



MANDERA COUNTY GOVERNMENT



MANDERA MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN (IDeP)

2019-2024

FORWARD



Management of urban centres is critical in locking social and economic benefits or costs for decades to come. This is important because urban infrastructure investments for socio-economic development are capital intensive and sometimes the costs or benefits are permanent. Nonetheless, some of these infrastructure exist for centuries and, therefore, if managed well, the potential benefits of urban growth are substantial. It is through the preparation and implementation of an integrated development plan that economic, social, environmental, legal and spatial aspects of development are brought together to meet the needs and aspirations of the local communities for poverty reduction and sustainable development

I have the pleasure to present the Mandera Municipality Integrated Development Plan(IDeP). The IDeP is a response to our urbanisation trends to develop a policy that will cater for the increasing population by ensuring proper planning and necessary infrastructure to support this growth. We recognize that attaining the urban vision outlined in the IDeP requires integrated and coordinated interventions to deal with physical planning and development control, infrastructure, transport and disaster management; water, sanitation and waste management, housing, enforcement services and public health among others.

The IDeP has sought to provide a roadmap to follow in the quest for spatial transformation towards livable, inclusive and resilient urban centres with adequate linkage to rural areas. It is an all-encompassing policy to guide current and future growth of Mandera Municipality. It is intended to be used by all sectors: the private sector, civil society and all stakeholders concerned with urban and rural futures of the Municipality.

Even though the full implementation of the programmes outlined in the IDeP are resource demanding, I am hopeful that the municipality management will, through the support from friendly partners, achieve the desired goals to build a prosperous economy.

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The preparation of this plan was achieved through an elaborate and consultative process involving all stakeholders as stipulated in the Constitution. The process was successfully coordinated by Mrs. Zuleikha Osman-Chief Officer for Housing, and Urban Development and a team drawn from the County Government and Municipality.

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I am also greatly indebted to all the Executive Committee Members, County Chief Officers and heads of county departments for their invaluable contributions during the preparation of this plan. Their vast knowledge of the municipality helped in providing useful information which assisted the team to successfully accomplish its task.

To all who were involved and not mentioned, I your efforts are greatly appreciated.

Hassanoor Abdullahi

Mandera Municipality Manger

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LIST OF ABBREVIATIONS

ABM	- Development of Appropriate Building Materials
BPO	- Business Process Outsourcing
CECM	- county Executive Committee Member
CIDP	- County Integrated Development Plan
DRR	-Disaster Risk Reduction.
GDP	- Gross Domestic Product
GIS	- Geographical Information System
GoK	- Government of Kenya
HDI	- Human Development Index
IDeP	- Integrated Development Plan
ISUDP	- Integrated Strategic Development Plan
MCG	- Mandera County Government
MSME	- Micro, Small and Medium Enterprise
MTP	- Medium Term Plan
NMT	- Non-Motorized Transport
PFM	- Public Finance Management
PWDs	- People Living with Disabilities
SDGs	- Sustainable Development Goals
SDP	- Spatial Development Plan SEZ
SEZ	- Special Economic Zones
VTC	- Vocational Training Centre

CHAPTER ONE: BACKGROUND INFORMATION

1.0 Introduction

Integrated Development Plan (IDeP) is a policy position to guide the future growth and management of urban areas of Mandera Municipality. In the economic history of humanity, urbanisation has always been an accelerator of growth and development, bringing about enormous changes in the spatial distribution of people and resources, and in the use and consumption of land. Supporting policies and frameworks are therefore needed to leverage urbanization. Integrated Development Plan (IDeP) for Mandera Municipality is therefore essential for coherent development. It encourages a more rational organization and use of rural and urban spaces, guides investments and encourages prudent use of land and natural resources. This in turn helps in building socially and economically sustainable communities.

This chapter gives the general background of Mandera Municipality with regard to location and size as well as socio-economic and infrastructural information that has a bearing on the development of the Municipality. It further provides the description of the Municipality in terms of physiographic and natural conditions, demographic profiles as well as the administrative and political units.

1.1 Background Information

1.1.1 Location and size

Mandera Municipality is located in Mandera County. The Municipality, which is the administrative capital of Mandera County borders Ethiopia to the North and the Republic of Somalia to the North East. Its position is at around 3°55'34"N, 41°50'46"E. Due to its significance as a border town serving both Somalia and Ethiopia, Mandera town and its environs have registered rapid urbanization over the recent times.

After the repeal of Local Authority Act Cap 265 and with inception of devolution, Urban Areas and Cities Act (amendment) 2019 recommend that a town qualifies to be a municipality if its population is more than 50,000 and less than 250,000. The Act also stipulates that a town qualifies to be a special municipality if it is the headquarters of the county despite not meeting the population threshold. According to the 2019 Kenya Population and Housing Census, Mandera

Town has a population 114,718 persons. The municipality has three wards namely Khalalio, Mandera Township and Neboi.

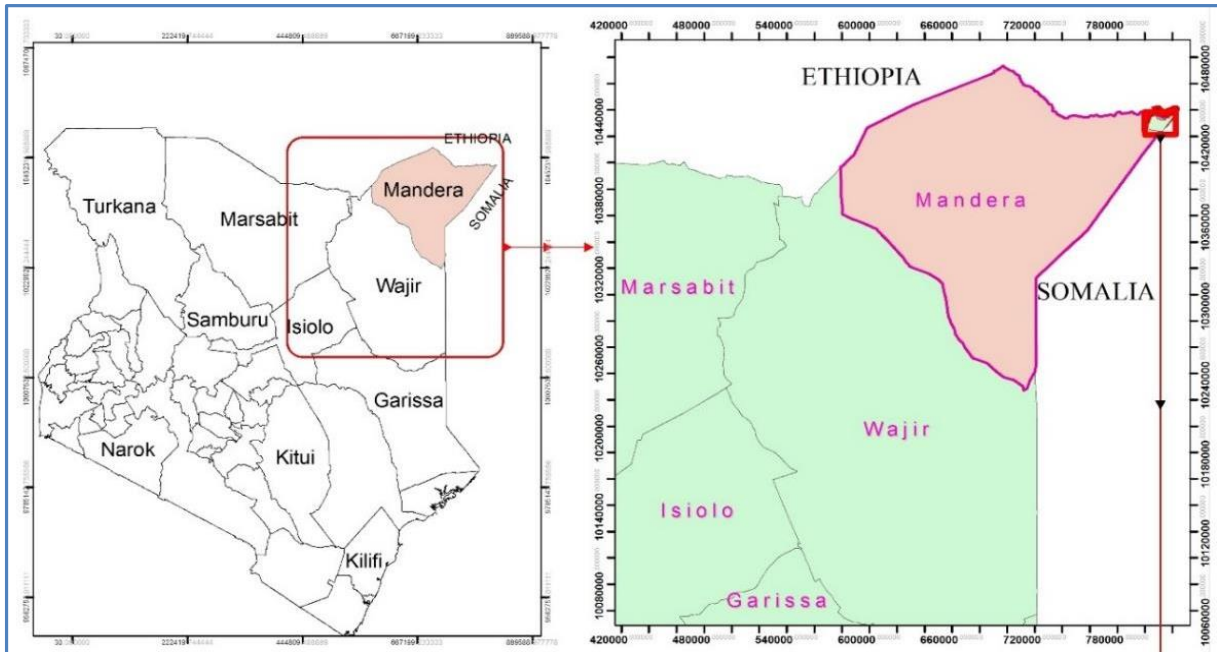


Figure 1: Mandera Municipality in the context of the Country and Mandera County

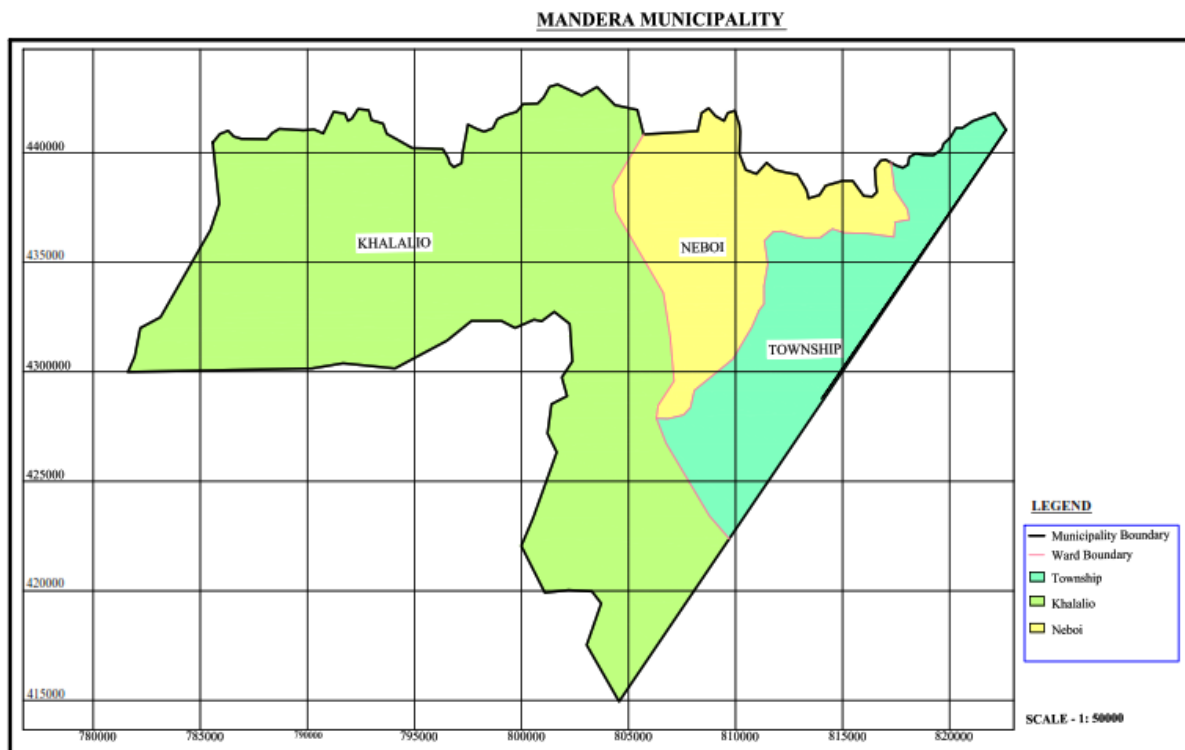


Figure 2: Mandera Municipality

1.1.2 Topography and Geology

The Planning area is characterized by low lying rocky hills located on the plains that rise gradually to 280 meters 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, Hagarsu 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.

1.1.3 Climatic condition

Mandera'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 22⁰C in July and a maximum of 42⁰C 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 harsh 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 food security. However, the long sunshine periods are an opportunity to tap solar energy. In terms of drainage the area consists mainly of seasonal laggahs and River Daua which borders the Municipality to the north.

1.1.4 Demographic Structure and Trends

As per the 2019 KNBS census, the Municipality population is 152,194 (79,512 males and 72,582 females). The demographics indicate that there are more males (52.2%) than females (47.8%) in the municipality. The average municipality population density is 650 persons per sq. km.

Table 1:Mandera municipality's population by sex and administrative unit

Administrative Unit	Sex		Total	Area	Density per km ²)
	Male	Female			
Central	62,699	57,201	119,201	114.7	1,265
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:

1.1.5 Settlement Patterns

Settlement patterns within the Municipality vary across due to factors such as socio-economic, cultural and topographic variability. Most of the settlements are found in Mandera town which is the County headquarters. The settlements are characterized by scattered, linear and nucleated settlement patterns. Nucleated pattern is pronounced in urban centres such as Khalalio and Mandera township while scattered settlements are widespread in peri-urban rural areas. The settlement patterns are determined by the natural and man-made features such as major roads, ridges, rivers and low-lying parts of the Municipality.

1.2 Socio-Economic Characteristics

Economic output and job opportunities in the Municipality are concentrated in Mandera town which is also the economic hub of the County due to its strategic location as a border town. Some of the leading sectors in terms of GDP contribution within the Municipality are: dry land and riverine agriculture, livestock keeping, commerce, mining and capital investment as discussed below;

1.2.1 Dry Land and Riverine Agriculture

Agriculture is the economic mainstay of the County and plays a vital role in the supply of food. Irrigation farming in the municipality is done along River Daua which stretches from Border Point1 to Khalalio while rainfed farming is found in areas such as Koromey and Banyole/Bokolo. Most of output of agricultural output from these areas are consumed locally leaving no surplus for industrial development. Some of the crops produced include onions, kales, sorghum and maize. Livestock farming is also practiced in urban and rural areas of

the municipality. Goats, sheep and camels are the common domestic animals kept in large scale for milk and meat.

Agricultural produce in the Municipality enjoys a stable market due to limited supply and competition from other parts of the country. Nonetheless, the residents have a fairly distributed income that creates a stable market for both crop and livestock produce. The stable income supports thriving of almost all types of businesses which, if exploited together with the location advantage of being at the border point can enhance growth momentum.

The issues currently affecting agricultural sector include unpredictable weather condition characterized by prolonged droughts or flash floods which cause huge losses to crop farmers every year. Animal diseases and predators also affect the livestock production industry. Further, the farming community has less capacity to undertake farming for commercial benefit and finally the practice of agriculture is not well planned with clear goals and objectives. The above has led to inadequate produce from farms hence less food available to the urban population and export. Within the county, output is only used locally, limiting the potential contribution of agriculture to the industrial development of the town and the county through backward and forward linkage.

It is imperative to point out that there is adequate land to support agriculture within the municipality. However, this can only be realized in the context of a serious agricultural programme subject to the assessment of the water flow regimes by water experts.

1.2.2 Trade and Industry

Trade and industry play significant role in the Municipality by providing employment and therefore a stable income to the locals. Mandera town is the hub of trade and industry and is characterized by major commercial enterprises such as hotels, hardwares, supermarkets, water treatment and supply firms and retail shops among others.

There are huge resources whose potential remain fully unexploited for industrial investments in the municipality and are used or exported in their raw/primary form without any value addition. There is need to establish processing plants to add value to these basic raw materials, branding, labelling and packaging in order to improve their market value and export potential. To this end there is a proposed site for crop value addition industry in Neboi measuring approximately 9.4ha while an industrial park measuring approximately 51.6ha for larger industries has been set a side

at Koromey. These are positive steps towards self-sustainability in service provision, employment creation and general economic growth in the municipality.

Trade and industry in the Municipality are however faced with challenges of poor infrastructure such as roads and inadequate water supply. The major roads linking the Municipality to other regional or local urban centres are in deplorable conditions while the current water supply is unreliable to support largescale industrial development. However, the County and National Governments through various agencies is undertaking major interventions to improve the road networks and water supply. This will be a game changer in attracting more investors.

1.2.3 Micro, Small and Medium Enterprise (MSME)

Majority of the businesses within the County fall under the MSME category and are spread across with a good percentage of them being sole proprietorships and family owned and run businesses. There are small-scale jua-kali enterprises that have employed simple and appropriate technologies to produce consumer goods using local raw materials. Some of the MSMEs in the Municipality include welding and fabrication of motor vehicle repair, carpentry and handicrafts, tailoring and clothing and bakery among others. There are also three small privately-owned industries that produce purified water in the county and two main bakeries based in Mandera Town. Currently there are about 4,070 small scale traders issued with trade licenses.

1.2.4 Mining

Mandera Municipality is not well endowed with minerals to support commercial mining. However, the available mining activities related to building materials are sand and stones which are used locally. This sector does not contribute greatly to the economy of the Municipality due to; inadequate geological surveys, local communities not involved in mining activities, concessions granted to external agencies and insecurity within the County.

Investment in localized public infrastructure and services, promotion of benefit sharing in mining activities and participation of the public through cooperatives or government ownership of stake in the sector can enhance the contribution of the sector to the local economy.

1.2.5 Tourism

Tourism potential exists in the municipality due to unique natural features and the rich cultural background of the local community. The Municipality sits at what is commonly known as 'Border

Point1' which is a unique geographical feature since it is at the very tip between Somalia and Ethiopia. There also wild animals such as warthogs, hyena, gazelles, crocodiles, baboons and monkeys among others in the neighbourhoods. The rich cultural background of the Somali community is also a unique tourist attraction aspect.

However, the tourism potential remains untapped due challenges such as accessibility, lack of awareness, lack of museum and destruction of natural habitats. It is expected that having a proper spatial development plan and creating public awareness will greatly contribute to the enhancing the Municipality's overall competitiveness by conserving the natural environment and diversifying tourism potentials.

1.2.6 Financial services

The Municipality is well served by three commercial banks located in Mandera Town namely Kenya Commercial Bank, Equity Bank and National Bank. The existence of banks in the municipality is an indication of entrepreneurial potential of the local economy to support financial flow. In addition to the banking institutions, M-pesa service is also playing a significant role by providing mobile banking services to more than 70% of the Municipality's population.

1.3 Human Development Approach

The Human Development Approach examines broader human development issues and concerns with both building up human capabilities and with using those human capabilities fully. This approach emerged in response to the growing criticism of the use of economic development as a measure of the standard of living. It underlines the expansion of opportunities so that the disadvantaged can do more for themselves through economic, social and political empowerment. Human development approach recognizes that there is no automatic link between economic growth and human development.

The Human Development Index (HDI) measures human development such as education and literacy, healthy living and access to social amenities, the position and condition of women, proxy for gross domestic product, and estimates of earned income by gender. The HDI makes it possible to track changes in development levels over time and to compare the same in different countries. According to Mandera County CIDP (2018-2022) the county has a lower HDI compared to the average national HDI, which is at 0.555 as per Kenya National Human Development Report 2016.

Appropriate measures such as relevant education and training, opportunities to participate in political, social, economic activities, and access to employment as well as protection from harmful cultural practices should be enhanced to improve HDI in the Municipality.

1.3.1 Employment

According to the CIDP (2018-2020) the county's labour force is 36% of the total population and the current staffing levels stand at 2,247 spread across all the departments. While the county has made efforts to create employment opportunities, a big percentage of the local population remains unskilled, as most of them are pastoralists. Some work in agricultural farms and quarry sites, while many more run family businesses that are either retail or wholesale. This trend explains why the Municipality has had to rely on seconded staff to fill the gaps in critical areas.

The Municipality should be supported to provide incentives to attract more personnel and to create a favourable environment for self-employment opportunities.

1.3.2 Unemployment

According to the CIDP (2018-2022) unemployment rate in the county stands at 69%. This is a significant percentage and can be attributed to factors such as low literacy levels, limited employment opportunities and financial credit facilities that are Sharia-compliant, dependency on aid, porous border and frequent inter-clan conflicts among the communities. All these disrupt the normal functioning of society. It follows then that labor-intensive policies and programmes are required to reduce the high rate of unemployment.

1.4 Municipality Comparative Advantage

The location of Mandera Municipality at the border with Ethiopia and Somalia places it at the centre of a regional commercial hub. The Municipality is already thriving in business as a result of cross border trade. The Municipality has an opportunity to tap on this advantage by increasing specialization in horticulture and manufacturing and service industries to achieve comparative advantage not only in the region but internationally. In addition, the municipality will maximize its geographical comparative advantage through improvement of transportation services such as construction of airport and tarmacking of Mandera-Nairobi Road.

The Municipality is also endowed with vast and fertile agricultural land along River Daua to support the local population. This potential can be tapped further to increase food supply to support

local value addition industries for export. Research has also revealed that the Municipality can be self-sufficient in dairy production.

The existing staff have acquired essential skills and experience required to drive the Municipality to the greatest level. Some of the staff have been seconded to fill the gaps in critical areas such as health, environment, land use planning water and sanitation.

1.5 Policy and Legislative Framework

The creation and management of Municipalities are entrenched in various policy and legal frameworks. The urban arm of the frameworks branch provides legal and operational support for governments and cities to identify reforms and to adopt laws and legal frameworks that effectively regulate urbanization issues such as land use, urban planning, housing infrastructure, taxation or safety. The frameworks therefore inform the priority objectives of the action areas which are premised on the understanding that integrated planning forms the basis for achieving integrated urban development which follows specific sequence of urban actions.

1.5.1 The Constitution of Kenya 2010

The Constitution of Kenya is the ultimate law in the country and therefore gives effect for other legislative frameworks to govern land use planning. Planning should take cognizance of the constitutional aspirations and principles as follows;

- i. Article 60 on principles of land policy guides the formulation of land use and management policies
- ii. Article 66 on regulation of use of any land, interest in or right over land in the interest of defense, public safety, public order, public morality, public health or land use planning provides powers to the National and County governments to regulate the use of land and property through spatial planning
- iii. Article 67 (h) on Monitoring and oversight provides powers to the National Land Commission to monitor and have oversight over land use planning
- iv. Fourth Schedule, Part I (21) gives general principles of land use planning and the coordination of planning by the counties
- v. Fourth schedule, part 2 (8) provides for county planning and development

1.5.2 County Government Act, 2012

The Act mandates the County Governments to undertake land use planning within their jurisdictions to guide and control development. Specifically, sections 102-115 of the Act provide principles of planning and development facilitation to guide county planning and developments.

1.5.3 Physical and Land Use Planning Act, 2019

The Act make provisions to direct planning, use, regulation and development of land. Part II (Sections 6-20) of give effect for the formation of various institutions to oversee planning matters related to land use planning. Part III and IV also stipulate the types of physical and land use development plans to be prepared as well as matters to be considered in development control.

1.5.4 Kenya Vision 2030

Kenya Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, “middle-income country providing a high quality life to all its citizens by the year 2030”. The Vision is implemented through 5-year Medium Development Plans (MDP) which started in 2008 and will run until 2030. During the period, the country identifies flagship projects which are implemented through the County Governments.

1.6 IDeP Linkages with Other Policy Documents

1.6.1 Linkages with the Constitution of Kenya 2010

The Constitution of Kenya spells the role of County Governments in management of local resources and property on behalf of the local citizens. Schedule on 4 of Constitution highlights the distribution of functions between the national government and the county governments. The schedule singles out key action areas such as County planning and development, including— statistics, land survey and mapping, boundaries and fencing, housing, electricity and gas reticulation and energy regulation.

Article 184 (a-c) make provision for classification of urban areas, management and citizen participation with the aim of improving service provision at the local level tier. The preparation of Mandera Municipality IDeP takes into account the provisions of the constitution where devolved units are required to plan and budget for development programs over a stipulated period. The IDeP

therefore focuses on various amenities which include but not limited to fire and disaster management services, management of public spaces, water and sanitation, energy, transportation, health services, agriculture and markets.

1.6.2 Linkages with the County Government Act, 2012

The Part XI of the Act makes provisions for County Governments to prepare various development plans aimed at directing and controlling development within their jurisdictions. The plans to be prepared by the devolved units include Integrated County Development Plans (CIDPs), Urban Areas Plans, Spatial Plans, Sectoral Plans, City or Municipal Plans and annual county budgets for their implementation.

The one of the key objectives of plan preparation is to provide the preconditions for integrating underdeveloped and marginalized areas to bring them to the level generally enjoyed by the rest of the county. Accordingly, section 104 of the Act stipulates that County planning framework shall integrate economic, physical, social, environmental and spatial planning in order to achieve the set objectives. The preparation of the IDeP is therefore a step towards achieving the socio-economic development of the Municipality.

1.6.3 IDeP linkages with the Public Finance Management Act (PFMA), 2012

The PFM Act 2012 is anchored in Article 201 of the Constitution and gives effect to the Principles of Public Finance. It emphasizes openness, accountability and public participation in PFM. It therefore promotes good financial management at the National and County Government level.

At the County Government level, the Act provides for the budget process covering County Government development plan and Urban Areas and Cities strategic plan among others. Articles 126 of the Act requires each County Government to prepare an integrated development plan that includes strategic priorities for the medium term that reflect the county government's priorities and plans, a description of how the County Government is responding to changes in the financial and economic environment and programmes to be delivered. Manderu Municipality Integrated Development Plan (IDeP) is prepared in tandem with the requirements of the PFM Act, 2012.

1.6.4. IDeP linkages with the Urban Areas and Cities Act, 2011

The Act give effect to Article 184 of the Constitution to provide for the classification, governance and management of urban areas and cities; to provide for the criteria of establishing urban areas, to provide for the principle of governance and participation of residents.

Urban Areas and Cities Act (2011) is emphatic on the need for 5-year integrated development.

According to Section 36 of the Act, every city and municipality established under this Act shall operate within the framework of integrated development planning which shall-

- i. Give effect to the development of urban areas and cities as required by this Act and any other written law;
- ii. Strive to achieve the objects of devolved government as set out in Article 174 of the Constitution;
- iii. Contribute to the protection and promotion of the fundamental rights and freedoms contained in Chapter Four of the Constitution and the progressive realization of the socio-economic rights

An integrated urban or city development plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions.

1.6.5. Linkages with the Kenya Vision 2030

Kenya Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialising, "middle-income country providing a high quality life to all its citizens by the year 2030". The Vision is anchored on three key pillars namely; economic, social, and political.

Economic Pillar-The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing (BPO), financial services, oil and mineral resources. Mandera Municipality will work towards ensuring a double digit national economic growth by creating industrial zones, promote fair trade practice and increase competitiveness of its industrial products such as hides and skin.

Social Pillar-The social pillar includes sectors such as education and training, health, water and irrigation, environment, housing and urbanization, gender, sports, youth and culture. In order to ensure a just and cohesive society, the municipality will ensure;

- i. Optimal exploitation of available (land and water) resources for enhanced food security
- ii. Development of Appropriate Building Materials (ABM) and training of artisans to reduce the cost of construction and provide better standards of houses for the community
- iii. Develop youth talent in sports

Political Pillar- The 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 Kenyan society. To achieve this, the Municipality will ensure it promotes a democratic space through participatory approach on development matters and also adhere to the rule of law in its operations.

1.6.6 Linkages with Medium Term Plan III

Vision 2030 is implemented through 5-year medium term plans with current being Medium Term Plan III (Big 4 Agenda). The Big Four Agenda is an economic pillar geared towards fostering economic development and provide solution to various socio-economic challenges facing the country. The pillars of the big four agenda are-

Food security and nutrition-The government seeks to increase largescale production of staple food through irrigation and provision of low-cost inputs such as fertilizers to small scale farmers.

Affordable and universal healthcare-The government aims to achieve 100% health coverage by the year 2022 by allocating adequate resources and enrolling various programmes at all levels in the country.

Affordable housing-The government plans to increase affordable housing stock in the country by constructing 500,000 low-cost housing units. The housing scheme is also aimed at creating more employment opportunities in the sector as well as creating market for the construction industry.

Manufacturing-The government is aiming at boosting the manufacturing industry by supporting local industry in order to reduce trade deficit that the country is currently experiencing. The government plans to create Special Economic Zones (SEZ), industrial parks in various towns and curb importation of some goods.

The government aims at achieving the MTP III through the devolved units. The Municipality IDeP follows the MTP III with emphasis on housing, industrialization, universal health access and nutrition and food security within the Municipality.

1.6.7 Linkages with Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Summit adopted a new framework to guide development efforts between 2015 and 2030. The SDGs are global aspirations to transform the world into a better place by 2030. The SDGs cover a broad range of social and economic development issues. These include poverty, hunger, health, education, climate change, gender equality, water, sanitation, energy, environment and social justice.

All SDGs have targets that are directly or indirectly related to the daily work of County Governments and Municipalities. The devolved units are catalysts of change and are best placed to link the global goals with local communities. The Mandera Municipality IDeP has taken cognizance of the SDGs and both projects and programmes proposed are mainstreamed to the following SDGs;

Table 2:SDGs and aligned priority programmes and projects

Goal	Municipality aligned Priorities, Programmes & Projects
Goal 1 End poverty in all its forms everywhere	<ul style="list-style-type: none"> -Establishment of support funds for youth and women -Establish County cooperative development fund -Establish support programmes for SMEs
Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> -Increase land under rainfed and riverine agriculture -Introduce drought resistant crops and animals to farmers -Establish new irrigation schemes -Strengthening community sensitization and awareness on food security strategy & units
Goal 3 Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> -Provide support to community health units through adequate financing -Promote and support enrolment to NHIF

	<ul style="list-style-type: none"> -Increase skilled health care personnel & promote skilled health deliveries -Increase resource allocation for maternal health care -Enhance male involvement in sexual health and reproductive health -Construct additional health facilities -Motivation and promotion of health workers
Goal 6 Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> -Achieve universal and equitable access to safe and affordable drinking water for all the residents -Achieve access to adequate and equitable sanitation and hygiene for all -Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials into existing water sources -Address water scarcity by ensuring water-use efficiency and sustainable withdrawals and supply of freshwater to residents suffering from water scarcity in the municipality -Protect and restore water related ecosystems (rivers and wetlands) -Support and strengthen the participation of local communities for improving water and sanitation management
Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> -Prioritize industrial development as a means of creating job opportunities -Ensure value addition to locally produced goods -Provide financial support to SMEs, women and youth groups
Goal 9 Build resilient infrastructure, promote sustainable industrialization and foster innovation	<ul style="list-style-type: none"> -Prioritize the development of standard roads infrastructure that will enhance efficiency in mobility

	<ul style="list-style-type: none"> -Increase the access of small scale industrial and other enterprises including affordable credit and integration into value chains and markets -Increase access to ICT and strive to provide universal and affordable access to internet by all -Promote local innovation through financial support
Goal 11 Make cities and human settlements inclusive, safe, resilient and suitable	<ul style="list-style-type: none"> Ensure sustainable solid waste management with emphasis on re-use and recycling of waste to reduce environmental impact Ensure access for all to adequate, safe and affordable housing and basic services Provide access to safe, inclusive and accessible green and public spaces particularly for women, children, older persons and persons with disabilities
Goal 13 Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> -Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all the wards -Create awareness on climate change mitigation, adaptation, impact reduction and early warning -Provide support to farmers and pastoralist through drought resistant crops and animals
Goal 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development	<ul style="list-style-type: none"> -Identify and strengthen partnership with national and international bodies for sustainable development

Mandera Municipality puts poverty eradication and combating climate change and its impact at the head of the list of priority. These are considered priority areas in the municipality's development agenda because they build the momentum for socio-economic stability.

1.6.8 County Integrated Development Plan

Rapid urbanization signifies the challenges of infrastructure service provision in urban metropolis hence the need for integrated development plans. Integrated development planning in the County takes two perspectives of county-wide 5-year County Integrated Development Planning (CIDP)

and urban specific Integrated Development Planning (IDeP). Urban IDePs, 10 year Sectoral Plans and Spatial Plans form the core inputs to the CIDP which is implemented through an annual programme based budget in a 3-year fiscal framework (MTEF).

Section 108 (1) of the County Governments Act 2012 provides for integrated development planning for each county which shall have clear goals and objectives; an implementation plan with clear outcomes; provisions for M&E; and clear reporting mechanisms. Urban IDePs which favour ‘action’ and delivering infrastructural services within the urban metropolis are therefore a sound building block to the County Integrated Development Planning.

Urban Integrated Development Planning provides a unified development framework that involves the full continuum of strategy analysis and planning, development of programme-based budgets and ranked priorities, financing, and participatory implementation. The framework further provides for performance review through assessment of socio-economic changes in cumulative efficiency, effectiveness, and value for money.

CHAPTER TWO: PLANNING AND DEVELOPMENT PRINCIPLES

2.0 Introduction

The Integrated Development Plan is a guide for the future growth and management of Mandera Municipality. It is based on the premise that urbanization is an accelerator of growth and development bringing about enormous socio-economic changes through spatial distribution of people and resources. Appropriate mechanisms must therefore be put in place to leverage urbanization process for sustainability. This chapter identifies the frameworks that contribute to the Municipality's aim of being the County's economic hub through improved spatial efficiency and inclusion.

2.1 Integrated Development Planning in Action

Integrated Development Planning provides the overall framework for development. It is a response to urbanization trends to develop an urban development policy to cater for the ever increasing population by ensuring proper planning and installation of key infrastructure to support the population. Realizing the dreams outlined in the IDeP requires integrated and coordinated interventions to tackle socio-economic exclusion and inefficiencies, urban insecurity, environmental threats, technological advancements and decaying infrastructure.

The Municipality IDeP is actually aimed at creating a shared understanding across society and the County Government on how to best manage the Municipality issues for inclusivity. It looks at economic and social development for the area as a whole and sets framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The plan outlines the structures that manage the planning process, how the public can participate and structures that will be created to ensure this participation, time schedule for the planning and implementation processes and the responsibilities for monitoring, evaluation and reporting.

2.2 Spatial Development Framework (SDF)

The 21st Century has been defined as the urban century because it is envisaged that about 70% of the world's population will be living in urban centres. The current trend is indicating sprawl of unplanned settlements that exacerbates urban challenges such as pressure on existing infrastructure and high cost of service delivery. It is thus important to respond to this urbanization trend in a manner that will help to reverse the threats and reap the benefits.

The Municipality's spatial concept aligns needs with capacity, jobs, social services and opportunity. It also recognizes the impact of population dynamics on the economic, ecological, settlements and infrastructure capacity. The SDP aims to align investment and settlement in a way that future expansions in economic investments and service infrastructure are guaranteed. It further seeks to ensure that future risks are mitigated to improve the prospects of a socially, economically and environmentally sustainable future. It projects to put up a complete, just and inclusive ecosystems, societies and economies, where all can participate without undermining the resources needed to sustain future generations. The Municipality spatial concept comes in four spatial strategies;

2.2.1 Identification of and Protection of Service Infrastructure

Identify and protect the foundations of municipal infrastructure network that includes sewerage lines, water provision lines, energy (electricity) provision lines, dump sites, markets, cemeteries, crematoria among other service infrastructure.

2.2.2 Accessibility to Services

Improve efficiency and capacity of the infrastructure systems to improve rural access to services and promote a more sustainable municipal space economy

2.2.3 Urban Planning

Urban planning is an important tool in promoting orderly development for socio-economic good. It directs the location of various land uses such as open spaces, roads, commercial centres, educational facilities and their distribution networks. Geographic Information System (GIS) plays an important role in mapping, planning and projecting the dynamics of the urban spaces. The plans are subject to revision from time to time to ensure that they are aligned to the environmental and social needs of the local population.

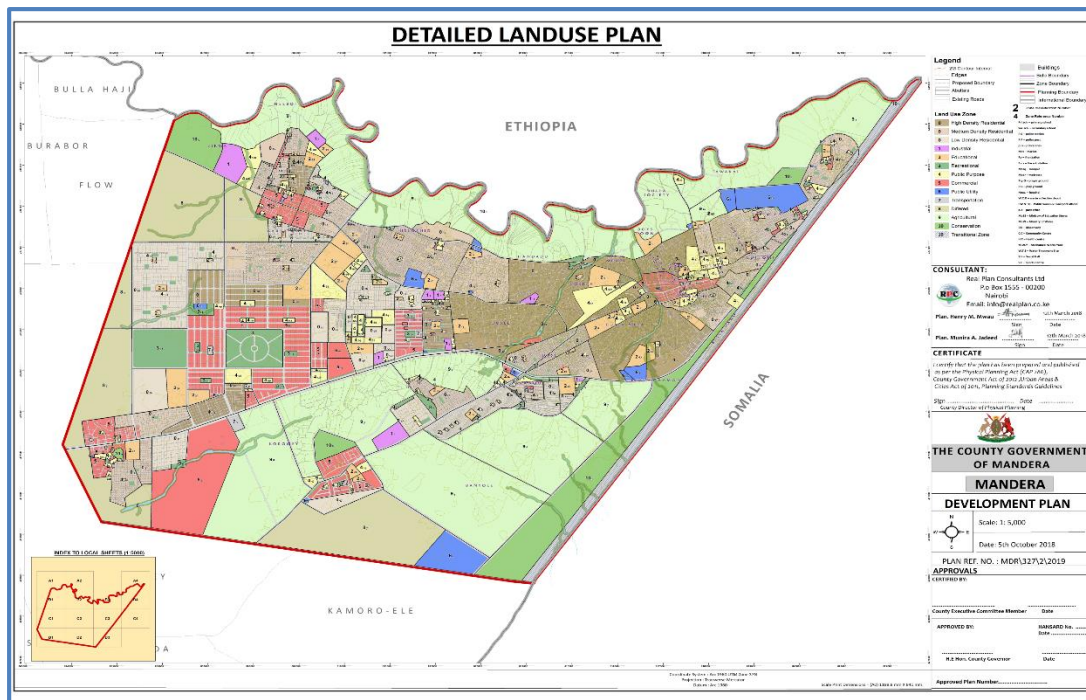


Figure 3: Manderla Integrated Urban Development Plan

2.2.4 Development Control

Development control involves managing or regulating the carrying out of any works on land relating to material change in the use of land or structures. The purpose is to ensure that operations on land conform to spatial development plans as well as policy guidelines, regulations and standards issued by the planning authority from time to time. It also ensures developments comply with physical planning standards. Specifically, development control seeks to promote the achievements of the following objectives:

- i. To ensure orderly physical development
- ii. To ensure orderly and planned building development, planning, design, construction, operation and maintenance.
- iii. To promote public participation in physical development decision-making
- iv. To ensure optimal land use
 - v. To ensure the proper execution and of approved physical development plans
- vi. To protect and conserve the environment
- vii. To ensure orderly physical development

The procedure for the development control involves presenting an application for development permission by a developer to the planning authority, consideration of the application and the granting of approval, deferment or rejection of the application. The development application may be presented by registered consultant on behalf of the developer in the prescribed manner.

The Municipality is however facing some challenges in enforcing development control due to inadequate staff such physical planners, compliance and environment officers. While the existing gaps are being bridged through seconding of staff, the Municipality will over time recruit more staff for efficient service delivery.

2.4.5 Urban Design

Urban design is the process of designing and shaping the physical features of cities and towns and planning for provision of municipal services to residents and visitors. It deals with larger scale issues such as infrastructure, streets, public spaces, neighborhoods and entire urban spaces. Generally, urban design is about making connections between people and spaces movement and urban form, nature and the built fabric.

Through design interventions, the IDeP provides social, political and spatial systems to produce a more equitable and innovative future.

2.2.6 Urban Renewal

Urban renewal is a program of land redevelopment used to address urban decay. It is therefore the process of clearing out blighted areas in the inner city so that an opportunity of higher class housing can be created and public spaces improved. Urban renewal is based on the following assumptions:

- i. The best way to help the poor is to give them more modern homes (as opposed, for example, to improving their existing houses or increasing employment opportunities)
- ii. There is no significant value to the existing homes or community networks that exist in lower-income neighborhoods
- iii. There is no harm to concentrating poor people geographically
- iv. Older buildings are bad and new buildings are good

It is based on the premise that inner cities play important role in offering access to employment and informal economies and reduced transport costs. Their renewal and (re)development should be prioritized, with a focus on providing affordable housing and improving not only public sector investments and management, but urban management as well to make the area safer.

The following processes are followed when an urban renewal plan is to is prepared and implementation effected:

- ♦ A conditions study for data collection – In these study boundaries of the urban renewal area is established.

- ♦ Creation of redevelopment plan after data analysis aims and objectives are established - the appointed members of the urban council integrated with relevant disciplines representatives.
- ♦ Citizen input – A participatory approach is appropriate to ensure that the public is aware of the renewal plan.

Mandera is an old town established during the colonial period. Some of the development in the old town were undertaken in the post-colonial period except with some few structures which were built by the colonialists. The old town is characterized by old buildings and informal settlements which creates impressions of old forgotten buildings. There are also undeveloped plots which the town authority needs to assess and enforce repossessing and reallocate to potential developers.

Mainstreaming of cross-cutting issues into the Municipality Spatial Planning process is important in order to achieve an integrated workable spatial development. The provision of mainstreaming of cross cutting issues in this guideline provides a platform for planners and other experts to put in place the minimum standards required in integrating pertinent thematic issues in the planning process. It ensures priority mainstreaming needs permeate decision-making culture and practices as well as corresponding identified policies and programmers to bring about improved livelihoods, increased economic security and environmental management.

The Municipality authority should retain responsibility for town regeneration and attracting private investment to declining inner areas. However, this must be accompanied by a clear programme for community renewal as well as centers of community life and settings for new economic opportunities.

2.3 Research and Development

The study of cities and urban areas has changed dramatically over time with the new frames of analysis being applied. Urban study programs expand beyond looking at the current and historical impacts of urban design to how it impacts the future interactions of the people. It looks at how to improve urban spaces through architecture, open spaces, the interactions of people, and different types of capital that forms a community. Urban Research tests new concept's application to the analysis of real problems. It aims to address the emerging challenges and practicalities of urbanism in the 'newer' generation and policy interventions.

Overall, four different themes influence research in the Municipality:

Spatial structure: It refers to the distribution of activities within a metropolitan area i.e. how the municipality is physically organized. Urban structure is characterized by dispersion, decentralization and multiple employment centres.

Processes that support spatial structure: It questions on how the Municipality infrastructure service is structured and its impact on the development. The task of conducting urban research requires addressing the risk of reinforcing the primacy of structures and experiences drawn from ‘model’ Municipalities. This contribution details the methodological and conceptual sensitivity to questions of urban comparative framework and delves into spatial ontology to remedy inadequate policy frameworks. Urban Research further integrates institutional and topological dynamics of an urban area and reflects on the challenges of exploiting the economic strengths and opportunities

Normative Analysis: It expresses the value judgement about whether a situation is desirable or not desirable. It actually constructs opinion on ‘what should be’ or ‘what ought to be’. The underlying objective is to drive opinions supported by facts to promote better Municipality urban planning methods. Urbanization presents unprecedented opportunities and profound challenges and hence the need for Urban Boards to adapt their institutional infrastructures, pedagogical practices and ways of operating.

Policy Implications: Urban areas are predominantly governed and serviced through policy instruments and techniques that are conducted in and through institutionally bounded political units. Through research, Municipality policy-making is globalized through keeping up with the depth and scale of on-going socio-spatial transformations. It enhances inculcation of best practices in creating and sustaining spontaneous, resilient and diverse communities in urban contexts. It opens on the convergence of global visions and local context on resource mobilization, engagement of marginalized communities and participatory formulation of spatial and strategic actions. This lends to austerity urbanism that prevents crisis policies and imposed urban restructuring processes.

2.3.1 Areas of Municipal Research

These are areas which require more focus in order to streamline urban functions and address existing challenges in the Municipality.

Land use

Urban Land use entails spatial organization of activities within an urban setup. Considering the spatial organization of activities within urban economics, it investigates the determinants of price of land and why those prices vary across space. The Urban land use also identifies land-use controls, such as zoning, and interpreting how such controls affect the urban economy.

Urban sociology and Economics

Urban sociology deals with the structure, environmental processes, changes and problems of an urban areas. Simply put, it is the study of urban areas and their role in the development of a society.

This research area uses statistical analysis, observation, social theory, interviews, and other methods to study a range of topics, including migration and demographic trends, economics, poverty, race relations and economic trends of the urban area.

Urban economics on the other hand addresses a wide variety of questions in relation to space and economic location of activities. It addresses three sets of questions;

1. Development of urban areas

- Why do cities exist and why do some grow more rapidly?
- How can local governments encourage such growth?

2. Patterns of development of metropolitan areas

- Why do some parts of metropolitan experience rapid growth than others?
- How do some farms and households decide to locate within given metropolitan areas?
- What determines the price of land and how do these prices vary across?

3. Spatial dimension of urban problems

- The third question focus on aspects of poverty, housing and suburban sprawl

The research in this area will attempt to address the social and economic challenges related to spatial patterns of development and the related problems such as poverty, housing and uncontrolled urban development.

Urban Sprawl

Urban sprawl or suburban sprawl mainly refers to the unrestricted growth in peri- urban areas of housing, commercial development, and roads over large expanses of land, with little concern for urban planning. It is caused in part by the need to accommodate rising urban population and more so by the desire for increased living space for residential amenities. From the face

value and in the short-term, urban sprawl is deemed to have advantages to the local economy through construction of dwellings, infrastructure and other amenities which create job opportunities. However, urban sprawl is associated with a number of long-term negative environmental outcomes such as increased energy use, pollution, traffic congestion, and diminishes community character. It further leads to destruction of wildlife habitat and fragmentation of remaining natural areas.

The research focus in this area will entail deep study in causes of the proliferation of urban centres to impacts and shortcomings of existing policies in urban planning and development control.

Urban Planning

Urban planning entails design and regulation of the uses of space that focus on the physical form, economic functions and social impact of the urban environment and the location of different activities within it. This research area in the Municipality include studies in areas of spatial planning for the improvement of development control. It involves data collection and analysis, forecasting, design, strategic thinking and public consultation.

Specifically, this research domain purposes to provide necessary planning data for healthy and safe living conditions, efficient transport and communication, adequate public facilities and aesthetic surroundings. It also outlines communities and highways as regional planning. Application of GIS technology is vital in this field of research especially in data collection, storage and manipulation.

Urban Environment

Urban environment refers to human settlement with a high population density and infrastructure of built environment. It's projected that by 2050, over 70% of the world's population growth will be in cities and towns of poor countries. Rapid, unplanned and unsustainable patterns of urban development is slowly but steadily exerting a lot of pressure on existing infrastructure and exposing urban set-ups to many environment and health hazards.

As urban population grow, research in the quality of urban environment will play an increasingly important role in public health with respect to issues ranging from solid waste disposal, provision of safe water and sanitation, to the interface between urban poverty, environment and health.

Unstable patterns of transport and urban land use are the drivers, or root cause, of a number of significant and interrelated environment and health hazards faced by urban dwellers. These health and environment linkages cut across a range of policy sectors and thus are often overlooked in policy making. They must therefore be a focus of urban research.

Rural-urban Continuum

Rural and urban areas complement each in production, trade, information flow and governance. They are further connected through flows of people, and natural and economic resources. Some of the challenges affecting the ability to strengthen the linkages between the two spaces include:

- ♦ Insufficient usage of the spatial planning instruments
- ♦ Poor infrastructure, particularly transportation and communication infrastructure
- ♦ Insecurity which hampers flow of goods and services between the two spaces
- ♦ Stagnation of the economies of most small- and medium-sized towns
- ♦ Weak partnerships between various institutions

It is imperative to point out that the solution to poverty in rural areas cannot be found in the rural economy alone and vice versa. Rural growth needs access to urban markets and vibrant non-farm sectors. Similarly, the growth of urban areas can be compromised by inadequate rural development.

The research in this area will therefore focus on how to;

- ♦ Link functional geographical areas through strategic and sectoral (e.g. industrial, infrastructure, agriculture) initiatives
- ♦ Create synergies between enterprises in urban and rural areas
- ♦ Develop value chains between various economic sectors
- ♦ Support the economic development of small towns and their precincts

Community Livelihoods and Resilience

Urban areas contain high concentrations of people, homes and other buildings, and infrastructure. Urban growth and development therefore generate and amplify risks, which have the potential to undermine efforts to transform urban areas and to create spaces of opportunity, investment and safety. Resilience provides a principal framework for reducing the risks and impact of natural and human-made crises and damage from disaster. In other words, it means being able to bounce back quickly and emerge stronger to a stable state. Investments in reducing disaster risks can largely protect both the population and the national resources from such losses.

In order to enhance community livelihoods and resilience, major areas of focus will include strengthening adaptive capacity to climate-related hazards and disasters, and to realize the opportunities associated with the rising incidence and costs of urban disasters. Development of infrastructure and support to vulnerable groups such as PWDs will also be at the centre of focus.

Risk Reduction and Management

Rapid urbanization as aforementioned has brought about different hindrances in our social, political and economic paths of life. Too many people in the cities have also led to a number of environmental risks. Some of the environmental challenges that have come up include;

Waste disposal problems- Too many people concentrated in an area contribute to more waste being released back to the environment. Locations where both solid and liquid waste can be disposed end up being very limited posing huge challenges.

Insufficient clean water availability- Clean water availability becomes a huge problem since there are too many people who are relying upon a water source.

Degradation of natural resources- human settlements and industrial development have expanded with little regard to environmental conservation. People do not care much about the natural environment leading to loss of beauty.

High levels of energy consumption- Energy consumption for electricity, transportation, cooking and heating are much higher in the urban centers.

Increased water pollution- Buildings are constructed in the urban centers to cater for the increasing population in these areas. Some of them lack ways to dispose liquid waste thus channeling in to the natural water resources.

Increased loss of highly productive Farmland-This may happen through sprawl of settlements into agricultural land. People in the urban centers on the other hand have a high consumption of foods than in the rural areas. This results to intensive use of fertilizers in the farms so as to provide for the ever demanding population. Too many emissions alter the climate

Awareness and capacity development for urban risk reduction

Urban interventions should be geared towards reducing the level of exposure of the population to potential risks. Urban development initiatives can be tailored to meet the needs of specific

population and target groups. These approaches can be integrated into almost all existing initiatives, whenever and wherever they take place. They can build on and support existing volunteer mobilization and peer-to-peer communications. The objective of awareness-raising activities is to familiarize communities with risk and interventions required prior to, during and following disasters.

In order to ensure that the capacity development for urban areas is sufficiently strong to be able to effectively engage in urban resilience building, it is important to ensure that the following elements are in place and institutionally supported;

- i. An understanding of the complexity of urban contexts and planning processes.
- ii. The ability to identify and engage with relevant urban stakeholders.
- iii. An analysis of existing legal and policy frameworks.
- iv. Strengthened communications and documentation of skills to better capture and learn from urban experiences.
- v. Regional information sharing of lessons learned and good practices.
- vi. Training and simulation exercises appropriate for cities.
- vii. Improved risk analysis skills and capacities.
- viii. Improved human resource skills including the recruitment of educated/skilled volunteers.
- ix. Increased fundraising capabilities
- x. Allocation of adequate resources to vulnerable areas

Poverty Reduction

Global debate on the role of urban development and poverty reduction has been on-going for years. The aim is to identify alternative pathways that address poverty reduction and promote sustainable development. Urbanization has been established as an accelerator of growth and development determining the spatial distribution of people and resources.

Goal 1 of the SDGs is to ‘End poverty in all its forms everywhere’. In order to achieve this, supporting policy frameworks are needed to control urban development processes for increased development gains and sustainability. Mandera Municipality IDeP is a policy document to guide the future growth and management of urban areas for economic prosperity. The emphasis is on poverty reduction as rural-urban migration continues to manifest itself in the face of unpredictable climate change.

Climate change

Climate change is expected to hit every region worldwide with developing countries bearing the brunt due to inadequate resources to tackle the challenges of climate change. Higher temperatures, changes in precipitation patterns, and more frequent weather related disasters pose risks for agriculture, food, and water supplies. At stake are recent gains in the fight against poverty, hunger and disease, and the lives and livelihood of billions of people in developing countries.

Community-driven development

The Constitution of Kenya and other related statutory laws give priority to community participation in project initiation and implementation. Community-driven development programs encourage villages, urban neighborhoods, or their household groups to manage their own development resources. It is a bottoms-up approach to development that seeks to give communities and local governments control over planning and investments eventually reducing waste and unnecessary conflicts.

Disaster risk management

Natural disasters such as climate change which results into unpredictable weather conditions push people into poverty and make the poor even poorer. After the disaster, nearly half of the population in those regions exists below the poverty line and depend on food aid. Cost-effective risk reduction programs, such as early warning systems, better building codes and emergency preparedness strategies are the best defiance against future disasters and for quick recovery.

Education

Education is a powerful tool for development and one of the strongest instruments for reducing poverty and improving health, gender equality, peace, and stability. There has been great progress in the last decade; many more children attend schools and girls' education has improved. Even when children complete school, they often do so without acquiring basic knowledge and skills. This can perpetuate the cycle of poverty, especially when labor markets demand a more skilled and agile work force than ever before.

Energy

Mandera Municipality is not connected to main electricity gridline but depend on fuel generators which serve the headquarters and some few urban centres. Notably, most people

within the municipality live without electricity thus hampering their ability to engage in productive ventures which are powered by reliable electricity supply.

Fuelwood, charcoal and paraffin are the most commonly used for cooking and heating. These have serious health implications, especially for women and children. However, it is important to note that the Municipality is endowed with high intensity of sunshine which can be sustainably tapped to support solar energy for local consumption at a lower cost.

2.4 Food Insecurity

2.4.1 Hunger and malnutrition

Goal 2 of the SDGs is aimed at ending hunger, achieve food security and improve nutrition and promote sustainable agriculture. Mandera County is not self-sufficient in food production and therefore rely on neighboring regions for the much needed supply. Most people live with hunger and malnourishment because they simply cannot reach adequate supply of nutritious food or cannot afford farming for local supply due to the prevailing unfavorable climatic conditions.

A population which suffer from food insecurity is often trapped in poverty and unable to make a full contribution to the social and economic development of their households and communities.

2.4.2 Environmental Degradation

Deforestation and land degradation have damaged ecosystems and are exacerbating climate change risks such as drought and floods. The pastoralist communities are the most affected as they lose several livestock from drought or flash floods. Further, massive destruction of vegetation has led to a reduction in the size of grazing land. These challenges contribute further to poverty.

2.4.3 Transport

Most poor people are the major victims of traffic accidents. More than 90 percent of traffic fatalities and accidents take place in low and middle-income people, Investments in transport infrastructure and services must take poor people and their travel patterns into account. When done right, investments in transport can stimulate economic growth and competitiveness and bring productive opportunities and jobs. Better roads and public transportation are key to breaking rural isolation and improving mobility and access to healthcare and other services.

2.4.4 Water and sanitation

Goal 6 of the SDGs is aimed at ensuring availability and sustainable management of water and sanitation for all. It takes cognizance of the fact that access to clean water and sanitation is one of the most cost-effective development interventions and critical for reducing poverty.

It is important for the Municipality to integrate Goal 6 of the SDGs in its respective water policies and plans. With clean water readily available, women no longer have to spend hours every day collecting water, agricultural production can increase, and the cost of services and goods go down.

2.4.5 Voice and Accountability

Enhancing government accountability through greater civic engagement and “voice” is the key to achieving sustainable poverty reduction and equitable development. The World Bank supports government reform efforts as well as the building of democratic public spheres where citizens can meet to freely discuss problems in society.

Table 3: Municipality poverty reduction strategy/action plan

Activities	Objectives	Target Groups	Outcomes
Enterprise and market development	To develop entrepreneurship skills and self-employment To increase number of sustainable businesses for the county	Small Medium Enterprises	Increased job opportunities
Formulate Climate change adaptation and resilience policies	To provide extension services to pastoralists To mitigate factors contributing to climate change Provide drought resistant breeds and crops	Youth and women Pastoralist communities Institutions e.g colleges	Improved food security Improved environmental conservation
Aids and grants	To increase access to affordable credit through Enterprise Development Fund	Business Community Vulnerable groups Youth and women groups	Ease of access to credit funds Improved living standards

	To expand support services for improved living standards		
Legislation	To formulate policy legislation to address poverty reduction	County Assembly County Executives Residents of Mandera Municipality	Reduced poverty
Youth and women empowerment	Enhance economic growth of women and youth in Mandera Municipality	Youth and Women Groups	Poverty reduction Improved livelihood

CHAPTER THREE: SECTORAL SITUATIONAL ANALYSIS

3.0 Introduction

This analysis serves as a useful tool for determining the level of provision of services. It examines the current situation of sectors such as education, health, transportation, recreation, energy, housing and environment among other sectors.

3.1 The Social Sector

This sub-section outlines the status of social facilities and services in Mandera Municipality. It focuses on educational facilities, healthcare services, places of worship, police services, post offices, and social (community) halls, with an emphasis on their distribution across the municipality.

3.1.1 Education, Skills, Literacy and Infrastructure

Education is a key element in promoting social, economic and political human development. It is one of the tools the government is employing towards achievement of Vision 2030 and UN convention goals on sustainable development on access to educational opportunities. Mandera Municipality is home to several public and private institutions. Education facilities in the Municipality are categorized as ECD schools, primary schools, secondary schools, tertiary education, and Technical and Vocational and Technical Training.

Pre-school education

Early Childhood and Development Education is one of the functions fully devolved, as provided under Schedule 4 of the Constitution, 2010. Mandera County Government has invested in the ECDE sector, which has 259 public ECDE centres with an enrolment of 34,341 children. The County Government has invested immensely in the pre-school institutions by employing 260 trained and untrained ECDE teachers. Located in Mandera Municipality is the ECDE training college which is fully operational and has enrolled both local and non-local students.

The municipality intends to further activate pre-school within its jurisdiction by providing the necessary infrastructure such as improved accessibility, clean water and waste management among other important infrastructure facilities.

Primary Education

Mandera Municipality is also a host to several primary schools. Despite the fact that primary education is not devolved, the County Government and therefore the municipality in its jurisdiction has interest in the sector since they also require vital various infrastructure services such as water and sanitation facilities.

The intervention by the municipality is a sure way of creating a conducive environment for both teachers and pupils. Currently, there are a huge shortfall in pupil enrolment as well as the number of teachers. The teacher, pupil ratio is, therefore, 1:90. The dropout rate is 6.6 per cent. The Primary Education in the county is 42.4 per cent (64.4% boys and 35.5% girls) compared to the national rate of 77.2 per cent (76.2 per cent males and 78.3 per cent females).

Secondary Education

The secondary schools within the municipality include Moi Girls' and Mandera Boys' secondary schools which are of national status. The secondary schools for the county stood at 5.2 per cent (7.6 per cent boys and 2.2 per cent girls) compared to the national rate of 24.0 per cent (22.2 per cent boys and 25.9 per cent girls). This indicates a shortfall even within the municipality where the schools are distantly located and the means of transport not well developed.

Tertiary institutions

The municipality is the hub of tertiary education in the County. Tertiary training institutions in the Municipality include Mandera Teachers Training College, Mandera Technical Training Institute and Mandera ECDE Training Centre. The Department of Vocational Education and Training is planning to operationalize the other two VTC. There are three private colleges namely Maarifa College (which offers different courses, such as computer packages, secretarial, and business studies), Frontier Training Institute and Border Point Teachers College. The development of a public university has been hatched and land measuring 47.7ha has been set aside for the construction. Further the construction of Medical Training College is on-going.

Challenges facing the Educational Sector

There are numerous challenges facing the education sector in Mandera municipality. The key challenge that is currently bedeviling the sector is inadequate teaching workforce. The teacher pupil-pupil ratio as aforementioned has been greatly compromised by the deteriorating

security in the county. The insecurity issue has led to mass exodus of non-local teaching staff who have been playing important role in public schools.

Lack of important infrastructure such as water supply and electricity is also a challenge in the institutions. Regular and reliable water supply is not guaranteed due to lack of piped water in the municipality. Most institutions rely on water vendors thus making the supply too costly especially during the dry season. Further, most institutions are not connected to electricity; an essential infrastructure in technology and innovations.

Poor accessibility and transport has also played a role in undermining the success of education sector in the municipality. Notably, most of the institutions are distantly located and the public transport sector is not well developed to ply the routes. The use of taxi cabs is the common means but is often very expensive to be used on a daily basis. Further, the existing roads are poor thus making it hard for use of motor vehicles.

Based on consultations held with stakeholders, the solution to the problem of inadequate teaching staff in public educational facilities lies in the training and employment of more local citizens to attain the recommended teacher/student ratio. The Municipality should also strive to ensure improved water supply and sanitation by connecting piped water and providing sanitation facilities to the institutions. The existing roads should be improved and the public transport sector reorganized to ensure efficiency in mobility.

The stakeholders pointed to a number of opportunities that could be harnessed to solve the problem. These included the availability of land on which to build more educational institutions, opportunity for expansion of existing institutions, willingness of children to attend school, and goodwill from development partners. Some of the actors who can be involved in solving the problems in the education sector include the Kenya government, Mandera municipality, development partners, residents and NGOs.

3.1.2 Health Facilities

A functional healthcare system is intrinsic in maintaining a healthy population for socio-economic development. A population who is overburdened by diseases is weary/lethargic and cannot actively participate in socio-economic development activities. The era of devolution has seen a tremendous improvement in the health sector in the county and therefore Mandera Municipality. The County has developed governance for health management in the county that has registered remarkable achievements including constructing, rehabilitating and equipping old and new health facilities. The following health infrastructure have been achieved.

- i. The district hospital has been upgraded to a referral hospital complete with all units for specialized services.
- ii. Hospitals have been upgraded from level three to level four
- iii. Primary health care facilities (health centers and dispensaries) increased
- iv. Housing units for health workers have been renovated to accommodate more health workers
- v. Additional staff have been recruited and deployed to various health facilities

Registered Traditional Herbalists and Medicinemen

There are no formally registered herbalist and medicinemen in Mandera County, but the County Government acknowledges their existence and that of traditional midwives. There is need to link the midwives with public health officials for purposes of enhancing access to healthcare information and safe deliveries in the municipality

Challenges Facing the Healthcare Sector

Like the education sector, the healthcare sector in Mandera Municipality suffers from inadequate public health personnel. This is evident through overcrowding in Referral Hospital; an indication that there is low doctor-patient ratio. The challenge of low staffing, like education sector, has been exacerbated by insecurity which has led to exit of some staff especially in rural areas while recruiting additional staff has not been fully achieved to fill the gap.

Poor access and transport has also made it difficult to realize full success of the health sector in the municipality. The existing roads especially in the municipality are in deplorable condition. This makes it difficult to access some of the health facilities especially in rural areas and more so during the rainy seasons. Poor accessibility and lack of a well-developed transport system make it difficult to respond to some emergency health needs.

The problem of inadequate health personnel can be addressed by creating a favourable environment to attract more medical personnel. This will include improving security, improvement of the existing healthcare facilities, and employment of more doctors so as to attain the recommended doctor-patient ratio. There is need for improved partnership with various organizations and institutions such as the national government, Non-Governmental Organizations, residents and international partners. Partnership initiative will boost funding in the health sector, sharing of information and general improvement of health infrastructure in the municipality.

3.1.3 Recreational Facilities

Recreation facilities in Mandera Municipality are not well developed. There are only two playgrounds (Moi stadium and Geneva Baraza ground) in the municipality which are well demarcated and operational. However, the high demand for recreational facilities has prompted the municipality to plan for more spaces for relaxing and games. The current ISUDP for Mandera town (see figure 3) has given provision for a central park and several playgrounds and open spaces. Other recreational facilities such as hotel and resorts have also been considered in the plan.

Challenges Facing Recreation Sector

The dominant challenge is one of lack of public recreational facilities especially in urban areas. This problem manifests itself in form of idleness in areas not zoned for recreation, children playing on road reserves or undeveloped private spaces and encroachment by private developers.

The problem can be tackled by establishing public recreational facilities in schools, building additional sports stadium and encouraging formation of sporting clubs. Further the development plan should be approved to facilitate demarcation of all recreational areas for purposes of operationalization.

Opportunities that could be harnessed to solve the problem of lack of public recreational facilities in Mandera Municipality include availability of land on which to develop public recreational facilities, youth who are talented in sports and the goodwill of stakeholders. The development of such facilities could involve actors such as the GoK, MCG, development partners, residents, and NGOs, who could mainly constitute sources of funding.

Table 4: Municipality social sector strategic/action plan

Problem	Strategy	Action/projects	Actor
Poor and inadequate infrastructure	Provision of quality infrastructure	Construction of modern infrastructure facilities (classrooms, staff housing and health units)	MCG, GoK, Development Partners
Inadequate staff	Improve human resource management (provide incentives/motivation)	Employment of more staff	GoK, MCG

	Improve security	Deployment of security personnel to insecurity prone areas	
Lack of public awareness and sensitization	Improve public awareness on importance of education, recreation and healthcare	Conduct mass public awareness through public barazas, local radio stations/mass media	MCG, Municipality
Poor marketing of cultural prospects	Promote sports, cultural and heritage activities Enhance cohesion within different groups and harness the diversity of people's values	Preservation of cultural and heritage areas Formation of youth and adult sport clubs Establishment of sports talent academies Construction of local archives for cultural artefacts	MCG, GoK

3.2 Economic Growth & Development

3.2.1 Sector Background

Economic systems of spatial localities of different scales or hierarchies are key to the survival of mankind in various ways. It provides the mechanisms or means through which people earn a living, and enhance their future economic security besides functional interaction at various scale levels. The functional interaction based on the flow of economic activities is either within spatial localities or between spatial localities. Industries and business groups, profits, growth and employment are highly appreciated while for institutions like the Mandera Municipality administration, improved incomes for its citizens, a vibrant expanding economic base is required for the Municipality to be able to get the required revenue for sustaining urban functions and creating an enabling environment for urban economic expansion.

Economic influences play a role in determining the configuration of land use activities in spatial localities. This section highlights the role of economic factors in the organization of land use activities, the provision of livelihoods both for residents and others beyond in addition to supporting the urban institutional function. This is done by flagging out the relevant policy areas of Vision 2030, the macroeconomic policy framework of the Country, the regional

resource base or economic base, the economic activities in the municipality, employment and growth potential, challenges and implications.

3.2.2 Economy of Mandera Municipality

Economic activities within the Municipality range from primary, secondary and tertiary. The primary economic activities practiced are agriculture, livestock keeping and mining. The primary economic activities especially livestock and agriculture is likely to shrink or phased out due to the expansion of the town. In addition, the economic activities and wealth of the Municipality is manifested in two forms, namely: flow of daily activities and capital wealth in form of investments in buildings and infrastructure.

The economic stability of the Municipality is also largely influenced by cross-border trade with the Republic of Somalia and Ethiopia. The spatial location of the municipality at the border of the two countries gives economic advantage over other areas in the region hence its success as a commercial hub in the region.

3.2.3 Principal Sources of Revenue

The revenue base is not well developed but the municipality management is on course to seal the loopholes in revenue streams.

Categories of Municipal Revenue.

- i. Intergovernmental Finance (Exchequer)
- ii. Own Source of Revenue (Taxes, Rates, Cess, Permit Fees)
- iii. Borrowing
- iv. Foreign and External Assistance (Donor Support)

3.2.4 Land revenue, Market Fees and other User Charges

The County Governments are empowered by Parliamentary Acts to levy in respect of each service it provides in order to raise revenue to cover the cost of providing services; presumably with a reasonable surplus remaining to finance activities such as maintenance and capital replacement costs as are necessary to sustain provision of the service. The mandate of revenue collection is further devolved to the municipality.

The users of Mandera Municipality services and facilities are expected to bear the full cost of the services or facilities they use through payment of a user charges categorized as: -

- i. Enclosed Market fees (handcraft market)

- ii. Development approvals fees.
- iii. Plot rent /land rates
- iv. Business licenses
- v. Solid waste collection and disposal fees
- vi. Motor vehicle / Motor bike parking fees
- vii. Informal open air market
- viii. Hawking along the roads and in public places in the town
- ix. Cess on transportation of livestock, hides and skins and quarry stones and sand.
- x. Livestock market and slaughter slabs fees
- xi. Motor vehicle parking fees

3.2.5 Economic Growth & Development

The economic sector in the municipality is vibrant and presents a long term growth prospects. However, the sector is faced with various challenges which hinder long term economic stability and sustainability.

Insecurity has more often than not interrupted cross-border as well as regional trade. Movements of goods and people have been adversely affected by frequent attacks from militias leading to closing of the borders with Somalia. This has further scared potential investors in various economic sectors thus slowing down the pace of economic development in the municipality.

Poor development of infrastructure due to marginalization has also played a significant role in slow pace of economic growth and development in the municipality. Before the era of devolution, infrastructure development in the county was very poor and the region suffered from lack of meaningful investment. Infrastructure development in the era of devolution is still at the infant stage with various infrastructure such as roads, markets, water supply electricity and communication network among others still under construction.

Policy guidelines are also not well developed to help enforce some measures such as revenue collection. The municipality has no valuation roll to guide collection of rates for various properties in different localities. This has led to loss of revenue essential for service provision, infrastructure development and maintenance of existing infrastructure.

Spatial planning plays critical roles in strategic location of economic activities such as commercial, industrial, transportation and residential areas among others. This is important in

attracting potential investors with important economic activities due to strategic spatial location of activities. However, lack of approved urban spatial plans have led to the compromised economic growth and development in urban centres in the municipality.

Lack of public awareness and sensitization on the importance of paying land rates/rent and development approval fees have led huge losses in revenue essential for service provision and development of infrastructure facilities.

Table 5: Municipality strategies/action plan for Economic Growth & Development

Problem	Strategy	Action/projects	Actor
Poor physical infrastructure e.g roads, markets, waste management system etc	Development and improvement of infrastructure facilities	Construction of modern markets sheds, Opening up and improving of roads and road networks Connection of piped water to residential, industrial and commercial premises Connect electricity to essential economic sectors	MCG, GoK, Development Partners Private investors
Lack of policy legislation	Enforce compliance	Preparation of valuation roll Preparation and ratification of municipal by-laws	MCG
Lack of public awareness and sensitization	Enhance public awareness on development approval and land rates/rent	Conduct mass public awareness through public barazas, local radio stations/mass media	MCG
Lack of spatial plans	Zoning plans for urban centres	Preparation of zoning plans	MCG
Insecurity	Enhance peaceful coexistence	Public awareness and sensitization on peace building Deployment of security personnel conflict prone areas Enhanced border patrol	

3.3 Environment

3.3.1 Background

Mandera town is expanding rapidly and a number of environmental challenges are evident. With an increase in population and infrastructure development Mandera town will play an important role as a principal commercial hub connecting Kenya to Ethiopia and Somalia. The need to address environmental problems and put in place measures to prevent future problems cannot be over-emphasized. Moreover, Mandera is located in a very unique and enviable geographical position in that it is located along the only river in the region (River Daua). There are also several seasonal rivers known as *lagah* which channel storm water from the rural and built-up areas into the river. The main environmental problems are:

- i. Encroachment of the Riparian
- ii. Dust storms
- iii. Ponding and flooding
- iv. Pollution
- v. Flooding of River Daua

3.3.2 Encroachment of the Riparian

Several sections River Daua of have been seriously encroached especially by agricultural activities. Clearing of riverine vegetation and crop farming is a common practice along or in the wetland areas. This could be caused due to low level of environmental awareness among the locals and no enforcement of the Laws governing protection of riparian reserves. Enshrined in Kenyan Legislation are laws to protect the land which is immediately adjacent to all wetlands such are River Daua and the *Laggahs*.

River Daua and the *laggahs* have in the recent past overflowed their banks and wreaked havoc to the surrounding farms and settlements. As a result, large crop farms and have been swept and several animals have lost their lives. This is an environmental and human problem which requires immediate and long lasting mitigation measures.

3.3.3 Dust Storms

Air pollution resulting from dust storms is normally experienced during the dry season. This is exacerbated by lack of vegetation cover in urban and rural areas where uncontrolled deforestation is rampant.

3.3.4 Flooding

Heavy rains leading to flooding from River Daua and majors laggahs as mentioned earlier are the major environmental threats in the municipality. Flash floods from paved surfaces are also common especially in Mandera town. The heavy rains and flooding have increased the risk of disease outbreaks such as cholera and diarrhea which are prevalent during flooding.

The rise in cases of flooding is attributed to environment damage such as encroachment to riparian reserves and uncontrolled deforestation. Further, poor infrastructure for flood control e.g the drainage systems are not well developed in the municipality.

3.3.5 Pollution

With expanding development and population, contamination of physical and biological environment is increasingly becoming evident. Environmental pollutants in the municipality can be categorized as follows;

Soil/land pollution

Organic/inorganic materials are the largest component of garbage generated by commercial, industrial and households. Much of this waste is non-hazardous but is a nuisance to the environment if not dumped in designated areas.

Water pollution

This type of pollution is common in rivers and is caused by uncontrolled dumping of solid waste which finally finds its way into the river during rainy season. Farming along the river banks also lead to massive erosion and siltation.

Air pollution

Even though the municipality has no major industries to cause air pollution, major sources include dust from quarry and motor vehicles. These are the main types of pollution threatening the physical and biological environment in the municipality

The following sector objectives were outlined to minimize environment challenges; Afforestation and promoting good farming practices

- i. Economic development and conservation of ecologically fragile areas
- ii. Civic education on environmental conservation and protection
- iii. Land use planning through legislation, adjudication, and enforcement
- iv. Sustainable utilization of natural resources

Table 6: Municipality Strategies/action plans for environmental protection

Problem	Strategy	Action/projects	Actor
Encroachment into ecologically fragile areas	Identification and demarcation of ecologically fragile areas	Formulation of policies to protect ecologically fragile areas Enforcement laws relating to protection of ecologically fragile areas Public sensitization on protection of riparian reserves	MCG
Poor disposal of solid and liquid waste	Encourage recycling of waste Develop municipal solid and liquid waste management systems	Construction and connection of premises to sewer line Construction of landfill Public sensitization on waste management Construction of storm water drainage channels	MCG Private partners
Pollution	Identification of environmental pollutants	Policy formulation on pollution control Public awareness on pollution prevention Roll out of proper solid and liquid waste management systems	MCG
Flooding	Identification of flood hotspots	Construction of drainage channels Protection of riparian reserves Construction of reservoirs for storm water control	MCG
Lack of development approvals	Approval of development proposals	Establish mechanisms for development approvals	MCG NEMA Private investors

3.4 Energy

Mandera Municipality is currently supplied by electricity from an isolated grid through a thermal power station located in Mandera town. The power station is run by Kenya Power and Lighting company on behalf of Ministry of Energy. The fuel is imported through the port of Mombasa and transported by road to Mandera. Considering the source of fuel and the delivery costs, the cost of generating electricity in Mandera Municipality is considerably high and it exceeds the normal tariff of retail consumer prices.

The power generation and supply in Mandera is therefore not a commercially a viable venture but a social responsibility initiative of the government. However, the County government is exploring the possibility of exploiting solar energy which is abundant as a supplement to the thermal energy.

3.5 Housing

3.5.1 Background

Housing is one of the Big Four Agenda projects that the national government is committed to execute before the year 2022. It directly relates to Kenya's Vision 2030 and entails construction of adequate, standardized and well-spaced houses with continuous supply of clean water, electricity and other essential infrastructure services. The underlying intention of the project is to provide affordable housing units to Kenyans.

It is important to point out that housing is the main consumer of urban land typically accounting for about 60% of the total space. However, uncontrolled rise in the cost of land and construction materials in urban centres coupled with lack of proper zoning plans have greatly jeopardized development of affordable housing. The challenge of high cost of land and construction materials has made low income earners to move into already congested slums where they can afford cheap houses. Well planned and decent housing for the resident population is key to the socio-economic development of any urban area.

3.5.2 Affordable Housing Development

Article 43 of the Constitution of Kenya 2010 stipulates that every Kenyan has a right to accessible and adequate housing and reasonable standards of sanitation. With the rapid population growth especially in urban centres, providing adequate and affordable housing is increasingly becoming a challenge. In order to overcome these challenges, the government targets to establish at least 500,000 housing units spread across the country by the year 2022.

There is a shortage of housing for all income groups in Mandera Municipality. The town is heavily dependent on privately developed housing which caters mainly for the low to middle income groups. The quality of housing provided varies from semi-permanent structures built of a mixture of temporary and permanent materials to good quality permanent materials (concrete products-blocks, tiles, iron sheets, steel products etc). The County government manages the few residential houses which were left by the defunct Mandera Town Council. These houses are mainly occupied by some of the government officers. However, adequate land has been identified in different location in Mandera Municipality for the construction of affordable housing units as part of the Big Four Agenda.

3.5.3 Zoning Regulations

Zoning is a legislative action for regulating the location and use of property on land within the jurisdiction of the concerned authority. It involves the separation of land uses in order to avoid mixed development that can cause harm to human life. It is the physical division of urban community into districts or zones for the purpose of regulating the use of land and buildings, height and bulk buildings, plot coverage and density population. The main purpose of zoning is therefore to direct and regulate development or redevelopment of a town in appropriate directions and ensure proper uses of land and buildings with a view to creating a healthy, efficient and stimulating living environment.

Mandera Municipality currently does not have strict land use zoning to guide development. Instead there is haphazard mixed use development. There is need for the Municipality to plan for specific residential zones and adhere to the zoning plans to prevent investors from setting up expensive houses in specific zones for low-income earners.

3.5.4 Land for Housing

The government does not own adequate land in urban centres to meet the housing project because most of the land is under private ownership. This trend makes it costly to acquire land for affordable housing. Some of the private land owners have the notion of holding land speculating for the prices to escalate before selling. The Government should come up with strict measures to regulate and control land holding which also lead to high cost of housing provision.

Table 7: Municipality strategy/action plan for housing sector

Problem	Strategy	Action/projects	Actor
Inadequate housing units	Provision of adequate and affordable housing units	Construction of affordable housing units	MCG GoK

		for low and middle income groups Training on Affordable Building Technology Incentives to private investors i.e subsidize cost of building materials for investors in low-income housing	Development partners Private investors
Lack of zoning plan	Zoning regulations	Finalization and implementation of zoning plans Strict enforcement of zoning regulations (development approvals) Securing public land from encroachment	MCG
Land hoarding	Regulate land prices	Enactment of land policy Enforcement of development regulations Incentives to private investors	MCG Private investors
Lack/inadequate of infrastructure	Development and improvement of infrastructure facilities	Construction and improvement of road network Site and service scheme	MCG GoK Private investors

3.6 Transport Sector

3.6.1 Background

Transportation is an important economic factor of production of goods and services. It therefore implies that goods and services cannot reach the population without a well-established transport sector and the mobility it provides. Because of its intensive use of infrastructure, the transport sector is an important component of the economy and a critical tool for development. Consequently, improving accessibility and easy movement of people and goods is one indicator of development.

However, transport system in Mandera County is not well developed due to decades of marginalization and insecurity. This is also exacerbated by its geographical location considering that it is over 1,200 kilometres away from the capital city of Nairobi, and over 1900 kilometres

from the main port of Mombasa. This makes the cost of transportation of goods and services prohibitive. Improving transport system will increase regional linkage with the neighbouring regions and therefore improve access to markets for products from neighboring countries, such as fresh produce, miraa and other factors of production. The result will be improved productivity, opening up of business opportunities, industrialization and a boost in incomes. It will also lead to a reduction in the cost of goods and services.

3.6.2 Public Transport System

Air transport

Mandera airstrip is located within the municipality and is well utilized. The airstrip is fully operational and receives an average of two flights daily. Air transport has played a significant role in enhancing economic activities in the municipality due to rapid transit of goods and people from other regions. Plans are underway to construct a larger airstrip since the existing one cannot accommodate large number of flights at the same time.

Water transport

Water transport is not pronounced but is used for movement of good and people Ethiopia and Kenya across river Daua.

Land transport

Land transport is the most commonly used mode of transport in the municipality. It involves use of Motorized and Non-Motorized Transport(NMT). The use of NMT include walking, cycling, donkey carts. There is predominance of non-motorized transport; many residents are pedestrians even when the travel distance is long.

The municipality has no formal public transport system within its jurisdiction. The Municipality is characterized by presence of *taxicabs*. The use of the famous *bodaboda* (uncoordinated informal public transport system by bicycles and motorcycles) is lacking in the municipality. The taxicabs are very expensive but the residents have no option.

The absence of formal transport system has brought about many taxis operating in the Municipality as main motorized vehicular public transport mode. This has made travel expensive/costly (through taxi hire) as there is no mass public transport system. This cost is prohibitive for most of the residents who predominantly travel on foot. Travel on foot has also been made difficult due to lack of pedestrian facilities and dusty environment.

3.6.3 Challenges facing the transport sector

- i. Lack of organized public transport system
- ii. Poor state of roads
- iii. Lack/poor state of pedestrian lanes
- iv. Lack of designated parking areas
- v. Encroachment to road reserves
- vi. Insecurity caused by armed militia
- vii. Lack of road signs

These challenges among others make mobility to the hinterland difficult

Table 8: Municipality strategy/action plan for transport sector

Problem	Strategy	Action/projects	Actor
Lack of public transport system	Adequate and efficient transportation infrastructure	Encourage private investors in public transport sector Purchase mass transit buses for town service Develop adequate road furniture e.g parking, shades	MCG GoK Development partners Private investors
Poor state of roads	Identify major road arteries for upgrading	Upgrade roads to bitumen standards Installation of road signs	MCG GoK
Lack/poor state of pedestrian lanes	Designate and upgrade roads Identify areas for pedestrian furniture Identify and promote use of NMT	Construction of road furniture e.g waiting bays/sheds Clear marking of zebra crossings in the CBD Installation of efficient NMT infrastructure	MCG Development partners
Lack of parking areas	Identify and designate parking lots	Construction of bus terminus	MCG Development partners

		Designation of parking lots in the CBD Enforcement of traffic rules (picking and dropping passengers)	
Encroachment on road reserves	Securing public utility land	Demarcation of road reserves Enforcement of building regulations Public sensitization and awareness	MCG Private investors
Insecurity	Enhance peaceful coexistence	Public awareness and sensitization on peace building Deployment of security personnel conflict prone areas Enhanced border patrol	MCG GoK Local citizens

CHAPTER FOUR: MUNICIPAL STRATEGIC DIRECTION

4.0 Municipal Vision and Mission Statement

4.1 Vision

A prosperous and people centred Municipality in Kenya.

4.2 Municipal Mission Statement

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

4.3 Core values

Professionalism, resilience, inclusiveness, collaboration, innovation and accountability.

4.4 Strategic Priorities

Table 9:Strategic Priorities

PRIORITY AREA	STRATEGIC STATEMENT	TARGET
Solid and liquid waste management	Efficient management and disposal of solid and liquid waste	<ul style="list-style-type: none">-Establish and designate strategic waste collection points-Develop mechanism of separating solid waste for recycling-Establish a liquid waste treatment plan
Storm water management	Adequately manage storm water in the municipality	<ul style="list-style-type: none">-Design and construct open storm water drainage systemReinforcement of seasonal river banks
Adequate and clean water supply	Reliable supply of clean water in the municipality	<ul style="list-style-type: none">-Connect piped water to all villages in the municipality-Treatment of all water sources
Spatial planning	Control and manage development in the municipality	<ul style="list-style-type: none">-Review of municipal boundary-Preparation of spatial plan for the Municipality and other urban centres

Digitization of development application	Establish electronic system for development applications	Develop a digital platform for development application and approval
Upgrading of informal settlements	Achieve livable settlements with adequate infrastructure facilities	<ul style="list-style-type: none"> -Prepare spatial plans for all informal settlements in the municipality -Provide adequate infrastructure services to informal settlements -Enforce development controls and regulations
Transport system management	Establish efficient transport system in the municipality	<ul style="list-style-type: none"> -Identify and demarcate areas for special transport infrastructure e.g bus stops and car parks -Promote NMT by providing essential infrastructure -Upgrade roads to bitumen standards Street naming and coding
Adequate recreational facilities	Provide adequate spaces for recreation	<ul style="list-style-type: none"> -Identify and demarcate areas for recreation -Beautification/greening of all public spaces
Decent and affordable housing	Provide adequate, decent and affordable housing to all	<ul style="list-style-type: none"> -Construction of low cost housing -Training of local artisans on ABT
Institutionalize management of Municipality	Establish a fully operational management system	<ul style="list-style-type: none"> -Employ staff to fill existing departmental gaps -Equip all offices with adequate furniture and office equipment

4.5 Programmes/Projects

Table 10: Performance Indicators

Programme/sub-programme	Key output	Key performance indicators	Planned Target					Budget
			Year 1	Year 2	Year 3	Year 4	Year 5	
Solid and liquid waste management	Clean urban environment with a reduction in diseases associated with poor hygiene.	No. of skips purchased	4	4	4	3		40M
		No. of waste collection points established in each urban centre	10	10	10	10	10	20M
		1-point dumping site identified and operationalized			1			15M
Storm water management	Reduced volume of surface run-off	% decrease in storm water problems	20%	20%	30%	30%		50M
Adequate and clean water supply	Reduced cases of waterborne diseases	% of citizens connected to piped water			30%	30%	40%	120M
Spatial planning	Orderly development and development control	No. of urban centres planned		1	1	1	1	80M

Electronic development application	Efficiency in service delivery and record management	Electronic system operationalized				1		20M
Upgrading of informal settlements	Livable environment with adequate Urban infrastructure	No. of informal settlements upgraded			1	1	1	120M
Upgrading urban roads and transport system management	Improved access and mobility a	Distance (km) of urban roads upgraded to bitumen standards		30	30	30	30	500M
Adequate recreational facilities	Improved access to recreational facilities	No. of recreational facilities demarcated	10	10	10	10	10	30M
Decent and affordable housing	Affordable and decent housing units for the county staff	No. of housing units constructed			10	10	10	50M
Institutionalize management of Municipality	Effective service delivery and urban management	No. of staff employed			10	15	20	3.5M
Installation of street Lights in urban centres	Improved security and business	No. of urban centres with street lights No. of street lights installed	1	1	1	1	1	45M

CHAPTER FIVE: INSTITUTIONAL FRAMEWORK

5.0 Introduction

The function of the Municipality is well stipulated in the County Governments Act, 2012 and Urban Areas and Cities (Amendment) Act 2019. The institutional framework provides a link with the County Government and national government relevant departments in the implementation of Municipal functions as contained in the Integrated Development Plan.

5.1 Municipal Organogram

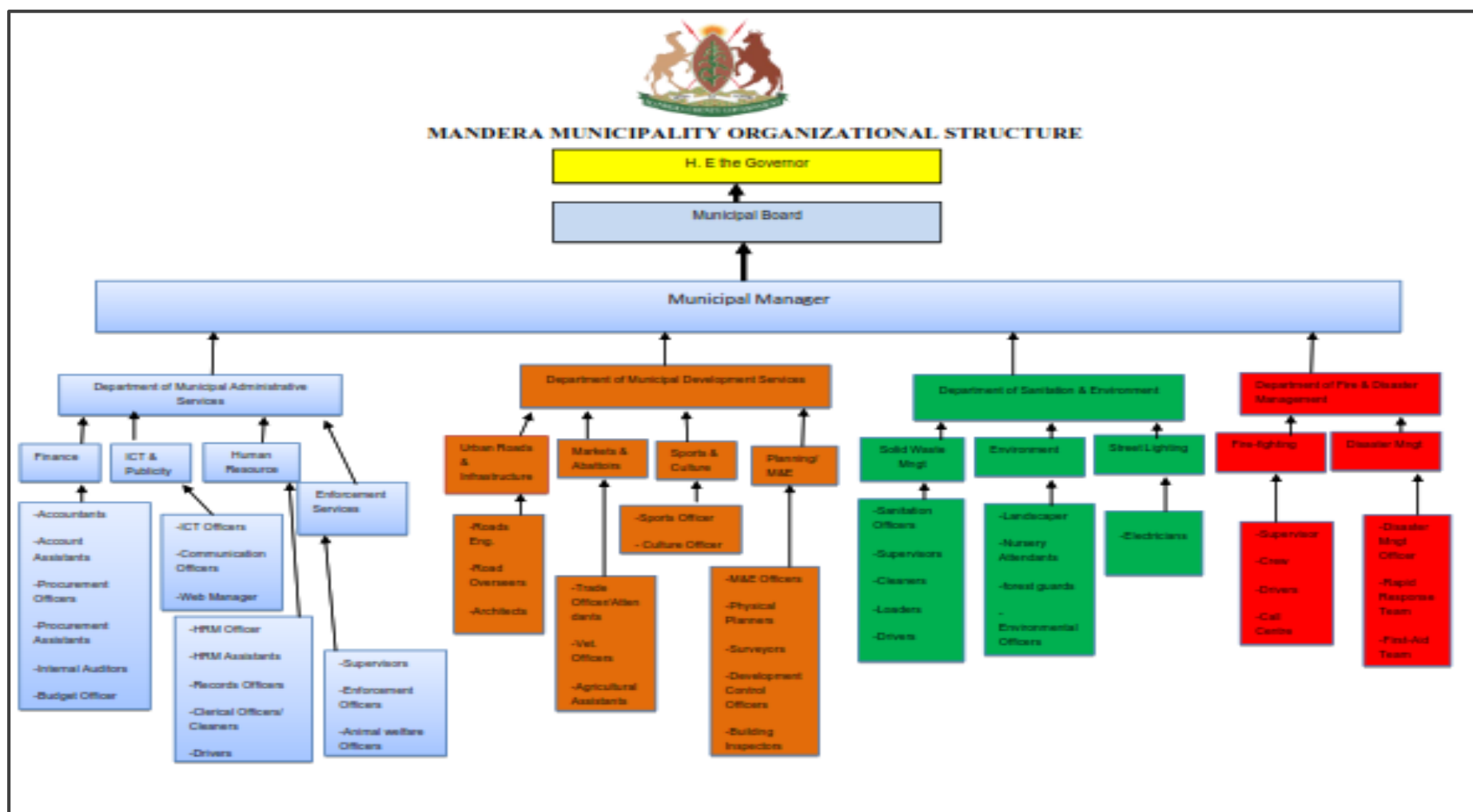


Figure 4:Municipal organogram

5.2 Staff Establishment

Table 12: Staff Establishment

S/No	Position	Number	Remark
1.	Municipal Manager	1	Employed
2.	Social Officer	1	Seconded
3.	Public Health Officer	1	Seconded
4.	Environment Officer	1	Seconded
5.	Urban Planner	1	Seconded
6.	Municipal Engineer	1	Seconded
7.	Land surveyor	1	Seconded
8.	Finance	1	Seconded
9.	Procurement Officer	1	Seconded
10.	Enforcement officers	5	Employed
Total		10	

5.3 Administration and Human Resource

5.3.1 Staff Rationalization Policy

Staff rationalization policy dictates that the Municipality shall employ and retain only employees who are qualified and productive. The optimum number and cadre of employees shall be determined by the Municipal Board in consultation with the County Public Service Board.

5.3.2 Capacity Building

The Municipal will set aside funds for staff training and development. The Municipality needs to develop a training policy for the staff in effort to improve management capacity.

5.4 County Executive

5.4.1 Governor

The role and functions of a County Governor are significant in the county government set-up. Article 1 of the Constitution delegates the sovereign power of the people to the County Governments as state organs. The roles of the governor are stipulated in the County Government Act 2012 as follows;

- Provide leadership in the county's governance and development
- Provide leadership in the county executive committee and administration based on the county policy and plans
- Promote democracy, good governance, unity and cohesion;
- Promote peace and order within the county
- Promote the competitiveness of the county. Accountable for the management and use of county resources
- Promoting and facilitate citizen participation in the development of policies and plans, and delivery of services.

5.4.2 County Secretary

The County Secretary is the head of the County Public Service. He is responsible for arranging the business, and keeping the minutes of the county executive committee subject to the directions of the executive committee; convey the decisions of the county executive committee to the appropriate persons or authorities and perform any other functions as directed by the county executive committee.

5.4.3 County Executive Committee Member for Lands, Housing, Physical Planning and Urban Development

The County Executive Committee Member(CECM) for Lands, Housing, Physical Planning and Urban Development is appointed by the Governor and approved by the County Assembly. The CECM is a member of the board of the Municipality with the responsibility of supervising the administration and delivery of services in the municipality.

5.4.4 County Public Service Board

The County Public Service Board (CPSB) on behalf of the County government is charged with establishing and abolishing offices in the County public service and appointing persons to hold or act in offices of the County public service. The Board also confirms appointments,

exercise disciplinary control over, and remove persons holding or acting in those offices, facilitate the development of coherent integrated human resource planning and budgeting for personnel emoluments and advise the human resource management and development.

5.4.5 County Assembly

The County Assembly is the legislative arm of the County government. It is composed of the Members of County Assembly (MCAs) both elected and nominated, the Speaker and the Clerk as an ex Official. The function of the County Assembly includes: Vetting and approving nominees for appointment to County public offices; Approving the budget and expenditure of the County government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220 (2) of the Constitution, guided by Articles 201 and 203 of the Constitution; approve the borrowing by the County government in accordance with Article 212 of the Constitution; Approve County development planning; and perform any other role as may be set out under the Constitution or legislation.

5.4.6 National Government

The National Government Coordination Act, 2013, provides for the County government in collaboration with the national government shall work together to synergize efforts to achieve its vision and implement development priorities. It gives a framework at the national, county and decentralized units to ensure access to essential national government services in all parts of the of the country

5.4.7 The Municipal Board

The Municipal Board comprises of nine members appointed by the Governor with the approval of the County Assembly as per section 14 of the Urban Areas and Cities (Amendment) Act 2019. The Board Members are charged with running the affairs of the Municipality.

5.4.8 Municipal Staff

Municipal staff are civil servants, seconded from various departments within the county. The Civil Servants work under the Municipal Board in different departments within the Municipality and implement the Municipal Integrated Development Plan (IDeP), County Integrated Development Plan (CIDP), The Municipal Urban Area Investment Plan and other development policies and plans.

5.4.9 Stakeholders

Partnership engagements is key in identifying existing gaps and achieving the overall Socio-economic development of the resident population. The Public Benefit Organizations, both development and implementing partners are important in contributing towards setting of development objectives, implementation of activities /programmes, Monitoring and Evaluation measures. Stakeholders working within the Municipality include: County and National governments and Agencies, World Bank, Islamic Relief Red Cross Society, Business community, Equity and KCB Banks (private sector) etc.

CHAPTER SIX: MONITORING AND EVALUATION

6.0 Introduction

Monitoring and Evaluation is an important tool for checking the progress and gauging the effectiveness of programmes and project activities. Monitoring and evaluation of the IDeP seek to achieve the following;

6.1 Rationale for Monitoring and Evaluation

Facilitate Informed Decision-making: This will provide valuable insights into how the programmes are being implemented, the extent to which it is serving the intended beneficiaries, its strengths and weaknesses, its cost-effectiveness and potentially productive directions for the future.

Assess Value for Money: This will entail measuring and judging the impact of the programmes in relation to the planned outputs, outcomes and impacts.

Accountability: Programmes' planning accountability will entail an effort to meet the diverse information interests and expectations of all those who have a stake in the sector – the citizens.

Learning Process: This will seek to maximize on citizens' participation. This evaluation will be a community centered assessment of the extent of citizens' participation, and what is the effect of the programme on the citizens.

6.2 Data collection, Analysis, and Reporting

Data collection and analysis will be guided by programmes. The Municipal annual work plans will be the basis for outlining the achievements, challenges and way forward.

6.3 Framework for Monitoring and Evaluation

Before inception of any project, a baseline survey will be done to enable evidence based planning. Project proposals and plans for the projects identified will, against activities, clearly indicate the hierarchy of results from objectives, activities, outcomes, inputs, objectively verifiable indicators, and means of verification to key assumptions of the project.

6.3 Ex-ante Evaluation.

At the beginning of every project, an evaluation will be done to assess whether the objectives are clear to justify the use of funds in the prioritized projects. Monitoring and Evaluation Personnel in collaboration and consultation with other project coordinating team within the

Municipality will undertake baseline surveys and feasibility studies, and findings documented to justify projects.

6.4 Ongoing Evaluation

The Economist will be responsible for monitoring and evaluation, and will be mandated with continuous compiling and reporting on the performance of all the Municipality projects to assess the Programme /project relevance or if there are changes that will influence its relevance.

6.5 Annual Projects / Programmes Reports

The outcomes of all projects implemented within a financial year will be compiled as Municipality annual projects/programmes report. The annual reports will among other issues document the resource use and value for money, impacts to the beneficiaries, challenges experienced and lessons to be instituted during the subsequent project implementations.

6.6 CONCLUSION

The IDeP is the primary driver of urban development and informs investments in transport, human settlements and urban infrastructure. It ensures coherent development that enables access to services and opportunities, promotes inclusive economic growth, and results in inclusive, integrated and resilient cities.

Mandera County is rapidly urbanizing hence the need to develop a policy framework to guide the growth and management of urban areas in a way that catalyses socio-economic development. The preparation of the IDeP is central in putting measures for better aligning the existing interventions and identifying further areas that enhance integrated urban development. Mandera Municipality is diverse and the IDeP must be interpreted and pursued in differentiated, locally relevant ways. Mandera Town for example, has large population and diverse economies, whereas small and medium centres like Khalalio have smaller populations and limited economic activities.

The IDeP provides key principles and policy levers premised on creating rural urban linkage for equitable growth and development by reducing travel costs and distances; improving public transport and the coordination between transport modes; improving water supply and sanitation; developing low-cost housing; environmental conservation and creating more job opportunities.

The strategies/action plan areas are premised on an understanding that integrated urban planning forms the basis for achieving integrated urban development, which follows a specific sequence of policy actions. These strategies trigger economic diversification and inclusion, and the creation of empowered communities, which, in turn, will demand deep governance and financial accountability. The strategies address the structural drivers that promote the status quo and bring the different sectors and works towards creating compact, connected and coordinated urban centres. Furthermore, the identified priorities should strengthen rural-urban linkages, promote urban resilience, create safe urban spaces and ensure that the needs of the most vulnerable groups are addressed.

The IDeP with this regard calls for productive and inclusive growth to reduce inequality and for the development of people's skills and capabilities. This means seizing the potential of new economies through technological innovation, investing in social capital and public services, and supporting informal economies. Inclusive economic development is essential to creating jobs, generating higher incomes and creating viable communities.

