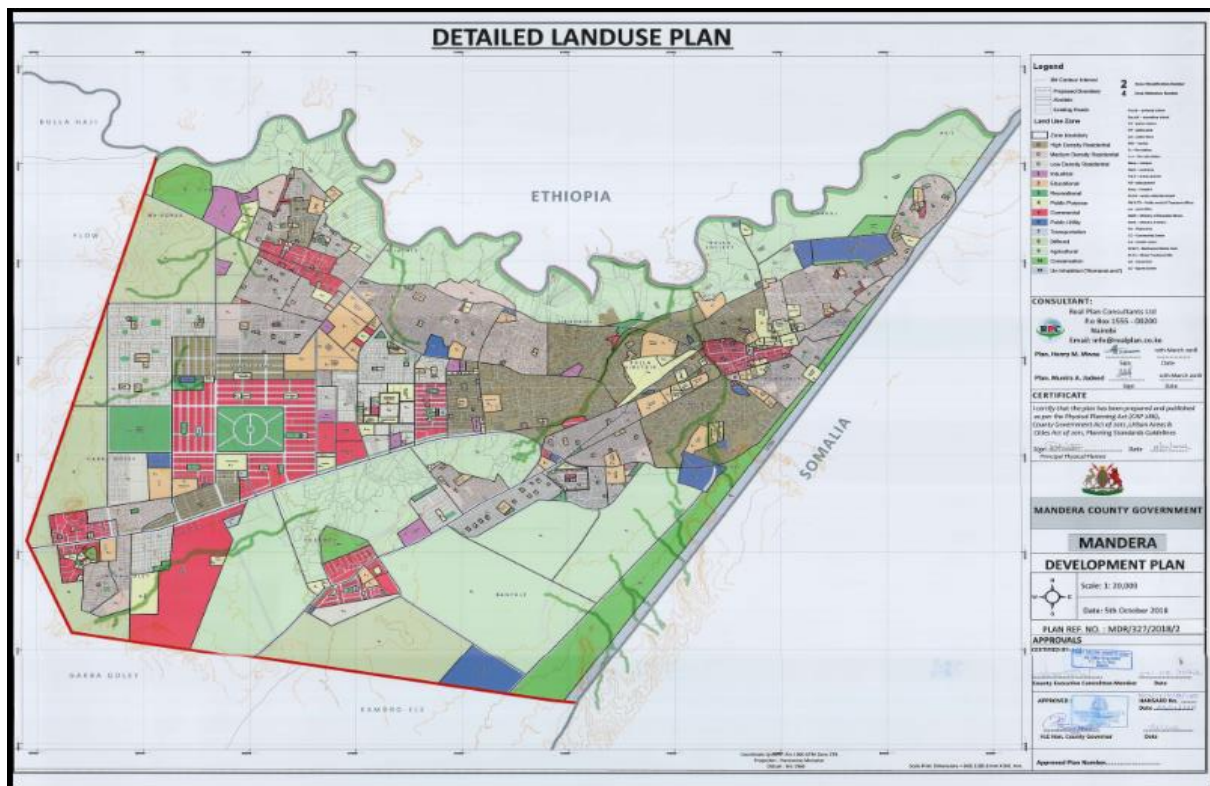
## 5.5 Spatial Development Framework

The County Governments Act 2012, Section 111, stipulates that all Cities and Municipalities should have Geographic Information Systems (GIS) based development spatial. Further the Urban Areas and Cities Act 2011 (Amended in 2019) requires that an integrated development plan for an urban area shall provide the spatial development framework for a city or urban area.

Mandera Municipal Integrated Development Plan was therefore prepared in line with the requirements of the County Governments Act, 2012 and the Urban Areas and Cities Act, 2011. The plan covers the entire 599.2 Km<sup>2</sup> of the municipality.

The Integrated Strategic Urban Development Plan for Mandera town has been prepared to guide development for a period of 20years (2015-2035). The plan is at the implementation stage and is the tool currently employed by the municipality to guide sectoral development interventions.

Figure 6: Mandera ISUDP (2015-2035)

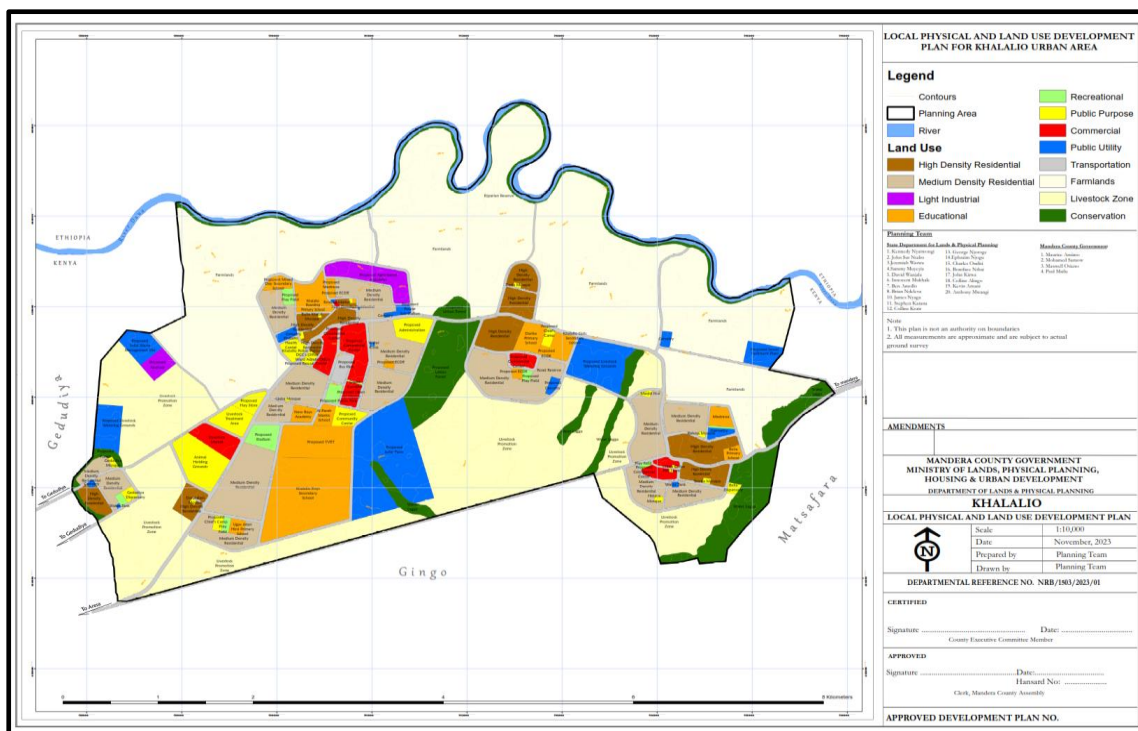


Source: Physical Planning Department, Mandera

The plan sets out the broad land use planning framework for the growth of Mandera town and provides for protection of the environment, traffic movement and connectivity of the town to the hinterlands. It also makes provisions for the pattern and broad location of future development activities. It shows areas where future development should not be allowed in order to protect natural systems such as grazing fields, wetlands and to prevent natural or man induced disasters.

The local physical and land use development plan for Khalalio, the second largest urban centre in the municipality has been completed. The plan is expected to guide preparation of sectoral plans for socio-economic investment.

*Figure 7: Khalalio Local Physical and Land use Development Plan (2023-2033)*



*Source: Physical Planning Department, Mandera*

Physical and Land Use Planning for the two urban centres in the municipality provides information and direction to the relevant users and decision-makers, enabling them to: optimize the productivity of the land and resources; develop infrastructure and services; protect the environment and biodiversity; and establish appropriate governance and administration systems.

## **CHAPTER SIX: DEVELOPMENT PRIORITIES, PROGRAMMES AND PROJECTS**

### **6.1 Introduction**

This chapter provides an in-depth of the municipality's development priorities, programmes and project. It further provides the mandate of the Municipality as derived from the County Governments Act, 2012 and Urban Areas and Cities Act, 2011 as amended in 2019 which are key to the realization of the municipality's priorities, programmes and projects.

### **6.2 Functions of the Municipality**

The functions of the Municipality are derived from Section 20 of the Urban Areas and Cities Act 2011 (amended in 2019) and Mandera Municipal Charter. Based on these two legal instruments, Mandera municipality is obligated to undertake the following functions:

- i. Promotion, regulation and provision of an integrated wastes management system;
- ii. Promotion and provision of water and sanitation services and infrastructure (in areas within the Municipality not served by the Water and Sanitation Provider);
- iii. Construction and maintenance of urban roads and associated infrastructure;
- iv. Construction and maintenance of storm drainage and flood controls;
- v. Construction and maintenance of walkways and other non-motorized transport infrastructure;
- vi. Construction and maintenance of recreational parks and green spaces;
- vii. Construction and maintenance of street lighting;
- viii. Construction, maintenance and regulation of traffic controls and parking facilities;
- ix. Construction and maintenance of bus and taxi stands, and boda-boda sheds;
- x. Regulation of outdoor advertising;
- xi. Construction, maintenance and regulation of municipal markets and abattoirs;
- xii. Construction and maintenance of fire stations; provision of fire-fighting services, emergency preparedness and disaster management;
- xiii. Promotion, regulation and provision of municipal sports and cultural activities;

- xiv. Promotion, regulation and provision of animal control and welfare;
- xv. Development and enforcement of municipal plans and development control;
- xvi. Municipal administration
- xvii. Promoting and undertaking infrastructural development and services within municipality;
- xviii. Any other function as may be delegated by the County Executive Committee.

The development priorities, programmes and projects of the IDeP addresses the functions transferred to the municipality.

### 6.3 Municipality Key Development Priorities and Strategies

The sector development priorities were identified through a series of processes which involved;

- i) Analysis of on-going projects from the previous IDeP
- ii) Identification of key areas of intervention by the technical team through secondary data collection e.g CIDP and sector plans (annual development plans)
- iii) Stakeholder’s engagements with key informants such as departmental heads
- iv) Public consultations involving residents of Mandera Township, Neboi and Khalalio wards.

The Municipality development needs, priorities and strategies resulting from these engagements are summarized in table 7 below;

*Table 7: Development priorities & strategies*

Sector Priorities	Strategies
To manage, conserve and protect the environment for the benefit of present and future	<ul style="list-style-type: none"> <li>(i) Afforestation and Re-afforestation</li> <li>(ii) Undertake public sensitization and environmental awareness campaigns on afforestation and its effects on climate change.</li> <li>(iii) Establishment of tree nurseries</li> <li>(iv) Involvement/partnership with youth and women groups in establishment of nurseries and afforestation</li> <li>(v) Cutting and removal of the invasive 'Mathenge' trees</li> </ul>

Sector Priorities	Strategies
generations	<ul style="list-style-type: none"> <li>(vi) Mapping and protection of environmentally fragile areas</li> <li>(vii) Restoration of damaged ecosystems</li> <li>(viii) Formulating regulations and policies to protect the environment</li> <li>(ix) Collaboration/partnership with other institutions such as KFS to manage forests</li> </ul>
To improve road accessibility and connectivity network	<ul style="list-style-type: none"> <li>(i) Purchase of excavator, vibrator and grader</li> <li>(ii) Upgrading of roads to bitumen standards</li> <li>(iii) Rehabilitation and regular maintenance of roads</li> <li>(iv) Opening of new access roads</li> <li>(v) Formulation of flood mitigation strategies</li> <li>(vi) Formulation of storm water drainage master plan</li> </ul>
To increase access to clean, and sustainable solar energy	<ul style="list-style-type: none"> <li>(i) Installation of solar streetlights</li> <li>(ii) Repair and maintenance of the existing solar street lights and floodlights</li> <li>(iii) Provide land for solar power station</li> <li>(iv) Enhanced collaboration with development partners in support of access to clean energy</li> <li>(v) Capacity building of community and staff on harnessing production of clean solar energy</li> </ul>
To promote access to proper solid waste management & sanitation services	<ul style="list-style-type: none"> <li>(i) Provision of waste/garbage collection trucks and skips.</li> <li>(ii) Recruitment of more sanitation workers</li> <li>(iii) Provision of Personal Protective Equipment's (PPE) to sanitation workers</li> <li>(iv) Establishment of designated waste collection points</li> <li>(v) Development of Municipal by-laws on waste management policies</li> <li>(vi) Establishment of waste segregation, transfer and recycling centres</li> <li>(vii) Rehabilitation of existing waste collection sites</li> </ul>
To promote efficient disaster preparedness,	<ul style="list-style-type: none"> <li>(i) Establishment of disaster emergency &amp; response centres</li> <li>(ii) Capacity development of Municipal staff and general public on disaster response, safety and mitigation measures.</li> </ul>

Sector Priorities	Strategies
response and mitigation measures	<ul style="list-style-type: none"> <li>(iii) Create awareness on possible disasters and mitigation measures.</li> <li>(iv) Procurement of fire-fighting equipment</li> <li>(v) Mapping of disaster-prone areas within the municipality</li> <li>(vi) Recruitment of skilled personnel in disaster preparedness, response &amp; mitigation</li> <li>(vii) Provide occupational health safety certificates through building plan approval</li> <li>(viii) Regular inspection of education, commercial and health institutions</li> </ul>
To promote trade & enterprise development with the municipality	<ul style="list-style-type: none"> <li>(i) Constructions of market centres and rehabilitation of existing market</li> <li>(ii) Capacity building and training of traders</li> <li>(iii) Construction of markets sheds and stalls</li> <li>(iv) Installation of solar lights in all markets and streets in the <i>bullas</i></li> <li>(v) Construction of <i>bodaboda</i> sheds</li> </ul>
To promote sports & talents development	<ul style="list-style-type: none"> <li>(i) Developing modern stadiums in the municipality.</li> <li>(ii) Establishing and conducting municipal tournaments.</li> <li>(iii) Giving sports kits to clubs</li> <li>(iv) Increasing the number of public play grounds</li> </ul>
To promote orderly development	<ul style="list-style-type: none"> <li>(i) Preparation of Spatial Plan for the Municipality</li> <li>(ii) Preparation of urban development plans for all centres in the municipality</li> <li>(iii) Implementation of Mandera and Khalalio Land Use plans</li> <li>(iv) Securing Public Land</li> </ul>
To Improve Health Care Management	<ul style="list-style-type: none"> <li>(i) Regular inspection of water and food quality in commercial, health and learning institutions</li> <li>(ii) Public health awareness and sensitization campaigns</li> <li>(iii) Inspection of buildings and issuance of Certificates of compliance</li> </ul>

## 6.4 Municipality programmes

The table below present Municipality programmes to be implemented under IDeP 2024-2028;

*Table 8: Mandera Municipality Programmes*

<b>Programme 1: Environmental protection &amp; Climate Change Management</b>														
<b>Objective: To enhance environmental conservation and mitigate climate changes effects</b>														
<b>Outcome: Enhanced environmental conservation and resilience to climate change effects</b>														
Sub-Programme	Key Outputs	Key Performance Indicators	Linkages to SDG Target	Planned Targets and Indicative Budget (Kshs Mn)										Total Budget (Ksh Mn)
				Year 1		Year 2		Year 3		Year 4		Year 5		
				Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost	
Greening	Tree nursery constructed	No. of tree nursery constructed	SDG 13 Target, 13.3	1	10	0	0	0	0	0	0	0	0	10
	Trees planted and grown	No. of trees planted	SDG 13 Target, 13.3	10,000	66.6	10,000	66.6	10,000	66.6	10,000	66.6	10,000	66.6	333
	Green parks established	No of green parks established		0	0	1	15	0	0	1	15	0	0	30
Training of women and youth on forestry and tree value chain development	Youth and women trained on forestry and tree value chain development	No. of women and youth trained	SDG 13 Target, 13.3	400	4	300	3	0	0	300	3	0	0	10
Climate change management action	Climate change Risks assessment	No. of wards assessed on Climate	SDG 13.1; SDG 13.2 &	0	0	1	4	1	4	1	4	0	0	12

plan	reports of Wards in the Municipality	change Risks	SDG 13.3											
	Public awareness on climate Change effects conducted	No of Public awareness on climate Change effects conducted	SDG 13 Target, 13.3	1	0.5	1	0.5	1	0.5	1	0.5	1	0.5	2.5
<b>Total Programme Estimated Cost (Ksh Mn)</b>					<b>80.1</b>		<b>90.6</b>		<b>71.1</b>		<b>89.1</b>		<b>67.1</b>	<b>398</b>
<b>Programme 2: Solid Waste Management &amp; Sanitation Service</b>														
<b>Objective1:</b> To improve access to proper sanitation and hygiene														
<b>Outcome2:</b> Improved sanitation and hygiene														
Solid waste management	Waste recycled & composed	No. of tons of waste recycled & composed	SDG 6	20,000	15	25,000	18.5	25,000	18.5	30,000	21	30,000	21	94
	Garbage collected	Tons of garbage collected		100,000	25	100500	27	100,800	28	100800	28	102000	30	138
	Solid Waste inspection conducted	No. of Solid Waste inspection conducted		10	1	10	1	12	1.5	12	1.5	12	1.5	6.5
	Public sensitized on waste segregation	No. of Persons sensitized on waste segregation		1,000	2	1,000	2	1,000	2	1,000	2	1,000	2	10
	colored bins for at source segregation of waste to households supplied	No. of colored bins for source segregation of waste to household supplied		1000	0.9	1000	0.9	1000	0.9	1000	0.9	1000	0.9	4.5

	Sanitation workers provided with PPEs	No. of sanitation workers provided with PPEs		275	3	275	3	275	3	275	3	275	3	15
	Garbage trucks purchased.	No. of Garbage trucks purchased.		1	20	0	0	1	20	0	0	1	15	55
	Waste collection points constructed	No. of Waste collection points constructed		3	3.6	3	3.6	3	3.6	3	3.6	3	3.6	18
	Skip loaders purchased	No. of skip loaders purchased		0	0	1	15	0	0	1	15	0	0	30
	Liter bins purchased	No. of Liter bins purchased		20	3	20	3	20	3	20	3	25	3.5	15.5
<b>Total Programme Estimated Cost (Ksh Mn)</b>					<b>73.5</b>		<b>74</b>		<b>80.5</b>		<b>78</b>		<b>80.5</b>	<b>386.5</b>
<b>Programme 3: Disaster Preparedness and Response</b>														
<b>Objective:</b> To enhance disaster preparedness, Response & mitigation measures														
<b>Outcome:</b> enhanced disaster preparedness, response & mitigation measures														
Disaster Management Service	Firefighting equipment's procured	No. of equipment's procured		10	20	10	20	10	20	10	20	10	20	100
	Fire crew personnel trained	No. of fire crew Personnel trained		20	2	20	2	20	2	20	2	20	2	10
	Disaster management action plan prepared.	No. of disaster management action plan prepared		1	2	1	2	1	2	1	2	1	2	10

	Disaster Risk Reduction (DRR) initiatives undertaken e.g inspection of institutions, buildings businesses and health facilities	No. of (DR R) initiatives undertaken	SDG 13.1; SDG 13.2 & SDG 13.3	1	3	1	3	0	0	0	0	1	3	9
<b>Total Programme Estimated Cost (Ksh Mn)</b>					<b>27</b>		<b>27</b>		<b>24</b>		<b>24</b>		<b>27</b>	<b>129</b>
<b>Programme 4:</b> Renewable Energy production														
<b>Objective:</b> To provide production of quality, affordable and sustainable energy for all														
<b>Outcome:</b> Improved access to clean and sustainable energy														
Solar energy production	Clean energy adopted	No. of public institutions installed with clean energy	SDG 7.1.1, SDG 15.3	2	10	2	10	2	10	2	10	1	5	45
		No. of Households supplied with clean energy	SDG 7.1.1, SDG 15.3	240	24	320	32	360	36	360	36	200	20	148
	solar street light installed	No of solar street light installed	SDG 7.1.1, SDG 15.3	80	20	80	20	80	20	80	20	80	20	100
	solar street	No. of solar	SDG	200	19.4	224	21.7	224	21.7	224	21.7	200	19.4	103.9

	lights re- paired	street lights rehabilitated	7.1.1, SDG 15.3											
	Land provided for solar power station	Size of land (Ha) for solar power	SDG 7.1.1, SDG 15.3			20	30	20	30			20	30	90
<b>Total Programme Estimated Cost (Ksh Mn)</b>						<b>73.4</b>		<b>113.7</b>		<b>117.7</b>		<b>87.7</b>		<b>94.4 486.9</b>
<b>Programme 5: Municipal infrastructure Development</b>														
<b>Objective:</b> To enhance urban mobility, connectivity and Accessibility														
<b>Outcome:</b> Enhanced Urban Connectivity and Accessibility to Economic opportunities within the Municipality.														
Municipal Roads developme nt & maintenan ce	Designated parking areas developed	No. of parking areas developed	SDGs 11 SDGs 9&12	1	10	1	10	1	10	1	10	1	10	50
	Designated bus stop developed	No. of designated bus stop developed	SDGs 11 SDGs 9&12	5	15	5	15	5	15	5	15	1	3	63
	Municipal Roads Upgraded to Bitumen standards	KMs of roads upgraded to Bitumen standard		1	60	1	60	2	120	1	60	0	0	300
	Pedestrian crossing developed	No. of pedestrian crossing developed & maintained		5	1	5	1	5	1	5	1	5	1	5
	Non- motorized roads developed	KMs of walkways developed		10	30	10	30	15	45	10	30	5	15	150
	Existing roads	KMs of roads	SDGs 9.1	5	25	5	25	10	50	5	25	5	25	150

	repaired & maintained	repaired & maintained												
	Road casualties hired	No. of casualties hired	SDGs 9.1	5	0.6	5	0.6	10	1.2	5	0.6	0	0	3
	Culverts maintained	No. of Culverts maintained	SDGs 9.1	5	2	5	2	5	2	5	2	5	2	10
	PPE's & tools for roads maintenance procured	No. of tools & PPE's procured	SDGs 9.1	100	0.5	100	0.5	120	0.6	100	0.5	60	0.4	2.5
Storm Water Drainage	Storm Water Drainage & Protection works Constructed	Kilometres of Storm Water Drainage & Protection works		15	45	25	75	30	90	30	90	10	30	330
	Storm water drains Rehabilitated	kilometers of storm water drains		0	0	3	4.5	0	0	5	7.5	2	3	15
Animal welfare control	Animal rescue centers constructed	No of animal rescue centers constructed		1	20	0	0	0	0	0	0	2	40	60
<b>Total Programme Estimated Cost (Ksh Mn)</b>					<b>209.1</b>		<b>223.6</b>		<b>334.8</b>		<b>241.6</b>		<b>129.4</b>	<b>1138.5</b>
<b>Programme 6: Talent Development &amp; Cultural Preservation</b>														
<b>Objective: To promote youth talent development &amp; Community cultural preservation</b>														
<b>Outcome: Enhanced youth talent development &amp; community cultural preservation and heritage</b>														
Youth	Stadiums	No of		0	0	1	15	0	0	0	0	0	0	15

talent Development	renovated	stadiums renovated												
	Registered clubs provided with sport kits	No of registered clubs provided with sport kits		10	2.8	10	2.8	10	2.8	10	2.8	10	2.8	14
	Municipal tournaments organized & Conducted	No. of tournaments organized & Conducted		1	10	1	10	1	10	1	10	1	10	50
	Play grounds constructed	No. of Play grounds constructed		0	0	0	0	0	0	1	5	1	5	10
Culture & heritage preservation	Municipal cultural centres established	No. of cultural centres established		0	0	1	30	0	0	0	0	0	0	30
	Cultural events organized & conducted	No. of Cultural events organized & conducted		1	10	1	10	1	10	1	10	1	10	50
<b>Sub-total for programme</b>					<b>22.8</b>		<b>67.8</b>		<b>22.8</b>		<b>27.8</b>		<b>27.8</b>	<b>169</b>
<b>Programme 7: Trade and Enterprise Development</b>														
<b>Objective: To create an enabling environment for business growth and wealth creation</b>														
<b>Outcome: Increased trading and investment activities</b>														
Municipal market development	Market constructed	No of market constructed	SDG 8.6.1, 8.9.1	0	0	1	40	0	0	0	0	0	0	40
	Existing markets	No of markets	SDG 8.6.1,	1	10	0	0	0	0	1	10	0	0	20

	rehabilitated	rehabilitated	8.9.1											
	Kiosks installed	No. of operational stalls	SGD8.6.	20	40	0	0	20	40	0	0	10	20	100
	Boda boda sheds constructed	No. of boda boda sheds constructed	SDG 8.6.1, 8.9.1	0	0	0	0	0	0	0	0	3	15	15
<b>Sub-total</b>					<b>50</b>		<b>40</b>		<b>40</b>		<b>10</b>		<b>35</b>	<b>175</b>
<b>Programme 8: Spatial Planning</b>														
<b>Objective: To promote sustainable use of land and land-based resources</b>														
<b>Outcome: spatial order and sustainable use of land and resources</b>														
<b>Orderly Spatial Development</b>	Municipality Spatial Plan prepared	1 No. plan prepared	SDG 9 & 15					1	30					<b>30</b>
	Prepare urban development plans	Number of urban development plans prepared	SDG 9 & 15	0	0	2	10	2	10	2	12	-	-	<b>32</b>
	Implementation of Mandera and Khalalio Land Use Development plans	No. of Action Area plans prepared	SDG 9 & 15	5	15	5	15	10	35	5	15	-	-	<b>80</b>
		No. of Sectoral Plans prepared		-	-	2	5	2	5	2	5	2	5	<b>20</b>
	Public land secured	No. of public land and open spaces secured	SDG 9 & 15	10	15	30	35	30	35	10	15	10	15	<b>115</b>

<b>Sub-total</b>				<b>30</b>		<b>65</b>		<b>115</b>		<b>47</b>		<b>20</b>	<b>277</b>	
<b>Programme 9: Integrated high quality healthcare and sanitation</b>														
<b>Objective: To eliminate health related disasters in the municipality</b>														
<b>Outcome: Improved public health</b>														
<b>Health Disaster Management</b>	Inspection of commercial, health and learning institutions	No. of inspections done annually	SDG3	4	2.5	4	2.5	4	2.5	4	2.5	4	2.5	
	Public sensitization and awareness campaigns	No. of awareness and sensitization campaigns undertaken	SDG3	2	3	2	3	4	5	4	5	2	3	
	Certificates of health compliance	No. of compliance certificates issued	SDG3	5,000	2	5,000	2	8,000	2.5	10,000	2.8	10,000	3	
<b>Sub-total</b>					<b>7.5</b>		<b>7.5</b>		<b>10</b>		<b>10.3</b>		<b>8.5</b>	<b>43.8</b>
<b>Grand Total Municipality Programmes Cost</b>					<b>573.4</b>		<b>709.2</b>		<b>815.9</b>		<b>615.2</b>		<b>489.7</b>	<b>3203.4</b>

## 6.5 IDeP Linkages with Local, Regional, National and International Development Agenda and Frameworks

The Municipality programmes contained in the IDeP have been aligned with the development agenda such as the Bottom-up Economic Transformation Agenda (BETA) drawn from Vision 2030; Mandera County Governor’s Mainifesto drawn from the CIDP. The Sustainable Development Goals on the other hand provides a broader policy framework for the national, regional and local frameworks. Table 17 presents the summary of linkage between the IDeP, Kenya Vision 2030, CIDP and Sustainable SDGs

*Table 9: Linkages with Kenya Vision 2030, Other Plans and International Obligations*

<b>National Development Agenda/Regional/International Obligations</b>	<b>Aspirations / Goals</b>	<b>Municipality contributions/ Interventions</b>
BETA-Trade, MSMEs and Manufacturing	Provide necessary infrastructure and facilities to facilitate trade	<ul style="list-style-type: none"> <li>• Construction of market sheds &amp; stalls</li> <li>• Construction of retail markets,</li> <li>• Market rehabilitation,</li> <li>• Fencing of markets,</li> <li>• Construction &amp; maintenance of stadium and paly grounds within the municipality</li> </ul>
Governors, Manifesto	Creation of at least 10,000 jobs over 5 years	Conducting business skills trainings for entrepreneurs.
The UN 2030 Agenda and the Sustainable Development Goals 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all by 2030	Promotion of wholesale and retail trade through development of market infrastructure and conducting business skills trainings for entrepreneurs.
BETA-Housing and Settlement	Provide “circular economy” waste separation sites/infrastructure	<ul style="list-style-type: none"> <li>• Establishment of waste segregation and transfer stations</li> <li>• Construction and equipping of incinerator within the municipality.</li> <li>• Purchase of waste management</li> </ul>

<b>National Development Agenda/Regional/International Obligations</b>	<b>Aspirations / Goals</b>	<b>Municipality contributions/ Interventions</b>
		equipment.
Paris Agreement on Climate Change, 2015	Limit global warming to well below 2, preferably to 1.5-degree Celsius compare to the pre-industrial levels	Increase Proportion of Tree Cover to 100,000
Governor's Manifesto	Plant 1,000,000 trees across the County to counter the negative impact of climate change.	<ul style="list-style-type: none"> <li>• Establishment of tree nurseries</li> <li>• Training of personnel on climate change mitigation</li> <li>• Public sensitization on afforestation and its effects on climate change</li> <li>• Formulation of by-laws that would protect the environment</li> </ul>
Kenya Vision 2030	Solid waste management system initiative; the development of solid waste management system in municipalities	<ul style="list-style-type: none"> <li>• Provision of sanitation trucks and skips</li> <li>• Recruitment of more sanitation workers</li> <li>• Establishment of standard designated dumping sites</li> <li>• Provision of Personal Protective Equipment's (PPE) to sanitation workers</li> <li>• Generation of municipal by-laws on waste management</li> </ul>
BETA-Superhighway and Creative Economy	Work with stakeholders to expand the space for creativity and protection of intellectual property rights.	<ul style="list-style-type: none"> <li>• Construct and equip cultural centres.</li> <li>• Capacity building for artists</li> <li>• Promoting youth talent development</li> </ul>
SDG 9.1	Developing quality, reliable, sustainable and resilient road infrastructure to support market accessibility for all.	<ul style="list-style-type: none"> <li>• Upgrading of roads within the municipality to bitumen standard</li> <li>• Rehabilitation and regular maintenance of roads</li> </ul>
Governor's manifesto	Upgrading of roads to bitumen standard	<ul style="list-style-type: none"> <li>• Construction of storm water drainage system</li> </ul>

National Development Agenda/Regional/International Obligations	Aspirations / Goals	Municipality contributions/ Interventions
SDG 11	Significantly reduce loss of lives and properties caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	<ul style="list-style-type: none"> <li>• Establishment &amp; equipping of disaster emergency &amp; response centres</li> <li>• Preparing disaster management action plan and undertaking disaster risk reduction initiatives.</li> <li>• Recruitment of skilled personnel in disaster preparedness, response &amp; mitigation</li> <li>• Development of flood mitigation strategies</li> </ul>

## **CHAPTER 7: IMPLEMENTATION FRAMEWORK**

### **7.1 Introduction**

The Chapter outlines the implementation framework that includes institutions responsible for the actualization of the plan and a budget projection of financial resources required to implement Programmes and Projects activities for the next five-years. The Chapter also indicates the projected resources, expected revenues from various sources as well as strategies for bridging the revenue gap for the entire IDeP period. The strategies include: enhancing Municipality own source revenue through automation of revenue collection services; sealing leakages; strengthening partnerships and engaging private sector through Public Private Partnerships (PPPs)

### **7.2 Institutional Framework**

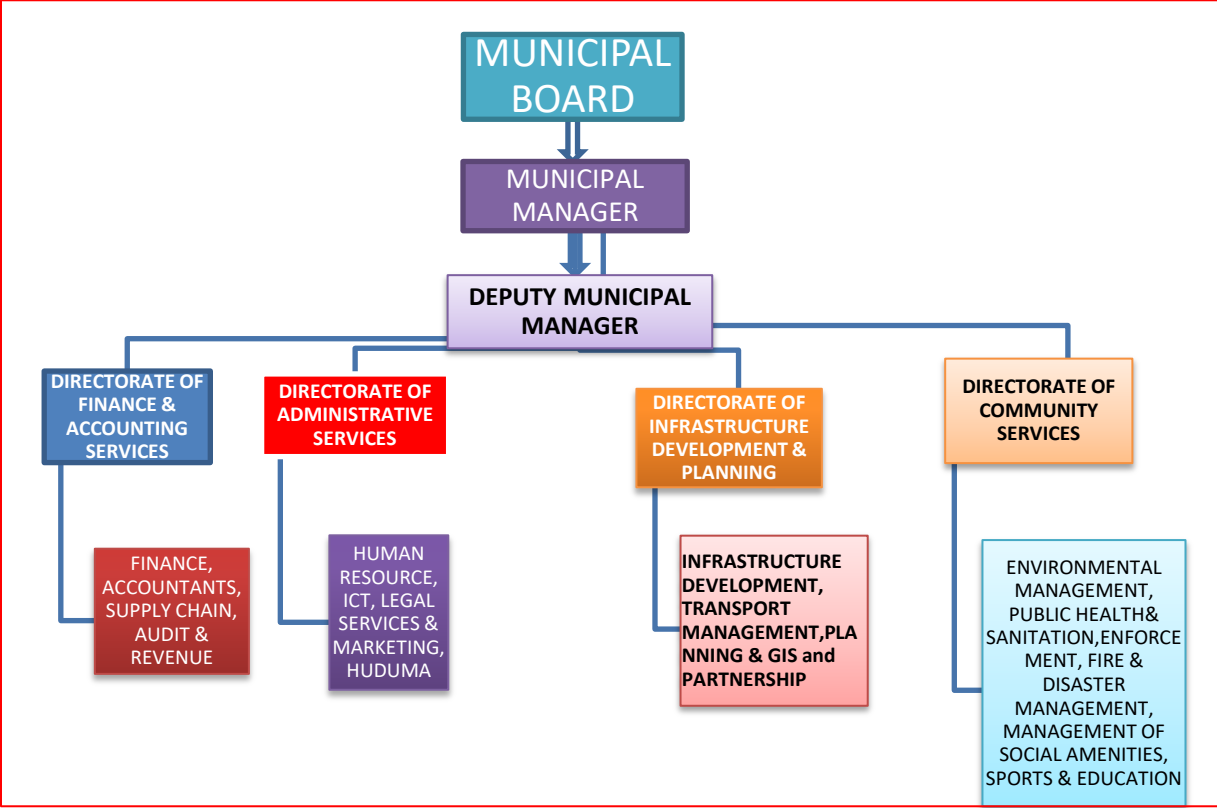
The institutional framework defines a relationship between the County Government and the municipality in the implementation of Municipal functions. Mandera Municipality discharges its mandate and functions as prescribed under Section 20 of the Urban Areas and Cities Act, 2011 and Mandera Municipal Charter.

#### **7.2.1 Municipal Structure and Functions (Organogram)**

Mandera Municipality is headed by a Municipal Manager who is supported by a deputy Municipal Manager and Four Heads of directorate each heading a specialized department with relevant staff working under each departmental head. The departments include:

- a) Directorate of Finance & Accounting Services;
- b) Directorate of Infrastructure Development & Planning;
- c) Directorate of Administrative Services;
- d) Directorate of Community Services.

Figure 8: Diagrammatic presentation of Mandera Municipality Organogram



In order to deliver the aspirations envisioned in the IDeP, the municipality will work in close collaboration with other Ministries, Departments and Agencies (MDAs). Table 10 shows the institutions that will be tasked with the delivery of this plan and their respective roles.

Table 10: Institutions and their Roles in implementation of IDeP

S/No.	Institution	Role in Implementation of the IDeP
1.	County Executive Committee	Policy formulation, approval, and guidance. Provision of leadership and good governance
2.	Municipal Board	Oversee the affairs of the municipality Develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services
3.	Municipal Manager	The Municipal Manager implements the decisions and functions of the Board of the Municipality as provided for under Section 20

S/No.	Institution	Role in Implementation of the IdeP
		of the Urban Areas and Cities Act.
4.	County Assembly	Provide legislation on the set up and establishment of service delivery entities within the Municipality Enacting laws and policies. Receiving and approving the development plans and budgets of the Municipality.
5.	County Government	Collaboration in implementation of national and county programmes and projects. Monitoring projects & Programmes implementation
6.	County Planning Unit	Provide Guidance on development and implementation of planning documents.
8.	Municipal heads of Directorates	Providing feedback on the implementation of projects and programmes. Advising on project design, selection, budgeting, implementation and sustainability.
9.	Development Partners	Inject resources in form of grants and technical support which help in implementation of various programmes. Capacity building and creation of synergies
10.	Civil Society Organizations	Promote good governance, transparency and accountability. Resource mobilization, community empowerment, advocacy and provision of technical support
11.	Private Sector	Advocacy for improvement of business environment Partners in service provisions and employment creation. Joint Public-Private Partnership initiatives for sustainable development
	National Government and service providers	Work in partnership with County Government and Municipality in capacity building and technical assistance. Help mobilize and provide requisite resources to supplement municipality available resources during implementation.

In order to ensure effective coordination during implementation, the Municipality will constitute and involve the following committees.

### **7.2.2 Programme Coordination Team (PCT)**

The CPCT comprises of the Municipal Manager and officers drawn from various departments such as engineering, physical planning, finance, environment, human resource and trade. The team will be critical in performing the following roles;

- (i) Coordination of capacity development, and implementation of projects
- (ii) Oversight, monitoring and evaluation
- (iii) Mobilization and coordination of relevant county departments toward projects implementation;
- (iv) Support financial management, procurement, supervision and technical backstopping of works;
- (v) Prepare TORs, Work Plan and Budget for delivering the projects
- (vi) Clear projects for approval by the Municipal Board

### **7.2.3 Projects Technical Team**

It consists of the technical staff drawn from different departments in the Municipality. Their main role is to provide technical support as follows;

- i) Coordinating with the CPCT on development interventions in the municipality
- ii) Preparation of annual investments plans for approval by the boards
- iii) Preparation (feasibility, design and documentation) of projects
- iv) Supervision and reporting on the implementation of projects (monitoring and evaluation)
- v) Preparation and annual review of municipal Integrated Development Plan for approval by the board
- vi) Development control
- vii) Preparation, review and implementation of urban spatial plans
- viii) Preparation and submission of safeguards reports including grievance redress.

Both the CPCT and the technical team will be responsible for overseeing the implementation of all projects for quality assurance and timely delivery.

### 7.3 Resource Mobilization and Management Framework

This section provides the projected resource requirements by the Municipality, revenue projections, estimated resource gap and the measures the Municipality will take to address the resource gaps.

#### 7.3.1 Municipality Resource Requirement

This section indicates the projected financial resources required by the Municipality during the plan period. The summary information on Municipality budget requirement is presented in the table below.

*Table 11: Municipality Resource Requirement*

Resource Requirement (Ksh. Million)					
<b>FY2024/25</b>	<b>FY2025/26</b>	<b>FY2026/27</b>	<b>FY2027/28</b>	<b>FY2028/29</b>	<b>Total</b>
<b>573.4</b>	<b>709.2</b>	<b>815.9</b>	<b>615.2</b>	<b>489.7</b>	<b>3203.4</b>

#### 7.3.2 Revenue Sources for the IDeP

This section presents various Municipality revenue sources as summarized below

**Equitable share (budgetary allocation).** The Constitution stipulates that each sphere of government is entitled to an equitable share of revenue raised nationally to enable it to provide basic services and perform the functions allocated to it. Mandera Municipality is eligible to funding from the Mandera County Government through a separate vote which enables it to operate independently in promoting development.

**External and internal borrowing-** in the spirit of Urban Areas and Cities Act 2011, Mandera Municipality is a body corporate with perpetual succession and a common seal and shall, in its corporate name, be capable of:

- i. Suing and being sued;
- ii. Taking, purchasing or otherwise acquiring, holding, charging or
- iii. Disposing of movable and immovable property;
- iv. Borrowing money or making investments;

- v. Entering into contracts; and
- vi. Doing or performing all other acts or things for the proper performance of its functions in accordance with the act or any other written law which may lawfully be done or performed by a body corporate. The board of the Municipality can therefore approach financial institutions of loans for various developments.

The Municipality Board with the approval of the County Assembly can therefore enter into borrowing arrangements with various financial bodies and institutions as well as borrow internally or through other ways such as floating municipal bonds.

**External and Internal Grants-**Article 202(2) of the Constitution provides Counties may receive additional allocations from the national governments' share of revenue or external grants from institutions such as the World Bank. However, unlike equitable share which allows counties to pursue local level development preferences, conditional allocations are tied to implementation of specific national policies with clear objectives.

**Own Source Revenue-** The powers of the Municipality for Own Source Revenue (OSR) are underpinned by the Constitution of Kenya (CoK) 2010, the Public Finance Management (PFM) Act 2012, the County Government Act 2012 and the Urban Areas and Cities Act 2011. Article 209(3) of the CoK 2010 allows counties to impose property tax, entertainment taxes and any other tax authorized by an Act of parliament, as well as charges for the services they provide.

The PFM Act provides guidelines for management of county revenues including banking arrangements and appointment of revenue receivers and collectors. To give effect to Article 209(3) of the CoK, counties enact specific laws such as the annual County Finance Acts that authorize tax collection and receipt of other revenues. Counties also enact sector or source specific legislation such as trade licensing, liquor control and property rating/valuation laws that allow them to regulate various sectors through licensing and permit that are acquired at a fee. The revenue streams in Mandera Municipality include;

- i. Single Business Permits
- ii. Parking charges
- iii. Development control
- iv. Vehicle barrier charges
- v. Market cess

*Table 12: Revenue Projections*

Type of Revenue	FY2022-2023	FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	Total
a) Conditional grants (County Government)							
b) Conditional grants (Development Partners)							
c) Own Source Revenue							
d) Public Private Partnership							

### 7.3.3 Estimated Resource Gap

This section highlights the Municipality resource gap in terms of the estimated resource needs against the projected revenues.

*Table 13: Estimated Resource Gap*

FY	Requirement (Ksh. M)	Estimated resource projection (Ksh. M)	Variance (Ksh M)
FY2024/25	574.9		
FY2025/26	677.7		
FY2026/27	726.9		
FY2027/28	609.7		
FY2028/29	476.2		

### **7.3.4 Resource Mobilization and Management Strategies**

This section highlights the feasible resource mobilization and management strategies to address the resource gap. The Municipality has formulated programmes to aid in mobilizing adequate resources for optimal operation for the next five years.

The Municipality has been striving to enhance its local revenue by mobilizing revenue resources and supporting interventions on increasing own source revenue through:

- i. Preparation of annual budget which is presented to the Cabinet and County Assembly for approval
- ii. Formulation and enforcement of finance bills and controlling revenue leakages.
- iii. Engaging development partners including the County Government and National Government to support the major programmes and projects
- iv. Strengthening engagements with development partners and private sector through the Public Private Partnerships (PPPs) to support key development projects and programmes
- v. Collaboration with Donor Organizations in implementing different projects and programmes

The Strategies are important in supporting the Municipality development agenda thereby bridging resource gaps.

### **7.4 Asset Management**

Mandera Municipality has established an Asset Management department and deployed staff to support the functions of the department. Staffs have been trained on the asset management system.

### **7.5 Risk Management**

This section provides the anticipated risks that may hinder the implementation of the IDeP, potential risk implications and proposed mitigation measures to enhance sustainable development. The information is presented in the table below;

Table 14: Potential risk, Risk implication and mitigation measures

<b>Risk Category</b>	<b>Risk</b>	<b>Risk Implication</b>	<b>Risk Level (Low, Medium, High)</b>	<b>Mitigation Measures</b>
Financial	Revenue Leakage	Loss of revenue	Medium	Revenue Automation
	Misappropriation of funds	Loss of Municipality funds	Medium	Enhance internal control system process
	Delaying in disbursement	Stall projects	High	Improve own source collections
Technological	Cyber-attack	Disruption of Government businesses and loss of critical information	Medium	Use of firewall protection
Climate change	Floods and Drought	Food shortage and Loss of life and property	Medium	Afforestation and adoption of irrigation Drought resistant crops
Organizational	Inadequate Financial resources	Inefficiency in servicedelivery	High	Municipality to look for resources through; - Strategic partnerships - Borrowings

## **CHAPTER EIGHT: ENVIRONMENT AND SOCIAL IMPACT ASSESSMENT**

### **8.0 Introduction**

This chapter provides the baseline information upon which the impacts of the IDeP projects shall be audited in line with Environmental Impact Assessment and Audit. The Environmental and Social Impact Assessment (ESIA) is based on a cohesive assessment of the varied impacts of the IDeP programmes and projects with an aim of addressing negative impacts and improving on the positive impacts. This is achieved by examining the interactions of environmental, economic and social components as well as the project's related development activities.

The ESIA therefore provides a solid ground for addressing potential conflicts and maximizing the benefits during the implementation and project operations.

### **8.1 Legal Framework**

The Constitution of Kenya mandates State agencies as well as private actors to prevent, mitigate and redress all forms of environmental degradation to promote sustainable development. Specifically, Article 66 of the Constitution states that the 'State may regulate the use of any land, or any interest in or right over any land, in the interest of defence, public safety, public, order, public morality, public health, or land use planning.

The legal framework for ESIA in Kenya is established by the Environmental Management and Coordination Act (EMCA) of 2015 and the Environmental (Impact Assessment and Audit) Regulation of 2003. The National Environment Management Authority (NEMA) is the central authority for ESIA in Kenya.

### **8.2 Methodology of ESIA**

The ESIA process will be systematic and will evaluate the projects and their associated activities throughout the project cycle. The process includes the following nine steps:

- Screening and Scoping- initial screening of the project and scoping of the assessment process;
- Project Alternatives
- Project design
- Existing Environmental and Socio-Economic Conditions- stakeholder identification mostly focusing on those directly affected
- Impact Assessment- impact identification, prediction, and analysis
- Significance of impacts and evaluation of residual impacts
- Generation of mitigation or management measures and actions
- Disclosure and Stakeholder Consultation
- Monitoring and Mitigation.

### **8.3 Environmental and Social Action Plans**

The Environmental and Social Action Plan (ESAP) is a tool in ESIA and is used to ensure that unresolved issues are addressed in a timely and appropriate manner, and to ensure continued compliance with the environmental and social compliance requirements, as well as local legal requirements. The following key elements are considered:

- The environmental/socio-economic/cultural aspects
- Management actions
- Responsibilities (individuals or institutions)
- Implementation timelines
- Expected output
- Monitoring parameters
- Cost estimates per action

All the audits and inspections during the implementation of the IDeP projects should be followed with clear Environmental and Social Action Plan by the implementing authorities or institutions in order to improve the project's environmental and social performance.

Table 15: Environmental Management Plan

Environmental Impact	Mitigation or management measures	Goal	Responsibility for implementation	Timeframe	Cost Estimate
Environmental Conservation	<ul style="list-style-type: none"> <li>• Create public awareness on environmental conservation</li> <li>• Avoid unnecessary destruction of trees on project sites</li> <li>• Replace trees cut on site</li> <li>• Protect environmentally fragile areas</li> </ul>	Conserve soil, water and protect vegetation	<ul style="list-style-type: none"> <li>-Mandera Municipality</li> <li>-Site contractors</li> </ul>	Continuous	15,000,000
Improved Sanitation and hygiene	<ul style="list-style-type: none"> <li>• Hazardous waste generated in project areas should not be dumped near watercourses</li> <li>• All waste should be separated and recycled where possible</li> <li>• Disposable waste to be approved by authorized agents</li> </ul>	Maintain sound waste management practice	<ul style="list-style-type: none"> <li>-Mandera Municipality</li> <li>-Private Service providers</li> <li>-County Government</li> </ul>	Continuous	10,000,000
Enhanced disaster preparedness, response and mitigation measures	<ul style="list-style-type: none"> <li>• Public awareness and sensitization</li> <li>• Provide public hotline number for emergency response</li> <li>• Lack of security lights in trading areas</li> </ul>	Enhance safety standards in the neighborhoods	<ul style="list-style-type: none"> <li>-Mandera Municipality</li> <li>-Local Community</li> </ul>	1-year	3,000,000
Improved access to clean and	<ul style="list-style-type: none"> <li>• Discourage use of fuel wood</li> </ul>		Mandera Municipality		120,000,000

sustainable energy					
Enhanced Urban Connectivity	<ul style="list-style-type: none"> <li>• Upgrading of access roads</li> <li>• Construction of adequate NMT infrastructure</li> <li>• Opening access roads</li> </ul>	Improve road safety and circulation	Mandera municipality KURRA County Government	3-years	150,000,000
Improved public health	<ul style="list-style-type: none"> <li>• Provide adequate healthcare services</li> <li>• Provide adequate PPEs to workers</li> <li>• Create awareness on HIV/AIDs and other related diseases</li> </ul>	To reduce incidences of injuries and disease outbreaks	Mandera Municipality Public Health Officers	2-years	5,000,000
Orderly Land Use Development	<ul style="list-style-type: none"> <li>• Increase public sensitization and awareness on development control</li> <li>• Regular surveillance of development trends</li> <li>• Prepare spatial plan and zoning policy</li> </ul>	Prevent unplanned development	Mandera Municipality Development Partners County Government of Mandera	5-years	30,000,000

Table 16: Social and Economic Management Plan

<b>Environmental Impact</b>	<b>Mitigation or management measure</b>	<b>Goal</b>	<b>Responsibility for implementation</b>	<b>Timeframe</b>	<b>Cost Estimate</b>
Youth and talent development	<ul style="list-style-type: none"> <li>• Sensitization and awareness of the youth on risks associated with of drugs/alcohol and prostitution</li> </ul>	Promote youth development	Mandera Municipality Local FBOs, NGOs Development partners	5-years	5,000,000

	<ul style="list-style-type: none"> <li>• Encourage formation and support local voluntary associations</li> <li>• Employment of local youth in implementation of projects</li> </ul>				
Community Participation	<ul style="list-style-type: none"> <li>• Encourage gender inclusivity in all decision making level</li> <li>• Encourage employment of minority/vulnerable groups as opportunities arise</li> <li>• Encourage and facilitate interested and affected persons to participate in planning, implementation, operation and maintenance activities</li> <li>• Provide favourable infrastructure for the disabled</li> </ul>	Encourage sense of ownership	Mandera Municipality Development partners Local level community groups	3-Years	10,000,000
Improved protection of community cultural and heritage	Provide support in preserving community resources and social and cultural connections ascribed to them (indigenous groups)	To maintain and improve cultural identity	Mandera Municipality Development Partners	2-years	5,000,000

## **8.4 Mechanisms for Strengthening ESIA**

The mechanisms are measures aimed at ensuring the projects impacts are adequately and accurately captured, analysed and reported on time. The measures include;

### **a) Nomination of ESIA staff**

The Municipality Manager will constitute a team of experts with relevant skills such as social development, communication, environment and physical planning among others. The officers will provide technical support in risk identification and provide possible solution through public participation. The officers involved will also provide a network of conflict resolution mechanisms that link the stakeholders to the municipality departments.

### **b) Training and Capacity Development**

The ESIA team will be trained in areas such as data collection, analysis, reporting, tracking and communication skills. The aim is to enable them to discharge their responsibilities effectively. Selected local community representatives will also be trained to equip them with knowledge on ESIA as well as project monitoring and evaluation.

### **c) Financial resources**

The ESIA is an intensive and resource consuming process and hence the need to provide adequate financial support to enable the ESIA team discharge its mandates efficiently and effectively. In order to achieve this, the ESIA budget will be made possible through the incorporation in the municipality or County budget and work plan.

### **d) Office space, equipment and stationery**

The ESIA team will require adequate office space, furniture, stationery and equipment such as computers and printers. The team will leverage on the use of modern technology to make its operations efficient and effective.

### **e) Public participation**

The proposed projects are likely to affect the local communities and this will require them to adjust to the new life conditions. As a result the communities will be fully involved in all stages of projects development to ensure they are fully informed of both the negative and positive impacts.

### **8.5 Grievance redress mechanism**

Since the projects are likely to impact on the livelihoods of the local communities in the municipality, it is important to provide a workable grievance redress mechanism to handle any dispute or negative impact emanating from the projects. As a result, grievance redress committee will be formed and aided by the staff technical staff nominated ESIA staff. The committee will be multi-sectoral and shall include local community representatives.

#### **8.5.1 The Grievance Management Process**

The overall process of grievance management will be as follows: -

- i. During the initial stages of the project(s), affected persons will be given copies of grievance procedures as a guide on how to handle the grievances. This will include who to contact (a phone number, address and location, time) as well as type of grievances they can refer the committee.
- ii. The process will start with registration of the grievances to be addressed
- iii. All records will be kept to enable progress updates of the reported cases.
- iii. Alternative or traditional local mechanisms will be used to find solution with the concerned parties.
- iv. In cases where a solution cannot be found at the locational the team will use higher level dispute resolution mechanisms (including courts). These will ensure transparency, fairness, consensus building across cases, eliminate nuisance claims and satisfy legitimate claimants at low cost.
- v. Once the grievance is addressed and agreement reached necessary action will be taken to satisfy the parties.

## **8.5. 2 Grievance Redress Procedure**

The Grievance redress will be the functions of the committees. A grievance log will be established and copies of the records kept for monitoring of complaints.

The procedure for managing grievances will be as follows:

- i. The affected person/Community the grievance. The grievance will be signed and dated by the aggrieved person/community.
- ii. A selected member of the Committee will be the Project Liaison Officer (PLO) who will be in direct liaison with Project Affected Persons (PAPs).
- iii. The Project Liaison Officer and committee will consult to determine the validity of claims. If valid, the Committee will notify the complainant that a response will be given in the due time.
- iv. The committee will meet and respond within agreeable number of days.
- v. If the complainant's claim is rejected, the Committee will provide further direction, explanation or response
- vi. Where the matters cannot be resolved through local channels, the grievance will be referred to courts.

The committee will provide assistance at all stages to the aggrieved person/community ensure that the matter is addressed in the optimal way possible.

## **CHAPTER NINE: MONITORING, EVALUATION AND LEARNING**

### **9.1 Introduction**

This chapter provides mechanisms that will be used to assess the success of the proposed development interventions. It focuses on Monitoring and Evaluation (M&E) as an important tool for checking the implementation progress and gauging the effectiveness of programmes and project activities of the IDeP. It also emphasizes the importance of M&E as a tool which will allow the Municipality to assess how project interventions progress over time, whether the objective results are being achieved and the ultimate impacts on the beneficiaries.

In order to track progress of development programs, Monitoring and Evaluation outcome indicators will be used. M&E outcomes indicators were developed in Chapter Four on sector priority programmes with intention to improve the effectiveness and quality of tracking of implementation of the programmes and projects in the IDeP.

### **9.2 Monitoring and Evaluation Mechanism**

Mandera Municipality will take the lead in monitoring and evaluating the impacts of the programmes and projects. Other stakeholders will play critical role in examining the progress and effectiveness of the projects by sharing critical information with the municipality monitoring and evaluation team.

The following techniques will be used to collect data during M&E process;

- i. Surveys and questionnaires
- ii. Focus Group Discussions
- iii. Field visits and observation
- iv. Scorecards
- v. Structured and semi-structured interviews

### **9.3 Monitoring and Evaluation Unit**

In order to effectively undertake M&E, the Municipality will form M&E Unit responsible for data collection, analysis and reporting on programmes and projects progress. There will be an M&E officer attached to every key result areas to provide data which will be consolidated into a single Municipality progress report. The M&E Unit team will meet quarterly to analyse the findings, prepare reports and give recommendations on the course of action.

### **9.4 M&E Outcome Indicators**

Outcome indicators are performance indicators used to measure the specific and measurable changes that result from the implementation of a project or programme. It presents the baseline value, mid-term targets and end-term targets in realizing the achievement of the IDeP.

Table 17: M&E outcome indicators

Outcome	Outcome/key output indicators	Baseline year	Baseline value	Target		Source of data	Responsibility
				Mid-target	End-target		
<b>Outcome 1:</b> enhanced environmental conservation and reduce climate changes effects	No of trees planted	2022	24,750	30,000	50,000	Mandera municipality	Municipal Manager
<b>Output1.1:</b> Tree nursery constructed	No. of tree nursery constructed	2022	0	1	2	Mandera municipality	Municipal Manager
<b>Output 1.2:</b> Green parks established	No of green parks established	2022	0	2	4	Mandera municipality	Municipal Manager
<b>Output1.3:</b> Municipality climate change response measures & action plan developed and implemented	No. of Municipality climate change response measures & action plan developed and implemented	2022	0	1	1	Mandera municipality	Municipal Manager
<b>Output 1.4:</b> Public awareness	No of Public awareness on	2022	-	3	5	Mandera municipality	Municipal Manager

on climate Change effects conducted	climate Change effects conducted						
<b>Outcome2:</b> Improved sanitation and hygiene	Tons of garbage collected	2022		32,400	54,000	Mandera municipality	Municipal Manager
	tons of waste recycled & composed	2022	0	60,000	100,000	Mandera municipality	Municipal Manager
<b>Output 2.1:</b> Solid Waste inspection conducted	No. of Solid Waste inspection conducted	2022		36	60	Mandera municipality	Municipal Manager
<b>Output 2.2:</b> Public sensitized on waste segregation	No. of Persons sensitized on waste segregation	2022	1000	3,000	5,000	Mandera municipality	Municipal Manager
<b>Output 2.3:</b> coloured bins for at source segregation of waste to households supplied	No. of coloured bins for source segregation of waste to household supplied	2022		3,000	5,000	Mandera municipality	Municipal Manager
<b>Output 2.4:</b> Sanitation workers provided with PPEs	No. of sanitation workers provided with PPEs	2022	600	825	1,375	Mandera municipality	Municipal Manager

<b>Output 2.5:</b> Garbage trucks purchased.	No. of Garbage trucks purchased.	2022	0	3	5	Mandera municipality	Municipal Manager
<b>Output 2.6:</b> Waste collection points constructed	No. of Waste collection points constructed	2022	3	18	30	Mandera municipality	Municipal Manager
<b>Output 2.7:</b> Skip loaders purchased	No. of skip loaders purchased	2022	0	1	2	Mandera municipality	Municipal Manager
<b>Output 2.8:</b> Litter bins purchased	No. of Litter bins purchased	2022	-	60	100	Mandera municipality	Municipal Manager
<b>Outcome 3:</b> Enhanced disaster preparedness, Response & mitigation measures	Proportion of informed public on disaster preparedness, response and management No. of inspections conducted	2022	30%	50%	70%	Mandera municipality	Municipal Manager
	% reduction in the number of deaths resulting from disaster incidences	2022	30%	60%	100%	Mandera municipality	Municipal Manager
<b>Output 3.1</b> Fire trucks procured	No. of fire trucks procured	2022	3	4	5	Mandera municipality	Municipal Manager

<b>Output 3.2</b> Firefighting equipment's procured	No. of equipment's procured	2022		30	50	Mandera municipality	Municipal Manager
<b>Output 3.3</b> fire crew Personnel trained	No. of fire crew Personnel trained	2022	20	60	100	Mandera municipality	Municipal Manager
<b>Output 3.4</b> Disaster action plan prepared.	No. of disaster action plan prepared	2022		2	3	Mandera municipality	Municipal Manager
<b>Output 3.4</b> Disaster Risk Reduction (DRR) initiatives undertaken	No. of (DRR) initiatives undertaken	2022		1	2	Mandera municipality	Municipal Manager
<b>Outcome 4:</b> Improved access to clean and sustainable energy	% Of HHs using solar for lighting	2022	0	4	5	Mandera municipality	Municipal Manager
	% Of HHs using solar energy for lighting	2022	0			Mandera municipality	Municipal Manager
<b>Output 4.1</b> Clean energy adopted	No. of public institutions	2022		4	5	Mandera municipality	Municipal Manager

	installed with clean energy						
	No. of Households installed with clean energy			740	740	Mandera municipality	Municipal Manager
<b>Output 4.2</b> solar street light installed	No of solar street light installed	2022		240	400	Mandera municipality	Municipal Manager
<b>Output 4.3</b> solar street lights re-paired	No. of solar street lights rehabilitated	2022		536	1,072	Mandera municipality	Municipal Manager
<b>Outcome 5:</b> Enhanced Urban Connectivity and Accessibility to Economic opportunities	KMs of roads upgraded to Bitumen standard	2022		3	5	Mandera municipality	Municipal Manager
<b>Output 5.1:</b> Designated parking areas/bus stop developed	No. of parking areas developed	2022		3	5	Mandera municipality	Municipal Manager
	No. of designated bus stop developed	2022		15	25	Mandera municipality	Municipal Manager

<b>Output 5.2</b> Pedestrian crossing developed	No. of pedestrian crossing developed & maintained	2022		15	25	Mandera municipality	Municipal Manager
<b>Output 5.3</b> Non-motorized roads developed	KMs of walkways developed	2022		35	50	Mandera municipality	Municipal Manager
<b>Output 5.4</b> Existing roads repaired & maintained	KMs of roads repaired & maintained	2022		20	30	Mandera municipality	Municipal Manager
	No. of casuuls hired	2022		20	25	Mandera municipality	Municipal Manager
	No. of Culverts maintained	2022		15	30	Mandera municipality	Municipal Manager
	No. of tools & PPE's procured	2022		320	480	Mandera municipality	Municipal Manager
<b>Output 5.5</b> Storm Water Drainage & Protection works Constructed/rehabilitated	KMs of Storm Water Drainage & Protection works constructed	2022		75	110	Mandera municipality	Municipal Manager
	KMs of storm water drains	2022		5	10	Mandera municipality	Municipal Manager

	rehabilitated						
<b>Outcome 6:</b> Increased trading and investment activities	No of market constructed and operationalized	2022		1	1	Mandera municipality	Municipal Manager
<b>Output 6.1</b> Kiosks installed	No. of operational stalls	2022		30	70	Mandera municipality	Municipal Manager
<b>Output 6.2</b> Existing markets rehabilitated	No of markets rehabilitated	2022		1	2	Mandera municipality	Municipal Manager
<b>Output 6.3</b> Boda boda sheds constructed	No. of bodaboda sheds constructed	2022	0	2	3		Municipal Manager
<b>Outcome 7:</b> Enhanced youth talent development & community cultural preservation and heritage	Proportion of youth registered for talent Development programs	2022	0			Mandera municipality	Municipal Manager
	No. of cultural & heritage preservation events held	2022	0	5	10	Mandera municipality	Municipal Manager

<b>Output 7.1:</b> Stadiums renovated	No. of Stadiums renovated	2022	0	1	1	Mandera municipality	Municipal Manager
<b>Output 7.2:</b> Registered clubs provided with sport kits	No. of registered clubs provided with sport kits	2022	0	25	50	Mandera municipality	Municipal Manager
<b>Output 7.3:</b> Municipal tournaments organized & Conducted	No. of Municipal tournaments organized & Conducted	2022	0	2	5	Mandera municipality	Municipal Manager
<b>Output 7.4:</b> Play grounds constructed	No. of Play grounds constructed	2022	0	1	2	Mandera municipality	Municipal Manager
<b>Output 7.5:</b> Municipal cultural centres established	No. of Municipal cultural centres established	2022	0	1	1	Mandera municipality	Municipal Manager
<b>Output 7.6:</b> Cultural events organized & conducted	No. of Cultural events organized & conducted	2022	0	2	3	Mandera municipality	Municipal Manager
<b>Outcome 8.</b> Orderly spatial	No. of plans prepared	2023	1	4	6	Mandera Municipality,	Municipal Manager,

development						Ministry of Lands	
<b>Output 8.1</b> Action area plans prepared	No. of Action Area Plans prepared	2022	0	10	25	Municipality, Ministries of Lands	Municipal Manager,
<b>Output 8.2</b> Sectoral Plans prepared	No. of sectoral plans prepared	2022	0	3	6	Municipality, Ministries of Lands	Municipal Manager
<b>Output 8.3</b> Public land secured	No. of public land secured	2023	30	60	90	Municipality, Ministries of Lands	Municipal Manager
<b>Outcome 9</b> Health Care Management	No. of inspections done annually	2023	0	10	20	Municipality and Ministry of Health	Municipal Manager
	No. of awareness forum held	2023	0	6	8	Municipality and Ministry of Health	Municipal Manager
	No. of health certificates issued	2023	600	15,000	38,000	Municipality and Ministry of Health	Municipal Manager

## 8.5 Evaluation Plan

This section outlines the proposed programmes and projects for evaluation and respective evaluation approaches and methodology. The Plan will be subjected to two internal evaluations, namely the Mid-Term Evaluation and the End Term Evaluation. Mid-Term Evaluation and Review (MTER) which will be carried out in June 2025 will assess the extent to which the plan is meeting its implementation objectives and timelines. Secondly, an end term evaluation will be carried out by the end of December 2027. The evaluation plan is shown on Table 16 below;

*Table 18: Evaluation Plan*

Policy/ Program me/ Project	Evaluati on Title (specifying the type)	Outcome (s)	Use of the Evaluatio n Findings	Commissio ning Agency/ Partners	Anticipa ted Evaluati on start date	Anticipa ted Evaluat ion end date	Evaluat ion Budget (Kshs.)	Source of Fundin g
IDeP	Midterm Review of the Second Municip ality IDeP	Improved implement ation of the IDeP	Improve implement ation of IDeP.	Municipal Board Chair	June 2025	Sept 2025	Kshs. 2 million	Mandera Municipa lity, CGM/ Donors
	End-term Review of the Second Municip ality IDeP	Improved implement ation of the IDeP	Improve implement ation of IDeP.	Municipal Board Chair	June 2028	Sept 2028	Kshs. 2 million	Mandera Municipa lity, CGM/ Donor

## 8.6 Conclusion

The IDeP seeks to optimally utilize the available resources in order to improve the livelihoods of the residents of Mandera Municipality. The preparation has been guided by the data obtained from previous IDeP period, secondary data stakeholders consultations and field visits. The proposed interventions have there been informed by

data obtained from these sources. The interventions recommended are multi-sectoral and therefore enhances development of the municipality from diverse angles.

The participative approach taken during the formulation of the IDeP is also advocated for during the IDeP implementation stage. The involvement of stakeholders with special attention to the residents of the municipality is expected to contribute immensely in the actualization of the set goals and objectives. Finally, the implementation of this IDeP requires institutional commitments through adequate and timely allocation of resources as well as collaboration and partnership with other institutions and organizations.

## 9.0 ANNEXES

### 9.1 Photo Gallery of Public Participation Forum



*DCC giving remarks during public participation in Khalalio*



*Meeting of Departmental Heads at Granada Hotel*



*Municipal Manager Mr. Matker giving remarks during public participation at Granada*



*Presentation of the Draft IDEP and other Municipality Policy Documents to the Board at Governor's Hall*