

Mandera Municipality Diagnostics Report

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This report was developed by

ATKINS

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Abbreviations and Acronyms

ASAL	Arid and Semi-Arid Lands
CBD	Central Business District
CBO	Community-based organisation
CFSP	County Fiscal Development Plan
CGoK	Central Government of Kenya
CIDP	County Integrated Development Plan
CIP	Capital Investment Plan
CECM	County Executive Committee Member
DNO	Do No Harm
DMP	Disaster Management Plan
ECDE	Early Childhood and Development Education
FCDC	Frontier Counties Development Council
FCDO	Foreign Commonwealth and Development Office
FGDs	Focus Group Discussions
GBV	Gender Based Violence
GCP	Gross County Product
GDP	Gross Domestic Product
FGM	Female Genital Mutilation'
GeSI	Gender and Social Inclusion
GVA	Gross Value Added
HQ	Headquarter
IDeP	Municipality Integrated Development Plan
IGAD	Intergovernmental Authority on Development
ISUDP	Integrated Strategic Urban Plan
ISWMS	Integrated Solid Waste Management Strategy
KAA	Kenya Airports Authority
KeBS	Kenya Bureau of Standards
KeNHA	Kenya National Highways Authority
KETRACO	Kenya Electricity Transmission Company
KES	Kenyan Shilling
KIHBS	Kenya Integrated Household Budget Survey
KII	Key Informant Interview
KMTC	Kenya Medical Training College
KOM	Kick off Meeting
KNBS	Kenya National Bureau of Statistics
KURA	Kenya Urban Roads Authority
MANWASCO	Mandera Water and Sewerage Company
MSEs	Medium and Small Enterprises
MSW	Municipal Solid Waste

NACC	National AIDs Control Council
NASA	U.S. National Aeronautics and Space Administration
NCPWD	National Council for Persons with Disability
NEMA	National Environment Management Authority
NETIP	North Eastern Transport Improvements Projects
NGOs	Non-Government Organisations
NMT	Non-motorised transport
NSP	National Spatial Plan
NUDP	National Urban Development Policy
MOH	Ministry of Health
PlwHIV/AIDs	Persons living with HIV/AIDs
PWD	People Living with Disabilities
PTA	Parent Teacher Association
PSG	Project Steering Group
PVs	Photovoltaics
RCP	Representative Concentration Pathway
REREC	Rural Electrification and Renewable Energy Corporation (previously known as Kenya Rural Electrification Authority)
SAPAD	Strategies for Agro-Pastoralists Development
SDG	Sustainable Development Goals
SIG	Special Interest Group
SWOT	Strengths, weaknesses, opportunities, and threats
SUED	Sustainable Urban Economic Development
TTI	Technical Training Institute
TTC	Teachers Training College
UN	United Nations
UEP	Urban Economic Plan
UACA	Urban Areas and Cities Act
UNICEF	United Nations International Children's Emergency Fund
UNFPA	United Nations Population Fund
VCT	Voluntary Counselling and Testing
WHO	World Health Organisation
YAPAD	Young Africans for Peace And Development

Executive Summary

Introduction

As part of its mission to promote prosperity and peace, build resilience and eradicate extreme poverty, the UK's Foreign, Commonwealth and Development Office (FCDO) designed the Sustainable Urban Economic Development Programme to support market driven growth in secondary towns in Kenya.

The Sustainable Urban Economic Development Programme (SUED) aims to develop Urban Economic Plans for each of the selected municipalities. The Urban Economic Plans will identify and prioritise bankable projects that involve the private sector and provide guidance to help create the right conditions for these emerging towns to grow in a way that is both inclusive and sustainable.

The Diagnostic Report is a part of the Urban Economic Planning process. Its purpose is to assess the current position of the economy and state of the environment and infrastructure in Mandera Municipality, alongside the local, national and international development context, before the consideration of emerging economic growth opportunities. It has set a comprehensive baseline of current demographic conditions in Mandera Municipality.

Planning Context

Mandera Municipality is the administrative capital of Mandera County and located at the North-Eastern corner of the County, and Country, bordering Ethiopia in the North and Somalia to the North-East. Mandera Municipality is defined by Khalalio, Mandera Town ship and Neboi wards.

Figure 0 -1 – Location Mandera Municipality



Source: Atkins

Mandera County shares a long history of political and economic marginalisation and discrimination as well as State violence against the culturally and ethnically Somali population with the neighbouring counties Wajir and Garissa. Still today, the region is largely under-developed with high poverty levels and low economic outputs.

Mandera County forms part of the Frontier Counties Development Council (FCDC) - an umbrella for Kenya's Arid and Semi-Arid Lands (ASALS).

Kenya's devolution recognises the importance of municipalities like Mandera Municipality as urban growth centres to provide services and facilities. The Municipality therefore plays a critical role as provider of public services such as basic infrastructure, health and education. The main source of livelihoods and type of land use in Mandera is agriculture with a focus on livestock farming. Residential development is therefore concentrated in the urban areas of Mandera Town and a number of small informal settlements along River Daua.

The vision for Mandera in the ISUDP is *"To be a well-inclusive and safe town that safeguards its resources and promotes investments with adequate facilities for a prosperous population"* by the year 2035. To achieve this ambitious vision, the overall growth strategy for Mandera Municipality is defined in the ISUDP with a geographic focus on the Planning Area. It describes the broad pattern and extent of urban growth in the Municipality while considering the protection of environmental assets. The direction of growth of the town is planned to take place along three main corridors of B9 (A9) Road, B8 (Arabia) Road and Neeboi Road promoting transit-oriented development and connecting smaller urban and trading centres.

Socio-Economic and Development Context

Mandera County was the only County in Kenya to experience a population decline between the 2009 and 2019 census. Population in the County has declined significantly, where recent Al Shabaab violence has driven away many people. However, the Municipality experienced population growth and has an estimated population of roughly 138,000, reflecting growth of 3% per annum from the 2009 Census population estimate of 108,000. The Municipality has a high population density, with most population concentrated in Mandera Town. One of the drivers of this high population density is the significant rural to urban migration as residents are gradually moving away from agro-pastoralism activities for other job opportunities in the urban areas.

Historical repressive state policies linked to crackdown on insecurity in the region, starting with fight against the insurgent SHIFTA group in the 1960s resulted in political and economic marginalisation of the North East region. Roughly 70% of residents in the FCDC Economic Bloc live in poverty (compared to 58% national average) and have poor access to basic services. Socio-economic indicators fall significantly below the national average. As well as historical injustices the Economic Bloc faces considerable trials going forward such as frequent droughts which threaten the viability of livestock, the main source of food and income for nearly all of the FCDCs population. Conflict in the neighbouring countries has also had a sizable impact on the economy, labour force and wellbeing of Mandera's residents.

Mandera's economy, like the Economic Bloc's, is dominated by subsistence based agricultural activity, despite its challenging climate, arid land and limited water supply. Mandera County is however relatively diversified compared to other counties in the economic bloc, where it has significant activity in the Service sector (51% of total GCP in Mandera) and the Public Service sector (23% of total GCP in Mandera). Mandera Municipality is a trade hub for the economic bloc, and across the County there are multiple trading and retail centres. Northern Kenya has seen a rise in commerce and other business opportunities, with an expanding business community that has a strong but variable stake in peace and conflict.

Developing Mandera into a socially inclusive Municipality will require key stakeholders to consistently make decisions that promote non-discrimination. As part of the Gender and Social Inclusion (GeSI) Assessment, Special Interest Groups identified include PWDs, youth, women and PlwHIV/AIDs who will need to be fully involved in the life of the UEP process and broader SUED Programme. The assessment established that these groups are excluded in decision making, a phenomenon that often leads to other forms of exclusion; with PWDs and PlwHIV/AIDs facing stigma due to their conditions. Inclusion interventions will apply an integrated approach that covers social, spatial, and economic dimensions as defined in section 5.2.

Environmental Context and Climate Change Risk Profile

The Municipality area has low-lying rocky hills located on plains that rise gradually to 280 meters above sea level and it is part of the lower-midlands (agro-ecological zone). Environmental degradation is a key concern across the County, including encroachment into Malkamari National Park due to overgrazing, residential developments and soil degradation due to unregulated quarrying.

Major climate change risk factors include increasing temperatures, decreasing annual precipitation, and changes in the onset and cessation of both rainy seasons. It is predicted that rainfall will continue to be highly variable, and drought events are likely to increase in severity. Similarly, rainfall is predicted to increase and be much heavier when it does occur, with rainfall in the Ethiopian highlands increasing the flood risk in the town from the River Daua.

Infrastructure Context

Mandera Municipality's infrastructure has been assessed and evaluated in terms of its current provision and state (see Chapter 7), in order to identify strengths and critical gaps. The assessments also reviewed proposed or planned projects by central and municipal government and identified potential opportunities on how to respond to the infrastructure challenges. Overall, to meet projected demand, the Municipality will need to upgrade existing infrastructure and commit to new projects to support economic growth and development. Key infrastructure gaps identified are:

- Current daily water supply is 720m³, while daily water demand is 5,500m³.
- Only 6% of the municipal area is served by piped water (remainder uses boreholes and wells),
- No sewer system or treatment works in the Municipality with people using pit latrines,
- Need for irrigation to support agriculture,
- Open dumpsite at Border Point 1 is almost full and does not have a NEMA license,
- There is very little recycling and no facilities to do so, with most households burning or burying their waste,
- Road accessibility is a key challenge to and within the Municipality,
- Flooding of roads during rainy season and insecurity (conflict) make travelling difficult,
- NMT is the dominant mode share (90%),
- Border crossing to Ethiopia across River Daua by rafts is not appropriate for cross-border trade,
- Demand for energy is outstripping supply and electricity costs are high,
- 70%-80% of households in the Municipality are connected to power,
- Mandera is not part of the KETRACO transmission network and is not serviced by KPLC main networks, but the County has its own mini-grid operated by diesel generators,
- For cooking, people predominantly still use firewood, charcoal and paraffin.

Key Sectors and SWOT Analysis

The economic, social, infrastructure and environmental baseline presented in this report has been evaluated to identify strengths, weaknesses, opportunities and threats for Mandera's UEP. This analysis has considered the economic planning context, socio-economic profile and the infrastructure and environmental assessment elements of the diagnostic process. This SWOT analysis has been presented for the Municipality's key sectors, identified as part of this report, taking guidance from existing documents along with research, analysis and consultation. These key sectors are:

- Agriculture and livestock,
- Trade and Commerce,
- Public Sector and Services.

Whilst the SWOT analysis has been undertaken for each of the identified key sectors separately, there are some themes that appear common to all sectors. These include:

Strengths

- Mandera Municipality is the main urban centre in the region with a strategic location close to the border with Ethiopia and Somalia, which makes it a suitable location for cross-border trade as well as a service hub in the region.
- River Daua is the main source of water in the Municipality for agriculture, households and businesses.
- Municipality and County level plans and frameworks are in place to guide urban as well as sector development.
- Strong political will/ leadership for urban and sector development in Mandera Municipality including stakeholder engagement.

Weaknesses

- The conflict and insecurity context of the Municipality has adverse impacts on lives and livelihoods, business and trade, social inclusion, and urban growth.

- The border closures due to insecurity and COVID-19 with both Somalia and Ethiopia puts businesses and traders under pressure.
- Severe infrastructure gaps across water, solid waste, energy, and transport sectors as well as insufficient market and irrigation infrastructure.
- Lack of access to finance to grow businesses and expand agricultural activities.
- Poor current institutional set-up at municipal level with respect to capacity as well as budget and resources dedicated to infrastructure development, which makes any improvement of the current infrastructure and service provision challenging.
- Lack of inclusive infrastructure for PWDs.

Opportunities

- Designation as administrative centre of the County can become a pull factor for migration and investment.
- Availability and designation of land, including land use planning and development policy for infrastructure development in Mandera Municipality will help to close identified gaps.
- Investment by national government and international donors in Mandera Municipality and County will help to close infrastructure gaps.

Threats

- Economic development as well as infrastructure development has the potential to exacerbate the conflict and insecurity situation as it may change the status quo of resource and land distribution,
- Risk of increasing existing conflict lines through urbanisation where benefits are not shared equitably across the population (risk of social-spatial segregation)
- High risk of flooding and droughts as well as extreme temperature with potentially high adverse effects on all sectors due to a lack of resilient infrastructure and emergency preparedness.
- Risk of environmental pollution and degradation through quarrying activities, insufficient waste collection/management and sanitation infrastructure,
- Inadequate capacity in the Municipality for implementing and managing the urban development plans.

Next steps

Based on the Diagnostics Report, the purpose of the next phase – the UEP Technical Briefing Paper - will be to identify and prioritise potential value chain opportunities and climate resilient infrastructure projects that optimise Municipality's growth potential and support sustainable urban development. These emerging projects will be developed considering climate resilient and social inclusion priorities and will be presented at the UEP Technical Briefing Paper DR and Visioning stakeholder workshop.

Following receipt of feedback from stakeholders during the workshop the finalised list of economic opportunities and climate resilient infrastructure interventions will form the backbone of the Final Urban Economic Plan (UEP)

1. Introduction

This section provides an overview of the Programme's context along with a description of the purpose of the Diagnostic Report in respect of the Programme's goals and objectives.

1.1. Programme Context

As part of its mission to promote prosperity and peace, build resilience and eradicate extreme poverty, the UK's Foreign, Commonwealth and Development Office (FCDO), designed the Sustainable Urban Economic Development Programme (SUED) to support market driven growth in secondary towns and cities in Kenya. Supporting these smaller centres (compared to Nairobi and Mombasa) provides an environment to create economic opportunities and job creation in a way that balances growth across the country, to develop economic sectors that can contribute towards increasing the national output, and to provide an incentive for minimising uncontrolled migration.

Within this context, SUED aims to develop Urban Economic Plans (UEPs) for each of the selected municipalities. The UEPs will identify and prioritise bankable projects that involve the private sector and provide technical assistance to help create the right conditions for these emerging towns to grow in a way that is both inclusive and sustainable.

The Urban Economic Plan (UEP) for Mandera Municipality aims to:

- Identify sectoral activities and actions with the highest economic growth potential to increase prosperity within Mandera Municipality;
- Establish a high-level development framework to provide a cohesive plan of prioritised climate resilient infrastructure projects for potential investment to support economic growth; and
- Identify inclusive value chain opportunities and climate resilient infrastructure projects for potential investment to work as anchors for wider economic development.

The UEP will be an advisory document which complements the existing Municipality County Integrated Development Plan 2018-22 (CIDP), the Integrated Development Plan 2019-24 (IDeP), and the Integrated Strategic Urban Development Plan 2015-35 (ISUDP). In doing so, it will provide a focused economic strategy for the Municipal Board and Municipal Departments to support economic development within the Municipality.

The UEP will prioritise value chain and climate-resilient infrastructure projects that can support those economic sectors with the greatest potential for employment generation. Drawing on international best practice, it will also introduce an integrated multidiscipline approach to planning for economic growth and support capacity building from an early stage.

Within the UEP the identified projects will be developed as pilots (early wins) and will be considered further by the investment attraction experts (as part of the next phase of the SUED Programme) for seed grant funding. These projects will also provide a template for the Municipal Boards to engage with other investors/developers in terms of other proposed projects they may wish to engage in beyond the SUED programme.

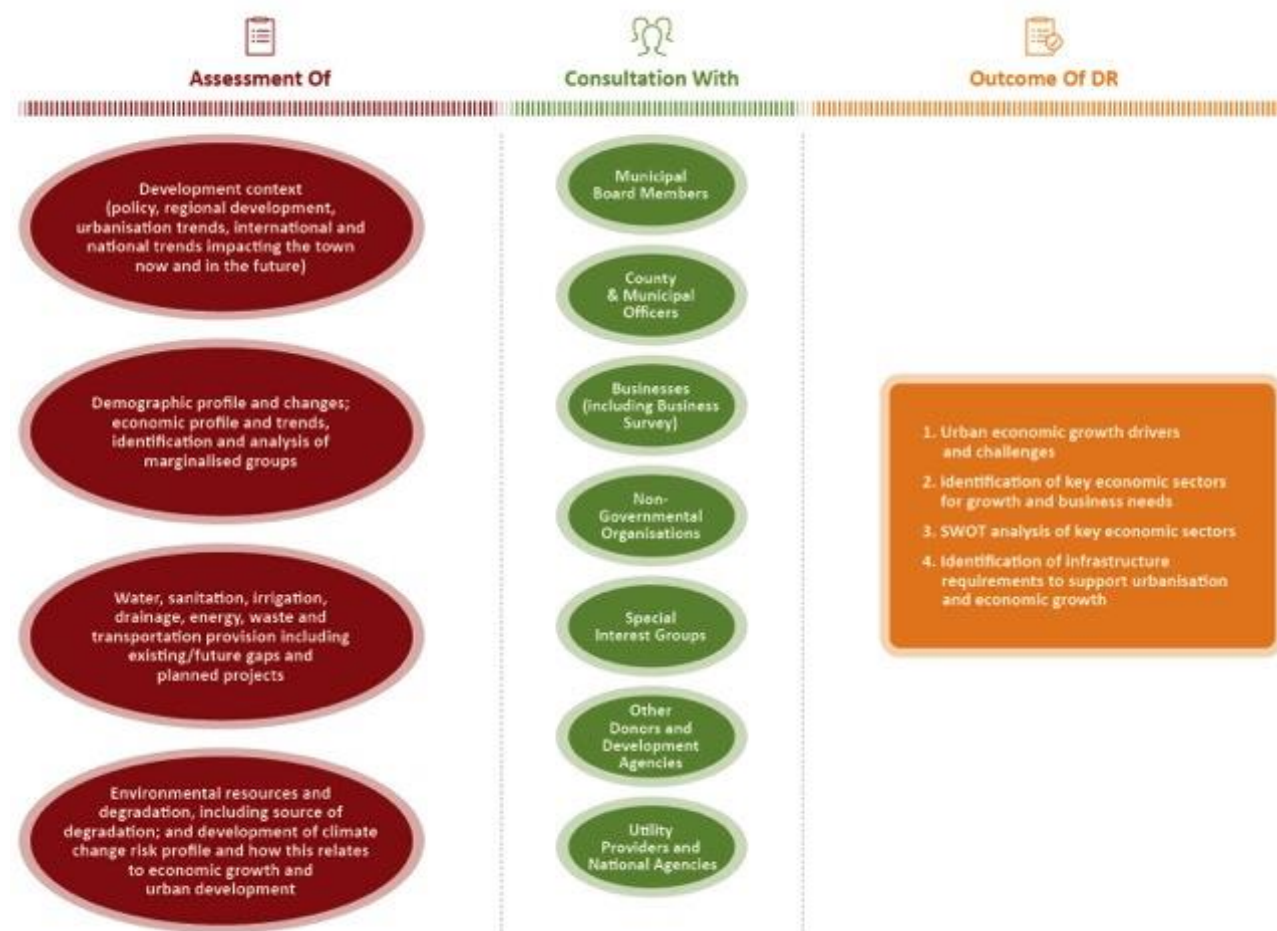
The preparation of the UEP comprises three main stages:

- **Stage 1** – Kick off Meeting and preparation of the Diagnostics Report (current report).
- **Stage 2** – UEP Technical Briefing Paper identifying, assessing and prioritising economic growth opportunities and climate resilient infrastructure projects and their requirements.
- **Stage 3** – Development of the Final UEP, which sets out in detail economic opportunities and actions and the climate resilient infrastructure projects for implementation as noted above.

1.2. Purpose of this report

This report was prepared by WS Atkins International Limited (Atkins SUED Team) following the completion of the Mandera Municipality Kick off Meeting (KOM) on 10 December 2020 where initial information on the Municipality was gathered through a workshop with over 30 stakeholders. The purpose of the report is to assess the current position of the economy and state of infrastructure, alongside the national and international context, before the consideration of emerging economic growth and climate resilient infrastructure opportunities. This report aligns to the diagnostic phase centred in Figure 1 -1.

Figure 1 -1 - UEP Diagnostic Phase



Source: Atkins

Mandera Municipality's socio-economic, development, environmental and infrastructure context has been assessed in detail and evaluated to identify strengths, weaknesses, opportunities and threats (SWOT) for the Municipality's key economic growth sectors. The SWOT analysis was co-produced by the Atkins SUEP Team and the Project Steering Group (PSG) in a joint meeting on 09/10 March 2021 in Nairobi. The aim of the SWOT analysis is to support the identification of a long list of opportunities for value chain promotion and economic development as well as climate resilient infrastructure projects to support development, which will be further, developed and assessed in the next phase of the project – the UEP Technical Briefing Paper.

1.3. Methodology

1.3.1. Diagnostic Report approach

This report has been developed with comprehensive consideration of local and national strategies along with a sectoral-based research review of Mandera Municipality's economic base to enable a wide-ranging assessment. This included development of an understanding of the recent and future trends at a local, national and international level, as well as the planning, policy and development context. It also assessed the historic and current local economic baseline and sectoral specialisations, its demographic and social landscape, and its natural resource and infrastructure basis.

The diagnostic report has been developed to enable a comprehensive SWOT analysis to be undertaken for Mandera Municipality, setting out the challenges and drivers for growth to inform the next phase in developing the UEP.

The key sources of information include the following:

- SUEP Project Management Team, *Mandera PEA Report* (2019)
- Mandera CIDP 2013 – 2017,

- Mandera CIDP 2018-2022,
- Mandera Municipality IDeP 2019-2024,
- Mandera Municipality ISUDP 2015-2035,
- National Irrigation Board, Draft Irrigation Development Masterplan 2014,
- Mandera County Government, Integrated Solid Waste Management 2018,
- KPLC, Distribution Masterplan Study Final Report Volume 1 April 2013,
- Haider, H. *Conflict analysis of North Eastern Kenya*. K4D Emerging Issues Report 36. Brighton, UK: Institute of Development Studies. (2020),
- NCIC, *Voices of the People: Challenges to Peace in Mandera County* (2017),
- CGIAR, *Mandera County Climate Risk Profile* (2018),
- Labour Market Assessment in The Cross-Border Area Between Kenya, Ethiopia And Somalia, (2018).
- World Bank, Inclusive Cities Approach Paper (2015),
- National Gender and Equality Commission, Status of Equality and Inclusion in Kenya (2016),
- A war that hurts twice; Community Perspectives on Security in Mandera County, SafeWorld (2020),
- KNBS, *Kenya Population and Housing Census: Volume I* (2019),
- KNBS, *Census: Population distribution by political unit 1A*, (2009),
- European Union Emergency Trust Fund For Stability, Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia, (2016),
- KNBS, *Exploring Kenya's Inequality Report* (2014),
- World Bank, *Social Economic Blueprint For The Frontier Counties Development Council (FCDC) 2018-2030*.

1.3.2. Consultation approach

A critical process in developing the diagnostics report has been stakeholder engagement including:

- PSG meetings;
- Stakeholder workshops;
- Virtual Consultations with technical experts,
- Site visits and local meetings;
- Focus group discussions on social inclusion issues; and
- Business consultations.

The KOM workshop was used to gather initial feedback from stakeholders on the state of the environment, economy, and infrastructure as well as social inclusion issues in Mandera Municipality. The workshop presented the project and process and collated information from over 30 stakeholders in terms of key characteristics, strengths and challenges within the Municipality (captured in the Section 5 of Mandera Inception Report). Stakeholders included the Municipal Board, Municipality and County officers, private sector, civil society groups and non-government organisations and representatives from Special Interest Groups. The information gathered from this workshop is incorporated within this report.

Primary data collection for the Social Inclusion Assessment and the Business Consultation was conducted by RACIDA¹. Their local expertise, presence in Mandera and experience delivering surveys within the local community in Mandera meant they were very well placed to facilitate the businesses consultations and focus group discussions.

¹ RACIDA is a regional non-profit organisation headquartered in Kenya and with country programmes in Ethiopia, Somalia, and South Sudan. RACIDA's mandate is to provide human assistance, build resilience and promote peace and security.

The Mandera Social Inclusion Assessment involved primary research, covering interviews with key project informants and four focus group discussions, which together resulted in the identification of socially excluded groups and the development of recommendations. RACIDA facilitated four Focus Group Discussion with representatives of the Special Interest Groups identified for Mandera (Women, PWDs, Youth and Persons living with HIV/AIDS). This is presented in Section 4.2.

A business consultation was undertaken to capture information on Municipality's businesses, how they operate and their views on future growth opportunities and constraints. In total, 50 businesses were consulted reflecting Mandera Municipality's main sectors and covered key employers as well as community groups. RACIDA managed the data collection and trained 5 local enumerators to collect data from local businesses using the [KoBo Toolbox](#) – an online tool that supports data collection, management and analysis. The analysis of the consultation is presented in Section 4.4.

Site visits have been undertaken to support understanding of local planning context, the environment and infrastructure provision. In addition, the team met with various key stakeholders to collate the information further. Key stakeholders are summarised in Appendix J.

1.3.3. Conflict Sensitivity Approach

Mandera County and Municipality have suffered from conflict and insecurity over the past decades. For the development of the Mandera UEP, we therefore adopt a conflict sensitivity approach. The Stabilisation Unit, a cross-government unit of the UK government governed through the National Security Council that supports states affected by conflict, defines conflict sensitivity as follows:

***“Conflict Sensitivity** is acting with the understanding that any initiative conducted in a conflict-affected environment will interact with that conflict and thus influence this conflict positively or negatively.”²*

The SUED's programme's primary objective of supporting urban and economic growth in emerging Municipalities in Kenya is not conflict related. The SUED programme does not explicitly work *on* conflict. In the case of Mandera, however, the programme works *in* a conflict context. Working *around* conflict, where actors seek to avoid the negative impacts of conflict on programming by choosing to focus their efforts in areas of peace; or engage in 'one-size-fits-all' interventions in environments that are vulnerable to conflict, is seen as counter-productive in achieving long-term positive impacts.³

The conflict sensitivity approach for the development of the UEP is based on the Do No Harm Principle as a minimum standard of conflict sensitivity. To ensure that the proposals developed as part of the UEP will do no harm, we will:

- **Understand the context of conflict and insecurity in Mandera:** A desk-based conflict analysis covering conflict context, causes, actors and dynamics was conducted as part of the diagnostics phase. The findings are presented in section 3.
- **Understand the interactions between SUED and this context:** During the PSG meeting on 09/10 March 2021, conflict issues in relation to each of the SUED themes were identified covering infrastructure (water & sanitation, waste management, energy and transport) and key economic sectors (markets & trade, public sector & services). A conflict mapping exercise was undertaken by the PSG to develop an understanding of how conflict and insecurity manifests spatially in Mandera Municipality which will inform the planning and urban design elements of the UEP.
- **Act upon this understanding in the development of the UEP** in order to limit negative effects and maximize positive effects: Based on the information gathered through document review and PSG consultation an initial list of questions will be developed that need to be considered when developing and prioritizing proposals in the next stage of the UEP process. The initial list of questions is presented in section 9. This list of questions is a life document that will be updated throughout the process as new information becomes available. Ultimately, it will function as a checklist to assess proposals against and help priorities those VCs and infrastructure proposals that will be presented in the UEP.

1.3.4. Data limitations

The main limitations with the data used in this report are:

² Stabilisation Unit (2016) Conflict Tools and Guidance

³ GSDRC & UKAID (2014) Conflict Sensitivity: Topic Guide.

Lack of formal documentation

For part of this analysis, for example the development context and the business surveys, interviews and conversations with local experts were the most important source of information. While this information is useful to get an understanding of the current situation and gaps, it is difficult to validate this data.

Limited face to face engagement and site visits

Due to the on-going COVID-19 restrictions as well as the current security situation in Mandera, face-to-face meetings as well as site visits for the wider SUED team were limited. These meetings and visits are normally useful to set data and documents reviewed into context. The PSG meeting in Nairobi on 09/10 March helped to close this data gap.

GIS and spatial data

While there was ample of spatial information and maps in the key planning documents (CIDP, IDeP, ISUDP), GIS data on the down was unavailable at the time of writing the report, which limited the spatial analysis of this report in terms of its level of detail.

Spatial data for the scale of the Municipality

In terms of spatial data, the ISUDP provides in-depth information about the planning area which is the main urbanised area in Mandera Municipality and covers Mandera Town. However, beyond this area, the understanding about land use patterns and key sites is less detailed. Gaps have been addressed partly during the PSG workshop in Nairobi on 09/10 March 2021.

1.4. Structure of this report

Following this introduction, the report is structured as follows:

- Section 2 provides the **wider development context** for the development of the UEP outlining relevant international and national trends, the SUED principles and resultant evaluation criteria to help prioritise proposed interventions.
- Section 3 provides an overview of the **conflict analysis** for Mandera Municipality covering conflict profile, causes, actors and dynamics. On this basis an approach for conflict sensitivity of the UEP is developed.
- Section 4 provides the **Municipality's planning and development context** setting out the policy framework, study area, and the Mandera Municipality's development context.
- Section 5 provides the **socio-economic and development profile** for Mandera Municipality. The demographic profile, considering population trends and social characteristics, and the economic profile, covering the labour market and key sectors, are presented alongside the consultation exercises of the Social Inclusion Assessment and Business Interviews.
- Section 6 sets out the **climate change risk profile and environmental context**, where the environmental baseline is set out alongside the climate exposure rating.
- Section 7 sets out the **infrastructure assessment** covering current and proposed provision and gaps across water, waste, energy and transport.
- Section 8 presents the **SWOT analysis**, covering the strengths, weaknesses, opportunities and threats according to Mandera Municipality's key sectors and as informed by the previous sections.
- Section 9 sets out the **conclusions** highlighting key drivers and barriers of growth moving forward, and the next steps for the project.

The report is supported by **a series of appendices**, in which:

Appendix A: provides further detail on the Conflict Analysis.

Appendix B: provides further detail on the Policy Framework.

Appendix C: provides further detail on the Social Inclusion Study.

Appendix D: provides the Business Interview template.

Appendix E: List of stakeholders

2. Wider Development Context

This section sets out the wider Development context for the UEP including:

- Four key global trends that impact urban development and that underline the rationale for the SUED project. These are Population Growth and Urbanisation, Resource Depletion and Climate Change as well as potential impacts arising from the 4th Industrial Revolution.
- In order to address these global trends comprehensively, SUED is based on four interconnected key principles: Sustainability, Social Inclusion, Resilience and Resource efficiency.

To make the principles operational for the SUED programme, they were translated into a list of evaluation criteria as a tool to assess emerging projects. According to stakeholder ranking, Climate Resilience (Does the project address the risk of vulnerable groups exposed to climate change?) and Economic Growth (Does the project support key economic sectors and create sustainable employment?) are most important in Mandera.

This section provides the basis and context for the diagnostics assessment and development of the UEP. The section starts with setting out key international and national trends that are likely to influence Mandera Municipality's growth trajectory and presents the SUED principles. The section concludes by translating these principles into evaluation criteria that will serve as an operational tool throughout the project for the subsequent analysis and assessment of emerging projects. During the KOM, participants had the chance to rank the list of evaluation criteria according to how relevant each of them is to local context. The scores help form an initial understanding of priority principles in Mandera Municipality.

2.1. Global Trends

This section provides an overview of key global trends relevant to the SUED programme's rationale, as outlined in Section 1.1, and shows how they manifest in the programme's context of Kenya. These trends and their potential impacts at the local scale of Mandera Municipality need to be considered during the development of the UEP. The socio-economic profiling (Section 4) and the climate change, environmental and infrastructure context (Section 5 and 6) recognise the relevance of these trends and incorporates them into the diagnostic analysis for Mandera Municipality.

2.1.1. Population Growth and Urbanisation

Birth rates and life expectancy are rising rapidly, with the population of sub-Saharan Africa projected to double by 2050⁴. In keeping with this trend, the population of Kenya was 40.9 million in 2009⁵, with projections indicating that the population would reach 53.7 million in 2020 and 66.5 million in 2030. This represents annualised growth rates of 2.5% for 2009-20, and a slower rate beyond 2020 of 1.8% per annum ^{6 7}.

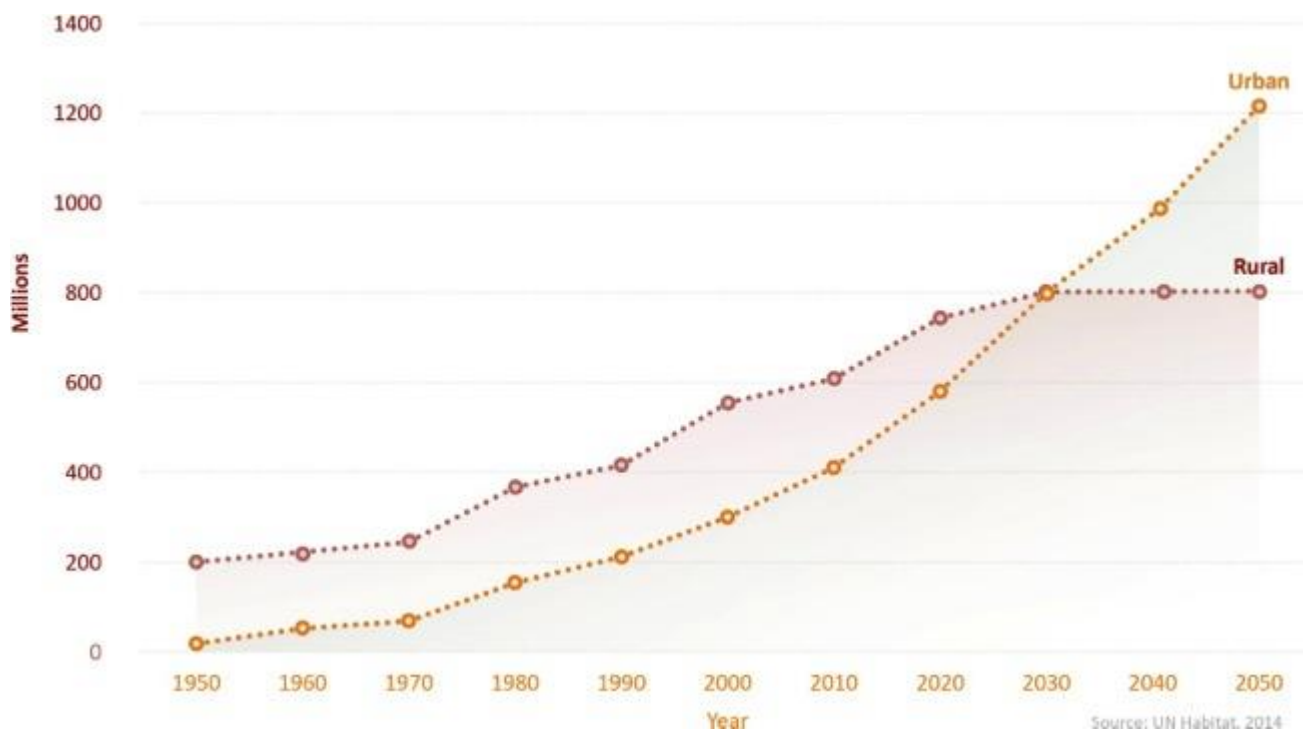
⁴ United Nations (UN), *World Population Prospects* (2019)

⁵ Kenyan National Council for Population and Development (NCAPD), *Kenya Population Situation Analysis* (2013)

⁶ World Bank Data Bank, population estimates and projections database (2019) [Accessed 29/01/2020 Available at: <https://population.un.org/wpp/DataQuery/> (Accessed: 28/01/2020)]

⁷ Projections vary slightly, however the tendency of rapid population growth is common across reports. The Kenya Economic Survey provides an update whereby the 2017 population was estimated to be 46.6 million. This recent growth is slightly below the census projections, reflecting 2.4% and 2.9% from 2009 and 2013 respectively, though Kenya remains on course to move beyond 50 million people in 2020. Furthermore, projections using an annual growth of 2.2% determine a 2050 population of 100.9million, as provided in the latest Migration in Kenya report.

Figure 2-1 – African Population 1950 -2050 (million)



Source: UN Habitat, 2014

More than half of the world's population already lives in cities and this is expected to reach 75% by 2050. In line with this, more than 50% of the population of Africa will be living in cities by 2030 and over 60% by 2050⁸. Similarly, the percentage of urban population in Kenya was 31% in 2010, an increase from 19% in 2000, as stated in the 1999 and 2009 National Census.⁹

Figure 2-2 – Urban population across Kenya, 2009

Source: KNBS, 2009 Kenya Population and Housing Census, Analytical Report on Urbanization (2012)

Cities occupy only 2% of the earth's land area yet account for 78% of energy consumption, produce more than 60% of greenhouse gas emissions, and 70% of total global waste ¹⁰. In contrary, whilst occupying such a small portion of land, cities produce more than 70% of global GDP. Indeed, while urbanisation creates significant opportunities for social and economic development, as well as more sustainable living, it also puts additional pressure on resources and environmental assets such as water, air and forests that support the needs of their inhabitants. The growth of cities also increases pressure on infrastructure, particularly energy. At the same time, cities are increasingly impacted by the environmental risks that they have contributed to.

Cities are never independent entities. Pressures on resources often go beyond the boundaries of the urban area, posing risks to natural support systems within wider catchments – often encompassing rural areas. For example, risks to water and/or food supply systems within the urban hinterlands can endanger cities' abilities to deliver basic services and affordable food to their residents. It is therefore imperative that solutions go beyond city boundaries to understand and address risks on a wider scale.

2.1.2. Resource Depletion

Growing population, particularly in urban areas, results in rising agricultural and industrial activity. Consequently, resource depletion is increasing, as resources are consumed faster than they can be replaced. For instance, water security is expected to rise up the public agenda. Increased water consumption and pollution making water unusable, coupled with climate change altering the timing and reliability of rains and increasing severity of drought events, can have a devastating impact on water resources in many African

⁸ UN Department of Economics and Social Affairs, *World Urbanization Prospects (Revised)* (2014)

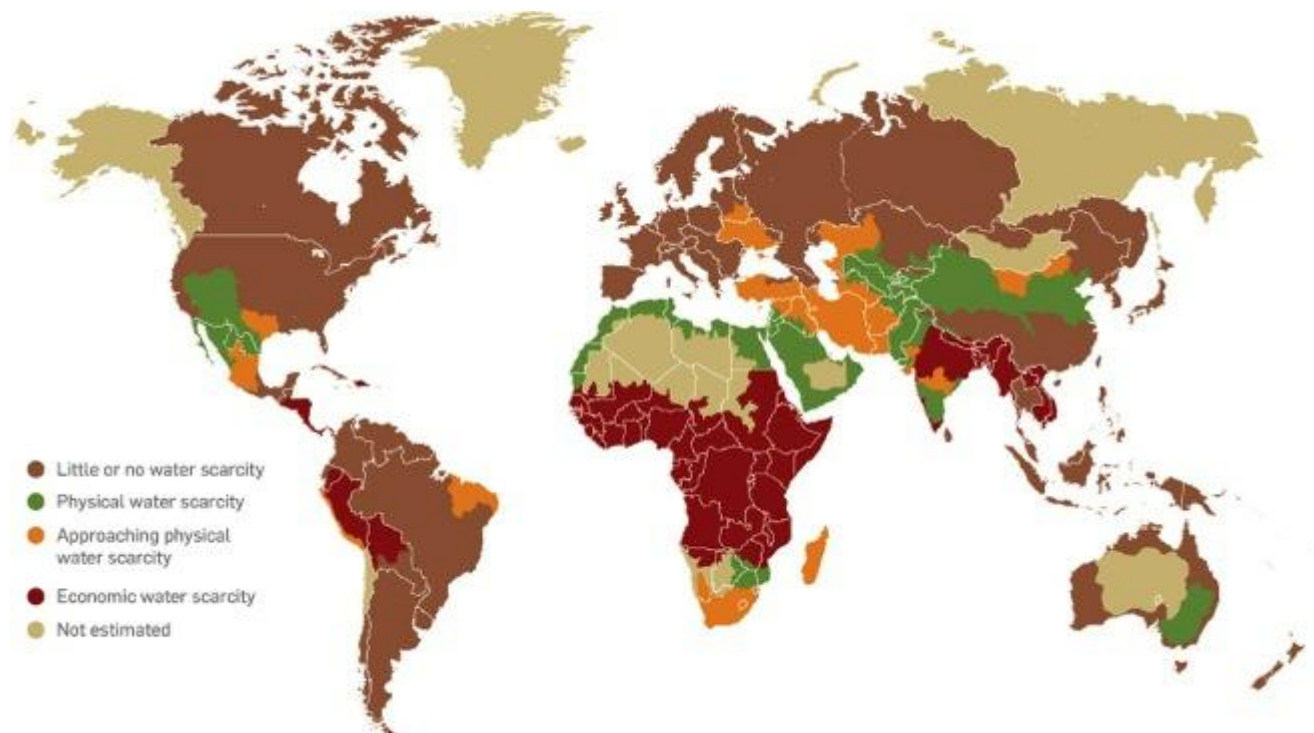
⁹ KNBS, *National Censuses 1999 and 2009* (2018)

¹⁰ UN Habitat, *The New Urban Agenda and the Way Forward* (2016)

countries. Indeed, up to 250 million Africans are expected to live in areas of high-water stress by 2030 ¹¹. This situation threatens to result in worsened agricultural and rural livelihoods, as well as increased food insecurity, which will initiate more migration from arid areas to better hydrated areas – placing ever greater pressure on the latter.

UN Water classifies Kenya, alongside most of its neighbour countries, as facing water scarcity. This means that, while water resources exist, there is a lack of adequate infrastructure and technology to efficiently utilise them – for instance collecting water, assessing quality, delivering it to the population, and treating waste water. Overcoming this infrastructure challenge will help alleviate poverty, as well as reinforcing food security.

Figure 2-3 – Global Physical and Economic Water Scarcity



Source: World Water Development Report 4 (2012)

In terms of energy, the International Energy Agency estimates that total energy demand in sub-Saharan Africa will be over 70% greater in 2040 than in 2012 under their medium scenario. ¹² Today, energy generation, delivery and efficiency represent significant challenges in Kenya. While Kenya has the highest electricity access rate in East Africa, a quarter of the population still has no access to electricity. ¹³ According to the Energy Regulatory Commission, Kenya's energy supply is derived primarily from three sources: wood fuel, petroleum and electricity (accounting for 69%, 22% and 9% of total energy respectively).

New technologies, such as solar hot water systems, energy management systems (smart meters) and home insulation can facilitate efficient use of resources. Innovations such as off grid small-scale distributed renewable energy systems that can integrate power for homes are likely to transform current models for energy production and distribution, moving away from reliance on state-provided energy. Distributed, networked systems for energy generation and storage could improve the resilience of power systems and critical energy infrastructure systems to natural disasters. Promoting sustainable industrial activity will also assist in improving air quality within cities, decoupling the prosperity generated from industrial activities from excessive natural resource use and negative environmental impacts. ¹⁴ Urban growth undeniably goes hand in hand with increased infrastructure needs, however green infrastructure is an example of an innovative way to reduce pollution in cities while being resource efficient. For example, using green walls and roofs provides insulation to buildings,

¹¹ United Nations Educational, Scientific and Cultural Organisation (UNESCO), World Water Development Report 4: Managing Water under Uncertainty and Risk (2012)

¹² International Energy Agency (IEA), World Energy Outlook 2018 (2018)

¹³ World Bank, Kenya Charts Path to Achieving Universal Access to Electricity (2018) Available at: <https://www.worldbank.org/en/news/feature/2018/12/06/kenya-charts-path-to-achieving-universal-access-to-electricity> (Accessed: 28/01/2020)

¹⁴ UN Industrial Development Organization, Inclusive and Sustainable Industrial Development (2019) Available at: <https://www.unido.org/inclusive-and-sustainable-industrial-development> (Accessed: 28/01/2020)

which reduces energy consumption, while also assisting in the uptake of pollutants. The way cities use, pollute or preserve natural resources is tightly linked to issues of climate change.

2.1.3. Climate Change

A World Bank study shows that the effects of climate change and global warming will be felt most strongly in low income countries, especially in the Sub-Saharan region, including Kenya.¹⁵ The long coastal line makes the country extremely vulnerable to the increasing risk of natural disasters, sea-level rise, and decreasing levels of water supply. This will significantly harm the national economy, which is heavily dependent upon natural resources. As the vast majority of agriculture in Kenya is rainfed, the sector is especially vulnerable to climate change. In fact, the 2008–2011 drought caused \$12.1 billion in losses and damage in Kenya¹⁶.

Climate change will also impact people's health and well-being, adding to existing pressures on health services. Changes in the frequency and duration of heat waves, the spread of vector- and waterborne diseases, food insecurity and malnutrition are expected to increase mortality and morbidity. The Intergovernmental Panel on Climate Change (IPCC) has projected that urban areas will become increasingly at risk of experiencing impacts of climate change – including heat stresses, water shortages and flooding. These events are expected to escalate in frequency in the run up to 2050. The climate change risks that cities face operate at different but interconnected levels, as shown in Figure 2-4, thus how cities are planned in the future will be crucial in addressing such global risks.

Figure 2-4 – Environmental Risks Relevant to Cities



Source: *Future Proofing Cities* (DFID/Atkins) (2019)

Climate change is a policy priority for Kenya. Key climate change policies and strategies include Kenya's National Adaptation Plan (NAP) 2015-2030, the Climate Change Act and National Climate Change Framework

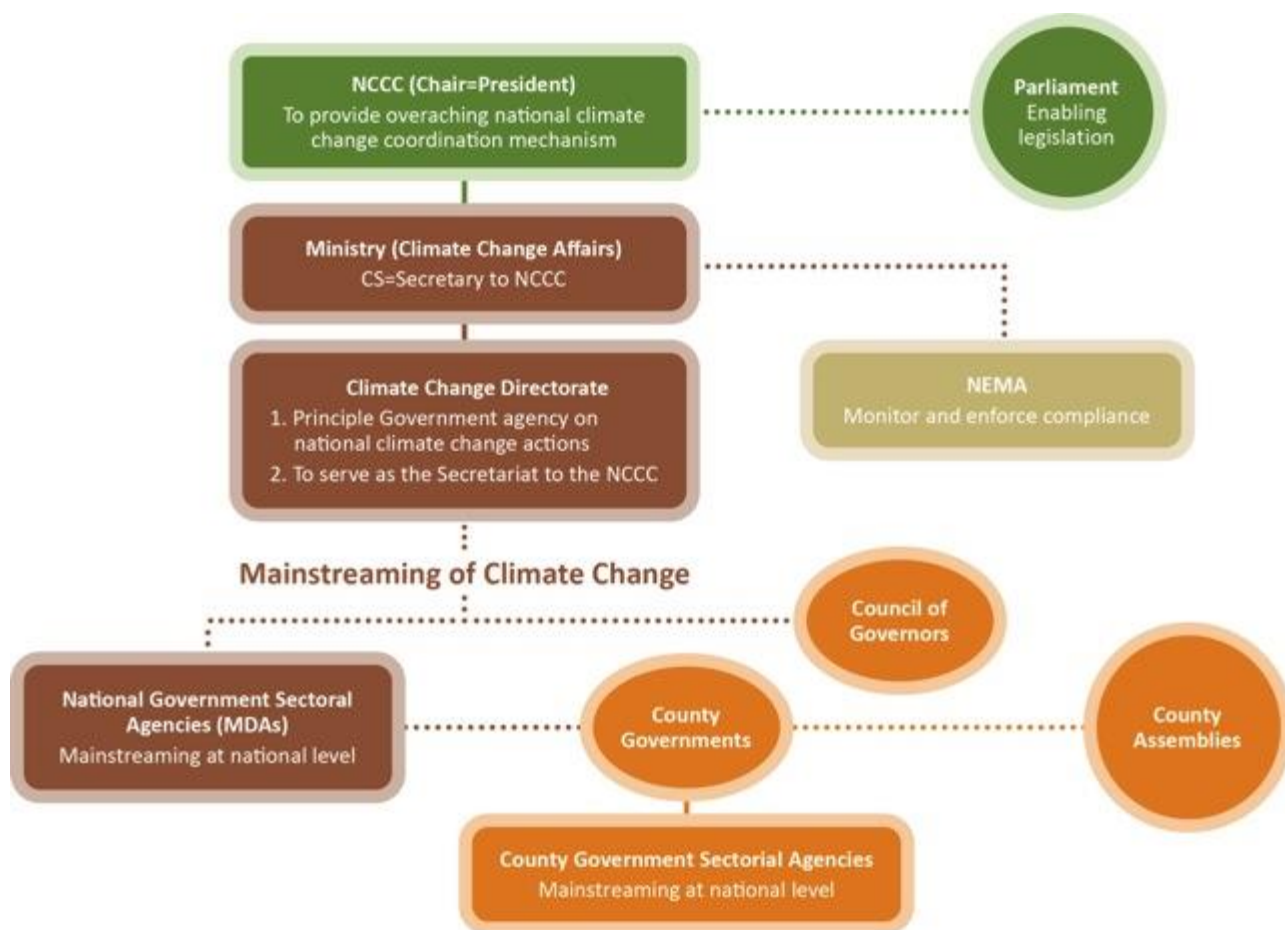
¹⁵ World Bank, *Turn Down the Heat: Climate Extremes, Regional Impacts and the Case for Resilience* (2013)

¹⁶ USAID, *Climate Risk Profile: Kenya – Fact Sheet*, 2018

Policy, the National Climate Change Action Plan 2018-2022 and Vision 2030. Climate change has also been embedded in both national and county level policies and strategies. Kenya's NAP presents the country's vision on adaptation, key climate vulnerabilities, priority adaptation actions, and outlines national and county level responsibilities.

Implementation efforts encompass all sectors of the economy and provide mechanisms for mainstreaming Climate Action. Implementation of the NAP is focused on both national and county level action, as presented in Figure 2-5. While national level actors provide the overarching co-ordination of implementation mechanism, County Governments are responsible for the mainstreaming and implementation of Climate Action at a county level.

Figure 2-5 – Climate change institutional coordination structures



Source: Kenya National Adaptation Plan (2016)

2.1.4. Digitalisation and the Fourth Industrial Revolution

Although Gross domestic product (GDP) has expanded at a reasonable pace in East Africa in recent years, economic growth has not translated into rapid structural transformation or job creation, due to the growing informal economy and limited opportunities to acquire skills. The region's trade is focused on primary commodity exports (52% of total exports) and imports of finished products (70% of total imports).¹⁷

In addition, over the next 15 years, the ongoing production revolution (the Fourth Industrial Revolution)¹⁸ is likely to start impacting on African economies through:

- New technologies (the Internet of Things, big-data analytics, cloud computing and 3D printing);
- New materials (nano- and bio-based technologies); and
- New processes (artificial intelligence and data-driven production).

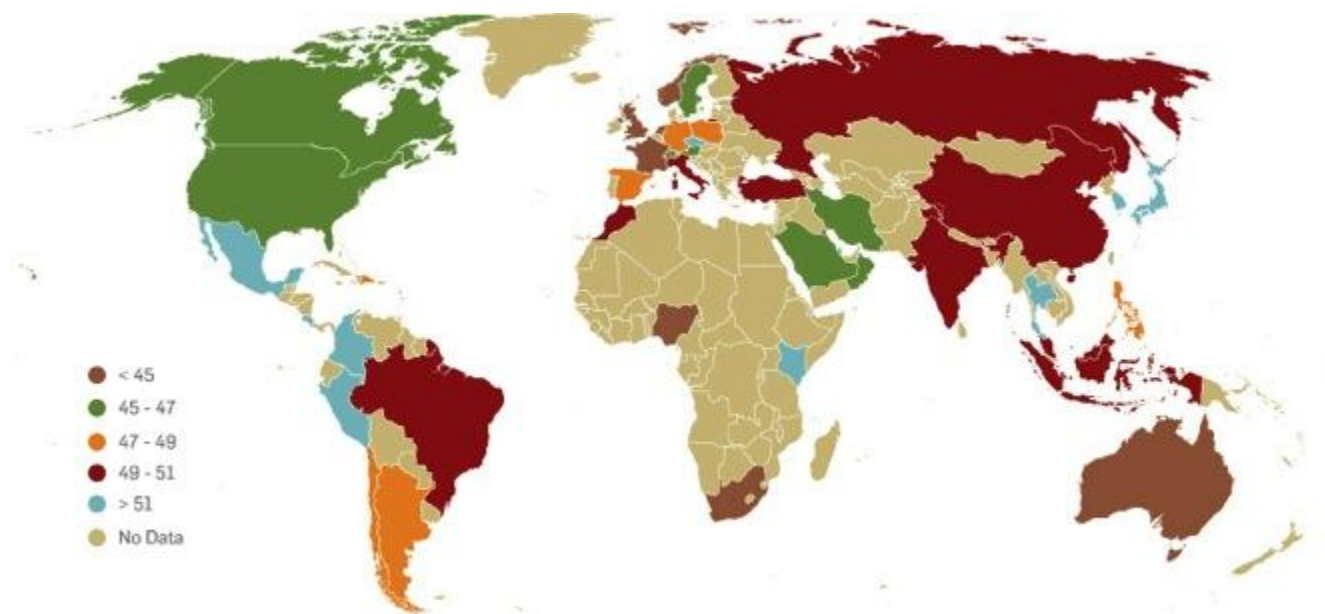
¹⁷ African Union and OECD, *Africa's Development Dynamics* (2018)

¹⁸ A term coined by Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum.

While there is a varying degree of exposure to these changes across the globe, it is widely recognised that the landscape of the economy – in terms of industries and different disciplines – will change dramatically over the next few decades. The Fourth Industrial Revolution is fundamentally different in that a range of new technologies are fusing the physical, digital and biological worlds, compared to mass production made possible through electricity or digital capabilities.

It is expected that many activities could be automated by adapting current technology.¹⁹ In Kenya, automation could account for more than 50% of working hours within 50 years. Sectors with greatest potential for automation are: Accommodation and Food Services, Manufacturing, Transportation and Warehousing, Agriculture, Retail Trade, Mining, Construction, Utilities, and Wholesale Trade.

Figure 2-6 – Employee weighted % of activities that can be automated



Source: McKinsey Global Institute (2017)

This emerging reality poses risks to employment and growth in Kenya, unless upskilling and linkages to global value chains are promoted through appropriate policy initiatives and investment. Furthermore, it might not be possible to provide the necessary levels of infrastructure, capital, skills and human capital to benefit from the new production revolution. As such, African firms risk lagging further behind the global productivity norms and losing out in competitiveness.²⁰

Despite the risks, there are also major opportunities arising from this production revolution. Data based smart solutions can promote sustainable economic development and a high quality of life, while prioritising efficient management of natural resources.

2.2. SUED Principles

In order to comprehensively respond to the trends outlined in section 2.1, it is important that the development of the UEP and evaluation of proposed projects are grounded in key principles. The principles are the foundation that guides the following analysis towards its aim of creating sustainable market driven growth and build resilience. While the four principles are inherently interlinked, the Atkins SUED Team has defined the individual principles as:

- **Sustainable:** The UEP promotes green infrastructure and minimisation of environmental impacts.
- **Socially Inclusive:** The UEP will need to be socially inclusive through a thorough understanding of who lives and works in Mandera Municipality, and how all groups including women, PlwHIV/AIDs, PWDs and youth and how they can be engaged moving forward.
- **Resilient:** The prioritised projects will have to be resilient against shifts in the economy, both for domestic and international markets, to remain competitive. They will also need to be adaptive to

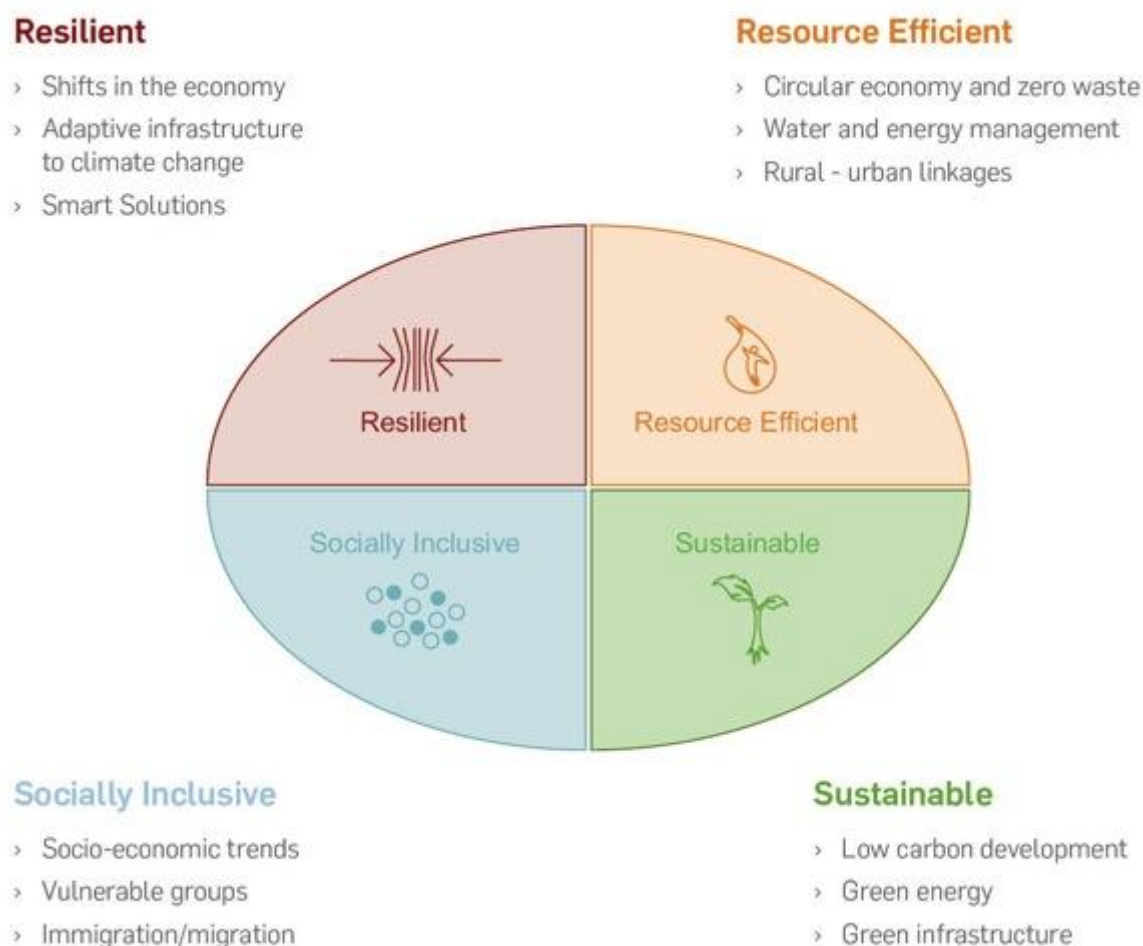
¹⁹ McKinsey Global Institute, *A Future that Works: Automation, Employment, and Productivity* (2017)

²⁰ African Union and OECD, *Africa's Development Dynamics* (2018)

potential climate change impacts, while ensuring technological advancement through smart solutions can be introduced where possible.

- **Resource Efficient:** The projects will need to be resource efficient, promoting minimisation of waste (or zero waste where possible) and optimising water and energy use, while taking rural-urban linkages into account.

Figure 2-7 – SUED Key Principles



Source: Atkins (2019)

While these principles are closely linked and overlap in their definition, each one of them emphasises a different aspect not fully captured by the others. Thus, it is important that all four principles are imbedded in the UEP and its implementation. These principles and Kenya's current approach to their implementation are further detailed below.

2.2.1. Sustainability

Sustainability as a term has evolved over time and remains a contested concept across various fields, disciplines and industries. Today, the most commonly used model in the development context is one that understands sustainability as the harmonisation of three interconnected elements that when standing alone do not necessarily follow the same trajectory: environmental protection, economic growth and social inclusion:

- Environmental sustainability is the ability to maintain rates of renewable resource harvest, pollution creation, and non-renewable resource depletion indefinitely.
- Economic sustainability is the ability to support a defined level of economic production indefinitely.
- Social sustainability is the ability of a social system, such as a city, to function at a defined level of social well-being indefinitely (covered in detail in the social inclusion principle).

The Sustainable Development Goals (SDGs) are the global blueprint for mainstreaming efforts towards sustainability around the world. They represent a holistic and comprehensive approach to contemporary development challenges and expand on the previous Millennium Development Goals.²¹

Sustainable Development in Kenya

Kenya's future development is based on tying a knot between economic growth and climate change mitigation. In order to minimise the effects of climate change, and simultaneously foster economic growth, the Kenyan government has committed to the principle of sustainable development in its recent key policy documents and is on the path to gradually transform the Kenyan economy towards Green Growth.

Green growth is an approach to economic growth that puts human wellbeing at the centre of development, while ensuring that natural assets continue to provide the necessary resources and environmental services to support sustainable development.²²

Sustainable infrastructure is as fundamental for creating healthy urban environments as it is for increasing economic activities. The design, building and operating of sustainable infrastructure must follow the principle of minimising negative impacts on social, economic and ecological processes and maintaining the integrity of natural resources. Key aspects relevant to the SUEP Programme are mobility, green energy, and financial sustainability.

Mobility

- Increasing the transport infrastructure network to increase accessibility of places, the mobility of people and facilitating the flow of economic assets;
- Promote low carbon infrastructure solutions such as Bus Rapid Transit; and
- Use legal and fiscal measures to regulate of CO2 emissions by following the polluter-pays-principle.

Green Energy

- Green Energy comes from renewable sources, meaning sources that are naturally replenished – such as sunlight, wind, rain, tides, plants or geothermal heat.
- Increase the share of Green Energy generation;
- Promote use of Green Energy at household, public institutions and commercial enterprises;
- Increase energy-efficiency by adopting energy efficiency performance standards, develop capacity for energy audits, review national and subnational policies and legal frameworks; and
- Review Feed-in-Tariff (FiT) policy to include more off-grid generation and net-metering.
- Financial Sustainability
- Financial sustainability is the ability of a project to generate the revenue required to sustain operations and profit beyond government or donor seed funding.
- Support innovative businesses with the potential to generate revenue for local municipalities without any further subsidies.
- Catalyse behavioural change and promote skill-oriented training necessary for financial sustainability.

2.2.2. Social Inclusion

Social inclusion is an integral component of the concept of sustainability and a key dimension of the SUEP programme. Indeed, contemporary definitions of sustainability typically incorporate a social aspect, with a focus on the significance of inclusivity. It is defined as the process of improving the ability, opportunity and dignity of people disadvantaged based on their gender; race; caste; ethnicity; migrant status/IDP; religion; sexual orientation or disability to take part in society.²³

²¹ UN, The Sustainable Development Agenda (No Date), Available at: <https://www.un.org/sustainabledevelopment/development-agenda/> (Accessed: 28/01/2020)

²² OECD, Putting Green Growth at the Heart of Development: Summary for Policymakers (2013)

²³ World Bank. 2013. *Inclusion Matters: The Foundation for Shared Prosperity* (Advance Edition).

Urban development is increasingly being associated with positive impacts around inclusivity – with related outcomes including interconnectedness, improved quality of life, and social inclusion. As urban populations grow, the demand for adequate; affordable; accessible; equitable; high quality; sustainable and resilient infrastructure grows accordingly. Inclusiveness can be promoted by expanding access to information, services, and economic opportunities.

A useful definition developed by the Global Infrastructure Hub ²⁴ for inclusive infrastructure is:

‘Any infrastructure development that enhances positive outcomes in both social and demographic inclusivity and ensures no individual, community, or social group is left behind or excluded from receiving the key beneficial outcomes of improved infrastructure.’

The benefits of inclusive urban development are relevant to individuals, communities, business, and nations, and include the following:

- Individuals can gain access to enhanced economic opportunities and incomes, in an equitable way and alongside technical and knowledge sharing. For example, mass roll out of electricity in rural areas of South Africa led to an increase in female entrepreneurship and informal sector employment by 9.5 per cent. ²⁵
- Communities can expand production capacity and create greater civic engagement and participation. ²⁶. Inclusion can reduce geographical divides and ensure accessibility and affordability across communities.
- Businesses can reduce production costs and gain improved market access (inputs, labour and outputs), whilst small enterprises can be integrated with the opportunities. For example, regional transport corridors in East and Southern Africa have reduced transaction costs (20%) and led to growth in trade (10%).²⁷.
- Countries can achieve more equitable economic growth and social stability, with reduced income inequalities, and socio-economic development (wellbeing, health, quality of life) across communities.

Social Inclusion in Kenya

The Government of Kenya has stated its intention to achieve ‘The Big Four’ agenda including the fostering of inclusive growth, including the reduction of poverty and inequality, by promoting gender and youth empowerment and improving livelihoods for vulnerable groups and people living with disabilities. Kenya’s economic reforms and high economic growth rates have not benefitted the whole populace where over 40% of Kenyans live on less than a dollar a day²⁴. These inequalities mostly affect women, youth and rural populations and remain a challenge that needs to be addressed through inclusive economic growth and sustainable job creation.

Common and easily discernible grounds for discrimination and inequalities in Kenya include gender, ethnicity, age, disability, or social background. Less visible but potentially dangerous forms of discrimination include those based on ethnicity and assumed or stated political opinion.

Additionally, according to the Kenya Integrated Household Budget Survey, ²⁸ at the national level, the proportion of PWDs is 2.8%, with rural areas having a higher proportion of 3.3% compared to 2.0% for urban areas.

Additionally, according to the Kenya Integrated Household Budget Survey, ²⁹ at the national level, the proportion of PWDs is 2.8%, with rural areas having a higher proportion of 3.3% compared to 2.0% for urban areas.

The following detail on the state of inclusion in Kenya is provided by a report by the NGE’s Status of Equality Commission from 2016: ³⁰

²⁴ Global Infrastructure Hub, Inclusive Infrastructure and Social Equity (Consultative Version) (2019)

²⁵ Department for International Development (DFID) Infrastructure and Cities for Economic Development, Infrastructure: A Game Changer for Women’s Economic Empowerment (WEE) (2016)

²⁶ UN Urban Partnerships for Poverty Reduction Project, Urban Poverty Reduction in Bangladesh: The UPPR Experience (2008-2015) (2016) Note: UPPR resulted in 800,000 households joining 2,500 community development committees.

²⁷ DFID, Connecting People, Creating Wealth: Infrastructure for Economic Development and Poverty Reduction (2013)

²⁸ KNBS, Kenya Integrated Household Budget Survey 2015-2016 (2015)

²⁹ KNBS, Kenya Integrated Household Budget Survey 2015-2016 (2015)

- Groups that have suffered most from historical marginalization and discrimination in Kenya include children, the youth, women, minorities, older members of society, and PWDs;
- On the Status of Equality and Inclusion of Women in the Labour Market, a larger proportion of employed females (nearly 64%) than males (48%) are engaged in self-employment (or individual/family enterprises). However, formal employment (represented by private and public sector engagement) has a larger proportion of men;
- On the Status of Equality and Inclusion of Persons with Disabilities in the Labour Market, in 2015, about 2.1% of Kenyans in sampled households were reported to be handicapped;
- The employment to population ratio (EPR) for PWDs was about 35%, which is relatively lower than that of the overall population (57%). PWDs are therefore disadvantaged relative to the rest of the population with respect to accessing employment opportunities;
- A larger proportion of the employed PWDs are likely to be in informal employment or agriculture. By implication, a lower proportion of PWDs are employed within the formal sector – indicating their relative disadvantage in accessing good quality jobs and;
- This outcome is usually associated with the PWDs difficulty (owing to cultural issues) in accessing education, amongst other obstacles. Many households still fail to expose their PWDs to the opportunities available, for example, for accessing education and employment. Many learning institutions and workstations are also hostile environments for PWDs.

2.2.3. Resilience

Sustainability and resilience are compatible concepts but hold a number of key differences. An ideal country, community or household will be both sustainable and resilient. However, either concept can exist without the other. DFID's definition of resilience is 'the ability of countries, communities and households to manage change by maintaining or transforming living standards in the face of shocks or stresses without compromising their long-term prospects'.³¹



A shock is an event that leads to an instant and damaging impact (natural disasters, disease outbreaks or terrorist attacks).



A stress is less severe; stresses are usually long-term underlying trends that over time weaken systems (high unemployment, inefficient public transport system, civil violence, ongoing food and water shortages).

DIFID's resilience framework describes three broad dimensions of resilience:³²

- Exposure: the magnitude and frequency of shocks or the degree of stress;
- Sensitivity: how much a system will be affected by, or respond to, a shock or stress; and
- Adaptive capacity: the ability of individuals, communities, infrastructure, businesses and governments to adjust to a shock or stress, take advantage of opportunities and to cope with the consequences of change.

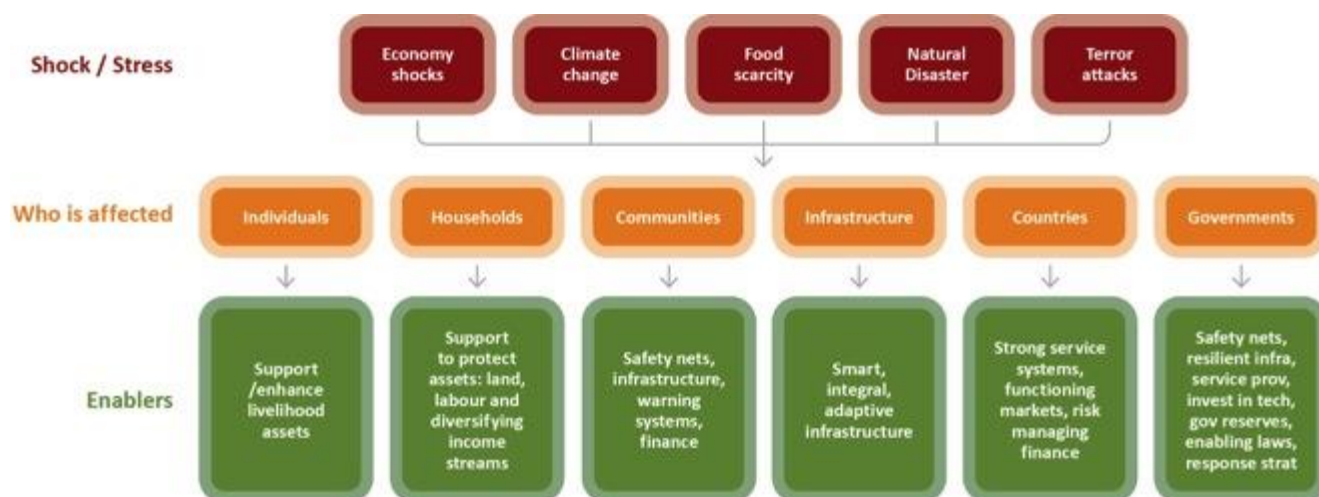
Individuals, households, infrastructure, governments, country economies, are all at risk of being affected by shocks and stresses differently and can take different measures to build the resilience of a place

30 Kenya National Gender and Equality Commission, Unmasking Ethnic Minorities and Marginalized Communities in Kenya (2016)

31 DFID, Defining Disaster Resilience: A DFID Approach Paper (2011)

32 DFID, Topic Guide: What is Resilience? (2016)

Figure 2-8 – Understanding Resilience



Source: Atkins (2019)

Existing Approaches to Resilience in Kenya

Kenya's poorer population living in marginalised arid/semi-arid areas are at higher risk to environmental, security and market shocks and stresses as highlighted by the 2011 Horn of Africa Crisis.³³ For the past few decades, droughts have been the most disastrous natural hazard in Kenya. In response to this problem, Kenya's government have developed a drought risk management plan.³⁴

In Kenya's Vision 2030, key concepts of resilience are featured in the environment, urbanisation, and poverty elimination sections. Kenya's Green Economy Strategy (2016) aims to strengthen the resilience of economic, social and environmental systems to the adverse effects of external shocks.³⁵

In Vision 2030 the Kenyan governments sets out several projects to tackle water insecurity and droughts, including a drought emergency fund and an integrated knowledge management system against droughts.

Roughly 70% of Kenya's cities are settlements, which have been informally constructed, making them highly vulnerable to climate and disaster shocks. Kenya's government aims to establish relevant legislation, policies and strategies in order to make Kenya's built environment safer and more resilient.³⁶ The Kenya Informal Settlement Improvement Programme led by the Kenyan Government and supported by the State Department for Housing and Urban Development in cooperation with donors such as World Bank, the Swedish International Development Cooperation Agency (SIDA), and the Agence Française de Développement (AFD), encourages investment in infrastructure based on plans developed with communities focusing on informal settlements. It complements Kenya's national Slum Upgrading Programme and supports the efforts by the State Department of Lands to introduce urban planning in urban poor neighbourhoods in accordance with the National Land Policy.

2.2.4. Resource Efficiency

Sustainable management of natural resources is regarded as critical to sustaining economic prosperity and the environmental sustainability that underpins it. The pressures on natural resources are ever-intensifying due to rising population levels and increasingly unsustainable patterns of production and consumption, yet there is potential to address these concerns through increased resource efficiency and productivity.³⁷ Resource efficiency focuses on using these limited natural resources in a sustainable way and minimising the negative

³³ DFID, Building Resilience in Kenya (2013)

³⁴ Republic of Kenya, Sector Plan for Drought Risk Management and Ending Drought Emergencies (2013)

³⁵ Kenyan Ministry of Environment, Kenya Green Economy Strategy and Implementation Plan 2016-2030 (2016)

³⁶ World Bank, Building Regulations for Resilience in Kenya (2019) Available at: <https://www.worldbank.org/en/news/feature/2019/01/24/building-regulations-for-resilience-in-kenya-drmhbtokyo> (Accessed: 28/01/2020)

³⁷ UN Environment Programme, Resource Efficiency for Sustainable Development: Key Messages for the Group of 20 (2018)

impacts on the environment.³⁸ The aim is to create greater value with less input –reducing the consumption of raw materials, energy and water.³⁹

Integral to resource efficiency are the concepts of circular economy, zero waste, and water and energy management.

Circular economy is based on the idea that waste from one production cycle can be used as an input for another production cycle.⁴⁰ The aim is to optimise resource yields by circulating products, components, and materials in use at the highest possible levels at all times.⁴¹ A circular economy focuses on society-wide benefits, including limiting the consumption of finite resources and designing waste out of the production process. A sustainable perspective needs to be incorporated into the whole life cycle of products, in order to gain maximum benefit. The idea of the circular economy integrates closely with the principles of industrial ecology, where material and energy flows through industry and businesses are considered in order to reduce waste and maximise resource efficiency.

Zero waste focuses on the conservation of resources through responsible production, consumption, reuse and recovery of products, packaging and materials. The model involves designing and managing products and processes to reduce the amount and toxicity of waste and materials, including conserving and recovering resources. Zero waste principles aim to eliminate all discharges to land, water or air that threaten environment or human health.⁴²

Water and energy management is an important component of a resource efficient economy. Water and energy are both valuable and costly resources, and their production often has negative environmental impacts. Improving efficiency through optimal management of water and energy allows economies to reduce resource scarcity, limit negative externalities and maximise the benefits of these resources; especially in the context of global warming and population growth.⁴³

Existing Approaches to Resource Efficiency in Kenya

The Green Economy Strategy and Implementation Plan 2016-2020⁴⁴ identifies resource efficiency as a thematic area to guide the delivery of the plan. The document identifies resource efficiency as a key pillar for a strategy that aims to optimise resource usage, including minimising costs and negative impacts – specifically in production supply chains. The plan identifies increasing national energy and water efficiency as a key objective, along with managing waste as a resource.

In Vision 2030, the Solid Waste Management System Initiative will help contribute to the principle of a resource efficient economy. Within the social pillar of the MTP III, there are projects such as the Solid Waste Management Infrastructure in cities and urban centres, which will tackle the lack of proper waste collection and disposal. Kenya's National Waste Management Policy⁴⁵ specifies advancing the circular economy as a priority, as well as identifying the importance of the zero-waste concept. Targets within the policy include introducing regulatory frameworks and incentives for effective sustainable waste management, including materials recovery facilities and capping landfills.

Given the need for increased access to electricity and heavy reliance on biomass and petroleum (non-renewable sources of energy), the Kenyan Government has set on the development of harnessing viable renewable sources of energy⁴⁶. Universal access is a key requirement of Vision 2030 and the government has development a framework with the World Bank to achieve that goal.

Examples of current projects that promote resource efficient principles in Kenya:

38 European Commission for Environment, Resource Efficiency (2019) Available at: http://ec.europa.eu/environment/resource_efficiency/index_en.htm

39 CDC Group, Resource Efficiency and the Circular Economy (2018) Available at: <https://toolkit.cdcgroup.com/es-topics/resource-efficiency/> (Accessed: 28/01/2020)

40 <https://www.zerowastescotland.org.uk/circular-economy/definition>

41 <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Sustainability/Our%20Insights/The%20circular%20economy%20Moving%20from%20theory%20to%20practice/The%20circular%20economy%20Moving%20from%20theory%20to%20practice.ashx>

42 Zero Waste Europe, Definition of Zero Waste (2018) Available at: <https://zerowasteurope.eu/what-is-zero-waste/> (Accessed: 28/01/2020)

43 UN Environment Programme, Water and Energy Efficiency: Information Brief (2014) Available at: https://www.un.org/waterforlifedecade/pdf/01_2014_water_energy_efficiency.pdf (Accessed: 28/01/2020)

44 Government of Kenya, Green Economy Strategy and Implementation Plan 2016-2020 (2016)

45 Kenyan Ministry of Environment and Forestry, National Sustainable Waste Management Policy (Revised Draft 24th April 2019)

46 African Development Bank, Kenya Goes All Out for Renewable Energy (2018) Available at: <http://www.afdb.org/en/news-and-events/kenya-goes-all-out-for-renewable-energy-18559> (Accessed: 28/01/2020)

- The International Union for Conservation of Nature (IUCN) is providing \$50,000 grants for small-scale circular economy initiatives, aiming to reduce plastic in the sea⁴⁷
- The Kenyan government has banned the production, selling and use of plastic bags⁴⁸
- Geocycle and Bamburi is utilising waste as an alternative source of fuel for cement kilns⁴⁹
- WasteAid has set up a waste and recycling centre in Kwa Muhia, funded by UK Aid Direct⁵⁰
- Sistema Biobolsa has created biogas digesters for farmers to create biogas⁵¹

2.3. Covid-19 Pandemic Impacts and Lessons Learned

The impact of the pandemic has been overwhelming in terms of the extent and the multifaceted reach it has had. It has fundamentally changed lives in the short term while it has challenged the way we perceive our future. Health, food security systems, economic livelihoods and social cohesion have been tested across the globe. It has exposed critical missing links in how cities, economies and the communities they serve are planned.

The impact of Covid-19 has been real and devastating in Kenya. The pandemic has significantly impacted all aspects of life such as health, institutional revenues and livelihoods. Covid-19 has hit the most vulnerable the hardest, particularly in densely populated informal settlements and slums, as well as other people lacking access to adequate housing and basic services.

The informal economy employing the vast majority of Kenyans⁵² has been drastically affected as lockdowns and curfews were introduced to curb the transmission of the virus. According to the 2020 Economic Survey, some 83% of employment in Kenya is in the informal sector⁵³. This is a diverse and burgeoning sector generating significant income covering from transportation to roadside sellers, small scale restaurants and other ventures. It is also a sector characterised by low skills, lacking formal structure and dominated by young persons and women.

The typology presented in Figure 2-9 showcases the varying levels of vulnerability within the sector based on employment and consumption patterns across Africa⁵⁴. It is also a representation of the sector in Kenya and indicates the ability of households and low wage earners to cope financially with the disruption from Covid-19 restrictions. Under normal circumstances the sector is severely constrained by lack of access to finance for development. This in itself has a significant impact on their capacity to absorb economic shocks.

Covid-19 restrictions meant that employees lacked the option to work from home as they are mostly in the service industries and thus more exposed to the virus. Some have received pay cuts, and some lost their livelihoods all together relying on savings. The most vulnerable resorting to reducing food consumption and effectively falling into poverty. Even within the formal sector, there has been loss of revenue due to reduced activities in sectors like industry, commerce and hospitality with the effects felt throughout their supply chains and extending into the informal sector.

47 Barigaba, J., \$50,000 to Support Circular Economy in Kenya, The East African [Online] (2019) Available at: <https://www.theeastafrican.co.ke/scienceandhealth/Grant-to-support-circular-economy-in-Kenya/3073694-5117736-jcf8d4z/index.html> (Accessed: 28/01/2020)

48 Reuters, Kenya Brings in World's Toughest Plastic Bag Ban: Four Years Jail or \$40,000 Fine, The Guardian [Online] (2017) Available at: <https://www.theguardian.com/environment/2017/aug/28/kenya-brings-in-worlds-toughest-plastic-bag-ban-four-years-jail-or-40000-fine> (Accessed: 28/01/2020)

49 International Cement Review, Kenya: Bamburi Cement and Geocycle Form Partnership (2016) Available at: <https://www.cemnet.com/News/story/160537/kenya-bamburi-cement-and-geocycle-form-partnership.html> (Accessed: 28/01/2020)

50 Gallacher, J., UK Funds WasteAid Recycling Centre in Kenya, Recycling & Waste World [Online] (2019) Available at: <http://www.recyclingwasteworld.co.uk/news/uk-funds-wasteaid-recycling-centre-in-kenya/212731/> (Accessed: 28/01/2020)

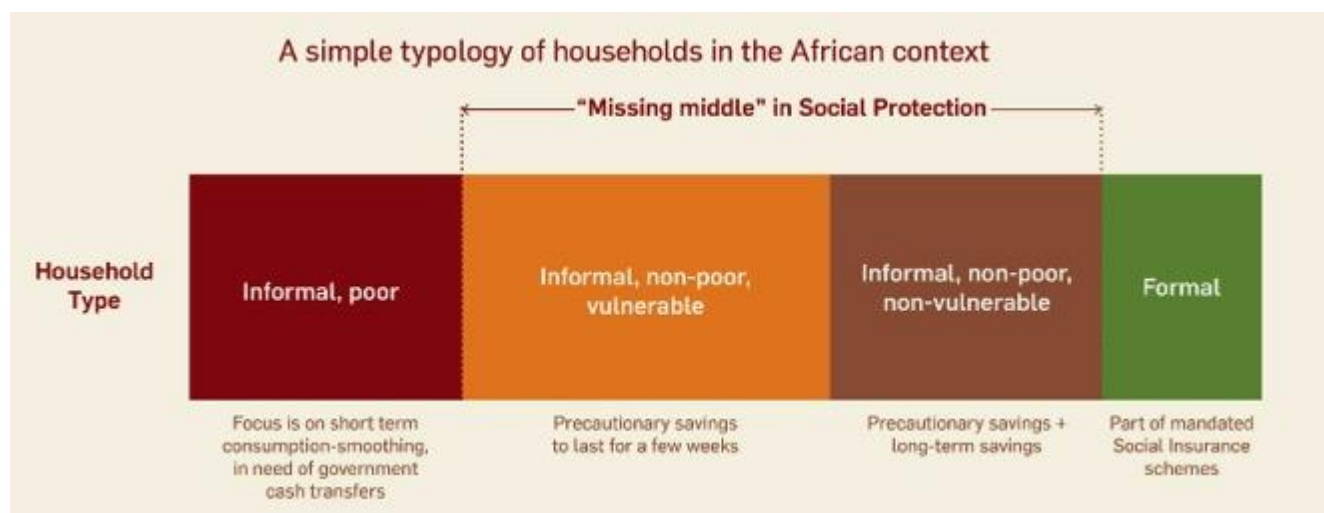
51 Rutten, G., In Kenya, Circular Economy Modernizes Small-Scale Farming, GreenBiz [Online] (2018) Available at: <https://www.greenbiz.com/article/kenya-circular-economy-modernizes-small-scale-farming> (Accessed: 28/01/2020)

⁵² World Bank (2016) Informal Enterprise in Kenya, available at: <http://documents1.worldbank.org/curated/en/262361468914023771/pdf/106986-WP-P151793-PUBLIC-Box.pdf>.

⁵³ KNBS (2020) Economic Survey

⁵⁴ The typology was developed by Clement Joubert, economist in DECHD, World Bank, available at: Social insurance for the informal sector can be a lifeline for millions in Africa (worldbank.org)

Figure 2-9 – Typology of households in the African context



Source: Atkins

Travel restrictions have led to a sharp and substantial fall in demand for movement and subsequent impacts on supply chains:

- Road freight and logistics have been interrupted as long-distance truck drivers are suspected to be a major source of imported infections and transmission. This has had implications for trade and cross-border activities. Goods take longer to reach destinations. For perishable agricultural commodities, post-harvest losses have become rampant.
- Kenya is the world's number 2 exporter of tea and world's number 4 exporter of flowers and both these critical industries have experienced a negative impact from Covid-19 related restrictions. For instance, tea prices declined by 18% year-over-year in May, reaching the lowest point since 2014 and fresh cut flower sales declined by about 40% in March versus the previous month⁵⁵.
- Disruptions in global supply chains have also led to shortages or delays for critical inputs for agriculture, ultimately disrupting production and food supply, as well as manufacturing, leading to price increases.

Increased awareness of hygiene signifies increased demand for limited resources like water as well as increased demand for disinfectant used for hand cleaning and sanitisation with additional costs to society, particularly where access is not straightforward. Additionally, generated grey water from washing points can become a public health/ environmental nuisance if appropriate infrastructure to handle or dispose such grey waters is not put in place immediately.

The Covid-19 outbreak has affected people differently based on their age, gender, (dis) ability, sexual orientation, health status, migrant status, and ethnicity among other aspects.

Naturally, crises exacerbate existing gender inequalities, exclusion and discriminative practices, and the vulnerable groups are highly likely to be more adversely affected by the outbreak and the consequences of the response.

Emerging evidence on the impact of Covid-19 suggests that women's economic and productive lives have been affected disproportionately in comparison to men. This is because women earn less, save less, and are more likely to be employed in the informal sector. Their capacity to absorb economic shocks is therefore less than that of men⁵⁶.

Women are also the majority of front-line health workforce and caregivers and therefore at higher risk. Cultural factors may restrict women's access to information and services, and some women may be particularly affected e.g. older women living alone. Isolation may also lead to an increased risk of violence in the home. Young women and girls are at high risk of many forms of domestic and gender-based violence during the pandemic.

⁵⁵ World Bank (2020) Commodities Price Data (The Pink Sheet).

⁵⁶ United Nations (2020) Policy Brief: The Impact of COVID-19 on Women, available at: https://www.un.org/sites/un2.un.org/files/policy_brief_on_covid_impact_on_women_9_april_2020.pdf.

Young people are already among the most affected by the socio-economic impacts of Covid-19. In addition to losing employment, closure of businesses, and keeping away from schools and universities, the youth are also at high risk of increased anxiety and mental health problems. Additionally, the youth make up more than 30% of the migrants and refugees' population who are likely to be disproportionately affected due to limited movement and fewer employment opportunities occasioned by the pandemic.

Persons with disability (PWDs) have been left without vital support and advocacy due to social distancing. The majority of PWDs in SUED Municipalities operate small businesses in market centres, which have been adversely affected therefore experience livelihood loss. For PWDs that rely on their hands for walking and are sole bread winners, the question of not touching surfaces is not applicable and they therefore are at a higher risk of being infected with Covid-19.

2.3.1. Lessons Learned for future planning

It will be important to draw lessons from the current crisis to inform long term planning and ensure resilience is imbedded in planning in the future. It is not unlikely that a similar disaster can reoccur, and the pandemic has offered an opportunity to get insights into a future fully-fledged climate change crisis. Municipalities have a critical role to play in addressing these challenges. What can we learn from this crisis that can change the way societies operate? What are the changes needed to support development of healthier, more resilient communities and behavioural change? The following lessons align with the SUED principles and will inform the development of the Urban Economic Plan:

Urban Planning: There is a need for adaptive, urban integrated plans to ensure sustainable urban development and infrastructure provision including appropriate housing for all is planned in a way that can help minimise impact from high future risks. Understanding dependencies and synergies across urban sectors whether it is economy or infrastructure can support better planning for the future maximising co-benefits for the community. It is also evident that in a well-thought-out integrated plan, key cross cutting aspects such as climate change risks are better addressed as clearly laid out cause and effect linkages can support prioritisation of adaptive actions.

Capacity Building: Strengthening preparedness and emergency response capacity is critical. This means better preparedness in terms of financing, service delivery and business continuity including budgeting for future crises, emergency operations centres, capacity building, drills, and human resources redeployment plans. Ensuring city officials are empowered with knowledge to plan effectively and proactively will be better able to respond to crises. It will also be important to make sure that communication to the community is clear and public awareness campaign is consistently available to all in a format and language understandable to all.

Green Cities: Improving the environmental performance of cities through low carbon and environmentally sensitive actions not only mitigates against climate change risks but has clear health benefits for society. Redefining green spaces and the way city centres are designed for business as well as traffic management has been a critical short-term response to the current pandemic proving a valuable long-term planning target.

Social Inclusion: It has been clear that those who were most severely affected by the pandemic have been vulnerable groups, people already at risk and living under poverty. Understanding who these vulnerable groups are and prioritising policies to confront spatial, social and economic exclusion will both help support overall growth and ensure safeguards are in place in the face of another shock. Targeting women and girls in all efforts remains a key aspect. It will be vital to intentionally apply gender lenses to the design of social assistance programmes and economic stimulus programmes to achieve greater opportunities, social protection and meaningful impact.

Economic Growth and Recovery: Ensuring a resilient economy. Careful consideration and analysis of key sectors' supply chains and their critical links such as for agriculture and manufacturing, as well as trade support development planning and can also protect livelihoods from external shocks. The pandemic has been a clear indication of the need to focus on local inputs to ensure food security and at the same time safeguard export-oriented products to maintain revenue generation.

There is also a need to understand the importance of the informal sector as a contributor to the economy and its vulnerability in terms of lack of financial security particularly in economic downturns. Improving market access and introducing marketing efficiency through adoption of innovative processes that connect buyers and sellers could support access to finance when needed. This may include adoption of technology to promote marketing and information sharing, formalising product delivery services that can support continuation of activities but can also work as collateral for financial support.

Smart tools: Adoption of smart technology improves provision and efficiencies. At its basic form leveraging information technology (IT) systems can support information sharing and communication and has been critical to this pandemic from M-Pesa payments to virtual meetings and maintaining market access. Increased use can

help better match the community's demand for services such as the required transport demand with excess supply in real time and provide travel pattern visibility, helping passenger and logistics operations become nimbler considering a quickly evolving context.

2.4. Evaluation Criteria

Each of the principles outlined above presents complex and evolving concepts. In order to make them operational for the SUED programme, the principles were translated into a list of evaluation criteria as a tool to assess emerging projects. During the KOM, participants had the chance to rank the criteria on a scale from 3 (High importance) to 1 (Low importance). This allows the SUED team to understand and consider the stakeholders' general development priorities. For Municipality, Inclusivity (Will the project improve access for youth, women and disabled through increase accessibility, mobility, security as well as increased employment opportunities?) and Revenue Generation (Does the project have the potential to increase revenues to the Municipality/council?) and Investment (Does the project have the potential to increase additional investment?) scored highest with an average score of 2.8 out of 3.

Table 2-1 – Evaluation Criteria

	Criteria	Description	Average Rating
Criteria related to UEP principles	Climate resilience	Does the project address the risk of vulnerable groups exposed to climate change?	2.7
	Climate resilience	Will the project be resilient to climate change?	2.7
	Sustainable/ green	Will the project contribute to reduction of emission e.g. green/low carbon development?	2.2
	Sustainable/ green	Will the project increase air pollution and environmental degradation?	1.6
	Inclusivity	Will the project improve access for youth, women and disabled through increase accessibility, mobility, security as well as increased employment opportunities	2.8
	Inclusivity	Will the project increase socio-economic polarisation e.g. benefit only part of the community or increase tensions?	1.4
	Resource efficiency	Does the project support urban – rural systems e.g. consideration of natural resources outside the town boundary supporting the urban population?	2.5
	Resource efficiency	Does the project support minimisation of waste and efficient use of resources including land and water?	2.5
Other criteria	Revenue generation	Does the project have the potential to increase revenues to the Municipality/council?	2.8
	Investment	Does the project have the potential to increase additional investment?	2.8
	Economic growth	Does the project support key economic sectors and create sustainable employment?	2.7
	Urbanisation	Will the project address key urbanisation challenges within the town?	2.7

	Criteria	Description	Average Rating
	Best Practice	Can the project introduce latest technology and best practice?	2.2

Source: Atkins

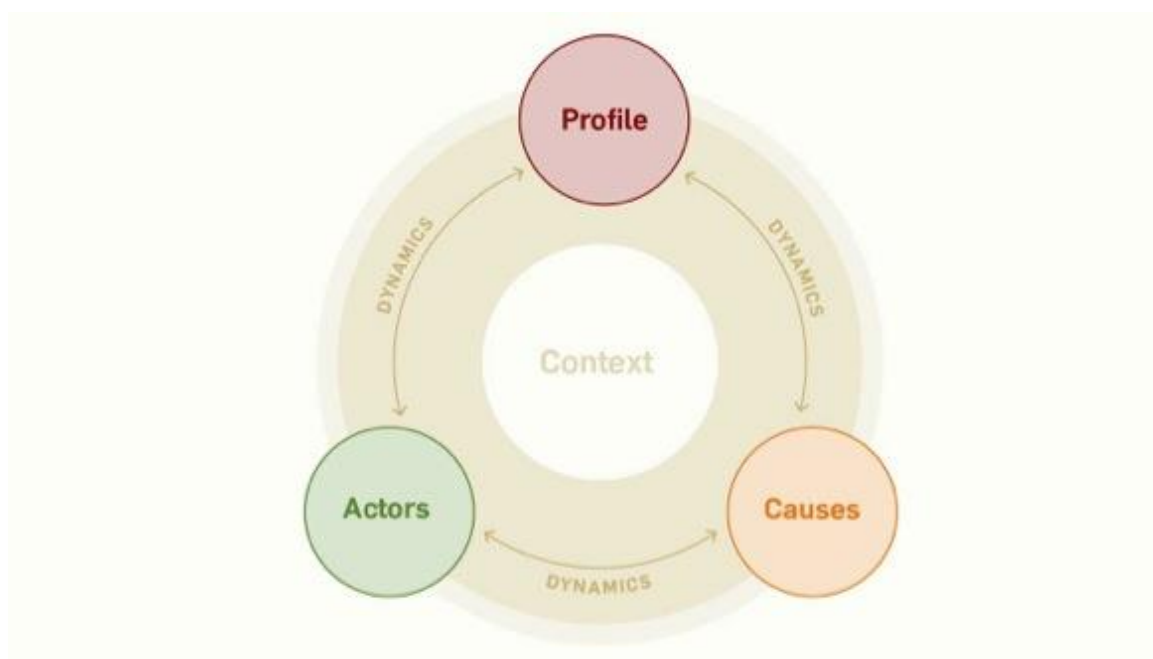
3. Conflict Analysis

This section sets out a **Conflict Analysis for Mandera** covering a conflict profile, causes, actors and dynamics. It is informed by literature review as well as engagement with the PSG. Mandera Municipality is located in one of the most marginalised areas of the country and has a long history of violent conflict. Today, it is affected by cross-border conflict with Ethiopia and Somalia, clan-based conflict over resources and political power, violent extremism related to Al Shabaab, as well as violence against women and girls.

The UEP has the potential to influence conflict and insecurity in Mandera on the process or output level. In order to **Do No Harm**, there is a need to be sensible to conflict in terms of the engagement process and the development of proposals (value chain projects as well as urban infrastructure).

As outlined in section 1.3, the conflict analysis is part of the Mandera UEP's conflict sensitive approach. This section sets out a high-level analysis of conflict and insecurity in the Municipality. The analysis is based on a literature review conducted for the UK Government in order to inform its policy making as part of the K4D Emerging Issues Report ⁵⁷ and the findings of a comprehensive stakeholder engagement in Mandera by the National Cohesion and Integration Commission in 2017.⁵⁸ The conflict analysis has been discussed with the PSG on 09/10 March 2021, where the members provided further detail to findings presented in particular in relation to the key themes of this DR including infrastructure assessment and economic sector analysis. The conflict analysis is to be understood as a live document, where additional findings and detail will be added as the UEP process progresses. This section presents the key findings of the conflict analysis. Further detail is provided in Appendix A.

Figure 3-1 – Conflict analysis approach



Source: Atkins, based on GSDRC (2017)

As outlined in Figure 3-1, a conflict analysis is a structured process of analysis to understand conflict covering the conflict profile or context, the actors involved and their perspectives, the causes of conflict, and the dynamics of how these elements interact. The aim of this analysis is to understand what causes division in a conflict context and how it leads to violence between different actors or communities but also the sources of resilience and unity that support and maintain peaceful coexistence. The four aspects include:

⁵⁷ Haider, H. (2020). *Conflict analysis of North Eastern Kenya*. K4D Emerging Issues Report 36. Brighton, UK: Institute of Development Studies.

⁵⁸ NCIC, *Voices of the People: Challenges to Peace in Mandera County* (2017)

- **Profile:** Assesses the context that shapes conflict including its history as well as underlying economic, social, cultural or political institutions in order to better understand the different types of conflict at play.
- **Actors:** Assesses the actors involved in conflict including their interests, and their relationships amongst each other as well as their capacities and powers.
- **Causes:** Assesses the structural root causes of conflict.
- **Dynamics:** Assesses the current conflict trends and triggers conflict.⁵⁹

3.1. Conflict Profile

3.1.1. Conflict History

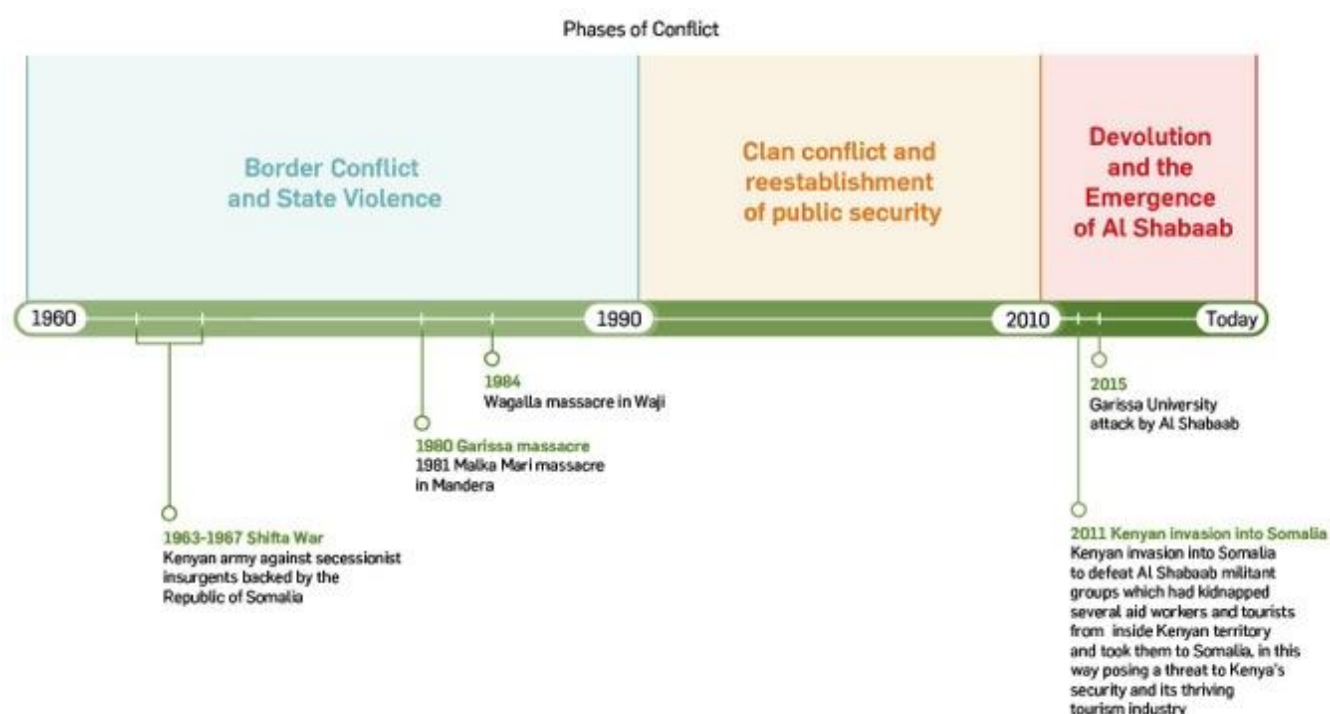
Conflict in Mandera Municipality needs to be understood within the regional and historical context. Mandera County shares a long history of violence and marginalisation with the neighbouring Counties of the North East region, especially Wajir and Garissa. The focus of this conflict profile is on the period from independence onwards, while acknowledging that many of the grievances driving conflict today relate to the colonial period prior to independence. The nature of conflict in the region has changed over the past decades and the figure below sets out its key phases.

1960 – 1990 was a period characterised by conflict over the secession of the North East region to Somalia leading to insurgency amongst the Somali population and violent state response against them.

From **1990 – 2010**, with the political transformation from a single party-system to a multi-party system, the nature of conflict in Mandera developed into clan conflicts driven by competition over scarce resources.

Between **2010 and today**, the process of devolution has changed the dynamics of conflict in the region. While devolution addresses the longstanding marginalisation of Mandera County, identity politics along clan lines influence County politics. In parallel, this period is characterised by the emergence of the terror organisation *Al-Shabaab* committing deadly attacks in Mandera against civilians.⁶⁰

Figure 3-2 – History of Conflict in Mandera



Source: Atkins

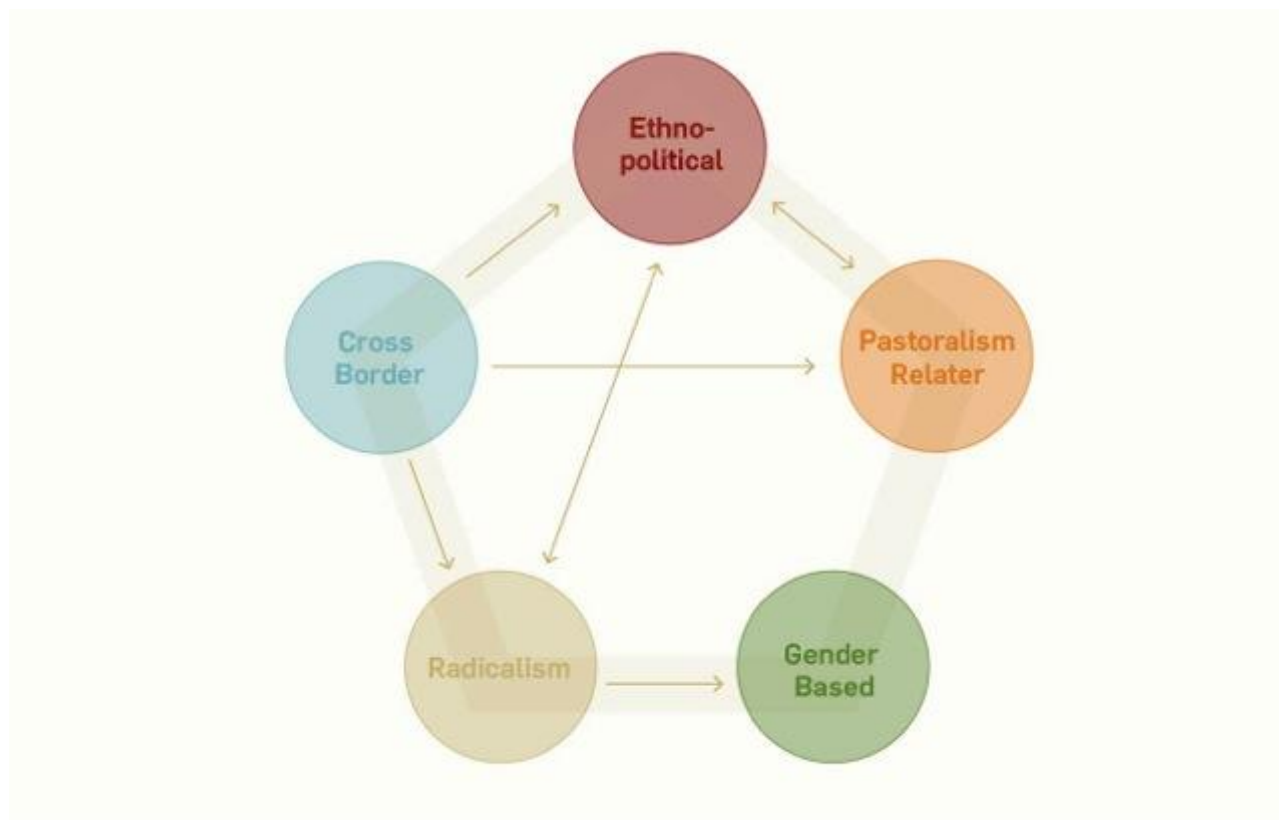
⁵⁹ GSDRC, *Topic Guide: Conflict Analysis* (2017)

⁶⁰ Haida (2020)

3.1.2. Conflict Lines

To understand the context of conflict in Mandera, political, economic, social and environmental conditions, institutions and structures are considered. This analysis allows to identify five types of conflict in Mandera. These types of conflict are highly interconnected and include: (1) Ethno-political conflict, (2) cross-border conflict, (3) violent extremism, (4) pastoralist-related, resource and land conflicts, (5) violence against Women and Girls.

Figure 3-3 - Conflict Types in Mandera



Source: Atkins

Cross-border conflict

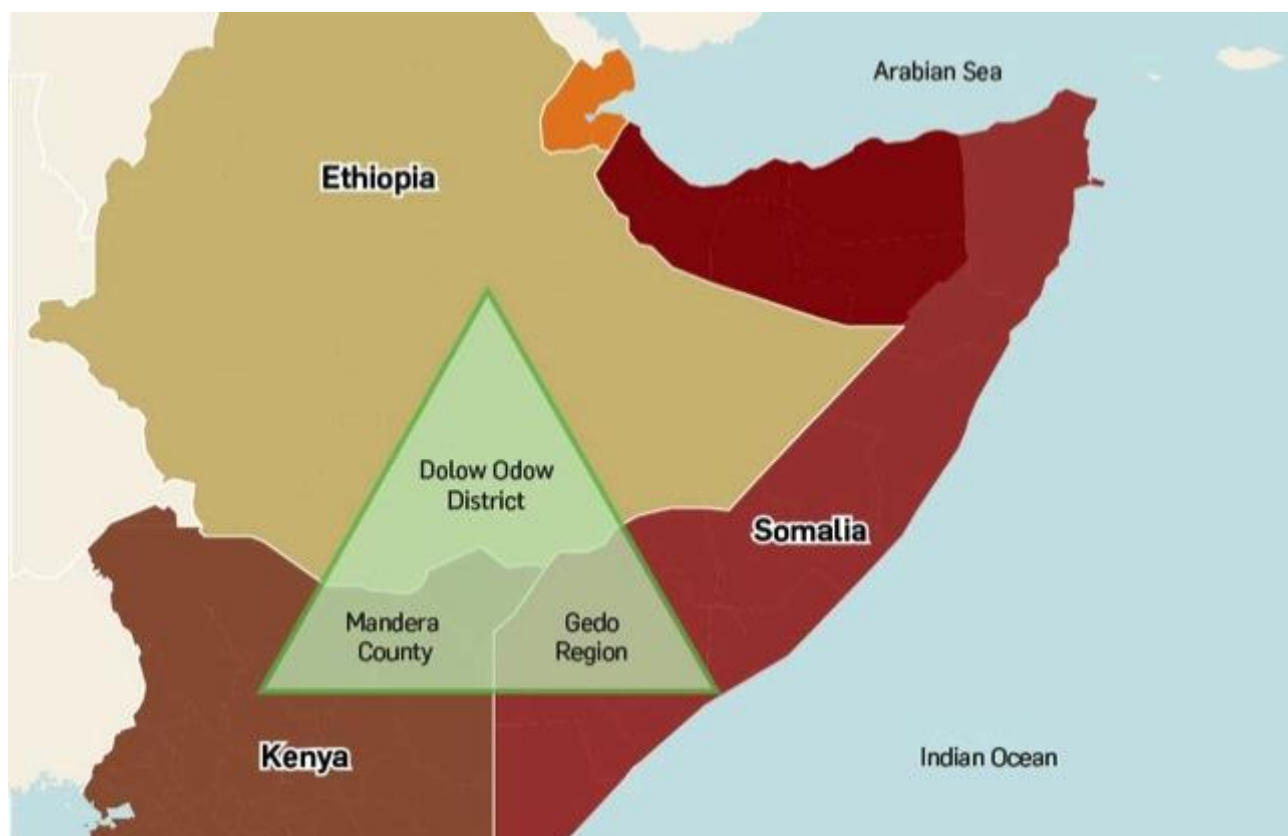
Mandera Municipality is part of the so called 'Mandera Triangle' covering Mandera County in Kenya, Dolow Odow District in Ethiopia, and Gedo region in Somalia. The area is populated by Somali communities with old shared histories.⁶¹ The unique location means that the County's conflict lines are regionalised, and complex cross-border factors need to be considered. Cross-border interests play out on the micro (e.g. business relationships of cross-border traders), meso (e.g. relationships between clans that exists on either side of the border) and macro level (e.g. interventions of the Kenyan Defence Force in Somalia). Disruptions of these cross-border relationships often relate to clan conflicts that spill over from one side of the border to the other, economic and resource related issues as well as security threats related to violent attacks by militant groups.⁶² During the PSG workshop it was noted that conflict originating from the Municipality can be quickly resolved locally, however it is the cross-border conflict (with Ethiopia/Mandera) that is a challenge and requires partnerships with security agencies.⁶³

⁶¹ NCICI (2017)

⁶² Haida (2020)

⁶³ PSG workshop 09/10 March 2021

Figure 3-4 - Mandera Triangle



Source: Atkins based on NCIC (2017)

Ethno-political violence (Clan Conflict)

As mentioned above, the population in Mandera is predominantly of Somali decent organised through clan structures. Under British rule, pre-existing identities of different clans living in North East Kenya have hardened. Division between those groups have continued after independence with a process referred to as *territorialisation of ethnicity*, where different groups made stronger claims to certain territories – often grazing land a key resource for the mainly pastoralist society.⁶⁴ Since 1963, Mandera has experienced cyclical violence between different clans. The most recent phase of violence between clan groups was between 2011-2015. Appendix A.2 sets out major eruption of clan violence. The main clans in Mandera are the Garre, the Murulle, the Degodia clans, and the 'Corner Tribes' (a grouping of the smaller clans). After Somalia's collapse in 1991, a sizable population of the Marehan clan from Somalia also migrated to Mandera.⁶⁵ During the PSG workshop it was noted that clan-based conflict has a cross-border dimension and originates mainly from the Somali side.⁶⁶

Pastoralism-related, resource and land conflict

Most of the population in the North East of Kenya is pastoral and highly dependent on natural resources. In Mandera, the scarcity of water and pasture has often resulted in violent conflict as pastoralist communities of different clans struggle to acquire and control the limited resources available.⁶⁷

Violent Extremism

The tense security situation in the area is linked to regional political tensions, especially with Somalia. It is manifested in a pattern of violent attacks often against civilians with Al Shabaab as the key actor since 2008. Al Shabaab is an Islamist terror organisation operating out of Somalia but also active in Kenya. As depicted in Figure 3-5, Mandera is the hardest hit county in Kenya by Al Shabaab attacks.

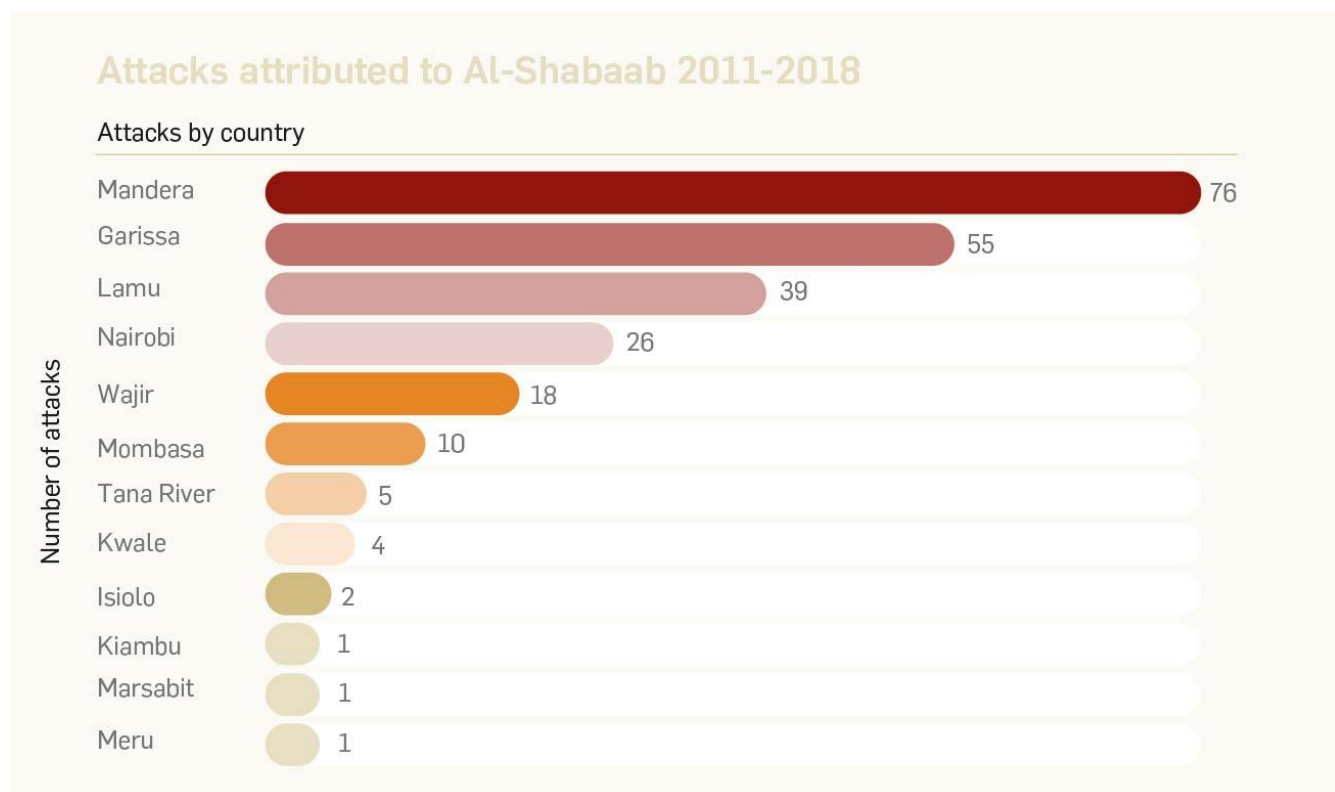
⁶⁴ Haida (2020)

⁶⁵ NCIC (2017)

⁶⁶ PSG workshop 09/10 March 2021

⁶⁷ Haida (2020)

Figure 3-5 - Al Shabaab attacks in Kenya



Source: Abdille, A. (2019). *The hidden cost of al-Shabaab's campaign in North-Eastern Kenya*. International Crisis Group. Retrieved from <https://www.crisisgroup.org/africa/hornofafrica/kenya/hidden-cost-al-shabaabs-campaign-north-eastern-kenya>.

Violence against Women and Girls

North Eastern Kenya has high rates of violence against women and girls including female genital mutilation or cutting, and child marriage. Sexual offences in the North East are often addressed through the traditional *Maslah* system which tends to result in under-reporting of crimes and lack of clarity about prevalence.⁶⁸ Women and children are often unable to flee in outbreaks of violence and tend to be worst hit by conflict.⁶⁹

3.1.3. Conflict Areas

Mandera being a town is relatively peaceful compared to the rural areas in terms of resource conflicts. The proximity to the international border is a source of insecurity. While the stretch along the Kenya-Ethiopia border is safe and people move in and out frequently, the stretch along the Kenya-Somalia border is unsafe. The border is closed off and guarded by security forces. Nonetheless, there is illegal trade and smuggling taking place across the border. Due to insecurity, the Mandera CBD has been relocated three times away from the Kenya-Somalia border, which had adverse effects on its growth.⁷⁰

The social clan order is spatialised in Mandera Municipality with different clans living in certain areas. The Murulle community lives in the South Eastern part of the planning area to the South of the B95 road. The Garre, Degodia and Corner Tribes live along the Kenya-Ethiopia border, while the Marehan live along the Kenyan-Somali Border. Even through the Kenya-Somalia border is closed, the Marehan community living on either side of the border is trading across the border and assist each other during outbreaks of conflict.⁷¹

There are several disputed settlements in the County, resulting from a change in the land value system or informal settlements. Another factor is that as part of the process of devolution the County has been subdivided in Sub Counties, Constituencies and Wards. These boundaries did not align with pre-existing administrative units and led to confusion and conflict between clans.

⁶⁸ Haida (2020)

⁶⁹ PSG workshop 09/10 March 2021

⁷⁰ Mandera KOM (2020)

⁷¹ PSG workshop 09/10 March 2021

Conflicted areas in Mandera County include:

- Malka Mari is a contentious land area along the River Daua, claimed by both the Garre and the Degodia.
- Mandera South and Lafey Sub Counties was contested by Garre-Murulle
- The delimitation of the IEBC Constituency and Wards is also being contested between Mandera North and Mandera South Constituencies, creating a conflict between the Garre and Degodia clans,
- Some settlements are administratively placed under one area, while politically affiliated to a different area (e.g. Eres Teno location),
- Defunct colonial-era clan boundaries are a conflict factor in Mandera,⁷²
- According to the PSG, there are fights over quarry sites, mainly among the rival quarry owners.

Insecurity related to Al Shabaab affects the transport network. The Road to Nairobi through Elwak town (E847) is very unsafe due to the proximity to Somalia. It was first closed for public use in 2014 due to rampant attacks on public buses. Insecurity along the road has oppressed the growth of business on the roadsides and movement of people.⁷³

⁷² NCIC (2017)

⁷³ PSG workshop 09/10 March 2021

Figure 3-6 – Conflict Map



Source: Atkins, based on PSG Workshop 09/10 March 2021

3.2. Conflict Causes

Structural causes of conflict are also called root causes or underlying causes and are long-term or systemic causes of violent conflict that have become built into the norms, structures and policies of a society.⁷⁴ The four broad areas of structural causes for conflict in Mandera have been identified as (1) weak social contract, (2) regional inequality and marginalisation, (3) clan conflict over resources and (4) political power. Naturally, these root causes for conflict correspond with the type of conflict presented above.

Grievances against state institutions

Historic State violence against Kenyan Somalis and a history of atrocities, along with official neglect and political exclusion caused deep rooted grievances and scepticism against the State and its institutions amongst the local population in Mandera. The social contract between State and citizens is weak and there seems to be little trust in the national government, the police, security forces or military forces (refer to section 3.3).⁷⁵ The lack of collaboration and trust between the local population and the security forces leads to inefficient responses to complex security threats posed by Al Shabaab and have been identified as an impediment to peace by the documents reviewed.⁷⁶

Regional inequality, exclusion, and marginalisation

The threat to peace in the North East is strongly tied to entrenched forms of economic marginalisation, exclusion and inequality. The region has long experienced the highest levels of poverty and underdevelopment in Kenya. The region lags behind the rest of the country in infrastructure, education and health services. In fact, Northern Kenyan counties are ranking at the bottom of almost every human development ranking in the country. These conditions, combined with the weak social contract as outlined above, are characteristics of recruitment hotspots for terrorist organisations, such as Al Shabaab.⁷⁷ High unemployment rates among the young population and few employment options available (the main employer being the County Government) leads to a sense of hopelessness making young people vulnerable to being radicalised. Youth radicalisation has been identified as one of the key concerns in Mandera Municipality by the PSG.⁷⁸

Distribution of resources

Scarcity of water, pasture and land have traditionally been one of the key sources of conflict in Mandera where the community is largely pastoralist and reliant on these resources. Conflict over resources is anticipated to increase in the future because of climate change and increased likelihood of climate shocks and stresses, especially drought, and acute food shortages.⁷⁹

Conflict over resources takes place within the County and beyond its borders. Resource-related conflict erupts predominantly in the rural areas but can spill over into Mandera Municipality and lead to violence within the Town. Along the Kenyan-Ethiopian border, access and use of River Dawa, which runs along the border, is contested. It was mentioned during the PSG workshop that Ethiopians claim River Dawa as their own and restrict full potential use of the river. For example, sand harvesters on the Kenyan side have been recently chased away by Ethiopian authorities.⁸⁰

Distribution of political power

Conflict between clans relates to competition over resources and political power. With the process of devolution, competition between clans for political influence has become an important driver for conflict. Devolution has increased influence of bigger clans while smaller clans lack representation in county politics.⁸¹ At county level, it is commonly perceived that access to public resources is granted by those in government. This assumption causes competition amongst clans over political power.⁸²

3.3. Actors

The table below sets out an overview of conflict actors (a more detailed table is provided in appendix A). In most cases, the roles these actors play within the conflict is not one dimensional and can lead to division as well as integration. An understanding of each actor's potential to support peace and security in the region is important to inform the stakeholder engagement process for the development of the UEP.

⁷⁴ GSDRC (2017)

⁷⁵ Haida (2020)

⁷⁶ NCIC (2017)

⁷⁷ Haida (2020)

⁷⁸ PSG workshop 09/10 March 2021

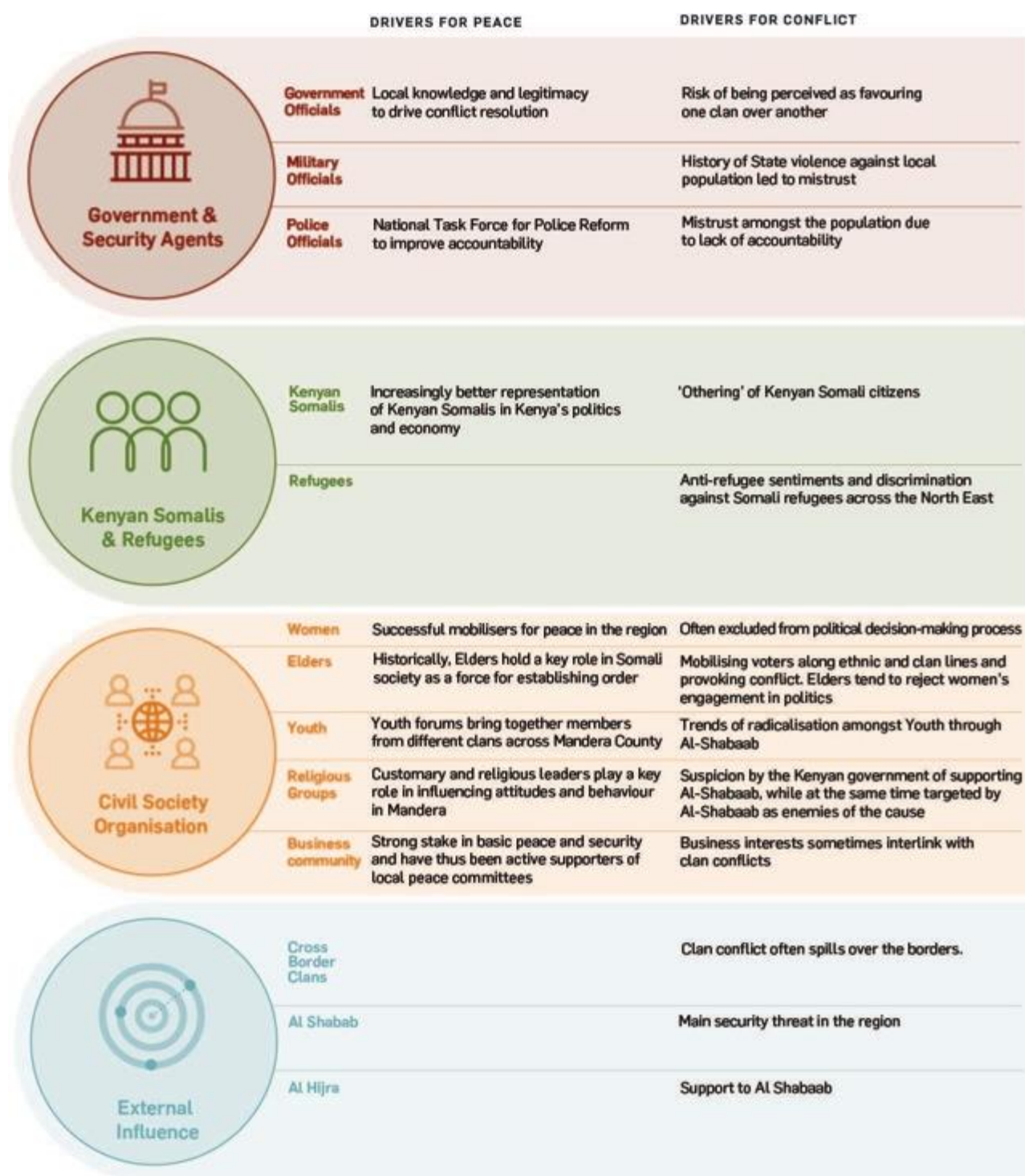
⁷⁹ Haider (2020)

⁸⁰ PSG workshop 09/10 March 2021

⁸¹ Haida (2020)

⁸² International Crisis Group (2015) Kenya's Somali North East: Devolution and Security, Crisis Group Africa Briefing N 114. And NCIC 2017

Figure 3-7 - Conflict Actors Overview



Source: Atkins based on Haider (2020)

3.4. Conflict Dynamics

Conflict and peace dynamics can be described as the resulting interactions between the conflict profile, actors and the causes, that either drive the situation towards increased conflict or support conflict resolution.

3.4.1. Immediate Causes and Triggers

Proximate causes of conflict are immediate causes that can quickly change the direction or intensity of conflict.⁸³ Conflict triggers are factors that lead to an outbreak of violence. Both immediate causes and triggers are related to structural causes and have the potential to accentuate those. In practice and in the scope of this high-level analysis, it is difficult to differentiate immediate causes and triggers. For Mandera, they include:

- Dispute over increasing land value of land related to oil exploration and the new CBD development,
- Dispute over ownership of the Malka Mari National Park,
- Access to River Dawa, the only permanent fresh water source in Mandera,
- Natural disaster, climate shocks etc.,
- County Government elections and redistribution of political power,
- Outbreak of violence in Ethiopia and Somalia,
- Changes in the border regime,
- Violent attacks by Al Shabaab,
- Investments by foreign investors and donors or national or County Government into infrastructure and agriculture;⁸⁴

The SUED programme needs to be understood as a potential trigger for conflict. Foreign investment into a conflict area has the potential to impact the dynamic of conflict. Section 3.5, sets out how the SUED programme relates to conflict in Mandera.

3.4.2. Dynamics of conflict and peace

Conflict and peace dynamics are not clear-cut. In fact, they will be perceived differently by different actors within the conflict and they can be contradicting, interdependent or mutually exclusive. Thus, the list below is not comprehensive but a high-level summary of what has been defined as key conflict and peace dynamics in the literature reviewed:

On-going cross-border conflict:

- Somalia remains unstable which keeps presenting a security threat to Kenya and will keep influencing conflict in Mandera,
- Illegal borders crossings contribute to the proliferation of small arms (increasing level of violence of local conflict), facilitates illicit trade and enables the expansion of Al Shabaab,
- It remains to be seen what the effects of border closures due to COVID-19 restrictions will be on conflict and insecurity in Mandera Municipality.⁸⁵

On-going process of devolution with double-edged impact on peace and conflict:

- Larger resource allocation to the marginalised areas supports development and peace in the area: Mandera County receives the third largest budget of devolved funds after Nairobi and Turkana Counties due to its underdevelopment, lack of infrastructure and high poverty index,
- Locally elected officials in County Government have better local knowledge and greater local legitimacy than central government to drive conflict resolution,
- Intensifying local rivalries and inter-clan competition for political seats, perceived as guaranteed access to economic resources, potential for increased clan-conflict in relation to upcoming election in 2022.⁸⁶

Resource depletion and climate change intensifies conflict over resources:

⁸³ GSDRC (2017)

⁸⁴ NCIC (2017)

⁸⁵ Haider (2020)

⁸⁶ Haider (2020)

- Resource depletion and an unfavourable climate increase competition between different pastoralist groups as well as a source for forced displacement and migration. Further, lack of investment in infrastructure and public services in pastoralist areas is exacerbating conflict in the region,
- Conflict between and within pastoralist communities is becoming increasingly violent and organised, for example cattle rustling has become embedded in wider criminal networks.⁸⁷

Radicalisation and violent Extremism:

- Youth unemployment and poverty as well as police violence and racial profiling are push factors especially for younger population to extremist groups and radicalisation, these issues could be worsened due to the economic hardships faced during the Covid-19 crisis,
- The various attacks committed by *al-Shabaab* in the North East have also prompted an exodus of civil servants, with negative effects on Municipal and County services, which hinders development.⁸⁸

Sources of Resilience and Drivers for Peace

- The common Somali identity of the local population in Mandera and the bordering regions of Ethiopia and Somalia has allowed for common cultural treaties between clans to deal with disputes locally, including those over grazing rights, shared access to essential services like water, and judicial redress processes, including for livestock theft or killings.
- Shared utilities between local communities, such as hospitals, schools, markets etc brings different communities together. These facilities have local committees like the Parent Teacher Association (PTA), the Water User Association etc., which comprise members of the various clans that live in the area, and thus share a common vision of improving the services rendered to the public. Markets can be important shared spaces that bring different groups and communities within and across borders together.
- Common business interests or investments across clan lines. The dramatic expansion of cross-border commerce from Somalia into Kenya has had a variable effect on cross-border conflict, often serving as a force for cross-clan collaboration and security, but also producing conflict over control of key trade routes.
- Common challenges of underdevelopment and marginalisation, climate change related disasters such as droughts, security threats by external forces, such as Al Shabaab. Common problems can be an opportunity for different communities to work together.
- Peace Committees have played an important role in marginalised peripheral border areas in coordinating information and interventions to address conflict and serving as a mechanism for cooperation, trust and relationship building. They are often inclusive and have been successful in managing ethno-political violence at the local level.
- Major infrastructure developments in the North East region. Infrastructure, such as roads that connect regions to the centre, can alter not only development opportunities for populations in the North, but also their identities and a sense of belonging to the nation.⁸⁹

3.5. Conflict implications for the UEP Development

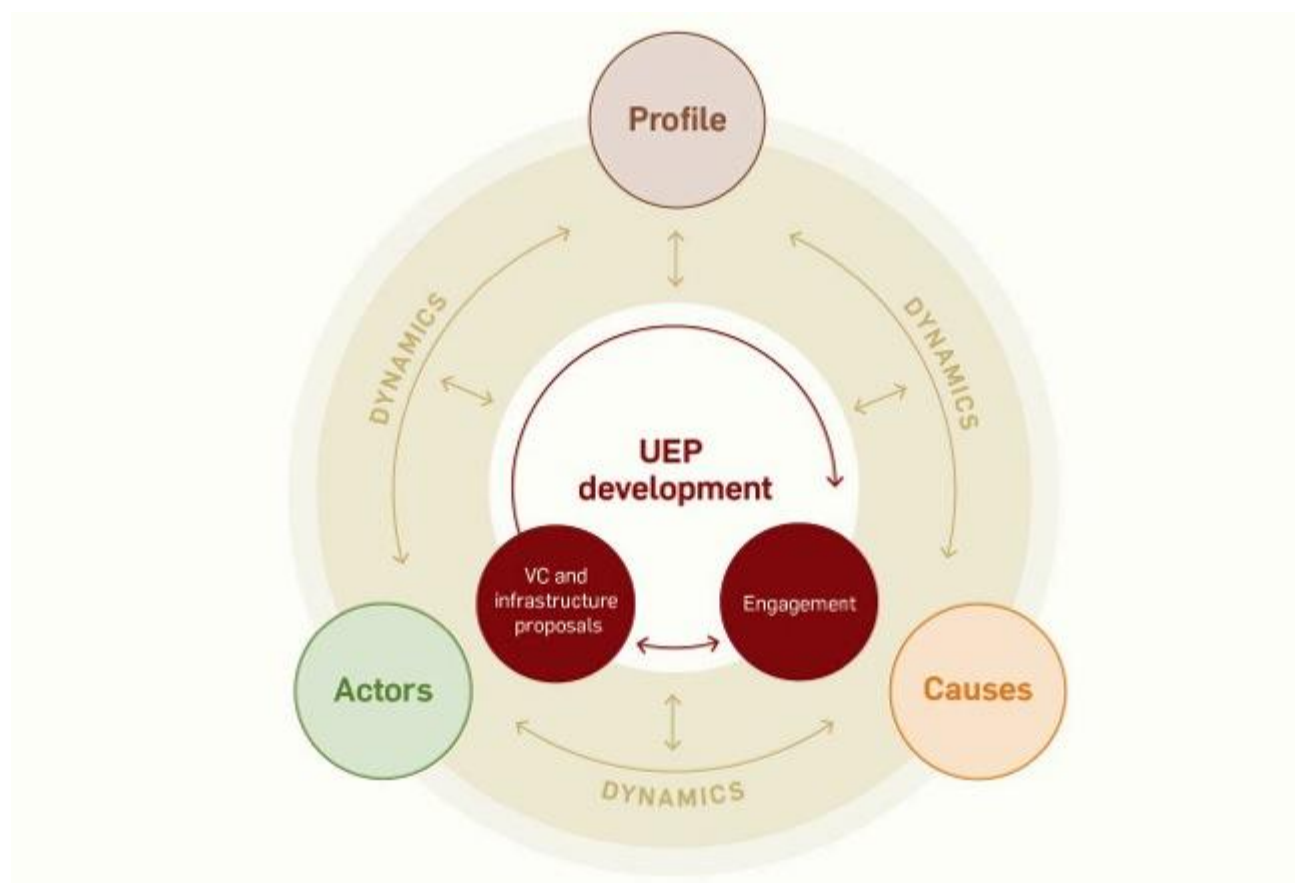
As illustrated in figure 3-7, the UEP has the potential to influence conflict dynamics in Mandera at two levels – the process and the output level. The **process level** is the engagement process with County and Municipal government as well as wider stakeholders. On the **output level** are the UEP proposals including value chain projects supporting economic opportunity/ job creation and infrastructure proposals supporting inclusive and resilient urban growth while safeguarding the environment.

⁸⁷ Haider (2020)

⁸⁸ International Crisis Group (2015)

⁸⁹ Haider (2020) and NCIC (2017)

Figure 3-8 – SUED’s relationship to the conflict analysis



Source: Atkins, based on GSDRC (2017)

On the **process level**, the actor analysis in section 3.3, allows to identify implications for the UEP engagement process. There are a number of actors that influence conflict in Mandera, either negatively or positively but most of the time in both ways.

In order to limit the projects potential negative impact, it may be beneficial to try to include as many actors that influence the conflict as possible in the engagement process. During the Kick-off meeting, most conflict actors were already represented including GC, business community, Youth and women. For the next stakeholder meeting it could be considered to also include religious leaders, Clan Elders, and refugees living in Mandera.

On the side of the **output level**, the table below outlines possible interdependency between the UEP development process and conflict in Mandera by citing relevant case studies from elsewhere.

Table 3-1 - Conflict implications for the UEP

UEP Element	Potential Conflict Interdependencies
Economic sector development through value chain projects	Conflict plays a central role in programmes that seek to enable market-driven growth, because they can change access to and distribution of resources and thereby impact conflict dynamics. As outlined in section 3.3, the root causes of conflict are related to the distribution of resources especially in relation to pastoralist livelihoods, including conflict over access to water and grazing land. Mandera's key economic sectors are agriculture and livestock, commerce markets and cross border trade, and services and public sector.
Development of urban infrastructure	The UEP will develop infrastructure proposals to improve urban service delivery in the Municipality. While infrastructure development projects are generally approached from a technical perspective, they can have severe impacts on conflict dynamics when it disrupts a balanced peaceful status quo. For example, new road developments can block livestock migration paths. There is always a risk of elite capture of infrastructure projects (e.g. selecting road alignments or water supply points that benefit certain groups).

Safeguard environmental assets and increase resilience to climate change	There is a strong correlation between climate change and conflict. The Notre Dame Global Adaptation Initiative Index presents country's vulnerability to climate change, 12 of the 20 countries deemed most vulnerable to climate change also suffering from conflict. Natural resource, such as access to water and grazing land, as well as land management are closely linked to the root causes of conflict in Mandera. For example, a biodiversity conservation initiative, may be seen as contributing to sustainable development but could result in violence if the government appropriates land and forcibly moves an indigenous group reliant on the land for its livelihood.
Gender and Social Inclusion	Women and men are affected differently by conflict. Women and children are most vulnerable in conflict and affected most severely.

Source: Atkins, based on GSDRC & UKAID (2014)

The SUED programme aims to develop proposals that are sensitive to potential conflict impacts. In the analysis of each of the following sections, the conflict and insecurity baseline set out in this section has been considered.

4. Mandera's Planning and Development Context

This section is focused on:

- Situating the UEP within Kenya's **planning policy framework** including the **legislative background** and **relevant non-statutory documents** by introducing the **process of devolution** in which power, funds and resources are transferred to accountable, transparent and inclusive county governments.
- Presenting the **Municipal Board**, which plays a key role in the UEP development and approval.
- Identifying the **study area**, which is aligned with the municipal boundary, forming the geographical scope of the SUED Programme.
- Describing Mandera's **development context** including the regional context, the town's character, its spatial planning context and growth strategy as well as development priorities and opportunities highlighted in key local planning documents including CIDP, IDeP, and ISUDP.

4.1. Overview of planning policy framework

This section provides an overview of the planning policy framework including legislative background in Kenya, the institutional structure at the local level, focusing on the Municipal Board, and highlights where the UEP sits within the existing policy framework.

4.2. Policy framework

The policy framework sets out the broader policy context for the UEP with an analysis of policies, plans and legislation at the national, county and municipal level, together with an overview of our current understanding of where the UEP as advisory document sits within the political framework.

The Kenya Constitution (2010) as supreme law is the foundation for regulation across the country, where several national acts and county laws have been enacted under the power given by the national constitution. There are other non-statutory acts comprised of policies, plans and strategies at the national, county and local level guiding urban and economic development that have been considered when developing Mandera UEP. Figure 4-1 describes the relationship between the Kenyan Constitution, laws enacted at national, county and municipal levels as well as hierarchy of policies, plans and strategies from the national level down to municipal level. Further details of legal acts and non-statutory acts at different levels informing the UEP are in Appendix B 1.

Figure 4-1 - Overview of relationship between legal acts and non-statutory documents



Source: Atkins

4.2.1. Relevant legal planning acts and statutory instruments to the UEP

There are several key legal acts and regulations that are of pertinence to understanding the planning policy framework in Kenya in relation to sustainable urban economic development, the most relevant are highlighted below and a full list of statutory acts at national and county level relevant to the UEP is detailed in Table 22 in Appendix B.

Devolution is the backbone of the planning policy as an enabler to transfer power, funds and resources to accountable, transparent and inclusive County Governments. Devolution is at the heart of the Constitution 2010 enacted in Chapter 11 and has been given effects by the County Governments Act No. 17 of 2012 (revised 2017 as County Government, amendment, Act No. 4 of 2017) which sets the structure, functions, responsibilities, jurisdiction, role of citizen participation and defines the principles, objectives and obligations in terms of planning and development.

As a result of devolved governments, the County has been granted powers in terms of overarching planning and development within the county territory but also in relation to management and governance of the Municipality as described in Table 23 in Appendix B: Policy Framework. The County Governments are autonomous entities to enact laws and to develop policies and plans in order to provide and maintain infrastructure and community facilities, protect the environment, controlling pollution, trade and commercial development, disaster risk management while ensuring compliance with national guiding principles.

Kenya's devolution recognises the importance of cities/municipalities as urban growth engines, the country is experiencing a demographic transition where more people are settling in urban areas seeking better economic opportunities, services and infrastructure. The Urban Areas and Cities Act (UACA, Amended 2019) provides the classification, governance and management of urban areas and cities and the setting out of governance structures including the participation of residents in policy development. The Act establishes the hierarchy of towns and sets out the population threshold for cities at least 250,000 inhabitants and for municipalities minimum of 50,000 inhabitants. Further, UACA amendment also declares all Municipal headquarters as municipalities.

The UACA also introduces the Municipal Boards who can administer and manage the City/Municipality on behalf of the County Government. The Act mandates that a city or urban area shall prepare an integrated development plan that is aligned to the development plan and strategies of the County and National governments. In most municipalities the boards are in their nascent stages thus they are not fully operational. The plans are also only recently done, thus not yet implemented.

The Physical and Land Use Planning Act (2019) sets out the principles, procedures and standards for preparing, implementing, regulating and providing a dispute mechanism for physical and land use plans at the national, county, city, urban and rural levels. The **land use plans are essential tools to guide sustainable growth** by protecting environmentally sensitive areas and heritage assets, maximising economic opportunities, delivering resilient and low carbon infrastructure and socially inclusive growth and housing provision for all.

4.2.2. Relevant non-statutory documents to guide the UEP

Kenya Vision 2030 is the long-term development blueprint for the country and the most ambitious national strategy launched in 2008. It was approved in 2016 by Cabinet Sub-Committee and presented in Parliament in 2017. The aim of Kenya Vision 2030 is to create a globally competitive and prosperous country with a high quality of life by 2030. It therefore aims to transform Kenya into a newly-industrialising, middle income country providing a high quality of life to all its citizens in a clean and secure environment by 2030.

The vision has been implemented through **five-year medium-term plans**, the current one is the Third Medium Term Plan 2018 -2022 (MTP III) which has been integrated with The Big Four Agenda that has been under implementation from 2018 to 2022. The upgrade of MTP III focuses on 1) industrialisation, manufacturing and agri-processing, 2) affordable housing, 3) food and nutrition security, and 4) universal health care, the so called “Big Four” initiatives to support higher economic growth and job creation across the country. The MTP III is also supporting the continuous and progressive implementation of the devolution programme.

The **National Spatial Plan (NSP)** is a key enabler of Vision 2030 and the MTP III, it has been prepared to provide further policy direction guiding long term development, sector plans, the CIDP and overall spatial development of the country. The NSP established that the 47 headquarters, including Mandera, are administrative and commercial centres of the counties and are expected to see increased investment on real estate, education and commerce as well as to attract people to migrate in seeking of employment and other opportunities.

The **National Urban Development Policy (NUDP)** is guided by clauses 176 and 184 of the Kenya Constitution that provides for regulation and governance of urban areas and cities. The NUDP seeks to create a framework for sustainable urban development in the country. It focuses on addressing critical thematic areas such as: urban economy, urban finance; urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and inclusion of marginalized and vulnerable groups.

Mandera County is one of the new two-tier governance systems thanks to the devolution process being operationalised since 2013. The **County Integrated Development Plan** is grounded upon the Vision 2030, the MTP III, the NSP and international targets such as the Sustainable Development Goals.

The **Mandera Municipality Integrated Development Plan 2019-2024** is a policy position to guide the future growth and management of urban areas within the Municipality. As part of the IDeP, the Spatial Development Framework sets four spatial strategies: (1) Identification and Protection of Service Infrastructure; (2) Improve accessibility to urban services; (3) Use strategic urban planning to promote orderly development; (4) Enforcement of development control through a system of formal application and permissions for development according to development standards. Based on a sectorial situational analysis, which informs section 4.4, the IDeP sets out the strategic direction for the Municipality. The vision is to become a prosperous and people-centred Municipality with the mission to deliver exceptional services and promote a high-quality life for residents, visitors and businesses driven by the core values of professionalism, resilience and inclusiveness, collaboration, innovation and accountability. Strategic Priorities for Mandera are defined as efficient solid and liquid waste management, adequate storm water management, reliable and clean water supply, controlled and managed urban development through spatial planning, digitalisation of development applications, upgrading of informal settlements, efficient transport system management, provision of adequate recreational facilities, decent and affordable housing, institutional management and capacity. For each of these priorities targets and key performance indicators are defined which inform the subsequent sections of this report.⁹⁰

The **Integrated Strategic Urban Development Plan 2015-2035 operates on a longer timescale than the IDeP and focuses on the urban area within the Municipal Boundary**. It is the outcome of an integrated and participatory planning process that sets a framework for urban development for the next 20 years. It includes Digital Maps, Structure Plan, Action Area Plans, Detailed Area Plans, Capital Investment Plan (CIP), and sector plans (including Transportation Plan, Environment Management Plan, Culture and Heritage Conservation Plan and Disaster Management Plan). In addition, it outlines Planning Policies and regulations. It is anticipated that the Plan will be a significant step towards achieving the development vision of Mandera: “To be a well-inclusive and safe town that safeguards its resources and promotes investments with adequate facilities for a prosperous population”.⁹¹

⁹⁰ Mandera County Government, *Mandera Municipality Integrated Development Plan (IDeP) 2019-2024*

⁹¹ Mandera County Government, *Integrated Strategic Development Plan (ISUDP) (2015-2035)*

4.2.3. Achieving Municipality Status

Mandera was established as a Municipality in 2018 in accordance with the Urban Areas and Cities Act (2011) and serves as the new headquarters for Mandera County. Mandera Municipality is enacted and gazetted by the Municipal Charter and the NSP as the administrative and main urban centre within the County.

Mandera's Municipal Board ('the Board' hereafter) was established to manage the Municipality on behalf of the County and is governed by the Municipal Charter (2018), which details that all powers of the Municipality shall be vested in the Municipal Board. The Board is the legislative authority, which can formulate and pass Municipality By-laws. It is comprised of nine members to oversee the affairs of the Municipality, as well as employing a Chief Officer (CO) and CECM. Key functions of the Board are described below. Details of the Municipal Board and appointments in table 21 in Appendix.⁹²

Key functions of the Board include:

- Developing and adopting policies, plans, strategies and programmes, and setting targets for delivery of services;
- Formulating and implementing an integrated development plan;
- Control land use, land sub-division, land development and zoning;
- Promote and undertake infrastructure development and services;
- Implement applicable national and county legislation;
- Monitor and regulate city and municipal services provided by service providers e.g public transport;
- Promote a safe and healthy environment;
- Monitor the impact and effectiveness of any services, policies, programmes or plans,
- Collecting rates, taxes levies, duties, fees and surcharges on fees as delegated by the County Government;
- Settling and implementing tariff, rates and tax and debt collection policies as delegated by the County Government;
- Ensuring resident participation in decision-making and ensuring provision of services to residents.

Mandera's Board was inaugurated in 2018. Mandera Municipal Board is made up of 6 men and 3 women, including 3 youths. Clan dynamics were taken into consideration in nominating members of the Board in addition to the requirements of the Urban Areas and Cities Act. It is organised into four committees, namely:

- Risk, Governance & Compliance
- Enforcement, Fire & Disaster Management
- Finance, Planning & Development
- Environment, Energy & Sanitation Committees.

Municipal Revenue in Mandera is based on three categories: (1) Intergovernmental Finance (Exchequer), (2) own source of revenue (taxes, rates, cess, permit fees), borrowing and foreign external assistance (donor support). Under its own source of revenue, the following fees for facilities are outlined in the IDeP:

- Enclosed Market fees (handcraft market)
- Development approval fees.
- Plot rent /land rates
- Business licenses
- Solid waste collection and disposal fees
- Motor vehicle / Motor bike parking fees
- Informal open-air market
- Hawking along the roads and in public places in the town
- Cess on transportation of livestock, hides and skins and quarry stones and sand.
- Livestock market and slaughter slabs fees
- Motor vehicle parking fees.

⁹² Mandera County Government, *Municipal Charter* (2018)

The Board's role in revenue collection has not been defined yet but it has its own Finance Department and accounts where the Chairman and the Manager are signatories. The Board has proposed a budget which did not reach agreement. The Board hopes that as all functions get gazetted, with full powers over revenue raising and own budget that more autonomy will be actualised.

The Municipal offices are in good condition; however, the Board is limited in terms of human resources and capacity. But there are limitations especially of staff and funds.

The relationship between County Government and Municipal Board is supportive and effective.⁹³

4.2.4. UEP as an advisory document within existing framework

Economic growth is a priority for Mandera as stated in the IDeP and the CIDP. To support its implementation, the preparation and adoption of the UEP will become an advisory document aligned to the requirements set out in the relevant legislation and strategic planning policy framework. It will build on existing work and priorities identified under the current County and Municipality plans, as well as aligning and complementing work undertaken by other donors.

The final UEP report will need to be approved by the Board based on stakeholder engagement and consultation throughout the development of the plan, in accordance with the Municipal Charter. Once this has been achieved, the actions will be driven forward by the Board, Municipality and identified stakeholders.

4.3. Study area

The geographical focus and study area of this report is Mandera Municipality which is the administrative capital of Mandera County and located at the North-Eastern corner of the County and Country bordering Ethiopia in the North and Somalia in the North-East. In terms of administrative units, Mandera Municipality is defined by Khalalio, Mandera Town ship and Neboi wards.⁹⁴

Within the lines of the Municipal boundary, a Planning Area has been designated in the ISUDP. It encompasses the Municipality's main urbanised area as well as its immediate surrounding. The urbanised area within the planning area is also referred to as Mandera Town. The planning area's boundary is marked by Neeboi–Jirma axis (North West), River Daua (North), Koromey (West) and Bokolow-Bonyolow axis (South East). For this area the ISUDP sets out a strategic planning framework.⁹⁵ More information is available on this area than on the Municipal area as a whole, and thus, the Diagnostics Report refers to the Planning Area and Mandera Town at various points.

Figure 4-2 illustrates the geographical units relevant for this report. For clarity, the diagnostic assessment refers to the following geographies throughout the report as follows:

- Mandera County (defined by the county boundary.)
- Mandera Municipality (the HQ of Mandera County and the study area of the UEP is defined by the municipal boundary),
- Planning Area (a designated area within the Municipality where urban growth is expected to take place and where a spatial plan, the ISUDP, manages this growth),
- Mandera Town (this is a loosely defined area, covering the urbanised centre within the Planning Area).
- Within the Planning Area, a number of neighbourhoods have been defined and labelled.

⁹³ SUED Project Management Team, Mandera PEA Report (2019)

⁹⁴ IDeP (2019-2024)

⁹⁵ ISUDP (2015-2035)

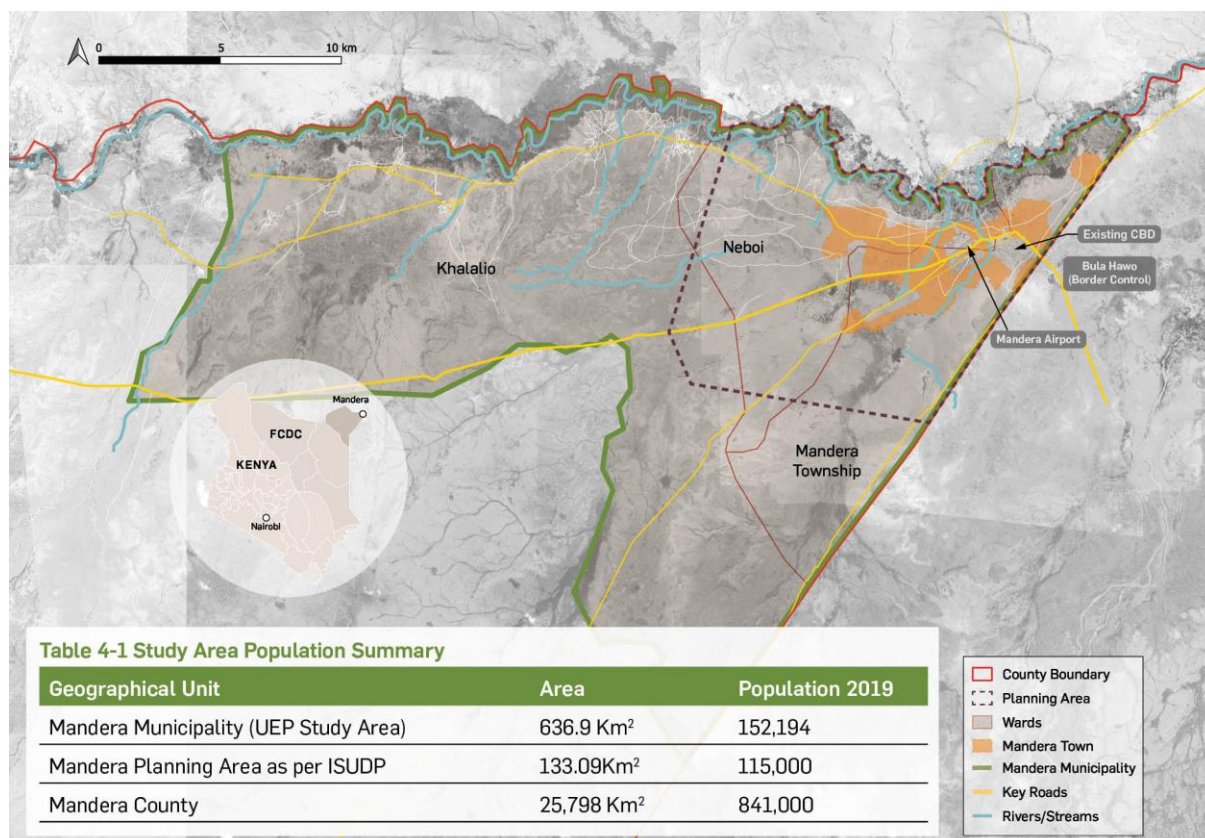
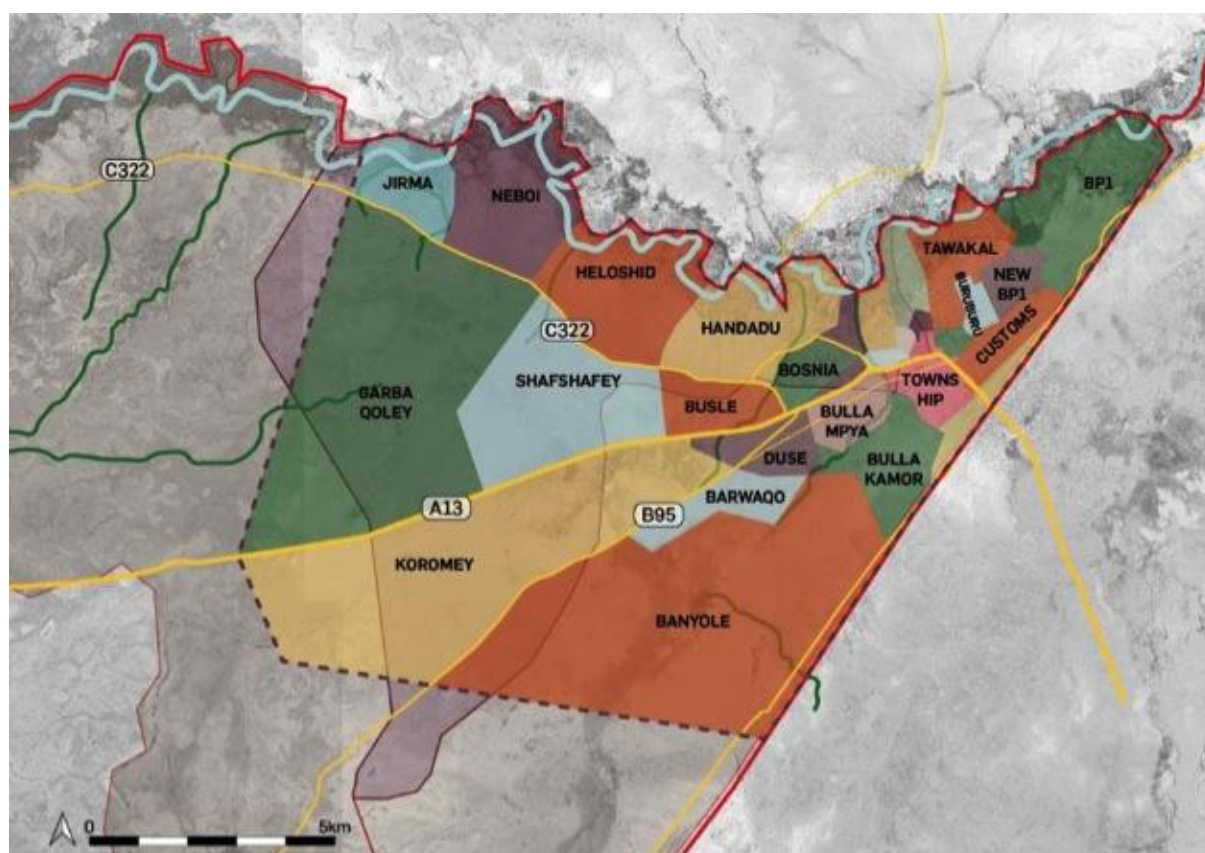


Figure 4-2 - Study Area



Source: Atkins

4.4. Development context

4.4.1. Regional context

To develop a comprehensive diagnostic on Mandera Municipality's potentials and constraints for growth, the Municipality itself needs to be analysed against the wider region. In the Socio-Economic Development Profile (section 5), demographic and economic analysis considers the Municipality as well as the regional context of the North East, the economic bloc and the County. The current section seeks to describe where Mandera is situated geographically within its regional context.

Mandera Municipality is in the very North East of Mandera County at the furthest North Eastern point of the country, situate at the international borders to Somalia and Ethiopia. On the Ethiopian side of the border, across River Daua, is the small town Sufu. On the Somali side of the border, is the town Bulahawa, which borders almost immediately with Mandera Town. The Isiolo-Mandera Road leads up to the (closed) border.

Mandera County is divided into seven administrative sub-counties: Mandera East, Mandera North, Mandera West, Lafey, Banisa and Kutulo. In total, the County comprises 30 wards. Mandera Municipality is in Mandera East.⁹⁶

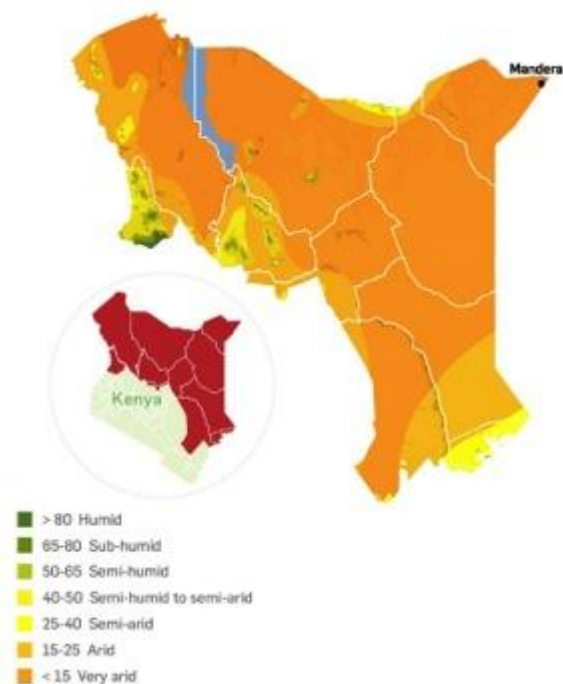
Historically, Mandera County was part of the former North Eastern Province comprising Mandera, Wajir and Garissa County. This area was previously the North Eastern District and, as briefly explained in section 3, shares a history of political and economic marginalisation and discrimination as well as violence against the culturally and ethnically Somali population. Still today, the North Eastern Region is largely under-developed with high poverty levels and low economic outputs. Section 5 provides a detailed assessment of the status of development in the region and in Mandera in particular.

Today, Mandera County forms part of the Frontier Counties Development Council (FCDC). The FCDC is an umbrella for Kenya's Arid and Semi-Arid Lands (ASALS)⁹⁷, composed of the County Governments of Lamu, Tana River, Garissa, Wajir, Mandera, Marsabit, Isiolo, Turkana, Samburu and West Pokot. These counties occupy 377,746.8 km² which is an equivalent of 65 % of Kenya's land area.

⁹⁶ Mandera County Government, *CIDP 2018 – 2022*

⁹⁷ Ayaga, W. (2018) 'Marginalised Counties Push for More Funding', Standard Digital [Online] Available [here](#).

Figure 4-3 - FCDC



Source: Atkins

Figure 4-4 - Ecological zones across the FCDC

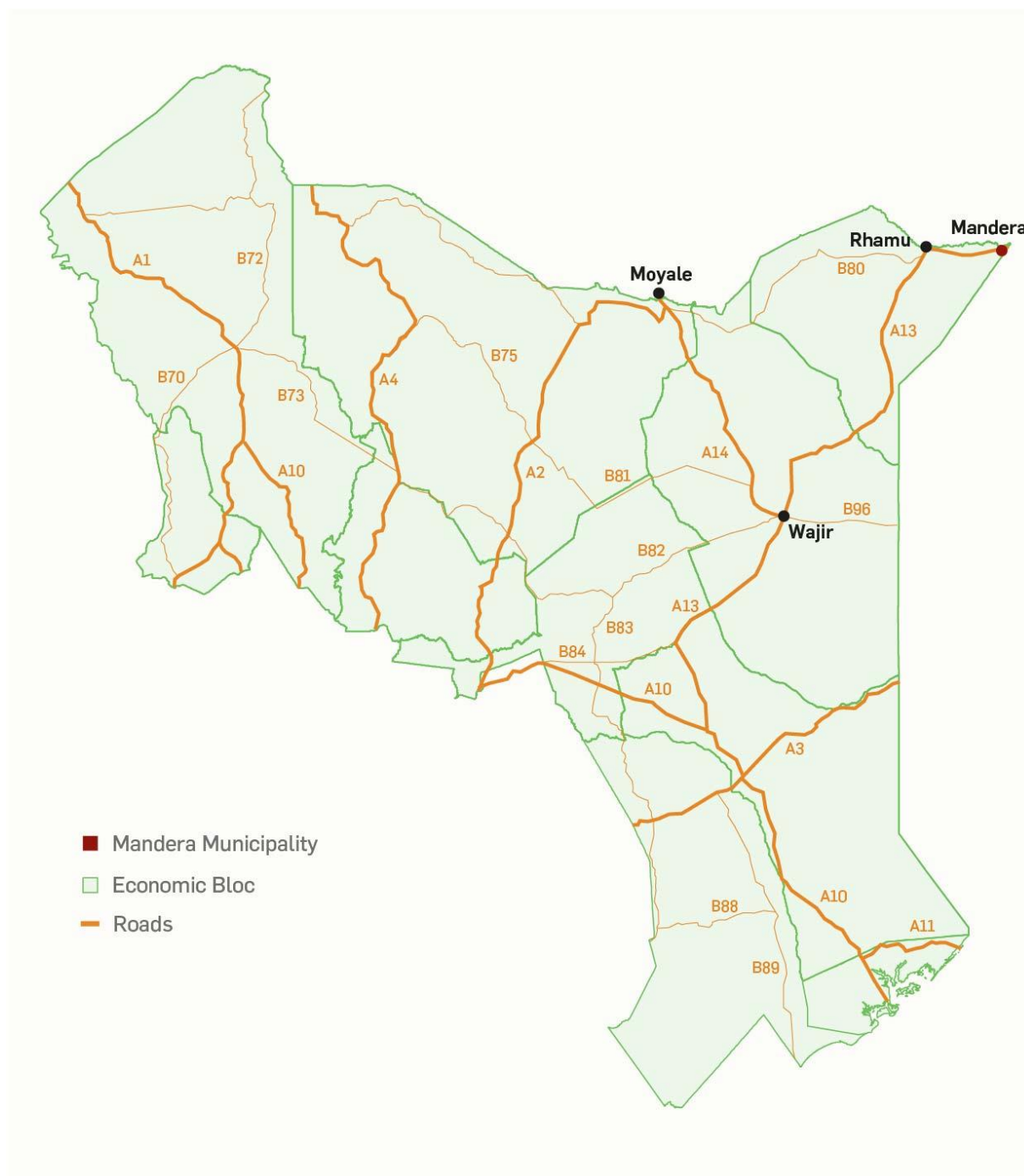
The FCDC has a largely very hot and arid climate as illustrated in figure 4-4. This harsh climate makes agricultural production challenging. Tana River, Ewaso Nyiro River, and River Daua in Mandera, are key water resources in the area and present an opportunity for irrigation agriculture. Most agricultural production in the FCDC, however, is livestock farming.⁹⁸ Section 5 provides detail on the economic status of the FCDC.

Error! Reference source not found. shows that Mandera, considering its extremely remote location, is accessible through the A13 road. The A13 road connects Mandera with Rhamu (73 km), the second largest urban centre in Mandera County, and from there with Wajir (344 km), the County headquarters of Wajir County, all the way to Nairobi (1,000 km) crossing through the fertile and economically stronger counties around Mount Kenya.



⁹⁸ World Bank (2018) *Social and Economic Blueprint for the frontier countries development council (FCDC) 2018-2030*, available [here](#)

Figure 4-5 - Map of key roads in the FCDC



Source: Atkins

The Mandera-Isiolo Road (B80) links Mandera to one of East Africa's Trade Corridors (see Figure). The A2 road is part of the Trans-African Highway, or Southern Corridor, which runs through Zambia and Tanzania up to Addis Ababa. Mandera is directly connected with Moyale, where the road crosses from Kenya into Ethiopia through the B80 road which is largely unpaved.

Figure 4-6 - Trade Corridors in East Africa



Source: Trade Mark East Africa, trade corridors in East Africa

Recent policy has attempted to strengthen the area's development. The Kenya Vision 2030, for example, gives priority to developing the ASAL areas.⁹⁹ Some of Kenya's current key planned projects are to be situated within the FCDC with the aim of addressing structural marginalisation and under-development of the region. For instance, the 365km Isiolo-Wajir-Mandera road upgrade project, which involves the counties of Meru, Isiolo, Wajir, Garissa and Mandera. This infrastructure project has been hailed as the biggest of its kind in the North Eastern region of Kenya since independence, and forms part of the KES 51 billion earmarked by World Bank to finance North Eastern Transport Improvements Projects (NETIP). The project will also involve laying fibre optic cable between Isiolo and Mandera to improve internet connectivity.¹⁰⁰ The project is anticipated to open up the

⁹⁹ World Bank (2018) *Social and Economic Blueprint for the frontier countries development council (FCDC) 2018-2030*, available [here](#)

¹⁰⁰ World Bank (2019) 'Projects: Northeastern Transport Improvements Projects' [Online] Available [here](#)

region and put an end to the perennial insecurity fuelled by poor road infrastructure. Documentation for the project has been completed and construction is expected to start in the next 12 months. Improving transport infrastructure in the region has indeed been a national goal in recent years, with the LAPSSSET Corridor project expected to trigger economic activities and more than double Kenya's GDP.¹⁰¹

The process of devolution seeks to strengthen the region both politically by transferring powers to the County Government but also economically by increasing County Government funding, for example through the Equalization Fund. The FCDC aims to maximise member counties' gains from devolution, through acting as a catalyst in promoting, integrating and sustaining peace and sustainable socio-economic development across the region with the participation and involvement of its people. In addition to the aforementioned national projects, the Bloc has also undertaken a set of projects to move towards this aim, including the Livestock Sector Strengthening Projects and the Institutional Strengthening Project.¹⁰² This overarching vision encompasses the promotion of peace and security; prevention of violent extremism and values; the pursuit of high, sustainable and equitable growth; poverty reduction through employment generation and reduction of social vulnerability; protection of the environment and support for climate-friendly technologies; promotion of health care services; and the transformation of education to produce employable skills.¹⁰³

In summary, Mandera has an extremely remote location within the country. It is historically under-developed due to political and economic marginalisation as well as harsh climate conditions that make agricultural production, the main source of livelihoods, very challenging. However, recent policies have made a strategic commitment towards strengthening the North East region – a development from which Mandera, a key urban centre in this region, can benefit. Today, some of Kenya's most significant infrastructure projects are being planned and developed within the region, which can have positive spill over effects for the Municipality.

4.4.2. Municipality character

Mandera Municipality is a rapidly growing urban centre. Today, its character is influenced by three outstanding developments:

- Greening programme through afforestation having transformed the dry town into a green city.
- An iconic fire station fully equipped with firefighting engines is the first of its kind in Northern Kenya since independence.
- On-going massive infrastructural developments that include a rehabilitation centre, youth market, solar lit and trees-lined tarmac roads, storm water drainage infrastructure protection work and bus park rehabilitation.

Natural Features and Environmental Constraints

The Municipality is relatively flat and characterized by low lying rocky hills (up to 280 m above sea-level). It has agricultural and ecologically fragile areas like River Daua, riparian reserves and conservation areas, such as Jirma Hill. The climate is arid with high temperatures, low precipitation, and high rates of sunshine. The long rains fall in April and May while the short rains in October and November. July is the coolest period (around 20 degree Celsius) and February/ March the hottest (around 42 degree Celsius).¹⁰⁴ Section 6 provides further detail on environmental and climatic conditions.

Existing land use

Error! Reference source not found. The ISUDP provides an overview of the existing land use in Mandera Municipality which is considered to be disjointed and dysfunctional. The growth strategy and corresponding structure plan for the Planning Area, outlined in Section 4.4.4, describes how urban growth is to be managed in the future. In general, Mandera has adequate vacant land that is suitable for development. Within the Planning Area 90.30% of land is developable, whilst 9.61% (mainly riparian reserves and conservation areas) are protected from development.¹⁰⁵

Today, **agriculture** is the key economic sector in the County. Irrigation farming in the Municipality is done along River Daua, while rainfed farming is found in areas such as Koromey and Banyole amongst others.¹⁰⁶ The average farm holding size in areas with irrigation-aided agriculture ranges between 0.4ha-1ha and the rainfed

¹⁰¹ Leftie, P. (2011) 'Kenya poised to roll out ambitious Sh2 trillion transport corridor project' [Online] Available [here](#)

¹⁰² Frontier Counties Development Council (2018) 'FCDC Projects' [Online] Available [here](#)

¹⁰³ Frontier Counties Development Council (2018) 'The Role of FCDC' [Online] Available [here](#)

¹⁰⁴ IDeP (2019 – 2024)

¹⁰⁵ ISUDP (2015-2035)

¹⁰⁶ IDeP (2019-2024)

holding sizes range between 2ha-4ha.¹⁰⁷ In the planning area, agriculture accounts for the highest portion of land at 6,084ha which is equivalent to 46% of the total land.¹⁰⁸

Settlement patterns in the Municipality are varied due to socio-economic, cultural, infrastructure and topographic factors. **Residential** densities are highest within Mandera Town. Public purpose activities are located here including government offices, police posts, a post office and religious institutions. Around the urban core, smaller settlements are scattered in the peri urban areas (see informal settlements below).¹⁰⁹ Within the planning area, residential use comprises 2,405 ha which accounts for 18% of the Planning Area. The residential areas are poorly accessed with access roads width ranging between 2m and 6m. ¹¹⁰

Commercial activities are mainly concentrated in the existing CBD and consist of wholesale and retail shops, mobile money kiosks, financial institutions and open-air markets. Other commercial areas are Neboi, Jirma and Figo.¹¹¹ Outside of the planning area there are a number of stone **quarrying** mining sites for building materials. ¹¹²

Social Infrastructure

Mandera has several public and private **educational institutions** ranging from Early Child and Development Education schools, primary schools to secondary schools. In fact, the County has 259 public ECDE centres, 175 public Primary schools, 30 mobile schools, 27 low-cost boarding schools, and 32 public secondary schools. The secondary schools of national status in the Municipality include Moi Girls' and Mandera Boys' secondary schools. ¹¹³

Schools are often distantly located and poorly accessible by public transport. Most educational institutions lack adequate water supply and electricity. Nonetheless, Mandera Municipality is a regional hub for tertiary education with Mandera Teachers Training Centre and Vocational Training Centres, and three private colleges (Maarifa College for business and secretary courses, Frontier Training Institute and Border Point Teachers College). A public university and a Medical Training Centre are planned. For the university, land has already been assigned (47.7 ha). ¹¹⁴

With the process of devolution, the County Government has improved the management of the **health** sector in the County which benefited health infrastructure in Mandera Municipality. Mandera is a strategic provider for health services in the region because it has the largest referral hospital in the northern Kenya region.¹¹⁵ The following health infrastructure has been achieved.

- The district hospital has been upgraded to a referral hospital complete with all units for specialized services,
- Hospitals have been upgraded from level three to level four,
- Primary health care facilities (health centres and dispensaries) increased in number,
- Housing units for health workers have been renovated to accommodate more health workers,
- Additional staff have been recruited and deployed to various health facilities,

Nonetheless, the sector suffers from poor transport connections which make access for those living in rural areas difficult and emergency response is slow.¹¹⁶

Recreational Facilities are poorly developed in the Municipality and limited to two playgrounds (Moi stadium and Geneva Baraza ground). ¹¹⁷

Housing and Informal Settlements

The IDeP notes a shortage of housing for all income groups in Mandera Municipality. Most housing in the town is private and caters predominantly for low and middle income groups. Housing types vary from semi-permanent structures built of a mixture of temporary and permanent materials to good quality permanent

¹⁰⁷ CIDP (2018 – 2022)

¹⁰⁸ ISUDP (2015-2035)

¹⁰⁹ IDeP (2019-2024)

¹¹⁰ ISUDP (2015-2035)

¹¹¹ ISUDP (2015-2035)

¹¹² PSG workshop 09/10 March 2021

¹¹³ CIDP (2018 – 2022)

¹¹⁴ IDeP (2019-2024)

¹¹⁵ Mandera KOM (2020)

¹¹⁶ IDeP (2019-2024)

¹¹⁷ IDeP (2019-2024)

housing. In the County, most homes are grass thatched houses locally referred to as Manyatta. Especially in the Town, homes with brick or stone walls, mud, wood, or cement walls can be found.¹¹⁸

There are few residential housing units that are managed by the County Government. These units are occupied by government officers. However, adequate land has been identified in different locations in the Municipality area for the construction of affordable housing units as part of the Big Four Agenda. Appendix B.7 sets out the Municipality's strategy/action plan for the housing sector.¹¹⁹

The Ministry for Transport, Infrastructure, Housing and Urban Development has undertaken a mapping of informal settlements in Mandera County to assess how they can benefit from funds made available under KISIP. All of the assessed settlements in this study are located along River Daua and out of the seven settlements mapped, three are located within Mandera Municipality. Figure 4-9 sets out the location of informal settlements in Mandera Municipality as well as Allessa, which is located close to the Municipal border.¹²⁰ Appendix B sets out basic information about each of the settlements. According to the KISIP study, they share the following characteristics:

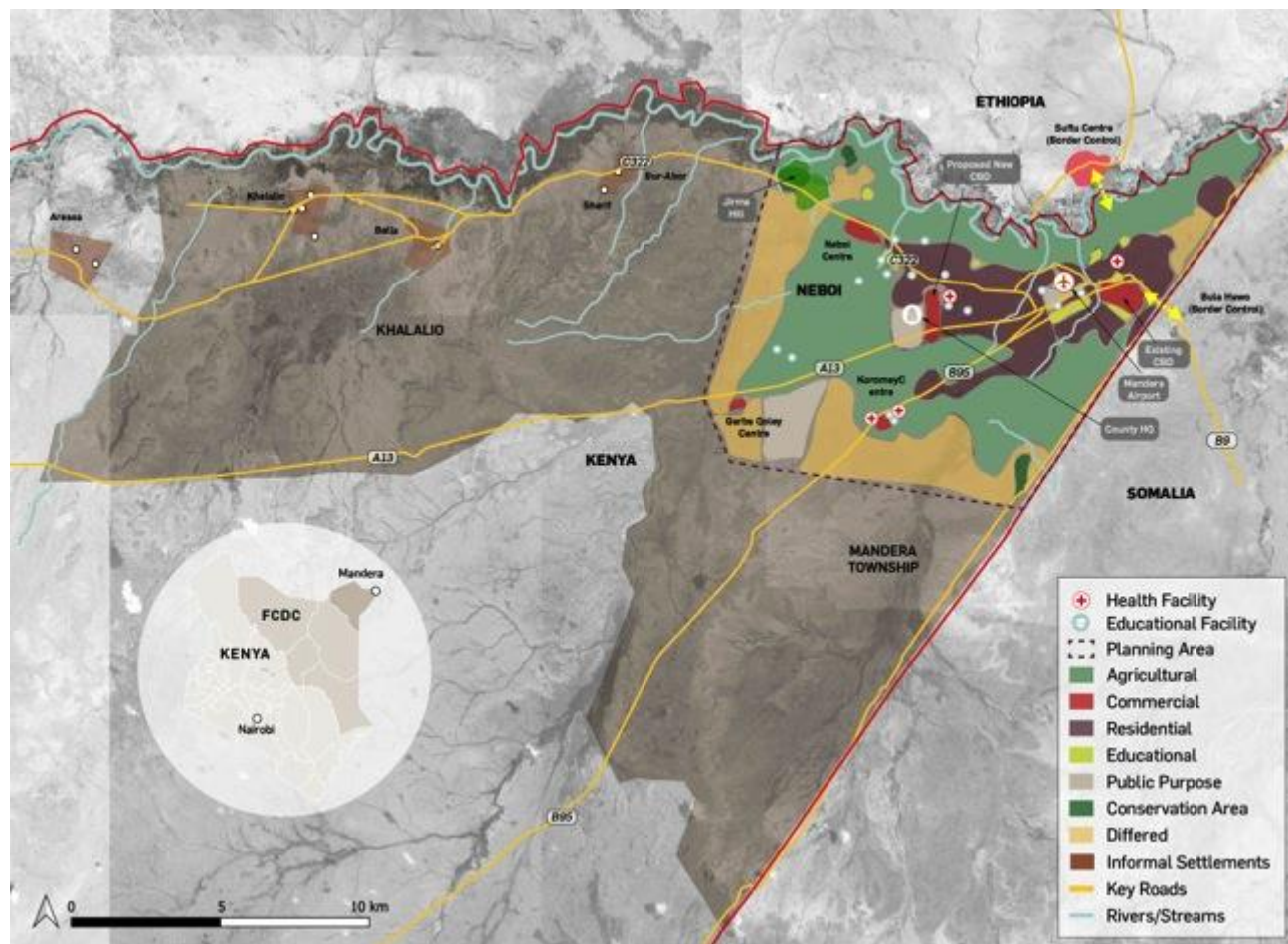
- Located on public land,
- Located along the Mandera-Khalalio Road (not tarmacked),
- Predominant land use is livestock keeping and crop farming along River Daua, whilst Aressa also has some commercial activity along the main road,
- The utility wayleave is not well defined,
- Road reserve is available but not adequate with existing roads being narrow with irregular widths,
- Flooding is experienced during heavy rains.

¹¹⁸ CIDP 2018 – 2022

¹¹⁹ IDeP (2019-2024)

¹²⁰ Ministry of Transport, Infrastructure, Housing And Urban Development, *Informal Settlements: Data Collection Template* (2020)

Figure 4-7 - Existing land use of the Municipality



Source: Atkins, based on Manderla County Government ISUDP (2015-2035)

Figure 4-8 -Informal Settlements

Bur Abor



Bella



Khalalio



Allessa



Source: Ministry of Transport, Infrastructure, Housing And Urban Development, *Informal Settlements: Data Collection Template (2020)*

Land ownership

Most land in the County is communally owned. Communal land use refers to a system where the right of possession of land is denoted by a community, rather than an individual, and individuals from that community can use the land independently. Communal land is used for grazing and it encompasses water pans and wells which are shared among the community members. Only within Mandera Town a few parcels are having title deeds which makes up less than one per cent of the land in the County.¹²¹ 85% of land in the planning area is communally owned.¹²² Private ownership is the second ownership type within the Municipality. Often leasehold contracts are used where the ownership over land is limited in time. The leasehold tenure applies largely to surveyed land which is mainly in the township area.¹²³

Land value

Land value varies across the Municipality with highest values in the existing CDB due to the high concentration of commercial activity. Near the new County Headquarters land value has risen due to improving infrastructural provision. Neboi has the lowest values due to its location away from key commercial hubs and poor infrastructural provisions.¹²⁴ Rising land value can exacerbate land-related conflict within the Municipality.

Table 4-1 - Land Value

Area	Land value in 0.045 ha (in Kes)
Neboi	30,000 – 40,000
Garaba Qoley	50,000
Bosnia	300,000
Mandera Centre (Along B9 road)	700,000
Areas around the new County HQs e.g. Busley	700,000 (HD); 1,000,000 (CBD)

Source Atkins, based on ISUDP (2015-2035)

4.4.3. Spatial planning context

The National Spatial Plan sets out the spatial planning context on a national level. The NSP defines six metropolitan regions that will be supported to spread development and achieve regional balance. Major towns will be merged with smaller adjoining ones to spur growth. One of these regions is Wajir-Garissa-Mandera. Mandera is also classified as a border town which are the entry points into the country. In the border towns, critical infrastructural development such as roads and rail network shall be prioritized, to promote regional integration and cross border trade. The UEP will thus consider Mandera both as a regional economic growth hub and a border town with the potential to strengthen regional integration.

The NSP sets out potential growth areas across the country. Mandera is part of Zone 2 (North East region). For this zone, the NSP identifies potentials of livestock production, mineral resources exploitation, and agriculture (especially irrigated). The strategic outlook for these zones is to achieve selective development concentration, construct key infrastructure to support resource exploitation and urban development, resource mapping and exploitation, urban development around key human settlements (Garissa, Mandera, Wajir) and enhanced agriculture and food production along Tana River (see Appendix A for more detail). In order to align the NSP's strategy for the region with the SUEP programme principles of sustainability and resource efficiency, the UEP's focus will be on improving the agriculture and livestock production and urban development.¹²⁵

¹²¹ CIDP (2018 – 2022)

¹²² ISUDP (2015-2035)

¹²³ ISUDP (2015-2035)

¹²⁴ ISUDP (2015-2035)

¹²⁵ Government of Kenya, National Spatial Plan (2015-2045)

4.4.4. Spatial growth strategy

The ISUDP scales the national spatial strategy down to the local level of Mandera Municipality and within the Municipality sets a focus on the most urbanised area, Mandera Town, and its immediate surrounding (the Planning Area). It sets a **vision for Mandera** which is “*To be a well-inclusive and safe town that safeguards its resources and promotes investments with adequate facilities for a prosperous population*” by the year 2035.¹²⁶ Safety, resource protection, promotion of investment, and adequate facilities are the key aspects of this vision and guide urban development in Mandera Municipality as follows:

- Due to the tense security situation along the Kenyan-Somali border, a well-guarded buffer zone is proposed along this border as a green zone with no settlements.
- Mandera’s key resources are developable land, the River Daua and potential oil deposits. An industrial zone has been suggested for a local economy in mineral exploitation. An agricultural zone has been proposed along River Daua to protect the river from pollution and encroachment by urban settlements and use the river for irrigation.
- The industrial zone (mentioned above) as well as commercial nodes (mentioned below) will attract investment into the town and support the local economy.
- The proposed land use plan safeguards existing settlements to avoid displacement and sets aside land for social facilities to support a strong community.

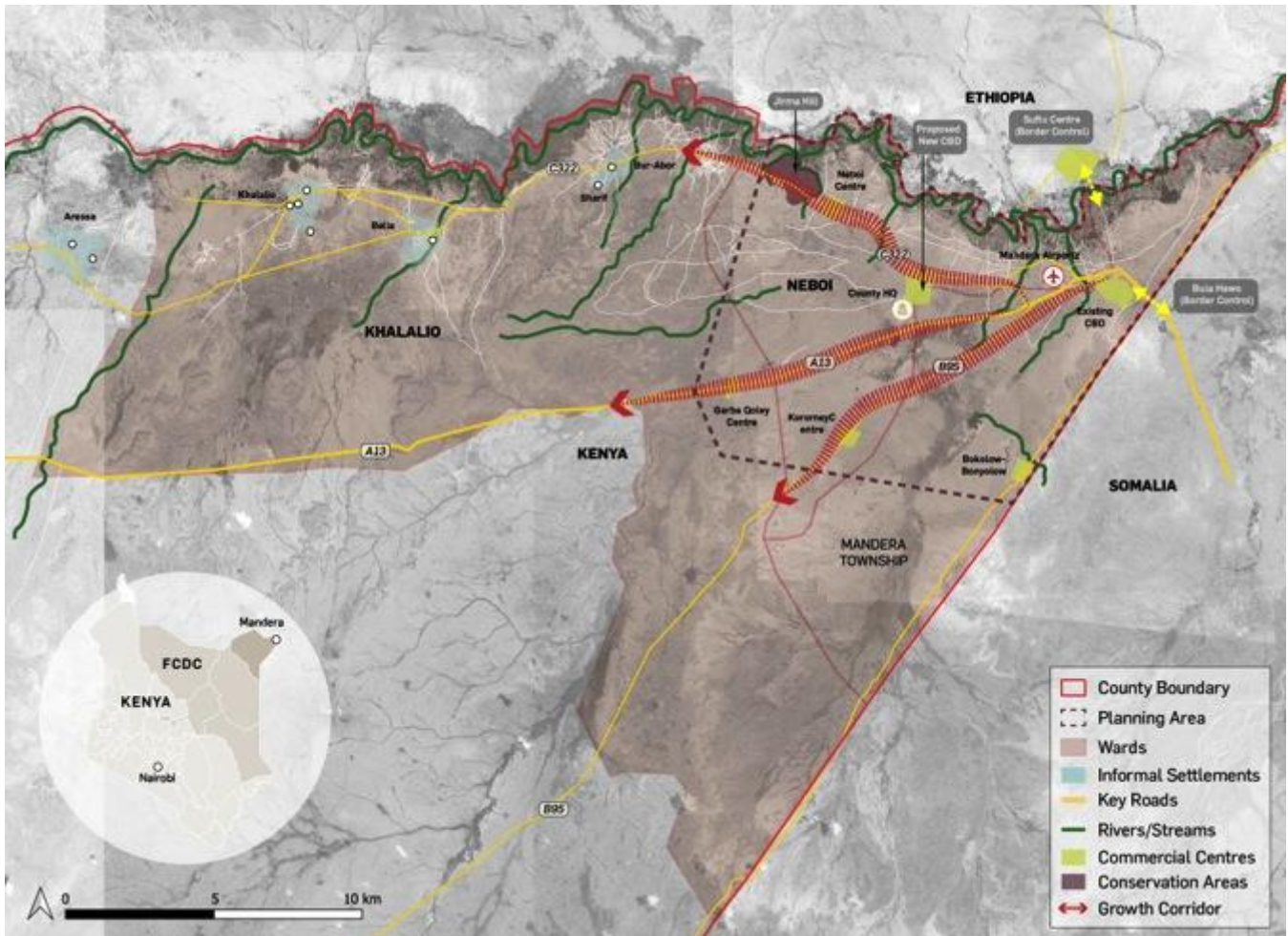
To achieve the ambitious planning vision for Mandera Municipality, the overall growth strategy for Mandera Municipality is defined in the ISUDP with a geographic focus on the Planning Area. It describes the broad pattern and extension of urban growth in Mandera Municipality while considering the protection of environmental assets. The growth strategy is based on **structuring elements** including:

- International boundaries: Urban growth in the Municipality is confined in the North by the Ethiopian-Kenyan border and in the East by the Kenyan-Somali border. The Municipality can thus only expand South and Eastward.
- Natural System: The conservation area in the North-West (Jirima Hill), River Daua that flows along the Ethiopian-Kenyan Border and the network of seasonal streams (Laghas) are key environmental assets of the Municipality that need to be protected from urban development.
- Movement System: The A13, B95 and C322 Roads stretch southwards from the North-East and the Neboi Road links the B9 road with Neboi in the West. It is expected that urban growth will take place along these main transport corridors.
- Nodal System: The planning area currently has three urban nodes including the CBD, Neboi and Koromey in descending order. They are key points of growth, prompting development within their proximity. The current ‘old’ CBD is confined in its growth by the international borders to its North and East, therefore a more central CBD is proposed in Busley where the new County Headquarters and County Assembly buildings are located. The ISUDP proposes to contain urban developments within the three nodes in order to prevent urban sprawl and encroachment into the agricultural farms in Banyole, Koromey and along River Daua.¹²⁷

¹²⁶ ISUDP (2015-2035)

¹²⁷ ISUDP (2015-2035)

Figure 4-9 – Structuring Elements of Mandera



Source: Mandera County Government, ISUDP (2021)

The structure plan is further determined by three **key planning principles**. These principles guide urban growth in Mandera and will be considered for the development of proposals in the UEP.

- Integrated Development: Achieving adequate connectivity between places
- Sustainable Development: Achieving high environmental quality through the provision of green spaces and preventing erosion of environmental assets as well as intra- and inter-generational equity through participatory planning processes
- Compact Growth: Achieving high densities and avoiding urban sprawl through transit-oriented development (TOD)

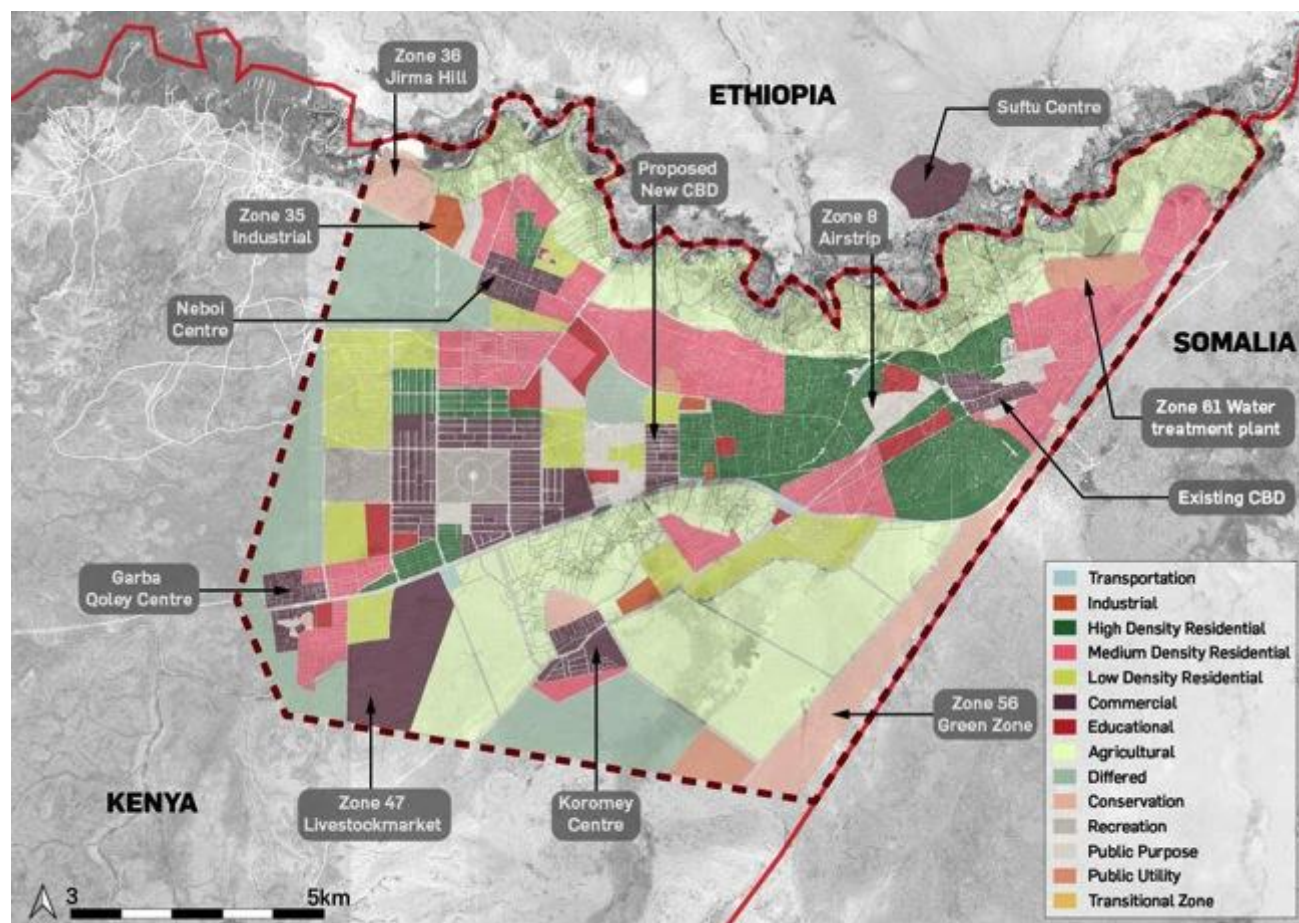
The structure plan for Mandera Planning Area as depicted in **Figure 4-10** has been influenced by the planning vision, structuring elements, and key principles as outlined above. The direction of growth of the town is planned to take place along three main corridors of A13, B95, C322 Road and Neboi Road promoting transit-oriented development. To avoid urban sprawl, growth will be encouraged in urban nodes that serve specific functions:

- Old CBD/old town (currently the busiest node with commercial, educational and public purpose);
- New CBD and County HQ (commercial and administrative centres);
- Neboi (Agricultural collection);
- Koromey Centre (Agricultural collection);
- Garaba Qoley Centre (gateway town from Isiolo and agricultural collection);

- Suftu Centre (gateway town in Ethiopia, cross-border trade).¹²⁸

The relocation of CBD away from the international border of Kenya/Somalia was primarily based on the constant insecurity along the border which often spilled over. This negatively impacted business growth in the old CBD. Therefore, as a strategy to build back confidence of investors the CBD was relocated along with a green buffer zone with no settlement but under constant surveillance by security agents.

Figure 4-10 - Structure Plan for the Planning Area



Source: Atkins based on ISUDP (2019-2024)

4.4.5. Proposed development priorities

Development priorities are identified in the planning documents for Mandera Municipality (CIDP, IDeP, and ISUDP). They partly overlap and some of them have already been achieved over the past years. Below, a comprehensive summary of the key development priorities is provided with additional detail available in Appendix B.

CIDP

The CIDP sets out a range of development priorities and strategies for the County. They are set out under 14 priority sectors. Each sector has a sector plan with a number of comprehensive sector programmes related to specific objectives, outcomes and targets. For Mandera Municipality in particular, the development objective is to improve, and provide efficient urban services. The focus is thus on infrastructure development and institutional development.

In terms of **infrastructure development**, the following priorities have been identified:

- Improvement of Municipal transport system including road upgrades, provision of non-motorized walkways, construction of boda boda stands, development of central bus park, and construction of stormwater drainage;

¹²⁸ ISUDP (2015-2035)

- Development of recreational facilities, including construction of stadia and playgrounds;
- Provision of economic infrastructure, including market upgrades and construction, construction/rehabilitation of abattoir;
- Establishing an urban waste management system, including purchasing garbage trucks, provision of waste receptacles, litter bins, and cleaning services and construction of modern ablution blocks;
- Improving streetlighting across the Municipality, including solar powered street lighting;
- Disaster Management including construction of a fire station and establishing an early warning system.

In terms of **institutional development**, the following priorities have been identified:

- Establish an urban planning system for the Municipality, including the development of a comprehensive spatial plan, which has been achieved through the ISUDP;
- Establishing the Municipal administration, including the Municipal Board and Municipal Manager, both of which have been achieved, and construction of Municipal Headquarters.

IDeP

The IDeP takes the CIDP further and focuses on the scale of the Municipality. It sets development priorities and assigns outputs and targets for the next 5 years. The programme amounts to a total budget of around Kes 1.1 billion. Detail on the programme is available in Appendix B.3.

The following aspects are identified as priorities in addition to those that have been identified above in the CIDP:

- Adequate and Clean Water supply by connecting people to piped water,
- Upgrading of Informal Settlements;
- Electronic Development Application (Digitalisation of service provision);
- Decent and affordable housing.

ISUDP

The strategic proposals for Mandera as per the ISUDP are:

- Promotion of Industrial developments in the proposed industrial zone;
- Provision for adequate room for mega commercial investments in the commercial zones;
- Provision for commercialized agricultural activities which are proposed to take place in the agricultural zones along River Daua and Koromey area;
- Development of major infrastructural networks to facilitate easy and timely production and movement of goods and services.

4.4.6. Economic opportunities identified in CIDP, IDeP and ISUDP

The CIDP, IDeP and ISUDP identify high-level economic opportunities for Mandera:

- Improving conditions for cross-border trade, for example by improving transportation services such as urban roads, construction of the airport and tarmacking Mandera-Nairobi Road;
- Improving agricultural output by utilising River Daua for irrigation agriculture and promoting dry land agriculture by investing in water harvesting, modern technology and value addition;
- Improve local value addition to agricultural produce, for example in dairy production (Livestock value chains, Oil crops value chains, and the value addition of vegetables and perishable farm produce);
- Establish appropriate legal frameworks and incentives such as land, and tax rebates to attract investors for opportunities in the exploitation of natural resources' such as minerals, gums and resins, livestock-processing;

- Create incentives for tourism in Mandera County, for example related to Malkamar Game Reserve.

On the basis of these opportunity areas three key economic sectors were identified for the purpose of this report (Agriculture and Livestock; Commerce, Markets and Cross Border Trade; Services and Public Sector). Sections 5.5 and 8, provide detail and analysis of these sectors.

4.5. Conclusions

This section provides an overview of the planning policy framework including legislative background in Kenya. Devolution is the key theme of the Kenyan planning policy framework shifting power from the national level to the County and Municipality level. As part of this process Mandera achieved Municipality status in accordance with the Urban Areas and Cities Act in 2018 and formed the Municipal Board to manage the Municipality with respect to Risk, Governance and Compliance, Enforcement, Fire and Disaster Management, Finance, Planning and Development, Environment, Energy and Sanitation Committees.

The UEP will be situated within the existing planning framework as an advisory document aligned with key national and local planning documents including Vision 2030, NSP, CIDP, IDeP, and ISUDP. The study area of this report is aligned with the municipal boundary and with the focus area of the Planning Area as defined by the ISUDP.

Mandera Municipality's Planning context is complex with key aspects listed below:

- Mandera Municipality is located within one of Kenya's most marginalised regions in terms of socio-economic development as well connectivity and accessibility. In recent years, investment into the region both from national level government as well as the international community has increased with major infrastructure projects under way which will massively impact on urban growth in Mandera Municipality,
- The Municipality's urban development context is highly influenced by its strategic location at the border with Ethiopia and Somalia and related cross-border conflict dynamics as well as insecurities due to terror attacks in the town and beyond. Due to these challenges the town's growth strategy seeks to direct new development inwards (to the west and south) away from the borders.
- Despite the harsh arid climate, agriculture is the main land use in the Municipality. Potential agricultural resources related conflict between clans living in the Municipality needs to be considered in the spatial planning as well as infrastructure development of the town.
- Key priorities include addressing the infrastructure across energy, transport, water, sanitation and irrigation and waste management, improving agricultural outputs and value addition, development of economic (markets etc.) and recreational facilities, affordable housing and strengthening capacity on urban planning and management as well as disaster management.

5. Socio-Economic and Development Profile

This section develops a socio-economic and development profile for Mandera:

- **The demographics profile** summarises characteristics about Mandera's current population, which is younger and less educated (in national comparison).
- **The social inclusion assessment** found that the youth, women, PWDs and people living with HIV are most excluded groups in Mandera.
- **The economic profile** provides detail on economic activities and output as well as on labour market and business environment for the economic block (FCDC), the County (Mandera) and the Municipality (Mandera).
- **The business environment** section summarises the key findings from a total of 50 business consultations conducted in Mandera Municipality showing that a number of factors stop local businesses from growing including lack of finance, adequate infrastructure, training, and regulations as well as taxation, the impacts of Covid-19 and conflict and insecurity.
- **The key economic sector** identifies and describes four key economic sectors of Agriculture and Livestock, Commerce Markets and Cross Border Trade, and Services and private sector. Other potential sectors including mining, tourism and renewable energy have also been researched. This section will form the basis for the SWOT analyses in section 7.

This section presents the town's demographic profile, including its historical trends and characteristic, and its economic profile, considering the labour market and identifying the key sectors.

The socio-economic and development profile has been developed through desk-based literature reviews; the analysis of secondary data; local consultation and project workshops and engagement to date, as described in Section 1.3. The Social Inclusion Study and business interviews are key parts of this section.

5.1. Demographic profile

The demographics profile covers population, details on population including age, qualification and skills, standard of living and health.

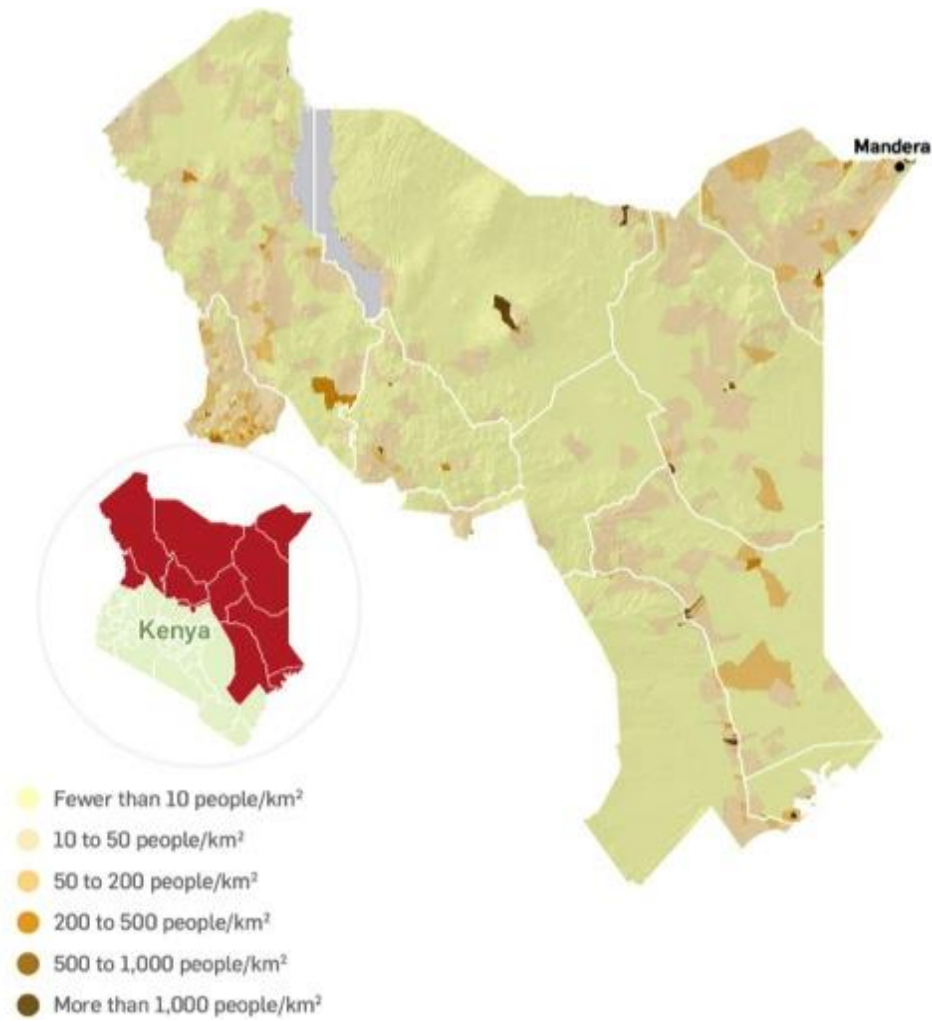
5.1.1. Population

As outlined above Mandera Municipality needs to be understood within the context of the Economic Bloc and County. The evidence provided below shows that Mandera Municipality with its urban centre, Mandera Town, has a growing population despite being located within a generally low-density Economic bloc and a County where population has been declining in recent years. In terms of population, Mandera Municipality is thus of key importance within the wider region. However, it is important to note that the development of this trend is uncertain as it is dependent on factors such as climate change, conflict and security and national-scale infrastructure developments that are difficult to control.

As shown in Figure 5-1, the FCDC has a lower than average population density (15 and 82 people/km² in the FCDC and Kenya respectively). Despite making up 63% of Kenya's total land mass, the FCDC is home to just 12% of Kenya's total population with 5.5 million and 963,000 households. With 841,000 inhabitants Mandera County has the second largest county population in the Bloc, but ranks nationally only 27th out of 47 counties.¹²⁹ It is the only county in Kenya to exhibit a population decline between 2009 and 2019, the population shrunk by 15% over this period, despite having an above average birth rate (see figure). This is partly related to the insecurity and conflict situation as outlined in section 3.

¹²⁹ KNBS, *Kenya Population and Housing Census: Volume I* (2019)

Figure 5-1 - Population Density in Mandera County and FCDC



Source: KNBS Analytical Report on Urbanization (2012), using 2019 Census.

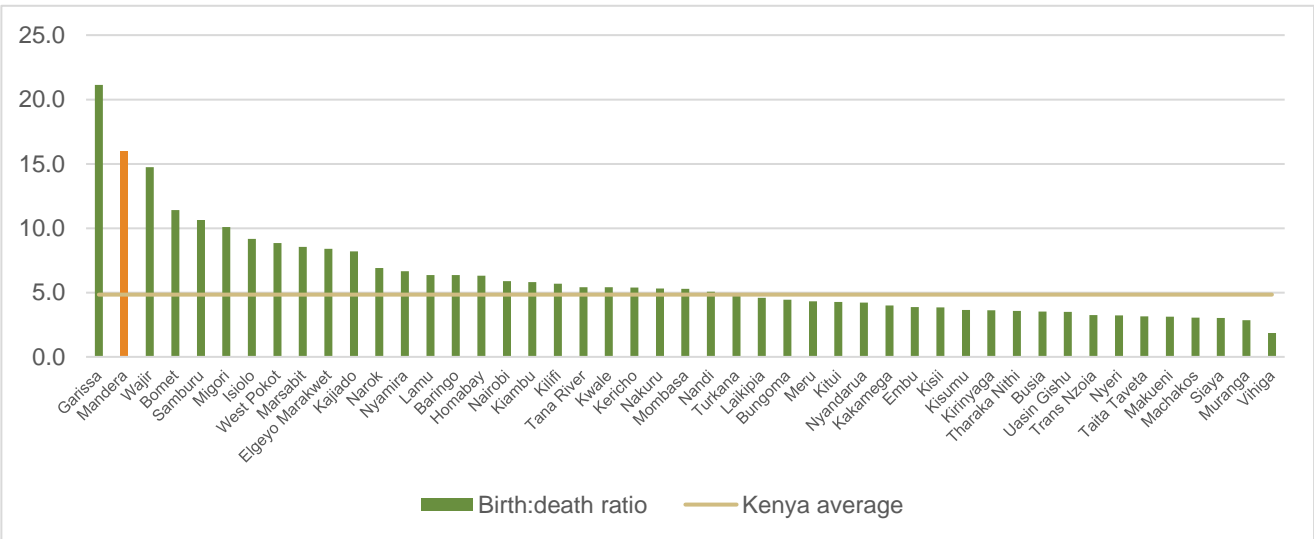
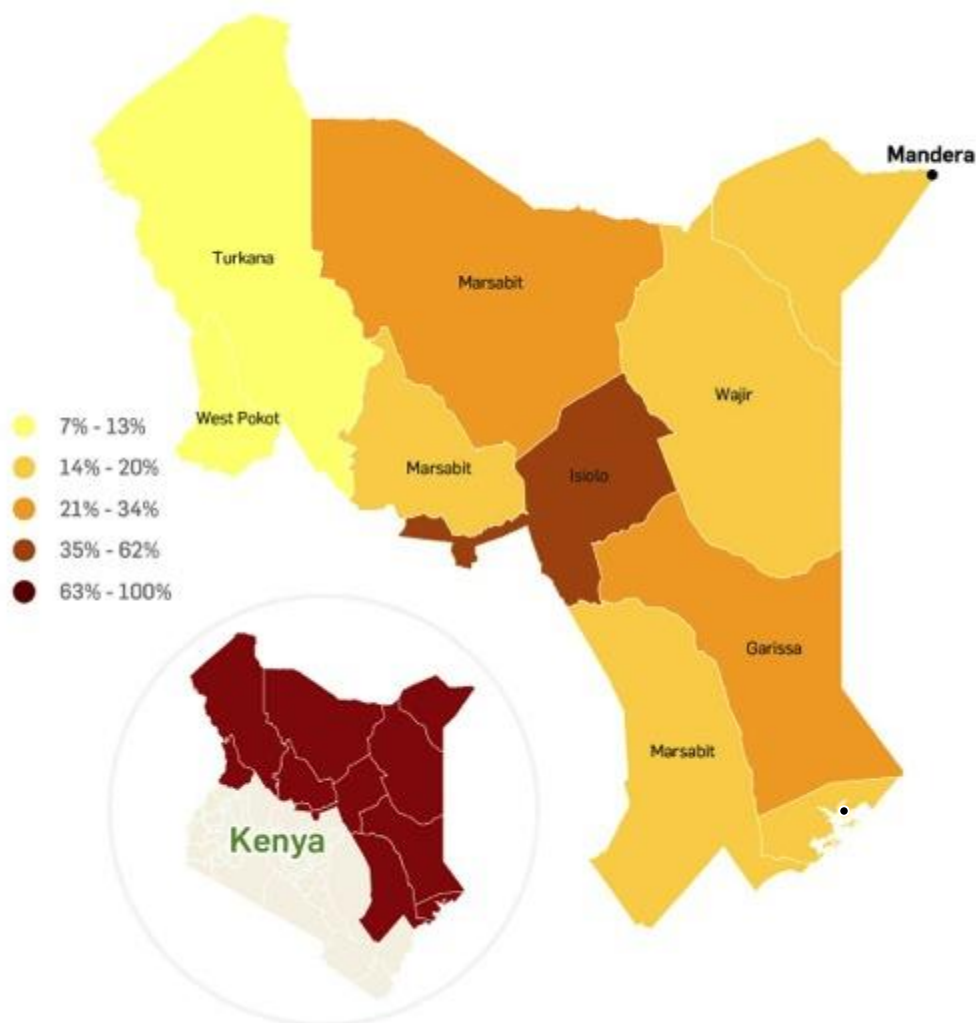


Figure 5-2 - Birth to death ratio by county, relative to Kenya average

Source: KNBS, Kenya Statistical Abstract (2019)

Amongst the FCDC counties, Mandera County has a lower urbanisation rate of between 14% and 20% with only few urban centres including centres Rhamu, Elwak, Takaba and Mandera.

Figure 5-3 - Urbanisation rates by county across economic bloc



Source: KNBS Analytical Report on Urbanization (2012), using 2009 Census.

Mandera Town is the most urbanised area in the County with an above average growth rate. The town's population has grown from 58,000 to 115,000 between the 2009 and 2019 census reflecting a 7% average annual growth rate. In comparison, Mandera Municipality, which Mandera Town forms part of, has an estimated population of roughly 138,000, reflecting growth of 3% per annum from the 2009 Census population estimate of 108,000¹³⁰. Despite the overall decline in the County's population, the Municipality's and town's population grew significantly over the period 2009-2019.

The population growth in Mandera Municipality can be attributed to a number of factors

- **Rural-urban migration within the County:** Rural residents abandon agro-pastoralism for job opportunities in urban areas as development in infrastructure in Mandera Municipality and Mandera Town attracts people into the Municipality with better access the markets, hospitals, and schools.
- **Migration from Ethiopia and Somalia:** Most of the people who migrate from Somalia and Ethiopia to take up jobs or education in Mandera Municipality stay because opportunities are better.¹³¹ For example, a common migration trend where Ethiopians migrate from the towns of Suftu and Doolow Ado into Mandera to take up manual labour opportunities in Mandera Town .¹³²
- **Short-term employment related migration:** Migration from across Kenya to take up employment in military, police, civil service, or service professions such as health and education.

¹³⁰ KNBS, *Kenya Population and Housing Census: Volume I* (2019)

¹³¹ European Union Emergency Trust Fund For Stability, *Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia*, 2016

¹³² European Union Emergency Trust Fund For Stability, *Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia*, 2016

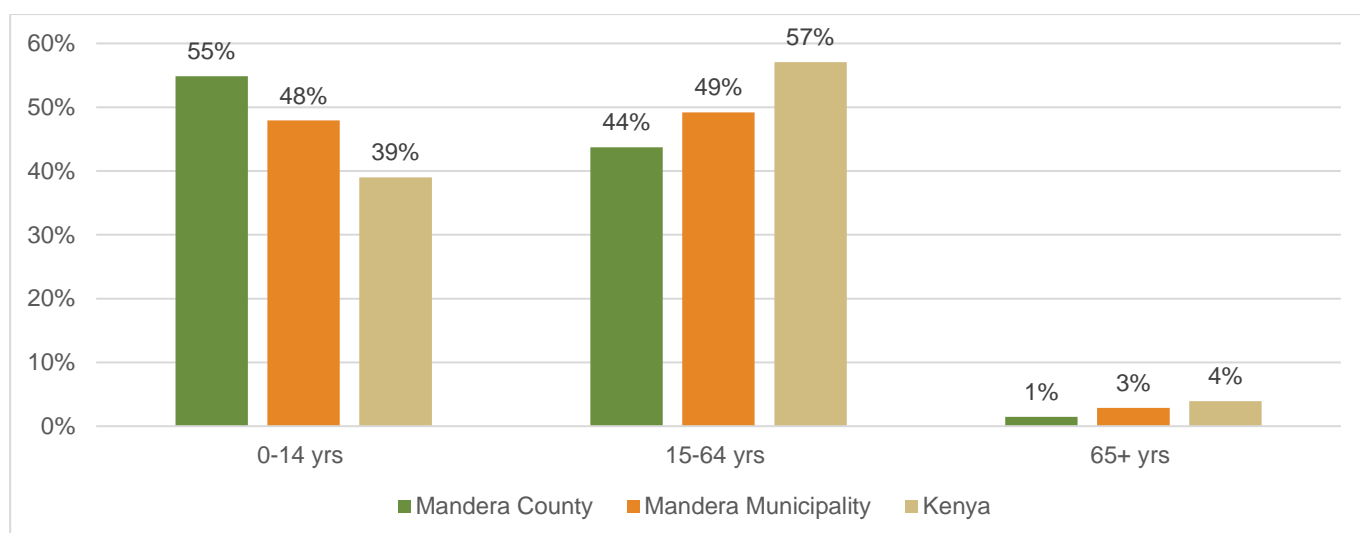
It is difficult to project population growth for Mandera County and Municipality because of high levels of uncertainty in relation to key variables such as climate change factors, conflict and peace dynamics, migration patterns from outside the country depending on the situation in Ethiopia and Somalia, as well as new national infrastructure developments such as LAPSET.

5.1.2. Population Details (Age, Qualifications, and skills)

The evidence provided below shows that, the working age population in Mandera County and Municipality is lower than national average while the share of children (0-14) is above average. The young population can be a driver of economic growth in the future if met by education and employment opportunities. Otherwise, it holds the risk of increasing unemployment and poverty, which can be a driver for the conflict and insecurity dynamics set out in section 3. Today, despite Mandera Municipality being a regional hub for higher education, the supply in educational services will not satisfy current and future demand. There is a gender imbalance in level of education with social conditions favouring boys over girls. Significant investment in the sector is needed (refer to section 5.5.3)

Mandera has a relatively young population, one of the drivers of this are the high birth rates in the County as seen in Figure 5-2. As demonstrated in Figure 5-4, Mandera County and Municipality have a significantly smaller share of working age population (Mandera County 44%, Mandera Municipality 49%) relative the national level (57%). In contrast, children aged 0-14 make up a larger share in the County (55%) and Municipality (48%) than the national level (39%).

Figure 5-4 - Age structure of Mandera Municipality and Mandera County's Population by age

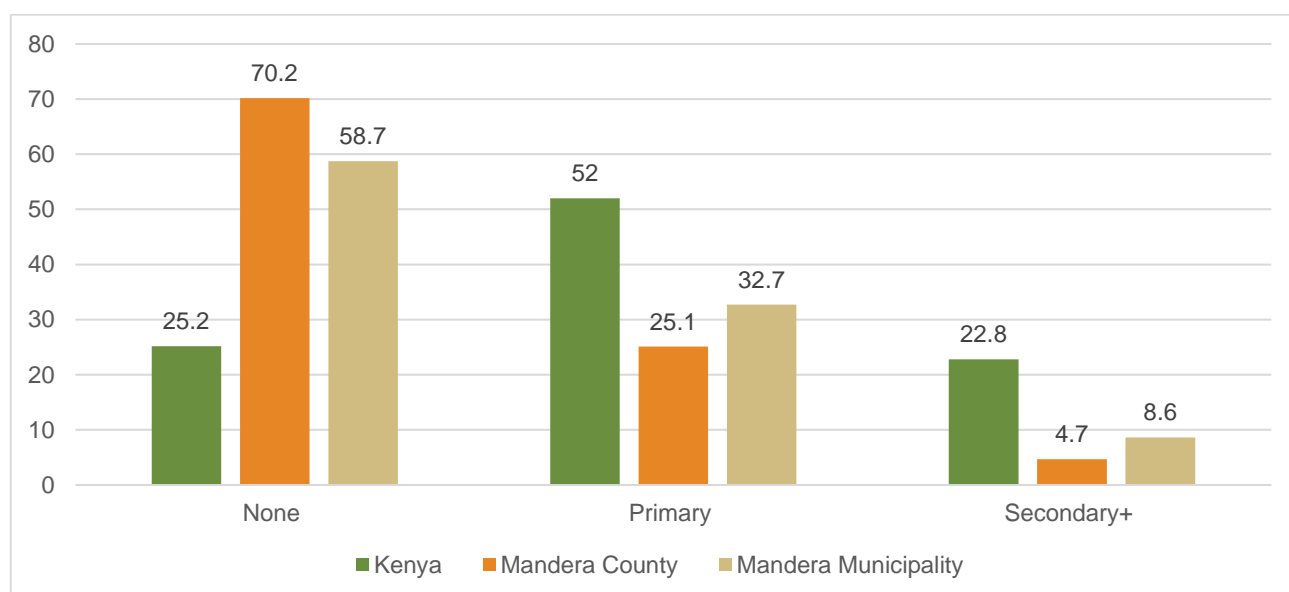


Source: KNBS, Kenya's 2019 Census (Volume III); and KNBS Exploring Kenya's Inequalities - Mandera, 2013

As shown in Figure 5-5, Mandera County and Mandera Municipality both have below national average (52%) shares of population educated to primary level or above, at 25% and 33% respectively. The same is true for secondary level education where the share of population educated to secondary level in Mandera County (5%) and Mandera Municipality (9%) is below the national average (23%). It is also important to note that Kenya's education levels are significantly different in its urban areas, with just 7% of national urban population with no education, 38% with primary and 55% with secondary and above¹³³. This comparison further demonstrates the gap between Mandera Municipality and the national level qualification levels.

¹³³ KNBS, *Exploring Kenya's Inequality Report* (2014)

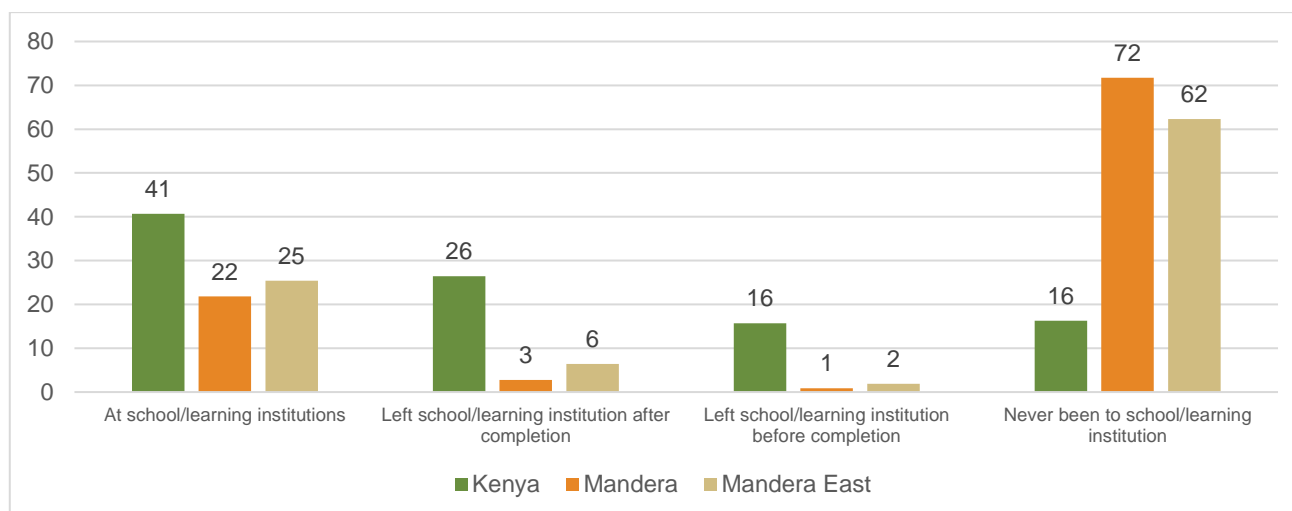
Figure 5-5 - share of population to have attained no, primary or secondary education in Mandera County, Mandera Municipality and Kenya (2009)



Source: *Exploring Kenya's Inequalities, Mandera, 2013*

As exhibited in Figure 5-5 and Figure 5-6, Mandera Municipality's educational indicators are better than those of the wider county's education. Figure 5-6 shows that the share of people who are currently at a learning institution is much lower in Mandera County (22%) and Mandera East (25%) than nationally (41%). The gap in education provision is widening where the share of people with no education in Mandera County was 70% in 2009, up to 72% on 2019, whereas this share decreased nationally from 23% in 2009 to 16% in 2019.

Figure 5-6 - Share of population to attend, complete or leave school in Mandera count, Mandera East and Kenya

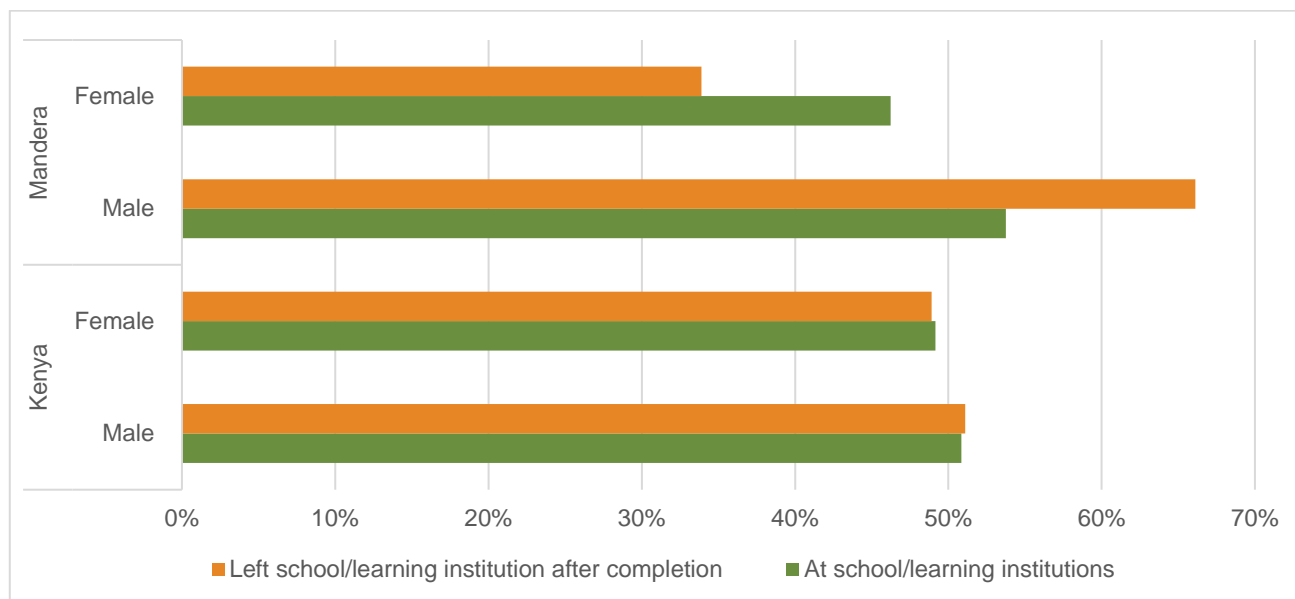


Source: *KNBS 2019 Census, Population by socio-economic characteristic*

The number of females in Mandera County who are in or have completed their education is significantly lower than the national average. Figure 5-7 shows that just 34% of the total population who have completed education in Mandera County were female. A number of factors influence girls' participation in education. These factors could be classified as social or cultural and may include, among others: early marriages, female genital mutilation, student pregnancies, the low status given to girls and women in some communities, poverty, lack of female role models as older females are constantly excluded, and girls' and boys' unequal labour burdens. In the County, the enrolment rates for both primary and secondary school show higher figures for boys than those of girls. The dropout rate for girls at secondary school level is higher than that of boys. This means a lower completion rate for girls. This is due to the communities' tendency to prefer educating males to females despite the great potential of women to contribute towards economic growth. This tendency constraints

the economic empowerment of women and predisposes young women to economic dependence and early marriages)

Figure 5-7 - Gender breakdown of the share of Mandera County's population who are in or have completed education



Source: KNBS 2019 Census, Population by socio-economic characteristic

Despite the challenges Mandera County and Municipality face in terms of education provision, there has been an improvement in provision in recent years. Before devolution education was neglected, however with new power local authorities are working to improve educational opportunities, through provision of colleges which aim to bridge the gap in tertiary level education in the region. Including Maarifa College, located at the County's heart, its aim is to empower the region's youth through education. Maarifa college opened in 2011 with 1,063 students, the enrolment has continued to rise to over 2,000 students, offering courses on computer systems, English, human resource management, nutrition, business management, secretarial studies, logistics and supplies management and project management and planning.¹³⁴

5.1.3. Wealth and living standards

Due to environmental, social and economic challenges, the FCDC including Mandera County and Municipality are the poorest and least developed part of Kenya.

The North-Eastern Region of Kenya lags behind the rest the country in provision and quality of infrastructure, education and health services, with Northern Kenyan counties ranking at the bottom of almost every human development ranking in the country.¹³⁵ Roughly 70% of residents in the FCDC Economic Bloc live in poverty (compared to 58% national average) and have poor access to basic services.¹³⁶ In Mandera County 78% of the population live below the poverty line.¹³⁷ Mandera County has an HDI of 0.42 which is significantly lower than the National average of 0.55 as per Kenya National Human Development Report 2016.¹³⁸ Poverty can also be reflected by large household sizes, in Kenya the largest average households are in Mandera (6.9), Wajir (6.1) and Garissa (5.9), where poverty head count rates are 77.6%, 62.6% and 65.5% respectively.¹³⁹ In 2016, half of the population of seven counties in Kenya were food poor, six of these are in the FCDC Economic Bloc (Turkana, Mandera, Samburu, Busia, West Pokot, Marsabit and Tana River).¹⁴⁰

¹³⁴ BORESHA, Labour Market Assessment In The Cross-Border Area Between Kenya, Ethiopia And Somalia, 2018

¹³⁵ K4D, *Conflict Analysis of North Eastern Kenya*, 2020

¹³⁶ The World Bank, *NEDI, Boosting shared prosperity for the North and North Eastern Counties of Kenya*, 2019

¹³⁷ DDG, *Conflict Assessment, Northern Kenya and Somaliland*, 2014

¹³⁸ CIDP (2018-2022)

¹³⁹ KNBS, *Kenya Economic Report*, 2020

¹⁴⁰ KNBS, *Kenya Economic Report*, 2020

The extreme level of poverty in the region is related to a wide array of challenges, which have restricted development of the Economic bloc. The main challenges been climate change, the arid nature of the land, limited water supply, conflict and insecurity, limited and insufficient infrastructure. ¹⁴¹

5.1.4. Health

Despite recent progress in relation to the devolution process, Mandera County and Municipality health sector is less developed then in other parts of the County leading to poor health of residents especially children.

There are 202 health facilities in Mandera County, 88 of these are public health facilities segregated as one referral hospital, six are sub county hospitals, 81 are primary health facilities such as health centres and dispensaries. The County is also home to 15 community units (managed by community health assistants), 24 nursing homes and 106 private health clinics. ¹⁴²

Health provision and the quality of health provision in Mandera County and the wider FCDC Economic Bloc is lower than in the rest of Kenya. Before Devolution the County suffered from a very high level of disease burden, runaway maternal/infant mortality and poor child survival. ¹⁴³ Approximately 32% of children (6-59 months) are chronically undernourished in Mandera County and 41% of children (6-59 months) are underweight. ¹⁴⁴ However, the period of devolution in Kenya has seen improvements in the health care services of Mandera County and the Municipality, including the construction, rehabilitation and equipping of old and new health facilities. ¹⁴⁵

Despite this gap between Kenya and the North-Eastern regions in terms of Health provision, the residents of the town of Suftu in Doolow (Ethiopia) and Beled Hawa in Gedo Region (Somalia) rely on health services in Mandera County where the health care provision is of better quality. ¹⁴⁶ As a result the health care facilities located along the borders with Ethiopia and Somalia are overstretched, including Mandera County Referral Hospital, Elwak, Lafey, Banisa and Rhamu Subcounty hospitals. ¹⁴⁷

The healthcare sector, like the education sector, faces the challenge of insufficient staff which has been exacerbated by the threats to security, this has been particularly evident in rural areas. ¹⁴⁸ There are also still very high rates of epidemic diseases such as malaria, diarrhoea, respiratory diseases, brucellosis, measles, dengue fever, chikungunya and cholera in the County. ¹⁴⁹

5.2. Gender and Social Inclusion Assessment

5.2.1. Objectives of the Gender and Social Inclusion Study

The SUED programme under its social inclusion principle aims to deliver inclusive economic growth and poverty reduction in the selected municipalities in Kenya. The SUED Programme promotes a sense of ownership of development projects amongst host communities and encourages shared benefits, hence advocating for project sustainability.

The purpose of this gender and social inclusion assessment is to establish Mandera Municipality specific social categories and dynamics of social inclusion, including who, when, how and why certain groups of people are included and excluded in economic processes, participation and distribution of benefits. Key aims of the assessment are to:

- Identify social groups that are excluded in socio-economic activities in Mandera Municipality;
- Establish when, how and why these groups are excluded;
- Describe how the identified excluded groups perceive themselves and how they are viewed by others;
- Identify projects and/or socio-economic activities that the excluded groups are involved in, and the challenges they face in their execution; and

¹⁴¹ World Bank, *Social Economic Blueprint For The Frontier Counties Development Council (FCDC) 2018-2030*

¹⁴² CIDP (2018-2022)

¹⁴³ CIDP (2018-2022)

¹⁴⁴ CIDP (2018-2022)

¹⁴⁵ IDeP (2019-2024)

¹⁴⁶ European Union Emergency Trust Fund For Stability, *Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia*, 2016

¹⁴⁷ CIDP (2018-2022)

¹⁴⁸ IDeP (2019-2024)

¹⁴⁹ CIDP (2018-2022)

- With both excluded and included community members, discuss, and develop ways of enhancing inclusivity of community members from all social categories in the SUED Programme.

5.2.2. Methodology summary

Data collection and information

Two types of data have been collected and used to inform the study:

Primary data: Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) were held between 10th December 2020 and 26th February 2021 respectively. The primary data collection exercise was organised such that the key informants were contacted first to aid with mapping of the excluded groups, who were later reached out to through FGDs.

Secondary data: a series of documents and legislation have been reviewed, including international, national, and regional Gender and social inclusion -related frameworks and policies, to support and contextualise findings from primary data.

Details on documents reviewed and data collected, including a table listing findings for each focus group, are provided in Appendix C.

Analytical framework

To contextualise findings from the inclusion study, an analytical framework based on the World Bank's Inclusive Cities Approach was applied. Inclusion is understood as a multi-dimensional concept that includes social, economic, and spatial dimensions. Applying this approach allows for integration of the concept of inclusion holistically throughout the programme from the analysis stage through to the implementation of value chain projects and climate resilient infrastructure.

Spatial Dimension: Access to Land, Housing, and Infrastructure

The spatial dimension is the cornerstone of inclusion in urban areas. It focuses on equal access to housing, infrastructure, and basic public services which overall aims at upgrading the quality of the living environment for all. For the SUED Programme, the aim will be transport, housing, infrastructure, water, and sanitation services provision that enables mobility, and good public health and safety for all across the Municipality.

Social Dimension: Rights and Participation

This relates to fundamental principles of rights, dignity, equity, and security. Social inclusion is defined as the process of improving terms for individuals and groups to take part in society. In this regard, in the context of the Programme's Urban Economic Planning, inclusion will ensure participation of all in development and implementation of the UEP. The most important factor will be working with PWDs, youth, women, and PlwHIV/AIDs as the identified SIGs in Mandera Municipality, to ensure their consultation, participation, and involvement in the UEP development, implementation, and monitoring processes.

Economic Dimension: Opportunities for All

This dimension refers to the ability of all, including the most marginalized, to contribute to the economy and to share in the benefits of economic growth. Some of the interventions to be considered for economic inclusion under the Programme will include capacity building and extending seed capital access to finance opportunities for the excluded. Additionally, FCDO which is the funding agency for the Programme supports the Commonwealth Local Government Forum's Inclusive Cities Network (ICN) which advocates for Safe and Inclusive Cities Initiatives and participation of minority groups, women, and young people in urban governance.

5.2.3. Findings

State of Gender and Social Inclusion in Mandera County

Mandera County through its Youth, Gender and Social Services Department has embraced sectoral programmes aimed at addressing key issues pertinent to the youth, the different gender and provision of efficient and proximate social services to the citizenry.

Some of the key achievements of the County in this regard include:

- Registration of 3,200 self-help groups, 1,550 women groups, 95 PWD groups, 250 CBOs and 2,050 youth groups;
- Training and sensitization of youth and women against violence, drug and substance abuse, peace and integration and vocational training as an income generating activity;

- Establishment of the Mandera County Drugs and Substance Abuse Committee, whose core role was to commission research into drugs and substance abuse challenges;
- KES 6 million grant was given to seven orphanages;
- KES11 million grants allocated to Maendeleo ya Wanawake; and
- KES 22 million availed to women, youth and orphans.

Women empowerment programmes, Gender based violence and mitigation programmes, Mobility kits and braille, Capacity building and workshops for PWDs are also a top priority of the County Government to ensure continued skills development and economic inclusion of vulnerable groups.¹⁵⁰

Groups regularly excluded in socio-economic activities in Mandera Municipality

Despite the County's plans and successful implementation of some, KIIs and FGDs conducted at the Municipality level established that PWDs, youth, women and PlwHIV/AIDs still feel excluded as explained below.

Persons with Disability (PWDs)

The Persons with Disability Act, 2003, defines disability in terms of physical, sensory, mental, and other forms of impairment including visual, hearing, or physical disability. The proportion of the County's population with disability is 2%, with the main challenge being stigma towards PWDs by the community members. Although PWDs have in the recent times enjoyed recognition and involvement in most county activities, a lot of facilities in the Municipality are not disability friendly, and PWDs exclusion in Mandera takes the following forms:

- Lack of PWDs involvement in decision making: Often PWDs are hardly involved in planning for projects. They are even left out decision making on matters that concern them.
- Information barriers: Both the County and National Governments, and projects and programmes do not develop communication plans with PWDs in mind e.g., walk into any meeting, and you'll find the hearing and visually impaired left out of important conversations due to lack of braille material and/or sign language interpreters. It is even more challenging in hospitals where the deaf and dumb are treated by doctors who do not understand their language.
- Lack of disability – friendly infrastructure: PWDs face challenges accessing vital spaces and buildings. For the physically challenged, accessing public transport, government offices and other spaces like markets is a challenge as most are not designed inclusively.
- Partial to complete lack of implementation of disability laws: Lack of governments, projects and programmes' good will to implement disability-related laws that lead to PWDs being left out in job and procurement opportunities allocation, cash transfers and use of demeaning language against PWDs.
- Stigma – In addition to PWDs being looked down upon, the community also uses offensive labels on them and discrimination in employment due to the perception that PWDs are not able to work is common.

Youth

The youth constitute most of the population in the county but remain idle due to unemployment and a lack of other avenues of engaging them, like sports. As a result, many of them turn to drugs and other vices, the most significant being chewing khat (miraa), drug and substance abuse. The main challenges to a thriving youth populace in the County are high youth unemployment, presence of outlawed groups, availability and easy access to small arms, volatile borders, and the refugee syndrome.

The County Government is aware of this, and has set out one of its CIDP's objectives as engaging the youth and equipping them with vocational skills, as well as farming and entrepreneurial skills to shield them from the vulnerability of falling into the radicalisation and violent extremism trap.¹⁵¹

As an effort towards youth empowerment, the County has seven operational vocational training centres in Mandera, Fino, Elwak, Rhamu, Takaba Rhamu Dimtu and Banisa. The centres provide technical courses like dressmaking and tailoring, motor vehicle mechanic, welding, and fabrication, building technology, electrical

¹⁵⁰ Mandera CIDP (2018 – 2022)

¹⁵¹ Mandera CIDP (2018 – 2022)

installation, hairdressing and beauty therapy, ICT and carpentry. A good number of youths with technical skills are released into the market every year, although the centres face staffing and equipment challenges.

In addition, empowerment programmes such as grants for youth under social services have been rolled out with the County Government having so far disbursed KES100 million and anticipates increasing the amount to KES 300 million by 2022.

The youth still reported facing exclusion in the following forms:

- Lack of involvement in decision-making - Culturally decision making is mainly a preserve of elderly men. This leaves out youth, yet they are vital agents of social change in key issues like conflict resolution. This creates a gap between the youth and the government and/or projects because the youth do not get opportunities to express their views about projects or matters that concern them.
- Corruption – This causes County Government benefits not to trickle down to the youths because there are cartels working in between the governments and youth. On the AGPO procurement opportunities for example, youth's educational qualifications are used by financially able persons to win tenders, but once won the youth are not involved and never benefit.
- The community's attitudinal barriers – Instances of the community perceiving the youth as destructors were reported. This comes from the youth being associated with violent extremism and drug abuse, and consequently being left out of key development activities.

High youth unemployment, substance abuse and high rates of HIV infections remain hindrances to achieving an economically thriving youth populace in the Municipality.

Women

The female population in Mandera is slightly lower than that of men (80:100). Men take the lead role in making major decisions, and the basic gender concerns in the County relate to limited access to economic assets and negative cultural practices that hinder females from fully participating in the development agenda and decision-making.

Even though the County Government has committed resources towards gender-centred programs that include training institutions accessible to women such as KMTC, ECDE, TTI and TTC; education levels for girls are lower than those for boys as explained in section 5.1.3.

Women's exclusion in the Municipality was reported to be propelled by negative cultural practices like FGM, lower valuation of girls' education as compared to boys, early marriages etc. that prevent women from fully participating in development agenda, and it takes the following forms:

- Lack of involvement in decision making - Culturally decision making is mainly a preserve of elderly men. This leaves out women, despite their great potential to contribute towards economic growth.
- Information barriers – Although highly industrious, women mostly miss out on opportunities as they are too busy with house chores to attend project meetings where key decisions regarding them are made. For example, the GeSI study established that the youthful female demographic was unable to attend the Programme's women's FGD because of the drought season. They had to walk far from home to fetch water.

Low literacy levels and challenges in accessing business capital were also highlighted as some of the challenges to women's access to economic opportunities.

Persons living with HIV/AIDs (PlwHIV/AIDs)

The HIV/Aids prevalence rate in Mandera County is on the rise, from 0.9% to now 1.8%. The prevalence is highest among the working age group of 15–64 years (KHDS 2008/2009), and this is a growing challenge to development, as more productive people get infected and affected thereby affecting productivity levels.

The high prevalence rate can be attributed to the increase in human movements between Mandera, Ethiopia and Somalia; and traditional culture that encourages female genital mutilation, high divorce and re-marriage rates, as well as polygamy.¹⁵²

¹⁵² Mandera CIDP (2018-2022)

The County Government has equipped all its major health facilities with VCT centres complete with skilled personnel to facilitate access to counselling, drugs, and other services. To further sensitize the community on HIV/AIDs and offering healthcare services to the affected, the County works with partners like NACC, MOH, Save The Children, Islamic Relief, UNICEF, UNFPA and WHO.

In the Municipality, exclusion of PlwHIV/AIDs presents in the form of:

- Stigma – those whose status is known reported facing isolation by their own families, being chased out of their workplace, and not being allowed to mingle with others;
- Harsh societal judgment – the community views them as impure, immoral and as ones who brought the illness upon themselves. This leads to people including their families not wanting to associate with them in anyway;
- Challenges accessing capital – most of the PlwHIV/AIDs operate micro enterprises but face challenges accessing business capital. Mostly they have no support at all as they have been shunned even by their families, and their businesses are at a constant risk of collapsing if customers discover their HIV status.

Next Steps

A specific SWOT analysis for GeSI in Mandera is presented in Appendix C. Developing Mandera into a socially inclusive Municipality will require all the Programme stakeholders to consistently make decisions that promote non-discrimination. SIGs strategically categorised under the umbrella of all genders, all adult-age persons and PWDs; but specifically identified at Municipal level as PWDs, youth, women and PlwHIV/AIDs will need to be fully involved in the life of the Programme. Successful inclusion interventions will require adoption of an integrated approach that covers social, spatial, and economic dimensions, as presented in the analytical framework in section 5.2.2. Recommendations for the SUED programme in terms of social inclusion are listed in Appendix C. Appendix C also provides notes of the Inclusion engagement sessions. Further, a full Gender and Social Inclusion Study report will be provided as part of the final UEP for Mandera Municipality.

5.3. Economic profile

5.3.1. Overview of Mandera's economy

As outlined above, Mandera Municipality sits in the economic bloc of the Frontier Counties Development Council (FCDC), an umbrella for Kenya's Arid and Semi-Arid Lands¹⁵³. The FCDC Economic Bloc represents roughly a tenth of Kenya's population, and contributes 5% of total national output, despite making up two thirds of Kenya's total land area. Turkana and West Pokot contribute the greatest shares to national output and are the drivers of the bloc's total economic output. Mandera is the 5th smallest economy in the economic bloc and has the smallest GCP per capita in Kenya, the blocs output has also been growing at a lower than average rate.¹⁵⁴

Unequal distribution of wealth and spending has led to the marginalisation of the North East region and resultantly its underdevelopment. The majority of residents in the FCDC Economic Bloc live in poverty and have poor access to basic services. Socio-economic indicators fall significantly below the national average¹⁵⁵. The Economic Bloc faces considerable trials going forward such as frequent droughts which threaten the viability of livestock, the main source of food and income for nearly all of the FCDCs population. Conflict in the neighbouring countries has also had a sizable impact on the economy, labour force and wellbeing of Mandera's residents¹⁵⁶.

Although Mandera sits in the FCDC Economic Bloc, it shares almost all of its border with Somalia (Gedo) and Ethiopia (Doolow). The economies of three counties at the Kenya (Mandera) /Somalia (Gedo)/Ethiopia (Doolow) boarder are very integrated. This presents opportunities for Mandera's key sectors as well as significant challenges.

¹⁵³ Ayaga, W. (2018) 'Marginalised Counties Push for More Funding', *Standard Digital* [Online] Available here.

¹⁵⁴ KNBS, *Gross County Product Report* (2019)

¹⁵⁵ The World Bank (2019) *NEDI, Boosting shared prosperity for the North and North Eastern Counties of Kenya*.

¹⁵⁶ NCIC & Interpeace, *Voices of the People: Challenges to Peace in Mandera County*, 2017)

The key sectors of Mandera Municipality for the purpose of this report are Agriculture and Livestock, Commerce, Markets and Cross Border Trade, and Services and Public Sector. Mandera's economy, like the Economic Bloc's, is dominated by subsistence based agricultural activity, despite its challenging climate, arid land and limited water supply. Mandera County is however relatively diversified compared to other counties in the Economic Bloc, where Mandera County has significant activity in the Service sector and the Public Service sector. Retail and wholesale is clearly important for the Municipality; however, Mandera County has the second smallest Wholesale & retail output in Kenya.

5.3.2. Economic output

The FCDC region contributes toward just 5% of national output, despite covering the largest land mass of all Kenya's economic blocs. All of the counties in the economic bloc contribute 1% or less of Kenya's total output. Mandera contributes 0.5% to national GDP, as the 5th smallest economy in the country¹⁵⁷, ranking 43rd of the 47 counties.

The County has recently experienced steady growth in GCP with an average annual growth rate of over 4.4% from 2013-2017, considering the social and economic events Mandera experienced over this period this is a steady rate of growth, however it is below the 5.6% national average.

Figure 5-8 - GCP growth by County, 2013-2017



Source: KNBS, Gross County Product (2019)

Mandera's GCP per capita is the single lowest in the country at 48,000 KES per capita, compared to the national average of 161,499. This is significantly lower than the next lowest County, West Pokot, which has a GCP per capita of KSh 70,000.

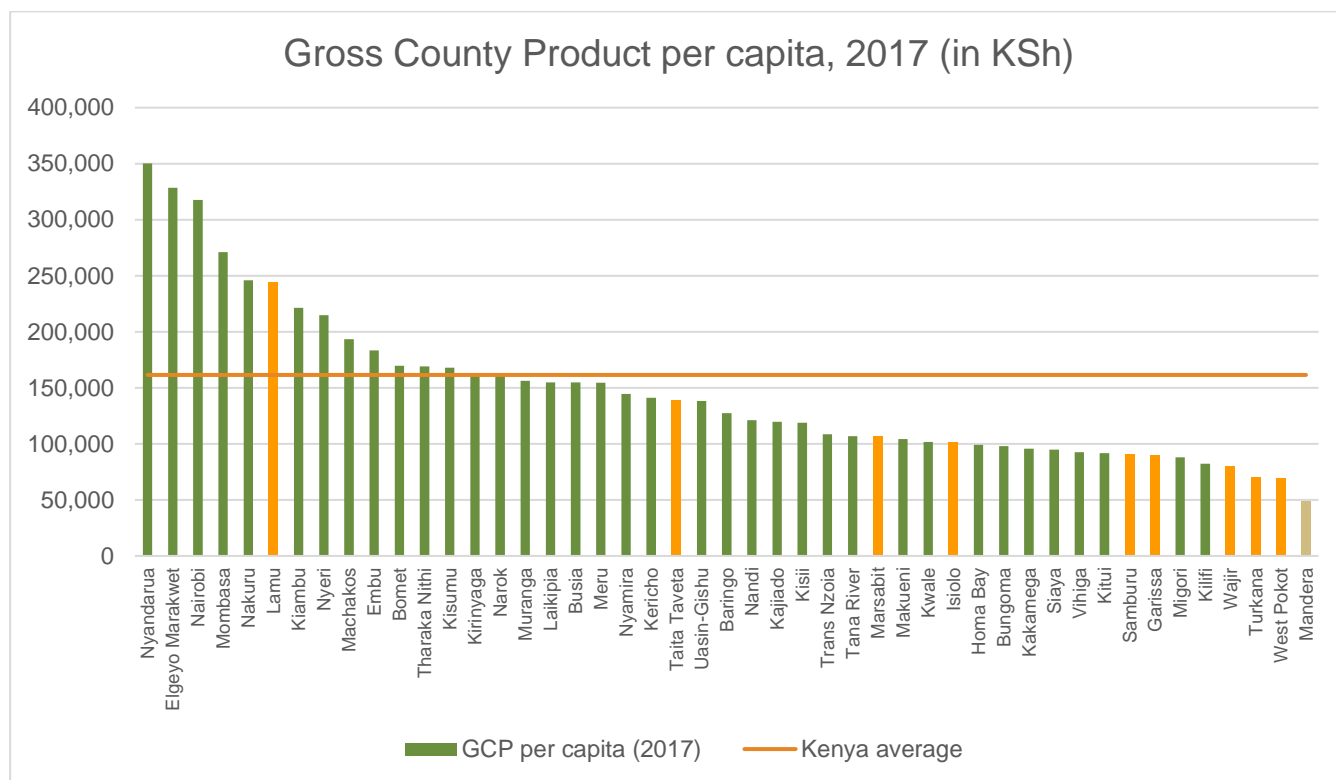
Mandera was also one of the slower growing counties in Kenya in terms of its GCP per capita, with an average annual growth rate of over 2.5% for the period 2013 to 2017, compared to the national rate of 2.8%¹⁵⁷.

¹⁵⁷ KNBS, Gross County Product Report (2019)

The bloc as a whole experienced slightly slower growth of around 1.8% in its GCP per capita. There are consistently low growth rates across the economic bloc, these are a reflection of the marginalisation and lower investment in the Kenya's North Eastern economies.

Figure 5-9 shows that the majority of the counties in FCDC, including Mandera, have a lower GCP per capita than the national average. The bloc's average is KES 52,000 and the national average KES 86,000. Nine of the counties in the block are in the 20 counties with the lowest GCP per capita in Kenya. The low GCP per capita is a result of historical injustices, neglect and repressive state policies have led to the political and economic marginalisation of the North East region and its underdevelopment¹⁵⁸.

Figure 5-9 - GCP per capita in Kenya by County

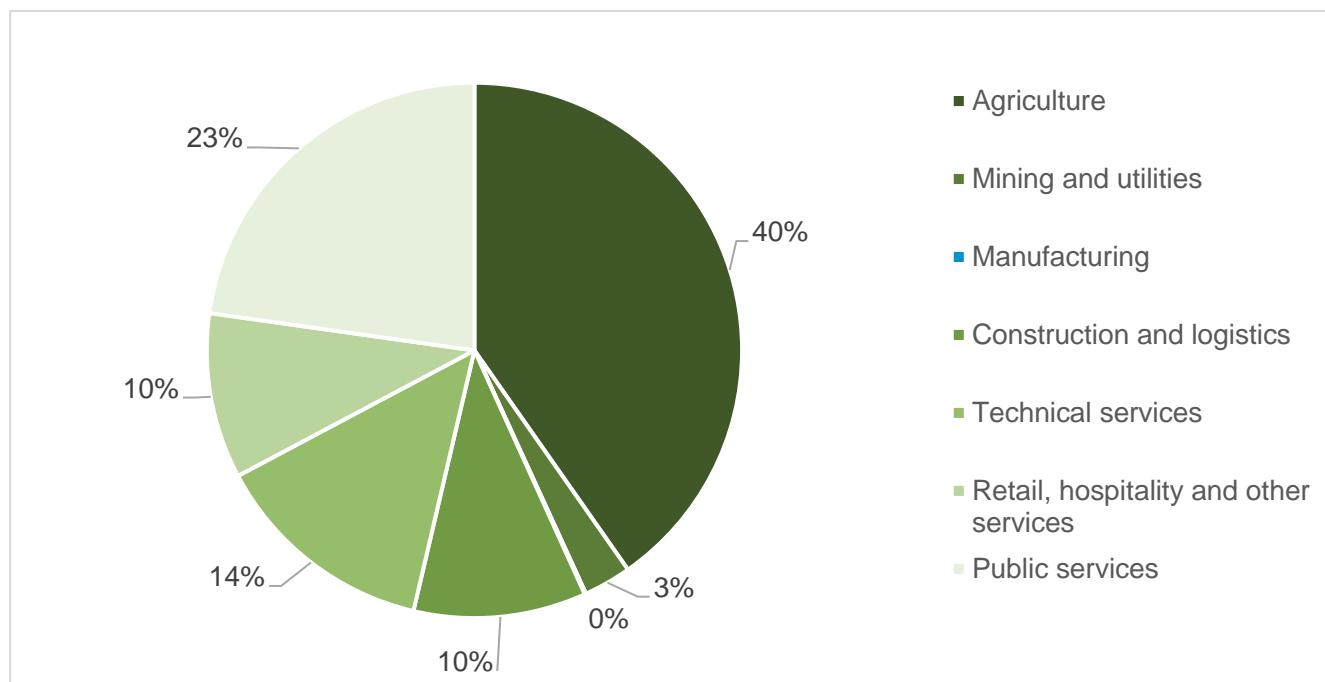


Source: KNBS, Gross County Product (2019)

Figure 5-10 below represents a sectoral share breakdown of Mandera County's economy, the key sector in the County is Agriculture forestry and fishing, followed by public services and technical services. There is no existing manufacturing sector in Mandera (see Figure 5-10).

¹⁵⁸NCIC, *Voices of the People: Challenges to Peace in Mandera County* (2017)

Figure 5-10 - Mandera GCP Sectoral Breakdown



Source: KNBS, Gross County Product (2019)

Mandera can also be compared in its sectoral composition to Kenya, Figure 5-11 below shows the significant difference in the sectoral composition of Mandera County and Kenya. Where there are significantly higher shares of activity in agriculture, and public services, and lower shares in mining and utilities, technical services, and construction and logistics.

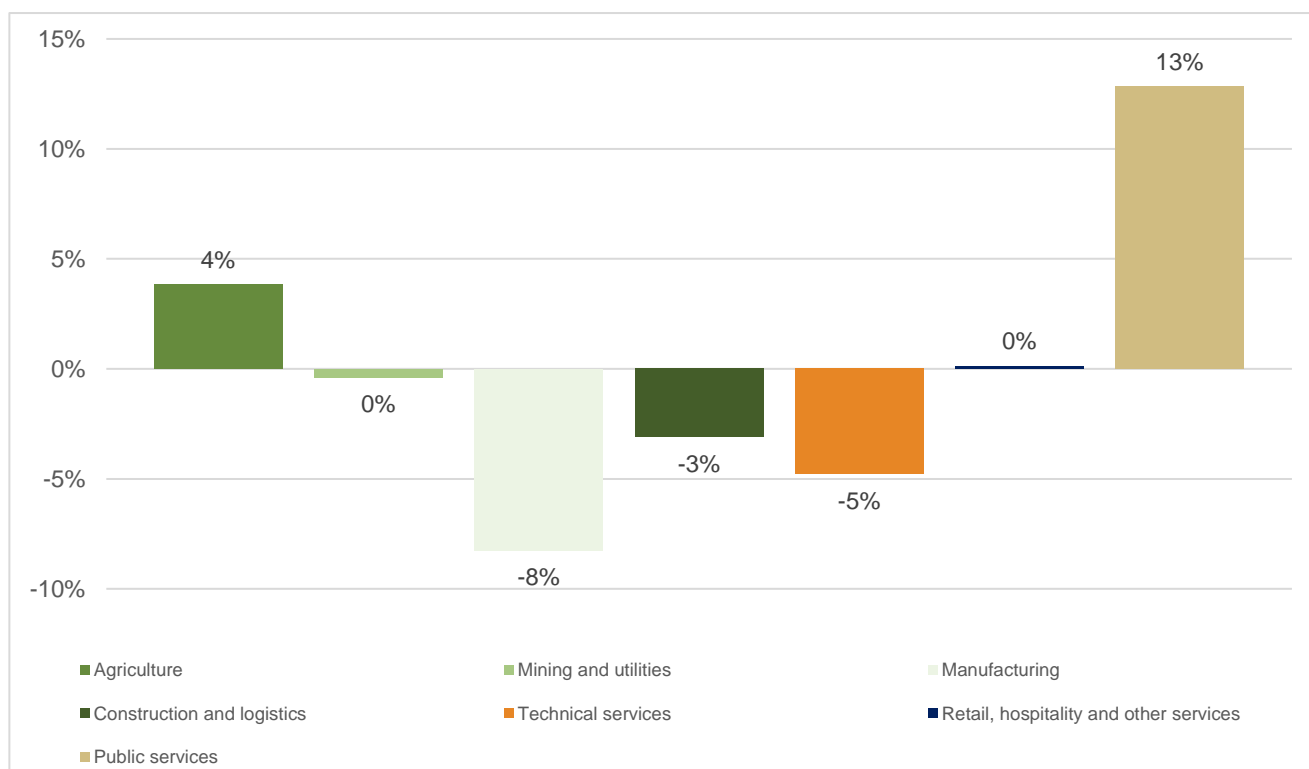


Figure 5-11 - Gross County Product sector breakdown, Mandera compared to Kenya 2017 (KSH)

Source: KNBS, Gross County Product Report (2019)

Mandera's economy can be understood as follows:

- The three main sources of livelihood in the County and Municipality are:
 - Pastoralism (in the pastoral livelihood zones),
 - Agro-pastoralism (along the river including irrigated crops, livestock keeping and riverine farming),
 - Formal and informal employment concentrated in urban centres, Commerce and Trading concentrated in urban centres
- Higher shares of GCP in agriculture (fishing and forestry) than the National average (37%), where the majority of activity in the sector is subsistence based.
- However, of the counties in the economic bloc Mandera County is the second least dependent on the sector, which would indicate that in the context of the economic Bloc Mandera has a relatively diversified economy.
- Service activities are relatively important to Mandera's economy, with all service activities making up 51% of Mandera's GCP compared to the economic Bloc (40%) and the national average (44%).
- Public services are particularly important to Mandera's economy, making up 23% of Mandera's total GCP, relative to the FCDC Economic Bloc (19%) and the national average (10%).
- According to the data provided by KNBS Mandera has no output in Manufacturing.

Retail and wholesale is clearly important to Mandera Municipality; however, Mandera County has the second smallest Wholesale & retail output in Kenya. The same is the case for Agriculture and livestock, despite the sector being the main economic activity in Mandera County, contributing approximately to 72% of the total household income, Mandera's GCP in the sector is the 5th smallest in Kenya (Figure 5-12.)¹⁵⁹ The other counties in the Economic Bloc also have relatively low GCP in the agriculture forestry and fishing sector. This is largely a result of the challenging climate of Mandera and the Economic Bloc, the Blocs' arid and semi-arid lands are less suited to high productivity agricultural activity.

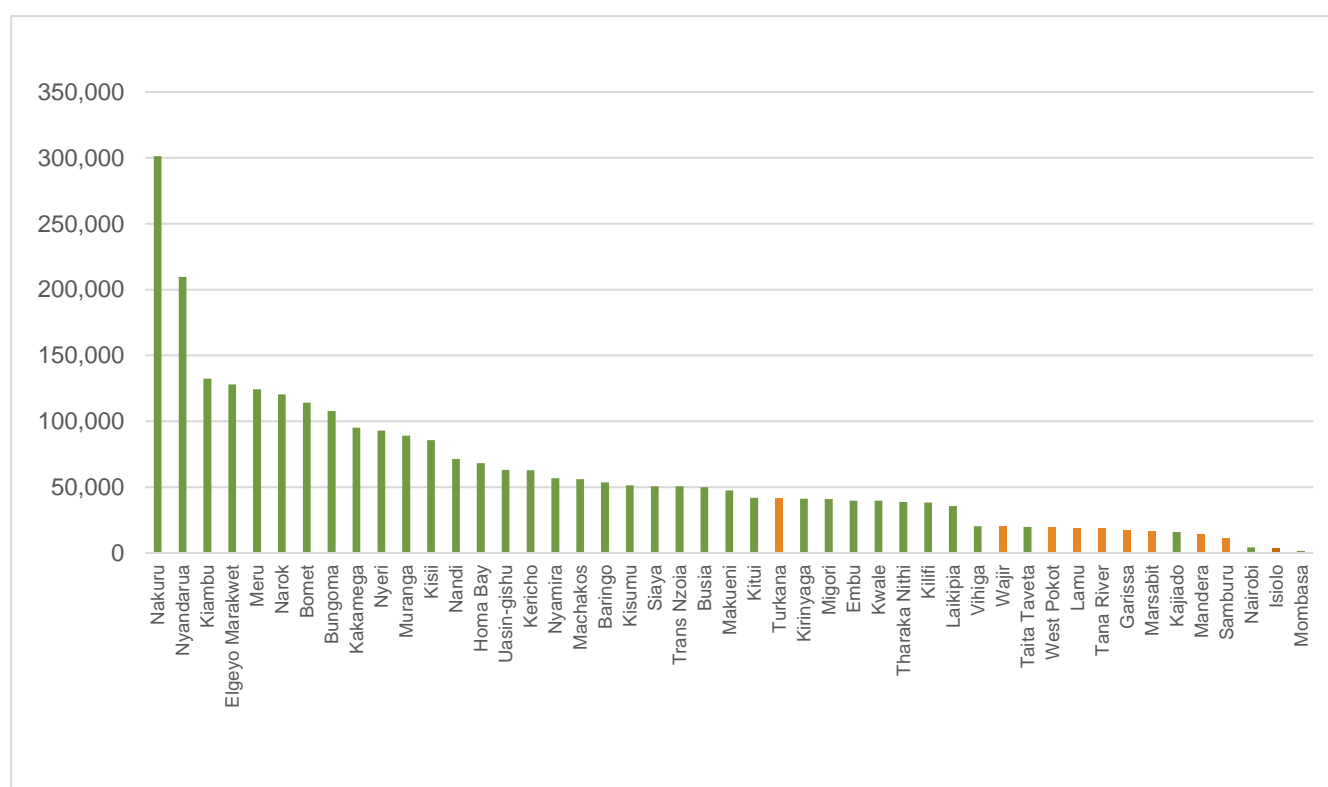


Figure 5-12 - Agriculture GCP - County contributions: KES million (2017)

Source: KNBS (2019) Gross County Product Report

¹⁵⁹ CIDP (2018-2022)

5.3.3. Business and enterprise

Northern Kenya has seen a rise in commerce and other business opportunities, with an expanding business community that has a strong but variable stake in peace and conflict¹⁶⁰. Across Mandera County there are multiple trading centres and retail traders, these are mostly located in the County's six Sub-County headquarters. In total there are 7,800 licensed retail traders; 605 licenses issued to wholesalers and 4,070 other licensed businesses in the County. ¹⁶¹ This however does not capture most of the informal activity of the County.

There are four banks located in Mandera County, three of which are located in Mandera East Sub-County (Kenya Commercial Bank, Equity Bank and National Bank). As well as banks there are 39 SACCOs in the County with a total registration of 980 persons registered across them, 10 of the 39 SACCOs are located in Mandera East Sub-County. There is also one micro-finance institution (Takaful Insurance) in Mandera East Sub-County¹⁶². As well as serving Mandera's residents the financial institutions of Mandera County are also used by traders in Gedo and Doolow.

There are 32 registered Co-operatives in Mandera County, of these cooperatives 18 are currently active¹⁶³. These co-operatives cover the key sectors of Mandera including Urban, Transport, Crop and Livestock Marketing, Consumer products, Multi- purpose, 'Jua Kali', Investment and Building and Construction. There is a total of 1,524 members in these cooperatives, where just 4% are youths and 16% are women, even fewer women make it into management positions in the cooperatives¹⁶⁴.

Kenya's MSEs continue to create numerous jobs and boost the Country's GDP, however they are limited by inadequate capital, limited market access, poor infrastructure, inadequate knowledge and skills and rapid changes in technology¹⁶⁵. According to a report by KIPPRA on the MSE environment in Mandera County the main challenges MSEs face are low survival rates, limited skills, limited capital and workspace, informality and low productivity.¹⁶⁶

5.3.4. Labour market and wages

In 2017, the annual average wage earnings per employee were KES 684,097 for the public and private sector in Kenya. While this represented a 6% increase compared to 2016, this in fact represented a 2.8% decrease when accounting for inflation.¹⁶⁷

Mandera's CIDP (2018-2020) provides an insight into the employment figures of wage earners in the County, highlighting that the County's labour force is 36% of the County's total population (868,000). The County's labour force aged 15-64 years as per the 2019 population is 313,000 persons.¹⁶⁸ Figure 5-13 shows that 43% of Mandera County's and just 31% of Mandera East's population is working, these are both lower than the national average of 48%. These figures provide only an indication of the employment and labour force situation in Mandera County as the data does not fully capture the informal activity of the population.

¹⁶⁰ DDG, *Conflict Assessment, Northern Kenya and Somaliland*, 2014

¹⁶¹ CIDP (2018-2022)

¹⁶² CIDP (2018-2022)

¹⁶³ CIDP (2018-2022)

¹⁶⁴ BORESHA, *Labour Market Assessment In The Cross-Border Area Between Kenya, Ethiopia And Somalia*, 2018

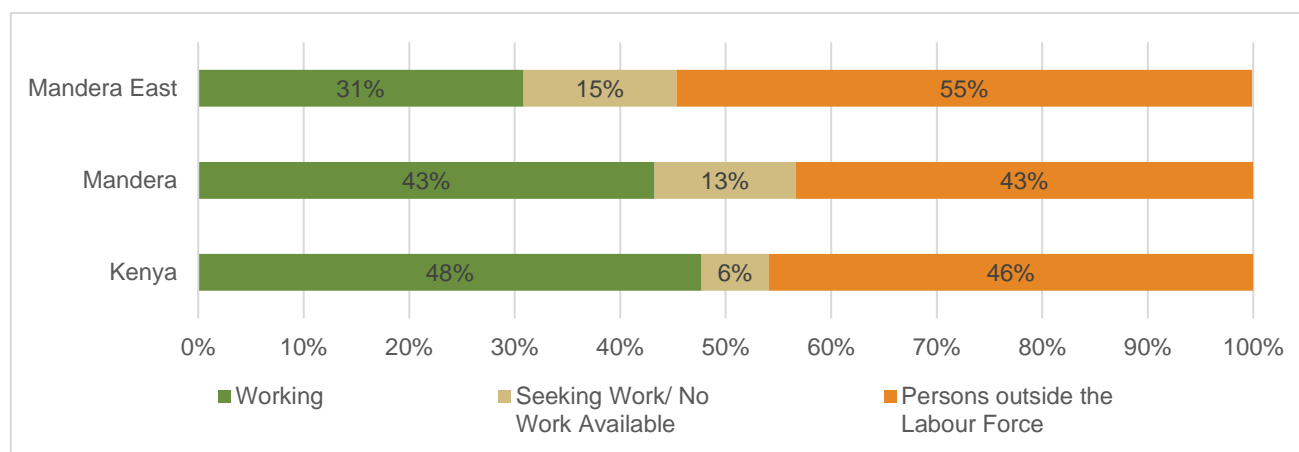
¹⁶⁵ Deloitte, *Kenya Economic Outlook*, 2016

¹⁶⁶ KIPPRA, *Policy Brief "MSEs' Business Environment in Mandera County, 2019-2020*

¹⁶⁷ JNBS, *Economic Survey* (2018)

¹⁶⁸ CIDP (2018-2022)

Figure 5-13 - Share of population in work in Mandera and Mandera East



Source: KNBS 2019 Census, Population by socio-economic characteristic

The Kenya Integrated Household Budget Survey 2015-2016 highlights that Mandera's labour force is underdeveloped relative to the rest of Kenya, where relatively low education and conflict are driving this. Before devolution education was neglected in Mandera, however post devolution interventions are changing this, refer to section **Error! Reference source not found.** for more detail on education in Mandera.

As is detailed in section 3.2 high unemployment rates among the young population and few employment options available (the main employer being the County Government) leads to a sense of hopelessness making young people vulnerable to being radicalised. Youth radicalisation has been identified as one of the key concerns in Mandera Municipality by the PSG.¹⁶⁹

5.4. Business environment – consultation findings

The consultations of 50 businesses in Mandera found that the main challenges businesses in Mandera face are a lack of capacity and skills, environmental factors and climate change, poor infrastructure, limited access to finance and governance regulation and taxation. The closure of border had a significant impact on the supply chains of Mandera's businesses in particular its livestock market, and many businesses have felt the impact of reduced footfall to result from the border closing. COVID-19 has reduced supply and demand due to movement restrictions. The on-going conflict and insecurity have resulted in fear and uncertainty and therefore reduced economic activity in Mandera. The majority of businesses indicated that they would like to grow the business in the future. The main factors that respondents felt would enable their businesses to grow were: access to finance, improved transport, water and energy infrastructure, capacity building and training, and improved border regime and security.

5.4.1. Introduction

Beyond the KOM, data gathering and desktop research and analysis, a number of interviews have been used to consult local businesses and provide insights across Mandera's main sectors and beyond. The cross-sector business insights on the business environment and activity are set out below, whilst specific insights for the key sectors are brought out in section 5.5.

Businesses were identified by the SUED team in consultation with the Municipal Manager and other key stakeholders such as the Chamber of Commerce to represent Mandera's main sectoral activity.

The interviews took the week commencing on the 22nd of February 2021, with a 1:1 format at the business premises or trading area. Appendix D sets out the question template used by the interviewers to facilitate discussion, as well as the consultation methodology.

The business consultations were undertaken by the local NGO Rural Agency for Community Development and Assistance (RACIDA) using the Kobo Toolbox where the interviewers used tablets to record the answers of the interviewees.

Consulted businesses

¹⁶⁹ PSG workshop 09/10 March 2021

50 businesses were interviewed for in-depth consultations. The analysis below focuses on the in-depth sectoral consultation; however, all interviews have been utilised to inform the understanding of the business environment and of socio-economic inclusion.

8 of the respondents were female and 42 male. All the businesses that were consulted were located within the Municipality. Out of the 50 respondents, two were persons living with disabilities. 13 respondents were 19-35 years old, 33 were 36 – 60 years old, and four were over 60 years old. The businesses consulted range in size having from just one to 550 employees. The gender breakdown of employees was close to one third female and nearly two thirds male. All businesses stated that they have employees that are considered Youths, over half (39 of 50) reported employing women, nearly half of the businesses (24 of 50) reported employing Persons with Disabilities, and only two businesses reported employing refugees.

While the term “businesses” is used, publicly funded and other non-governmental organisations such as universities were included, as these were identified as being important to understanding the nature and dynamics of the local economy. Figure 5-14 below summarises in-depth business consultations by activity. The category “others” include three NGOs, the trade cooperative department, the power supply company, and the department of water.

Figure 5-15 - Consulted businesses by activity



Source: SUED Mandera Business Consultation, December 2021

Business operation and linkages

Most businesses are operating locally selling their goods or services in Mandera Town and the wider County. Amongst the businesses consulted, there was also a considerable number of businesses that exported goods to outside of Kenya, which is linked to Mandera’s strategic location at the border with Somalia and Ethiopia. Most of the businesses that export outside of Kenya, do so to Somalia and Ethiopia and dominantly to the nearby towns of Belled Hawo (Somalia) and Dolo and Suftu (Ethiopia). Most businesses sell to individual customers (local 46/50 and non-local 34/50). Fewer businesses sell to other businesses (30/50), distributors and intermediaries, and SACCOs (15/50).

Delivery of goods is in most cases by car (35/50) followed by foot (21/50) and truck (18/50). To a lesser extend businesses use public means of transport such as boda boda and matatus (28/50). Marketing techniques are fairly basic with word of mouth being the most used form of marketing followed by social media and local media.

Impact on businesses from international border closure

The international borders are currently closed. The Kenyan Ethiopian border is usually open, however, it is currently closed due to COVID-19 measures. The Kenyan Somali border is permanently closed due to on-going border conflict and high levels of insecurity.

- Many of Mandera’s businesses import food and other products from Ethiopia and Somalia at lower prices. The closed borders disrupt those supply chains, which leads to a steep increase in

prices for products such as rice, wheat flower, sugar, beans, maize, cooking oil, charcoal and firewood, fertilisers but also some electronic devices.

- Traders in Somalia are key players in the Mandera livestock market and trade. The border closure has negatively impacted both demand and supply for livestock.
- The border closure impacts the hospitality industry negatively as it reduces the number of business customers, brokers and traders who come from nearby Belled-Hawo (Somalia) and Dholoo (Ethiopia) who used to spend the night in Mandera,
- Less patients and referrals to Mandera's health services from Ethiopia and Somalia,
- The closed border has encouraged illegal trade and affected legitimate businesses,
- Donkey carts are charged twice by the police at the border.

Impact on businesses from COVID-19 pandemic

Most of the businesses stated that they were adversely impacted by the Covid-19 pandemic in some of the ways listed below:

- Closure of businesses, hotels, as well as restrictions on transport businesses such as matatus,
- Closure of schools with negative impacts on students (it was mentioned that many children got married and joined labourers),
- Wages have reduced because of high supply for casual labour against limited opportunities due to current COVID-19 restrictions,
- Low demand for goods and services due to lower income, fear, social distancing measures, restrictions in movement,
- Construction activities have reduced as investors develop 'wait and see' attitude on how the situation unfolds,
- Businesses are unable to transport goods and produce outside of the County,
- Markets and especially livestock markets are affected, less space and less costumers due to social distancing,
- Donor investment has reduced, impacting those businesses (NGOs) that are reliant on donor funding,
- Increased costs to businesses as staff are unable work, costs associated with increased hygiene measures, and in general low cash flow which hinders restocking the business.

Impact of Conflict and Insecurity on businesses

Most businesses stated that they are affected by conflict and insecurity in some of the ways listed below:

- Low demand due to fear, restricted movement and displacement,
- Low production of farm product due to fear of attack by militia group,
- Low number of livestock brought to the market due fear of life by the livestock rearers,
- Temporary and permanent closure of businesses,
- The border area seems most effected with low business activities and mistrust between cross border administration and local authorities which affects cross-border trade,
- Vandalism, theft and deliberate destruction of farms, livestock, and infrastructure,
- Communication breaks down which impacts communication with customers,
- Brain drain due to conflict and security situation especially of non-local teachers.

Business Aspirations

The majority of businesses (38) interviewed indicating that they would like to grow the business in the future, while some (12) indicated that they intend to continue their operations as usual. The challenges listed below are important factors that hinder local businesses from growing and expanding.

5.4.2. Challenges to growth

There were several challenges recognised by businesses that restricted their growth. Some of these challenges identified through individual discussion proved to be cross-sector, these are described below.

Conflict and Insecurity – is a key challenge for businesses in Mandera. The key points are summarised above.

Lack of capacity and skills – a lack of practical business management skills and specialist knowledge was reported across the sectors. Poorly trained staff leads to poor quality products in some of the businesses. Amongst the local community, there is low literacy on modern farming system and techniques.

Environmental factors and climate change including the impact from frequent flooding as well as droughts that affect production, storage and sales of agricultural produce and livestock products as well as livestock and crop diseases.

Poor infrastructure including inadequate water supply in terms of quantity, for community utilization as well as water management and conservation. Poor power supply and blackouts pose additional costs to businesses and makes adequate storage of goods challenging. The Wi-fi connection is often poor which makes operating a business difficult. Poor road quality increases transportation costs for local businesses. The airport is located within the military camp and access to the airport is problematic. Some of the market facilities are reported to be inadequate with the livestock market lacking shades and the mira market being too small.

Limited access to finance – many businesses reported a lack of capital and access to finance to expand their business, undertake maintenance and repairs, invest in machinery or restock goods. There seems to be a lack of financial services such as banks and hawalas in Mandera and respondents reported a need for information and training on business finance. It was reported that there are no adequate agricultural credits in Mandera County leaving farmers dependent on informal moneylenders for their credit needs. Many respondents reported a need of non-interest loans with repayment plans.

Governance, regulation and taxation – the respondents reported that businesses are challenged by high taxation by the County Government and national government. Several businesses raised also that they were not sufficiently included in County politics participation. Further a lack of market regulation was mentioned, government ban on quarrying and stonecutting industries, and the need to legalise small enterprises and businesses as many small entrepreneurs are operating their businesses without legal documentation.

Covid-19 has been raised as a key challenge for business activities in Mandera. The impacts of the pandemic have been discussed in detail above.

5.4.3. Business Growth Enablers

Businesses were asked what could be done to help their business grow. As expected, responses tend to mirror challenges, although some additional elements were brought about.

Access to finance: Greater finances, and better access to finance was highlighted as a fundamental enabler for businesses' growth. Almost all of the business mentioned that they could not provide sufficient securities and guarantors to access a loan. Businesses in the agriculture sector, in particular, found it difficult to access loans.

Improved transport, water and energy infrastructure: Adequate basic infrastructure provision would reduce operating costs for many businesses.

Capacity building and training – many businesses stated that capacity building in business management and finance and entrepreneurship as well as specialist training in farming techniques would help them to grow their businesses.

Improved border regime and security – businesses in Mandera are highly dependent on trade with Somalia and Ethiopia. The current border regime thus has negative impact on business operations. The generally high level of insecurity in the Town also negatively impacts business activity.

5.5. Key economic sectors

This section sets out the analyses of key economic sectors for Mandera and provide the backbone to identifying potential opportunities for economic growth. This section covers already established sectors which are agriculture and livestock, commerce, markets and cross border trade, and services and public sector, it also covers emerging sectors with a small base in Mandera, and others potential sectors such as processing and manufacturing, renewable energy and tourism.

Agriculture and Livestock

Mandera's Agriculture and Livestock is the largest sectors in the Municipality and the County, however like the Economic Bloc's, it's dominated by subsistence based agricultural activity. Livestock and pastoralism make most of the activity in the sector where the main produce is Camel, Goats, and Cattle. Most of the agriculture activity happens along the river Daa, where the main produce are citrus fruits, horticultural produce such as bananas, pawpaw, mangoes, tomatoes, and onions. The main challenges the sector face are the impacts of climate change and the excess supply in rainy seasons. The main opportunities in the sector are in value addition, bulking and export.

Commerce, Markets, and Cross Border Trade

Mandera's other key sector is Commerce, markets, and cross border trade. The commerce sector in Mandera Municipality is varied where the town is characterized by a mix of MSMEs, Jua-Kali and larger major commercial enterprises including hotels, hardware's, supermarkets. Markets, in particular the regional livestock market is the economic mainstay of Mandera. The commerce businesses and markets have felt the impact of the boarder closing and COVID-19 where footfall has been significantly reduced. Cross border trade has been key to the success of Mandera's businesses where it supports supply chains and demand for produce. The Somalia border officially closed in 2014 but informal activity across borders is still key to the economy, the boarder has also been recently closed with Ethiopia resulting from preventative measures against COVID-19. The sector faces an array of challenges including, insecurity, susceptibility to policy of bordering countries, and the pandemic. The main opportunities for the sector include developing its stance as a regional commerce and trade hub, value addition before export, take advantage of regional interventions.

Services and Public Sector

Services and public sector activity are also important to Mandera's economy and provides significant employment, however this sector is not as large as the other two sectors. The sectors make up significant share of the county's total output, where local populations in Somalia and Ethiopia move across the borders to access Mandera's social services and markets. The main activity in the sector is in health, education, and public admin, defense, and financial services. Although relative to the rest of Kenya, Mandera's education, health and financial offering is lacking, it is relatively more advanced than the offering in the bordering communities in Somalia and Ethiopia. The main opportunity in the sector would be to develop Mandera to become a service hub supported by the County HQ offices.

5.5.1. Agriculture and Livestock

Agriculture is one of Kenya's Big 4 sectoral priorities, with a crucial role in Vision 2030 development programme. The sector has significant economic and social importance, where it accounts for an estimated 51% of national GDP (26% directly and 25% indirectly through its linkages with other sectors), 56% of employment and 65% of exports. However, agriculture performances have been volatile over recent years, due to low output productivity, scarcity of resources and climate change.

The FCDC economic bloc relies heavily on the agriculture and livestock sector, with 47% of the economic bloc's total GCP coming from the agriculture, forestry, fishing sector. Livestock production dominates the agricultural sector in the FCDC counties and there is a high potential for irrigated agriculture along the Tana River and Ewaso Nyiro River basins¹⁷⁰. Despite the importance of the sector regionally, the economic bloc produces just 6.7% of Kenya's total output in the sector. This is a particularly low level of output considering that the economic bloc makes up 63% of Kenya's total land mass. This is largely a result of the challenging climate and limited access to water in the bloc. FCDC is an umbrella for Kenya's Arid and Semi-Arid Lands (ASALS)¹⁷¹, with low rainfall across the Bloc and all FCDC counties are prone to droughts. As a result, the majority of activity in the agriculture sector across the Bloc is currently subsistence based.

Mandera County is one of the hottest arid counties in Kenya, with annual rainfalls averaging 250 mm or less, ranking it among one of the driest counties in Kenya.¹⁷² The County's economy relies heavily on its agriculture, forestry, fishing sector, with 40% of the overall GCP derived from these activities. Mandera County contributes a modest 8% of FCDCs total agricultural output. The majority of the County's population is rural and pastoral, and according to the CIDP Pastoralism contributes approximately 72% of total household income in the County.¹⁷³ However, of the counties in the economic bloc Mandera is the second least dependent on the sector, which would indicate a relatively diversified economy.

¹⁷⁰ World Bank, Social Economic Blueprint For The Frontier Counties Development Council (FCDC) 2018-2030

¹⁷¹ Ayaga, W. (2018) 'Marginalised Counties Push for More Funding', *Standard Digital* [Online]
<https://www.standardmedia.co.ke/article/2001295455/marginalised-counties-push-for-more-funding>

¹⁷² DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

¹⁷³ CIDP, (2018-2022)

The agriculture sector is also key to the Municipality, Figure 5-16 shows the scale of the agricultural activity along the river Dauda in Mandera Municipality where active crop farming takes place, this river also provides water for livestock. The Kutulo wadi river also provides seasonal flows down from Ethiopia and across the eastern portions of Mandera.¹⁷⁴ Farms are mostly private, but there are also government owned schemes at Border Point 1 (ownership is through farmer associations).

Figure 5-16 - Map showing agricultural land along river Dauda



Source: Atkins

The average farm holding size in areas with irrigation-aided agriculture ranges between 0.4ha-1ha and the rain-fed holding sizes range between 2ha-4ha.¹⁷⁵ In the planning area, agriculture accounts for the highest portion of land at 6,084ha which is equivalent to 46% of the total land.¹⁷⁶

Most of the agricultural output in the Municipality is consumed locally leaving little to no surplus for industrial development. However, Mandera's IDeP states that livestock and agriculture is likely to shrink or phased out due to the expansion of the town.¹⁷⁷

Main activities and products

The below figure provides an overview into the different produce of Mandera's agriculture and livestock sector, and where there are similarities with its neighbouring counties in the Economic Bloc.

¹⁷⁴ DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

¹⁷⁵ CIDP 2018 – 2022

¹⁷⁶ ISUDP (2015-2035)

¹⁷⁷ IDeP (2019-2024)

Figure 5-17 - List of the agriculture and livestock produce of Mandera and the FCDC

FCDC Economic Bloc and bordering counties in Somalia and Ethiopia	Mandera County	Mandera Municipality
<ul style="list-style-type: none"> Camel milk Animal hides Live animals Goats Cattle Camels Sheep Donkeys Chickens Bananas Lemons Pawpaw Oranges Mangoes Tomatoes Watermelons Onions Cow peas Maize Fodder crops 	<ul style="list-style-type: none"> Camel milk Animal hides Live animals Goats Cattle Camels Sheep Donkeys Chickens Cereals (maize, sorghum) Pulses (beans, cowpeas) Horticultural crops (Kale, spinach, tomatoes, onions, capsicums, coriander and pepper) Oil crops (simsim) Fruits (watermelons, mangoes, pawpaw, bananas, guavas, lemons and oranges) 	<ul style="list-style-type: none"> Camel milk Animal hides Live animal Goats Cattle Camels Sheep Donkeys Chickens Maize and cowpeas Fodder for livestock Citrus fruits Sesame Banana Onion Pawpaw Tomato Guava Vegetables (such as kale and spinach)

Source: Atkins

Economic Bloc

Livestock

The Economic Bloc, in particular the North East has the greatest concentration of pastoral communities in the country. As a result, the region's population place great value on mobility and negotiated access to rangeland¹⁷⁸ and water wells. Camel, sheep and goats are preferred to other livestock in the bloc and in neighbouring counties of Somalia and Ethiopia because of their ability to better withstand drought.¹⁷⁹

Crop farming

Crop farming is relatively limited in the FCDC Economic Bloc due to the poor access to water and challenging climate. However, there is significant crop farming in the counties bordering Mandera in Ethiopia and Somalia which has been enabled by River Daua and the river Genale. The main crops grown along these rivers include bananas, lemons, pawpaw, oranges, mangoes, tomatoes, watermelons, onions, cow peas, maize, and fodder crops, most of this produce is locally consumed. Of these crops tomato farming, watermelon, onions and mango farming have been commercialised. The onion value chain is highly commercialised, with well-resourced farmers producing for Nairobi, Mombasa and South Sudan markets.¹⁸⁰

Mandera County

Livestock

Much of the livestock in the County is produced in pastoral or agro pastoral systems. The common breeds of livestock reared are goats (galla breeds), cattle (boran breeds), camels (Somali breeds), sheep (Somali

¹⁷⁸ DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

¹⁷⁹ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

¹⁸⁰ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

blackhead breeds), donkeys (Somali breed) and indigenous chickens.¹⁸¹ The most common animals kept in large scale for milk and meat are goats, sheep and camels.¹⁸²

Table 5-1 - Livestock numbers in Mandera County, 2014

Livestock type	Number of animals
Goats	3,415,484
Sheep	1,164,238
Camels	1,016,970
Cattle	863,625
Donkeys	208,126
Chicken	56,874
Beehives	23,388
Bee apiaries	141

Source: County gov Mandera, Mandera CIDP, 2018-2022

There is significant **live animal** marketing in Mandera. Initially the live animals are sold to Bush and primary market traders. Then secondary market traders buy and sell them to slaughterhouses in nearby towns or end market traders in Nairobi, Mombasa, Mogadishu and Kisimayo.¹⁸³ Some of this livestock makes it way to the Gulf States through Somalia, providing a good source of income for livestock owners, traders and marketing agents in Mandera and its neighbouring towns across the borders.

The County's dry conditions make it well-suited for **camel husbandry**. Camels are often herded alongside other livestock (sheep and goats). **Camel milk** is a resilient product which supports food security in Mandera, and it also has helped empower women in Mandera. During the dry season, the total income per day from camel milk is approximately KES 825 and in the wet KES 1,656.8. The dominant breed that is kept in the region is the high milk producing Somali camel. In dry seasons most of the herd is migrated to greener pastures. This migration reduces the supply of milk to the markets. In terms of selling camel milk roughly 90% of producers sell individually at markets or to traders at farm gates, some of which gets bulked. There are limited value addition activities undertaken along the bulking and distribution points, most of which aims to prolong shelf life rather than adding value.¹⁸⁴

There is some small existing activity around bulking and drying of **animal hides**, but at the household level this is not a significant income generating activity. Almost all of the hides and skins marketed in the cross-border area between Kenya, Ethiopia and Somalia are collected from slaughterhouses¹⁸⁵

Crop farming

In Mandera the river covers a stretch of 160km has about 4,100 hectares under irrigation¹⁸⁶. Crop farming is actively practiced along the River Daua in the areas of Rhamu, Rhamu Dimtu, Hareri, Mandera and Malkamari.¹⁸⁷ The County is capable of growing a range of crops including:

- Cereals (maize, sorghum),
- Pulses (beans, cowpeas),
- Horticultural crops (Kale, spinach, tomatoes, onions, capsicums,),
- Oil crops (Simsim)
- Fruits (watermelons, mangoes, pawpaw, bananas and oranges)

¹⁸¹ CIDP (2018-2022)

¹⁸² European Union Emergency Trust Fund For Stability (2016) Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia

¹⁸³ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

¹⁸⁴ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

¹⁸⁵ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

¹⁸⁶ EUTF, Cross Border Analysis and Mapping Cluster 2: Kenya –Somalia -Ethiopia, 2016

¹⁸⁷ ISUDP (2019-2024)

Watermelon and lemon production is of national significance and it sells its simsim and tomatoes regionally and to bordering towns.¹⁸⁸ Mandera's watermelons and onions are sold to Nairobi and beyond.¹⁸⁹

Aquaculture

There are eight man made fishponds in the County and a farm hatchery at Bulla Hajji to assist in production of fingerlings. The river Daua also presents an opportunity for river fishing in the County.

Apiculture

The increasing challenges rain fair agricultural farmer face, resulting from climate change, has resulted in farmers looking to diversify their activities. There has been a growing take up of bee keeping in the county. Nomadic Assistance for Peace and Development (NAPAD) trained 50 farmers from 5 farmer groups on beekeeping and management practices. This project has improved farmers resilience to climate change.¹⁹⁰

The Municipality has similar production of agriculture and livestock produce; however, the Municipality's economy is less dependent on the sector as it has a more diversified urban economy. Livestock animal and breeds are similar to that of the County. The main crops are maize and cowpeas, fodder for livestock, citrus fruits, sesame, banana, onion, pawpaw, tomato, guava and vegetables (such as kale and spinach).

Value addition and processing - There is significant national emphasis on developing agri-processing, with the aim to create 200,000 new jobs and to triple production, with the higher values on the global market signifying a key incentive¹⁹¹. Kenya's Agricultural Sector Transformation and Growth Strategy (ASTGS) aims to increase the contribution of agri-processing to GDP by 50%¹⁹².

The majority of Mandera's exports are in their raw/primary form without any value addition. The IDeP states that there is an opportunity to establish processing plants to add value to Mandera's raw materials and increase their market value and export potential through branding, labelling, and packaging.¹⁹³

The County has confectioneries and drinking water manufacturing industries, most of which are based in the major towns. There are three small privately-owned industries that produce purified water in the County and two main bakeries based in Mandera Town.¹⁹⁴ There is also a slaughter house and some initial processing of livestock in the County. According to stakeholders there is also some existing processing of oil crops (from simsim and sunflower seeds), where value addition is done through the extraction of oil crops, to export to Wajir and neighbouring countries¹⁹⁵.

Major crops that have potential for commercialization are tomatoes, watermelons, mangoes, onions and paw paws¹⁹⁶. There are plans noted for fruit processing (in particular mangoes, citrus fruits, and tomatoes), further oil processing, processing of husks, a new modern abattoir, tannery plant, and for processing milk and animal feed for all kinds of livestock.^{197,198} There were also plans to construct a tomato juice factory to address the glut of tomatoes in rainy seasons, but Mandera is constrained by unreliable power sources.

Opportunities and strengths

There are good opportunities to create inclusive development in the agriculture and livestock sector and from that the livelihoods of many of Mandera's residents. These are listed in the SWOTs for Agriculture and Livestock in section 8.1 of this report.

Organisation and cooperation - Organisation and bulking in the sector is limited and a lot of the activity is subsistence based and consumed mostly by locals. However, Mandera has good informal trade ties which have the potential to become formal in the future with Somalia and Ethiopia. With greater organisation and cooperation there is an opportunity to bulk the outputs of farmers for export or trade in neighbouring counties.

Processing – There are also opportunities to process the produce of Mandera in particular in rainy seasons where the market experiences excess produce. The same applies to livestock where there are opportunities for processing meat and dairy produce.

New export markets and trade routes - The road infrastructure in the FCDC Economic Bloc is set to improve greatly in the coming years from the tarmacking of the Mandera - Isiolo road and the LAPSSET corridor. These

¹⁸⁸ SUED, PEA Report Mandera, 2019

¹⁸⁹ Mandera KOM (2020)

¹⁹⁰ NAPAD, Article: A Buzz In Aresa, 2020, Available at: <https://www.napad-int.org/napadsite/category/bee-farming/>

¹⁹¹ Kenya Agriculture and Food Authority, The Big Four Agenda (2018)

¹⁹² Kenya Ministry of Agriculture, Livestock, Fisheries and Irrigation, Agricultural Sector Transformation and Growth Strategy (2019)

¹⁹³ Mandera municipality, Mandera IDeP, 2019-2024

¹⁹⁴ CIDP (2018-2022)

¹⁹⁵ Mandera KOM (2020)

¹⁹⁶ BORESHA, Livestock products and alternative VCs, 2018

¹⁹⁷ Mandera KOM – Agriculture, Environment & Water Breakout Session

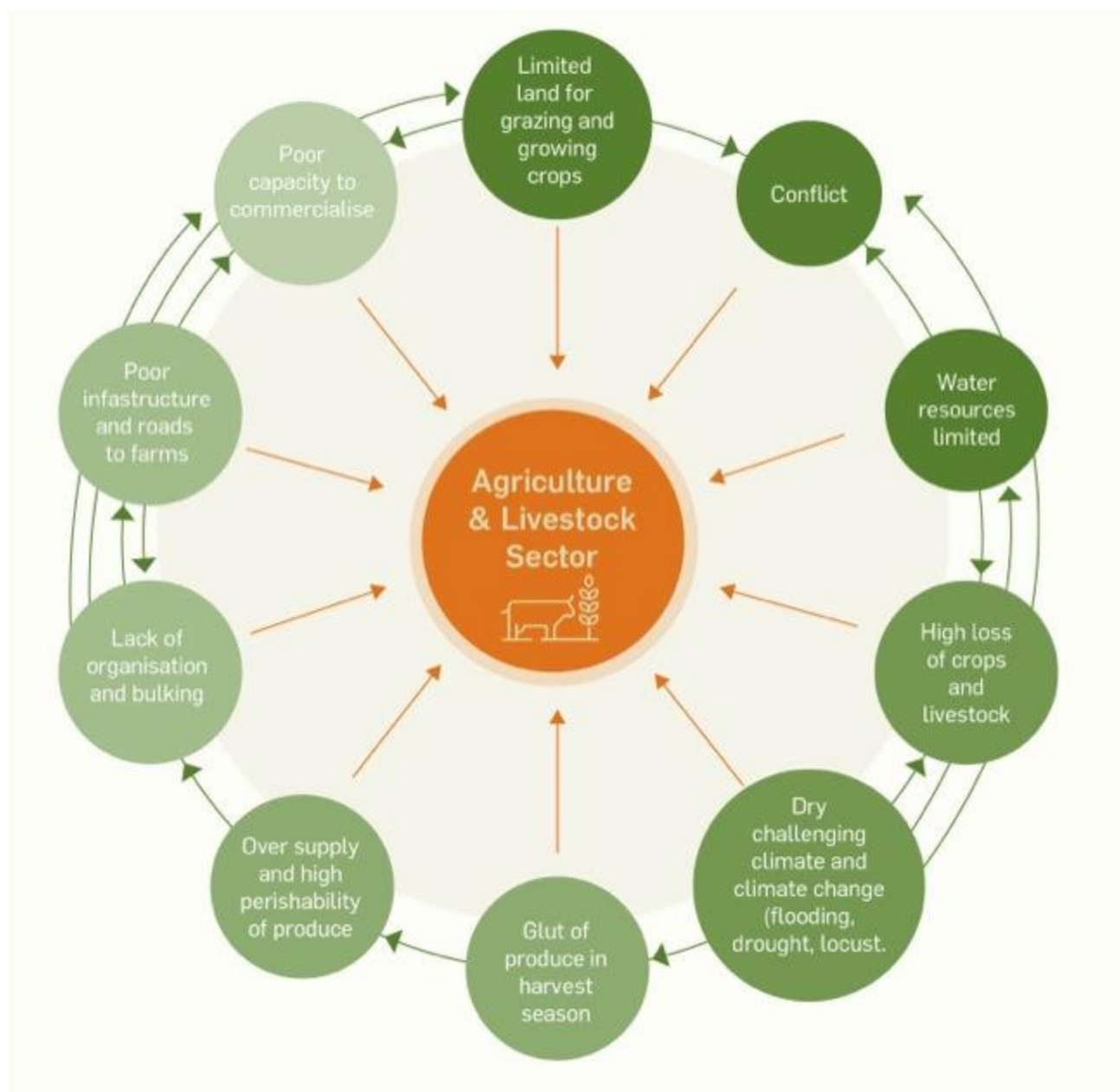
¹⁹⁸ CIDP (2018-2022)

interventions have the potential to improve Mandera's trade linkages and could present great new export markets and trade routes for Mandera.

Threats and weaknesses

There are a range of weaknesses and threats that Mandera's agriculture and livestock sector faces. Many of these are interconnected with one another which presents a complex plainfield to be navigated when looking at developing and intervening in the sector. Figure 5-18 presents the weaknesses of and threats to the Agriculture and Livestock sector of Mandera and how these are in places interconnected.

Figure 5-18 - A map of the challenge and threat dynamics of the agriculture and livestock sector



Source: Atkins

Glut of produce – Most of the production in Mandera is small scale subsistence based, there is a lack of organisation and cooperation across the sector. One of the outcomes of this poor coordination are gluts of produce in rainy seasons where markets are flooded with watermelons or tomatoes for example. This takes all power away from producers where they are left at the mercy of middlemen and buyers at the market, driving down prices and leading to high waste of agricultural produce.

Climate change – Climate change presents a range of challenges for Mandera already which only threaten to worsen in the coming years. The dry climate makes it difficult to engage in agriculture and livestock activities where they cannot provide sufficient water supply for animals, pasture and crops. Beyond this, climate change is also increasing the frequency of events such as large locusts' infestations and flooding from high levels of

precipitation in Mandera or further up the river Dawa in Ethiopia. Droughts, flooding and locust all lead to the devastation of the livelihoods of people reliant on the sector.

Water is a huge challenge for pastoralists. When there are seasons of low rains and droughts, there is inadequate water and pasture for livestock. This results in frequent livestock deaths. In order to access water people have to dig on river canals. In extreme situations, the County Government delivers water to near grazing areas using water bowzers, which reduces the distance pastoralists have to cover to look for water¹⁹⁹.

The growth of the livestock sub-sector is constrained by lack of markets; inadequate water supply and pasture; high prevalence of diseases; limited access to credit; and inadequate access to abattoirs and tanneries.²⁰⁰

The potential for increased production under irrigation is limited by poor extension services; lack of credit; high post-harvest losses; and inadequate storage facilities.²⁰¹

The main barrier to developing the agri-processing sector in Mandera are the lack of inputs, lack of technical skills and market linkages where significant losses are incurred during period of glut²⁰².

5.5.2. Commerce, Markets and Cross Border Trade

Kenya trade

Wholesale and retail is a significant sector in the Kenyan economy, reflecting 8% of GDP in 2017. Since 2013 GDP from the sector grew by 11.5% on average per annum whilst also contributed 13.4% of total private sector employment. However, informal retail shops and markets remain the dominant proportion in the retail sector and are where 70% of Kenyans do their daily shopping.²⁰³ Non-store retailing is a growing sector, with the value of sales increasing by 9% in 2016 to KES 9.6bn. The sector has been revolutionised in Kenya in recent years by the use of internet payments (e-commerce), with internet retailing accounting for 75% of total non-store retailing sales in 2016.²⁰⁴

Kenya's export of food products account for an important share of exports. Imports to Kenya are also predominantly agricultural and agro-processed produces.

Economic Bloc and bordering towns

Northern Kenya has seen a rise in commerce and other business opportunities, with an expanding business community that has a strong but variable stake in peace and conflict. Cross border trade with Somalia and Ethiopia, in particular smuggling, is highly integrated into most business in northern Kenya. Mandera and Garissa are the region's two biggest trade hubs, but there are many other smaller locations in the region that make up the trade network.²⁰⁵

Approximately 68% of businesses at the borders of Somalia, Kenya, and Ethiopia engage in trade as their primary source of income.

Mandera County and Municipality

Across Mandera County there are multiple trading centres mostly located in the County's six Sub-County headquarters. In total there are 7,800 licensed retail traders; 605 licenses issued to wholesalers and 4,070 other licensed businesses in the County.²⁰⁶ This however does not capture most of the informal activity which operates within the County's markets. There are 20 markets in the County with approximately 692 stalls²⁰⁷.

The regional livestock market is the economic mainstay of Mandera, the current livestock market is just a small space where trade takes place. Traders in Somalia are key players in the livestock market and trade. Other major markets within the Town include Bulla Jamhuri, Mandera Bus Park, Miraa market, Youth Marketa and the Economic Stimulus Project market. There are plans for a new larger livestock market in a space out of town, which will contain holding space, vet facilities, a slaughterhouse and a tannery.²⁰⁸

The IDeP states that the majority of businesses in Mandera are Micro, Small, Medium Enterprises (MSMEs), many of which are Jua-kali who utilise simple technologies and local materials to produce consumer goods

¹⁹⁹ Mandera KOM (2020)

²⁰⁰ World Bank, Social Economic Blueprint For The Frontier Counties Development Council (FCDC) 2018-2030

²⁰¹ World Bank, Social Economic Blueprint For The Frontier Counties Development Council (FCDC) 2018-2030

²⁰² BORESHA, Livestock products and alternative VCs, 2018

²⁰³ Oxford Business Group, 'The Report: Kenya 2016', 2016,

²⁰⁴ Euromonitor International, 2016, Available online <https://www.euromonitor.com/non-store-retailing-in-kenya/report> [Accessed 13/06/2019]

²⁰⁵ DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

²⁰⁶ County gov Mandera, Mandera CIDP, 2018-2022

²⁰⁷ <https://mandera.go.ke/trade-industrialization-cooperative-development/>

²⁰⁸ Mandera KOM (2020)

(e.g. welding and fabrication of motor vehicle repair, carpentry and handicrafts, tailoring and clothing and bakery). Mandera Town is also characterised by major commercial enterprises including hotels, hardware shops, supermarkets, water treatment and supply firms and retail shops among others.²⁰⁹

Mandera Town acts as a regional hub for cross-border trade (in particular camel) and for transit trade between Kenya, Somalia and Ethiopia. The economies of the Mandera Triangle are very well integrated and the Mandera/Beledhawo/Doolow borders are a critical set of corridors for commerce and livestock sales for the entire region. Petty trade is a growing sector and source of livelihood in the cross border area with wholesalers, middlemen and retailers as key players.²¹⁰ Mandera is also a transit zone for goods destined for Ethiopia from Somalia. This trade activity creates significant additional footfall in Mandera Municipality and traders often buy from local traders when they are passing through.

Before the closing of the border Mandera benefited from:

- Affordable inputs from Somalia such as cement, and goods from Dubai and other gulf states through Mogadishu
- Cheap telecommunication from Somalia

Traders in Mandera relied on Mogadishu for supplies as it was a shorter distance than that to Mombasa or Nairobi. After the official closing of the border Mandera has had to source more produce from Nairobi and Mombasa with are twice the price of that from Mogadishu due to additional transport costs.²¹¹

Products and services traded in Mandera

²⁰⁹ IDeP (2019-2024)

²¹⁰ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

²¹¹ European Union Emergency Trust Fund For Stability (2016) Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia

- Motor vehicle repair,
- Carpentry and handicrafts,
- Tailoring and clothing
- Baked goods,
- Hotels,
- Hardware's,
- Supermarkets,
- Retail shops,
- Fruits, vegetables and other horticultural produce
- pulses and cereals

Products and services exported

Figure 5-17 shows the flows of trade in and out of Mandera with Somalia and Ethiopia.

Figure 5-19 - Trade flows between Mandera, and Somalia and Ethiopia



Source: *Livestock products and alternative VCs Boresha, 2018*

Livestock trade is undertaken by market intermediaries, who bulk and trade live animals from interior markets and sell them to end markets. This results in the doubling of the price from producers to end markets. Somalia has good export markets and is a key destination for much of Mandera's livestock trade.²¹²

Challenges and threats

Insecurity - Clashes and violent extremist attacks by Al Shabaab in Mandera, Wajir, Garissa and Lamu have left lasting negative impacts on local business. However, despite the uncertainty created by the conflict, cross-border commerce has continued at the Bulu Hawa-Mandera crossing. In order to protect themselves and their businesses against the conflict in the North East businesses depend on the protection of their clans. As a result, businesses often end up feeling obligated to provide financial support to the elders to support armed

²¹² Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

clashes. Conflicts have taken place across the Economic Bloc by clans' efforts to secure trade routes. The economy and businesses of Mandera and the FCDC are very much intertwined with conflict.²¹³

Borders are officially closed – As a result of insecurity the border points between the three countries are officially closed. Activity across the borders has to be done unofficially which creates inefficiencies for traders, most of whom cross the border using donkey pulled carts. Lack of regulation compromises security and there is significant smuggling of illegal substances and goods. Border officials and police have been noted to often extort of the traders trying to cross unofficially.

Susceptible to Ethiopian and Somali policy - Mandera is susceptible to changes in policy in Ethiopia and Somalia. Examples include Ethiopia's ban on traders taking their animals to Kenyan markets, or Somalia's ban on Khat imports from Kenya.

Infrastructure challenges – in particular at the Kenya – Ethiopia border where there is insufficient infrastructure in place to allow traders to cross the river. Instead traditional rafts are used to cross which impacts trade significantly in rainy seasons.

Covid-19 - The pandemic has meant that policies have been put in place that restrict movement of both goods and persons across the borders. This has reportedly resulted in a significant loss of profit of those who engage in cross border trade in the intersecting border area of Kenya, Somalia and Ethiopia²¹⁴. This is in part a result of limited access to public transport and difficulties in sourcing supplies due to closed markets and a slowdown in production of goods.

Strengths and Opportunities

The sector is growing - the informal trade sector is growing where the number of informal traders in major towns across the County is on the rise as a result of rural to urban migration fuelled by climate change and "urban bright lights".²¹⁵

Value addition of produce before export - There is an opportunity to establish processing plants to add value to Mandera's raw materials and increase their market value and export potential through branding, labelling and packaging.²¹⁶

Improvement of infrastructure could improve Mandera's comparative advantage – There is potential to improve Mandera's comparative advantage through improving its transport infrastructure and the IDeP presents plans to provide a new airport and tarmacking of the Mandera-Nairobi Road.²¹⁷

Mandera – Isiolo highway will cut the journey time down significantly from Mandera to Isiolo and ultimately Mandera to Nairobi. Given that Mandera depended on imports from Mogadishu and the border for exports this could open up more import and export markets.

The Lamu–Garissa–Isiolo road alongside the Mandera Isiolo highway has the potential to unlock new activity and connections across the FCDC Economic Bloc and Mandera.

5.5.3. Services and Public Sector

Services, both public and private are a key offering of Mandera Municipality's economy. When referring to services here this include public service activity (health, education, and public admin and defense) and private sector services (technical and professional services, real estate services, and financial and insurance services).

Economic Bloc

The FCDC Economic Bloc has a large public sector, where it has the second largest GCP in the Economic Bloc after agriculture, livestock, forestry, and fishing. The public sector makes up 19% of the FCDCs total GCP. This is significantly higher than the national average share of 10%. However, the private service sector is smaller in the FCDC making up just 18% of total output compared to the national average of 28%.

Mandera County

Public services are particularly important to Mandera's economy, making up 23% of Mandera's total GCP, relative to the FCDC Economic Bloc (19%) and the national average (10%).

²¹³ DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

²¹⁴ BORESHA, Cross border trade report, 2020

²¹⁵ ISUDP (2015-2035)

²¹⁶ IDeP, (2019-2024)

²¹⁷ IDeP, (2019-2024)

Private service activities are also relatively important to Mandera's economy, with all private service activities making up 24% of Mandera's GCP compared to the Economic Bloc (18%) and the national average (28%).

Most of the service and public sector activity in Mandera County is concentrated in Mandera Municipality.

Mandera Municipality

Mandera Municipality's border location means that communities and economies around the borders are highly integrated with each other.

Local populations in Somalia and Ethiopia move across the borders to access Mandera's social services and markets due to relatively developed infrastructure. These services include livestock markets, schools, health posts, banks and airstrips.²¹⁸ A handful of aid programmes in the area have worked to encourage the sharing of cross-border facilities in an effort to strengthen local commitments to peace in border zones.

The development of services is also pivotal to the transformation of Mandera's economy. The improvement of the health and education offering that aligns with the economic needs of Mandera will be instrumental in the development of a skilled workforce that meets the local needs.

Banks and Financial institutions

There are four banks located in Mandera County, three of which are located in Mandera East Sub-County (Kenya Commercial Bank, Equity Bank and National Bank). There is also one micro-finance institution (Takaful Insurance) in Mandera East Sub-County²¹⁹. As well as serving Mandera's residents the financial institutions of Mandera County are also used by traders in Gedo and Doolow. Due to unstable domestic currencies the use of Kenyan currency and US dollars is also widely accepted in Gedo and Doolow.

Education

Educational opportunities often attract migration from Somalia and Ethiopia into Mandera. It has been noted that after completing their education in Mandera and where they have better command of the English language, those who migrated from Somalia and Ethiopia often return to their country to work in NGOs.²²⁰

The educational offering of Mandera has notably improved in the past years as a result of devolution. Tertiary education in the Municipality include Mandera Teachers Training College, Mandera Technical Training Institute and Mandera ECDE Training Centre. 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. There are also plans for a university building and ongoing construction of a medical training college.²²¹ Section **Error! Reference source not found.** of this report provides more detail on the educational offering and attainment of Mandera, it is important to note that the educational offering of Mandera lags behind the rest of Kenya, but is relatively better than that in the border communities of Somalia and Ethiopia.

Health

The quality of health provision in Mandera County and the wider FCDC Economic Bloc lags behind the rest of Kenya. However, the period of devolution in Kenya has seen improvements in the health care services of Mandera County and the Municipality, including the construction, rehabilitation and equipping of old and new health facilities.²²²

Despite this gap between Kenya average and the North-eastern regions, the residents of the town of Suftu in Doolow (Ethiopia) and Beled Hawa in Gedo Region (Somalia) rely on health services in Mandera County where the health care provision is of better quality.²²³ As a result the health care facilities located along the borders with Ethiopia and Somalia are overstretched, including Mandera County Referral Hospital, Elwak, Lafey, Banisa and Rhamu Sub-County hospitals.²²⁴ This effect has also been exacerbated by the threats to security, this has been particularly evident in rural areas.²²⁵

There are currently 202 health facilities in Mandera County, 88 of these are public health facilities segregated as one referral hospital, six are sub County hospitals, 81 are primary health facilities such as health centres and dispensaries. The County is also home to 15 community units (managed by community health assistants), 24

²¹⁸ European Union Emergency Trust Fund For Stability (2016) Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia

²¹⁹ County gov Mandera, Mandera CIDP, 2018-2022

²²⁰ BORESHA, Labour Market Assessment In The Cross-Border Area Between Kenya, Ethiopia And Somalia, 2018

²²¹ IDeP (2019-2024)

²²² IDeP (2019-2024)

²²³ European Union Emergency Trust Fund For Stability, Cross-Border Analysis And Mapping Cluster 2: Kenya-Somalia-Ethiopia, 2016

²²⁴ CIDP (2018-2022)

²²⁵ IDeP (2019-2024)

nursing homes and 106 private health clinics.²²⁶ Section 5.1.4 of this report provides more detail on the Healthcare offering of Mandera.

5.5.4. Other sectors

The following sectors have a presence in Mandera, however are not identified as key sectors and therefore have only been covered briefly in the sector analysis.

Construction - Devolution in Mandera has resulted in investment in infrastructure development by the County Government which has created significant new employment in the sector. The County headquarters has been established in Mandera Town and as a result has further attracted investment.

Mining - Mandera Municipality is not well endowed with minerals to support commercial mining. However, there is some existing mining for building materials such as sand and stones which are used then used locally. Stone quarries within the County have caused massive degradation of the environment. Most of the quarries are unrehabilitated as per NEMA license conditions and there is no law enforcement, as a result they pose danger to the people of Mandera, livestock and the environment.

Renewable Energy - A reliable and affordable energy supply is key to facilitating the growth of businesses in particular SMEs. Solar power has been successful in Kenya for commercial and domestic use, in areas far from the national grid. Renewable energy provision also creates good employment opportunities for youth and displaced persons.²²⁷ The County Government have already been progressing the provision of solar energy to power street lighting, local facilities and schools and it is also currently exploring the possibility of further exploiting solar energy, where the long periods of sunshine in Mandera present good conditions for solar energy production. There are also smaller companies operating in Mandera County that provide individual micro-solar solutions to remote off-grid customers. However, as is detailed in section 7.3 the solar offering in Mandera is currently only small scale.

Tourism - The IDeP suggests potential for the tourism sector on the grounds of its biodiversity, cultural richness and its connections to Somalia and Ethiopia. The County is also endowed with Malkamari National Park that is a home to most of the wildlife population in Mandera County.²²⁸ However, there are large barriers to developing a conventional tourism sector with regards to security and conflict.

5.6. Conclusions

Mandera County's economy is relatively small within the Economic Bloc and is growing at a slow rate. However Mandera Municipality is a key hub for trade and commerce, with its positioning on the border and access to the water supply of river Daa. The area has historically suffered from marginalisation however it is set to benefit from some of Kenya's key infrastructure projects in the coming years. The following are some of the key demographic, economic and sector findings from the socio-economic analysis:

- Mandera Municipality has an estimated population of roughly 138,000, reflecting growth of 3% per annum from the 2009 Census population estimate of 108,000²²⁹.
- Population in Mandera County has declined significantly, where recent Al Shabaab violence in Mandera has driven away many people. However, the Municipality of Mandera experienced population growth.
- The Municipality has a high population density, with population concentrated in Mandera Town.
- There is significant rural to urban migration as residents are gradually leaving agro-pastoralism activities for job opportunities in urban areas.
- Mandera County and Municipality have a smaller share of working age population, relative to Kenya's share. Instead the County has significantly higher shares of population aged 0-14, (Mandera County 55% and Mandera Municipality 48%).
- Both County and Municipality have below national average (52%) shares of population educated to primary level or above, at 25% and 33% respectively.²³⁰

²²⁶ CIDP (2018-2022)

²²⁷ Boresha, Value chain analysis on livestock in the cross border between Kenya, Somalia and Ethiopia, 2018

²²⁸ CIDP (2018-2022)

²²⁹ KNBS, Kenya Population and Housing Census: Volume I (2019)

- Health provision and the quality of health provision in Mandera County and the wider FCD Economic Bloc lags behind the rest of Kenya.
- Mandera County ranks as one of the worst counties in Kenya for poverty, where 78% of the population live below the poverty line.²³¹
- Mandera falls within the FCD Economic Bloc, which makes up 63% of Kenya's total land area but just 5% of total national output.
- Mandera is the 5th smallest economy in the Economic Bloc and has the smallest GCP per capita in Kenya ranking 47 of all Kenya's 47 counties.
- Mandera's economy, like the Economic Bloc's, is dominated by subsistence based agricultural activity, despite its challenging climate, arid land and limited water supply.
- Mandera Municipality is a trade hub for the economic Bloc, and across Mandera County there are multiple trading and retail centres.
- Service activities are relatively important, with all service activities making up 51% of Mandera's GCP compared to the national average (44%).
- Northern Kenya has seen a rise in commerce and other business opportunities, with an expanding business community that has a strong but variable stake in peace and conflict²³².
- Excluded groups - PWDs, youth, women and PlwHIV/AIDs were identified as the excluded groups in Mandera Municipality.
- PWDs - The proportion of the County's population with disability is 2%, with the main challenges being stigma towards PWDs by community members and lack of disability – friendly infrastructure.
- Youth - The youth constitute most of the population in the County but remain idle due to unemployment and lack of other avenues of engaging them like sports. To empower the youth, the County has seven operational vocational training centres in Mandera and has also disbursed grants worth KES .100 million and anticipates increasing the amount to Ksh. 300 million by 2022. The vocational centres face staffing and equipment challenges. The main challenges affecting youth in the Municipality are unemployment, substance abuse and corruption that hinders available opportunities from reaching them.
- PlwHIV/AIDs - The HIV/Aids prevalence rate in Mandera County is on the rise, from 0.9% to now 1.8%; and is highest among the working age group of 15–64 years (KHDS 2008/2009). This is a growing challenge to development, as more productive people get infected and affected thereby affecting productivity levels. PlwHIV/AIDs face demobilising stigma, harsh community judgement and business capital challenges.
- Women - The female population in Mandera is slightly lower than that of men (80:100). Basic gender concerns in the County relate to limited access to economic assets and negative cultural practices that hinder females from fully participating in the development agenda and decision-making. Low literacy levels, lack of involvement in decision making and challenges accessing business capital remain hindrances to women's access to economic opportunities in the Municipality.

The sector profile and business consultations identified the key sectors of Mandera as agriculture and livestock, Commerce, Markets and Cross Border Trade, and Services and Public sector as well as sectors with highest potential such as agri-processing and other manufacturing, trade and emerging green sectors.

This baseline of the socio-economic and development profile, including the Social Inclusion Assessment and business consultations, has been used for the sector SWOT analysis (Section 8), covering strengths, weaknesses, opportunities and threats for Mandera's key sectors. The following section presents the infrastructure and environmental context, where this has also been used for the sector SWOT analysis.

²³⁰ KNBS, Exploring Kenya's Inequality Report (2014)

²³¹ DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

²³² DDG, Conflict Assessment, Northern Kenya and Somaliland, 2014

6. Environmental conditions and Climate Change risk profile

This section provides a wide-ranging description of existing environmental conditions in Mandera County and Municipality and sets out a climate change risks profile.

Mandera Municipality has low lying rocky hills located on plains that rise gradually to 280 meters above sea level and the agri-ecological zone is classified as lower-midlands. Environmental degradation is a key concern in the County, including encroachment of Malkamari National Park due to overgrazing, encroachment of residential areas and soil degradation due to unregulated quarrying.

Major climate change risk factors:

- Increasing temperatures
- Decreasing in annual precipitation, and changes in the onset and cessation of both rainy seasons
- Rainfall will continue to be highly variable, and drought events are likely to increase in severity
- Increasing intensity of rainfall, and rainfall events will be heavier.
- Rainfall in the Ethiopian highlands is likely to increase, which could increase flood risk

6.1. Climatic conditions

Mandera has a hot, dry climate, with most of the County classified as semi-arid. Annual rainfall is less than 250mm, falling in 2 distinct rainy seasons from April-May and October-November, with average annual temperatures reaching 25°C and above²³³. Maximum temperatures regularly exceed 35°C, and minimum temperatures do not drop below 20°C. Mandera's historical climate is illustrated in Figure 6-1 below: Figure

²³³ CGIAR (2018) Mandera County Climate Risk Profile.

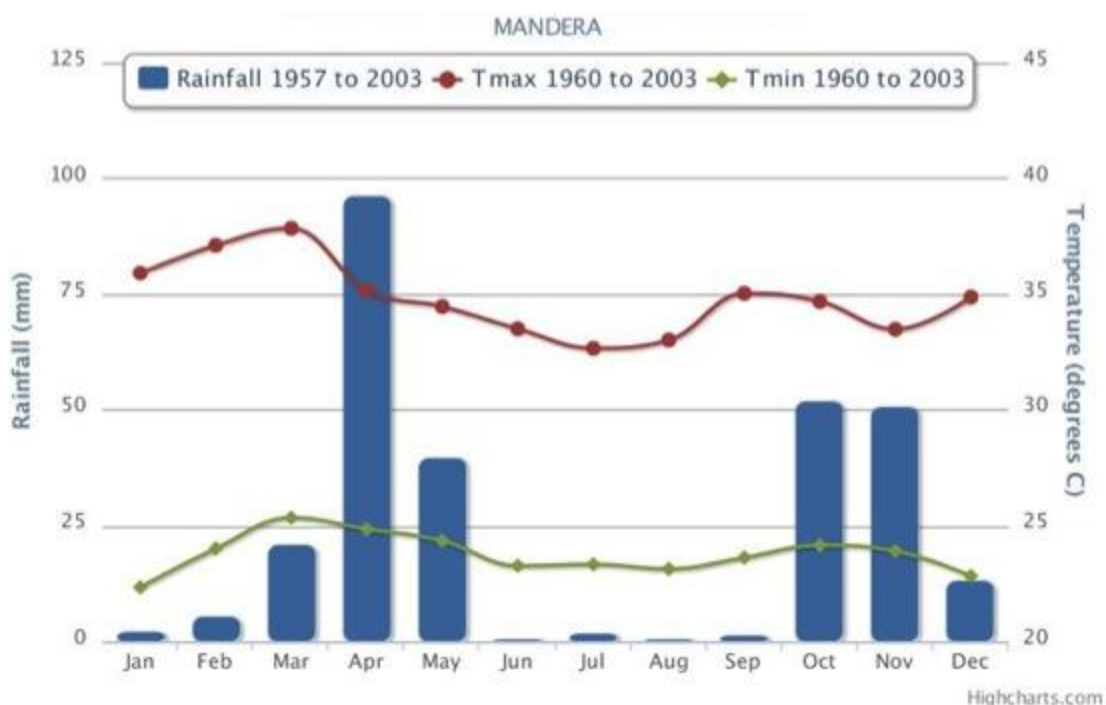


Figure 6-1 - Average rainfall and temperature for Mandera

Source: CSAG Climate Information Portal (2021) www.cip.csag.az.za

6.2. Climate Risks

Overview Climate Projections

Analysis shows that temperatures in the County have been increasing, and rainfall totals have been decreasing over the period 1981-2015, with average temperatures increasing by around 1°C, and rainfall during the first rainy season decreasing by around 50mm.²³⁴

Future climate change was assessed using analysis of statistically downscaled climate projections from the U.S. National Aeronautics and Space Administration (NASA), and downscaled climate projections from the University of Cape Town. Climate projections were considered for both RCP4.5 and RCP8.5, for the time period 2036-2065.²³⁵ RCP4.5 represents a medium-low scenario in which the concentration of greenhouse gasses is stabilised by 2100, whereas RCP8.5 is a high emissions scenario, with no effective mitigation measures. There is always a degree of uncertainty with regards to the exact nature of changes in climate, and precipitation in particular, however, there are several clear messages that are particularly relevant for this programme:

- Temperatures will continue to increase (including minimum, average, and maximum temperatures). Average annual temperatures will increase in the range of 1-2.5°C, with similar increases for both average minimum and average maximum temperatures. Temperatures considered extreme now will become more common, and records for maximum temperatures are likely to be broken, with the number of extremely hot days increasing.
- There is likely to be an overall decrease in annual precipitation, as well as changes in the onset and cessation of both rainy seasons. There is a consistent signal for an earlier end to the first rainy season.
- Rainfall will continue to be highly variable, and drought events are likely to increase in severity.
- The intensity of rainfall will increase. On average, rainfall events will be heavier, rainfall currently considered extreme will occur more often, and the heaviest rainfall events will be more severe than at present.
- Rainfall in the Ethiopian highlands is likely to increase, which could potentially lead to heavier flooding from the River Daua.

²³⁴ CGIAR, Climate risk profile for Madera County (2018)

²³⁵ Given county development timelines it was not considered necessary to consider climate projections for the end of century.

Main Climate Risks

Mandera County already experiences the impact of climate variability and change, with regular and severe drought and flood events causing loss of life, damage to livelihoods and leading to loss of crops and livestock, and damage to infrastructure. Farmers and pastoralists report decreased water availability and less reliable rainfall in both the long and short rains, as well as prolonged drought conditions. Table 6-1 summarises the main climate risks at the Municipality and County.

Table 6-1 - Climate Risks in Mandera Municipality and Mandera County

Climate Variable	Climate Risk	Description
Precipitation	Drought	Mandera has a semi-arid climate and experiences prolonged and severe droughts which frequently reduce production levels for both crops and livestock ^{236,237} . Droughts occur during January and March when the seasonal River Daua dries up, with livestock owners are the most affected ²³⁸ , however delayed starts to the rains, and 'false starts' where initial rainfall is not followed by consistent rain totals, can also significantly impact both crops and livestock. For livestock, drought negatively impacts both body weight and condition, and milk production. Assessment of historical climate data reveal a reduction in the drought cycles, from 10 years to every 2-3 years ²³⁹ , with severe droughts associated with El Nino events. The projected increases in temperature extremes, and reduction in rainfall will reduce water availability, and increase the severity of drought conditions.
	Extreme rainfall events (flooding)	Extreme rainfall events have led to erosion and degradation of land, particularly along the River Daua, Khalalio and the shores of the Laghas ²⁴⁰ , and also cause flash flooding which can wash away and damage high value crops such as Tomato. Increases in heavy rainfall events will increase the likelihood of flash floods. Floods also occur on the banks of River Daua and are often driven by heavy rainfall in the Ethiopian Highlands - adversely affecting Mandera by destroying crops, livestock, infrastructure and homes ²⁴¹ .
Temperature	Extreme temperature events	Temperatures in Mandera regularly exceed 40°C in February and March, and these extreme high temperatures can kill livestock and decrease or destroy crop yields. They can also increase heat-related mortality, as well decrease the ability of residents to carry out work and go about their business. Both average and maximum temperatures will increase under all emissions scenarios, and rising temperatures are expected to result in a continued and marked increase in heat stress days by at least 25 days in the first half of the year (up from just over 45) and by at least 8 days (up from approximately 3 days) regardless of the emissions levels ²⁴² .

Source: Atkins

6.3. Climate Change Priorities

This section highlights the climate change objective, policies, programs, and strategies contained in the Mandera County and Mandera Municipality policy documents. The Directorate of Climate Change has been established to help drive action on climate change in the County and is a sign of the importance placed on the issue.

Mandera County Integrated Development Plan 2018-2022

Among the core objectives of Mandera County, the County aims *"to transform the agro-pastoral economy of Mandera County to be competitive, sustainable and resilient to the vagaries of climate change and recurrent*

²³⁶ ISUDP (2015-2035)

²³⁷ CGIAR, Climate risk profile for Madera County (2018)

²³⁸ Mandera KOM (2020)

²³⁹ CGIAR, Climate risk profile for Mandera County (2018)

²⁴⁰ ISUDP (2015-2035)

²⁴¹ Mandera KOM (2020)

²⁴² CGIAR, Climate risk profile for Mandera County (2018)

droughts.”²⁴³ To achieve this objective, Table 6-2 below highlights the climate change programs integrated into the Mandera County Integrated Development Plan and their proposed key outcomes.

Table 6-2 - Climate change programs integrated into Mandera CIDP

Program	Sub Program	Key Outcome
Irrigation infrastructure development for dryland farming	Sustainable land use practices and environmental management	Develop and adopt Climate Resilient agricultural technologies
	Integrated water harvesting and dry-land technology	
	Kenya Climate Smart Agriculture Program	
Special Program	Building community resilience to natural and man-made disasters	Minimize impacts of shocks and hazards
Drought Mitigation Program	Climate proofed water infrastructure	Improve resilience capacity of local communities

Source: Atkins

Mandera Municipality Integrated Development Plan (IDeP) 2019-2024

Mandera Municipality places poverty eradication and combating climate change and its impact at the top of its priority list. These are considered priority areas in the Municipality’s development agenda, as they build the momentum for socio-economic stability²⁴⁴. They also recognise these issues in the context of the UN Sustainable Development Goals (SDGs), and how they are directly or indirectly related to the daily work of the County and Municipal Governments. Table 6-3 highlights climate strategies integrated into the Municipality aligned priorities, programs and projects and their links with the relevant SDGs.

Table 6-3 - SDGs and Municipality aligned Priorities, Programs and Projects

SDGs	Municipality aligned Priorities, Programs and Projects
Goal 2 End hunger, achieve food security, improve nutrition and promote sustainable agriculture	Introduce drought resistant crops and animals to farmers
Goal 13 Take urgent action to combat climate change and its impacts	Strengthen resilience and the 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

Source: IDeP

Opportunities and Adaptation Priorities

Mandera County already suffers from the effects of climate variability and climate change, and experiences major impacts from severe and recurrent drought, and flooding from the River Daua. As highlighted above, climate change is recognised in the CIDP as a major threat to sustainable development in the county, and the SUEP programme provides an opportunity to:

- Increase capacity to deal with drought, rainfall variability, and flooding;
- Develop more climate resilient value-chains to help farmers adapt to increasingly harsh climatic conditions; and

²⁴³ CIDP (2018-2022)

²⁴⁴ IDeP (2019-2024)

- Ensure that infrastructure is more climate-resilient, thus reducing damage and disruption from extreme events such as flooding.

Additionally, there is growing financial interest in sustainable and climate resilient investments, both from national and international climate funds, as well as private sector investments with a focus on positive social and environmental impacts. The integration of climate resilience into the proposals put forward in the UEP, and the explicit linkages made between Climate Change, Poverty and Inclusion, as outlined below, will provide a strong foundation for attracting sustainable finance.

Integrated Strategic Urban Development Plan (ISUDP) for Mandera 2015-2035

The ISUDP's Disaster Management Plan (DMP), identifies some climate risks within Mandera Town; sets objectives and adopts strategies to manage their potential impacts. The DMP involves the identification of disaster-prone areas, measures to protect the inhabitants from such disasters and explores the available options for early warning systems. Table 6-4 highlights the climate change strategies integrated into the DMP.

Table 6-4 - Disaster management strategy for Climate Risks

Climate Risk	Objectives	Strategies	Action plans
Extreme rainfall events (flooding)	To prevent loss of lives and property	Enhance disaster preparedness	Discourage human settlement in flood prone areas Develop a flood early warning system by the NDMA Identify and enhance natural drainage channels
Drought	To minimize the effects of drought To build resilience to climate-related shocks and hazards related to food security To strengthen multi-sectoral approach to disaster response	Map out areas much affected by drought Enhance disaster preparedness	Introduction of drought-resistant crops and animal fodder Encourage the residents to carry out water harvesting Establishment of more dams Selective damming in various Laghas of the County so as to harvest surface runoff for use during dry spells Map areas with underground water (aquifers) and develop with regulations to preserve them

Source: ISUDP

In addition, the following climate change projects are currently on-going within Mandera Municipality and Mandera County:

- Plans to control flooding through a large dam on River Daua in cooperation with Ethiopia;
- Development of a communal irrigation scheme using green energy and the use of shallow wells for farmers that could decrease crop production costs;
- Construction of a Regional Human and Livestock Disease Control Centre (2018-2022)²⁴⁵;

The Mandera Greening Programme, which is a large tree-planting programme employing 1100 women to help to adapt to some of the impacts of climate change (2022) ²⁴⁶;

- In response to drought, the County Government supplies water and food rations to homesteads; Orphans, PWDs and the elderly²⁴⁷;
- Vulnerable families receive cash transfers from the National Government²⁴⁸; and
- The Islamic Relief, Boresha and the Kenya Red Cross Society also usually offer residents aid during droughts²⁴⁹.
- Mandera is one of 11 ASAL counties benefitting from a Green Climate Fund project aimed at increasing resilience to drought through ecosystem-based adaptation measures²⁵⁰.

6.4. Climate Change, Poverty and Inclusion

Poor and marginalised groups are disproportionately affected by the impacts of climate change. Livelihoods, most often in the informal sector, that are reliant on being able to trade every day are more vulnerable to disruption, be it a pandemic, or an environmental disaster. Access to basic services including water availability and provision can be disrupted negatively affecting particularly poorer and excluded groups including posing a risk to food security. Limited access to credit and financial resources and reduced social safety nets critically

²⁴⁵ CIDP (2018-2022)

²⁴⁶ County Government, CIDP (2018)

²⁴⁷ Mandera KOM (2020)

²⁴⁸ Mandera KOM (2020)

²⁴⁹ Mandera KOM (2020)

²⁵⁰ <https://www.greenclimate.fund/sites/default/files/document/funding-proposal-fp113-iucn-kenya.pdf>

reduce their ability to recover from disasters such as floods or droughts. In Mandera there is also a specific issue with rural-urban migration during drought and other extreme conditions and these periodic influxes of people can place additional stress on existing social relations and urban infrastructure.

Adaptation measures need to be appropriate to support income security and ensure the inclusion of marginalised groups, and not to reinforce and exacerbate existing inequality and vulnerabilities. In Mandera in particular, exclusion and poverty are linked to radicalisation and conflict, and there is a need to carefully design any interventions to increase the resilience of current and future livelihoods and infrastructure to avoid creating polarisation and further exclusion. The Mandera Municipality's poverty reduction strategy/action recognises the importance of climate change, as summarised in Table 6-5, while Table 6-6 summarises the impacts of the main identified climate risks on identified excluded groups.

Table 6-5 - Municipality poverty reduction strategy/action plan related to Climate Change

Activities	Objectives	Target Groups	Outcomes
Formulate Climate Change adaptation and resilience policies	<p>To provide extension services to pastoralists</p> <p>To mitigate factors contributing to climate change</p> <p>To provide drought resistant breeds and crops</p>	<p>Youth and women</p> <p>Pastoralist communities</p> <p>Institutions e.g. colleges</p>	<p>Improved food security</p> <p>Improved environmental conservation</p>

Source: Atkins

Table 6-6 - Summary of impacts of main climate risks on identified excluded groups

Vulnerable Groups/ Climate Risks	Extreme rainfall events (flooding)	Drought	Extreme temperature events
Women	<p>Flooding as a result of extreme rainfall events can cause crop damage and loss of livestock, soil erosion, land pasture degradation and loss of roads. Such occurrences have a major impact on farmlands and livestock owned by Women.</p> <p>Road flooding affects their ability to access their business premises.</p>	<p>Heat stress in livestock can lead to reduced reproduction, growth rates and milk production affecting food security and the cost products. This has a detrimental impact on women involved in livestock.</p> <p>Lack of water (water shortages due to droughts) resulting in women walking long distances to procure water.</p>	<p>Extreme heat increases the difficulty of women working in livestock and farming. Affecting their productivity and farm yields.</p>
PWD	<p>PWDs, especially the physically challenged are excluded from offices and other spaces due to lack of inclusive infrastructure. This challenge is exacerbated by flooding events, further restricting their movements.</p>	<p>Lack of water (water shortages due to droughts) exacerbates the difficulties faced by PWDs in the community. PWDs would find it difficult to access sources of water made available at far distances.</p>	<p>PWDs are especially vulnerable to extreme heat events. This is due to a combination of physical and social factors (e.g. people with high-level spinal cord injuries have a lower ability to sweat to cool their body temperature) resulting in heat exhaustion or death during extreme heat events.</p>
Youths	<p>The Youths of Mandera dominate the transport sector (where they operate donkey carts, taxis and boda boda). Flood events diminish the</p>	<p>Many Youths in Mandera are employed as casual labourers on farmlands. Challenges as a result of drought to farmers and</p>	<p>Many Youths in Mandera are employed as casual labour. Extreme heat worsens the working environment for the</p>

	number of citizens requiring transport services and renders roads unpassable, thus affecting their income.	livestock herders; result in the need for less labour thus affecting income and increasing poverty.	Youths.
Persons living with HIV/AIDS	Plw HIV/AIDS are mostly involved in business. Flood occurrences impact on their ability to access their business premises and the ease with which their customers can visit their business premises to buy goods.	Lack of water (water shortages due to droughts) exacerbates the difficulties faced by plw HIV/AIDS. Where their health status is known, they face stigmatization which may limit their ability to move freely in the community and access water.	Extreme heat worsens the living conditions of plw HIV/AIDS. It further limits their ability to access vital needs.

Source: Atkins

6.5. Topography

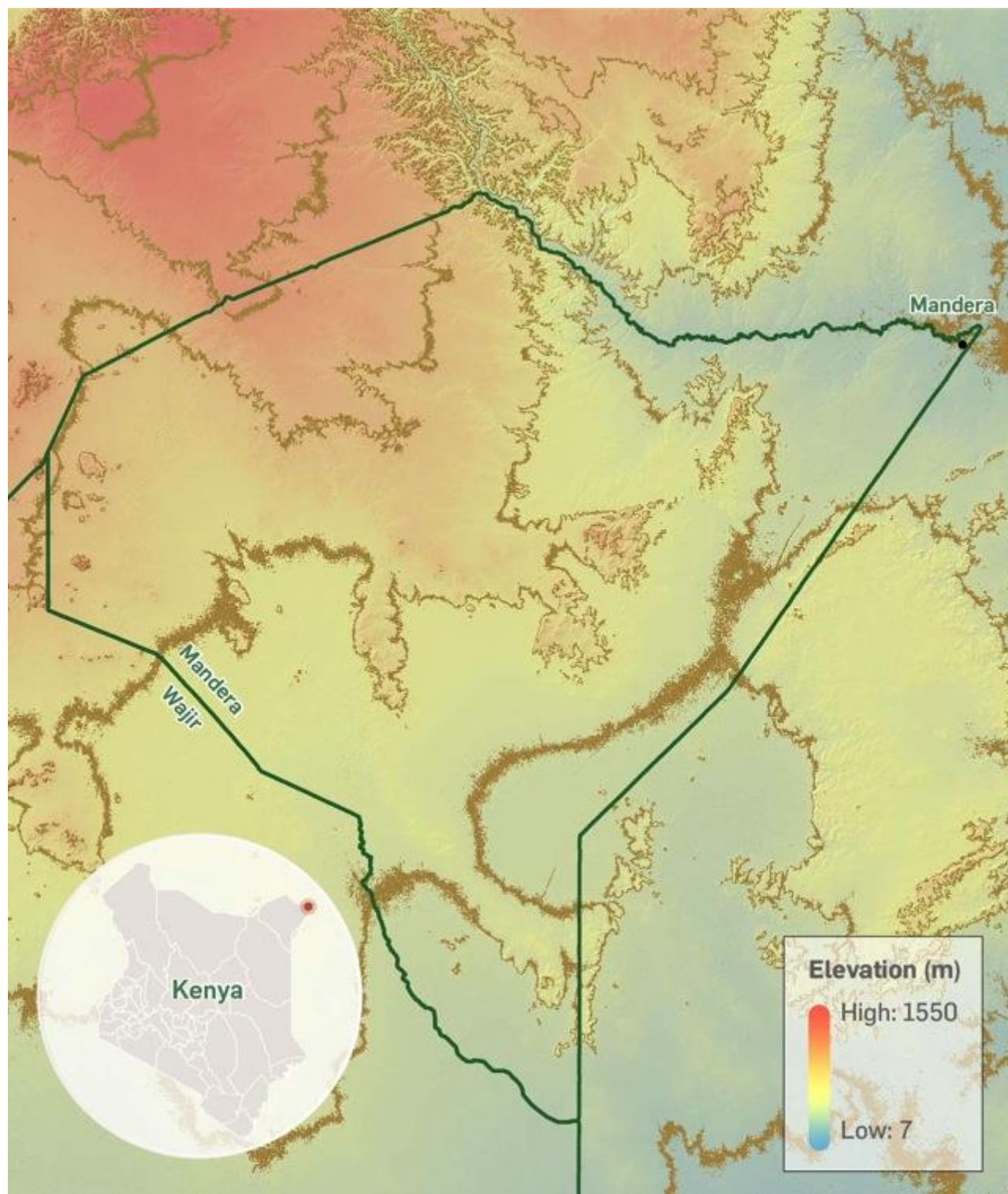
Mandera County is located at the extreme end of North Eastern Kenya. The County is characterised by low lying rocky hills located on the plains that rise gradually from 400 meters above sea level in the south at Elwak to 970 metres above sea level on the border with Ethiopian highlands. Other areas of the topography is dominated by a relatively flat to gently undulating relief that rises from the plains on north-eastern side towards the southwestern zones with dense vegetation with thorny shrubs of savannah type (see Figure 6-2). The areas around the wards of Koromey, Khalalio, Neboi, Hagarsu and Jirma are on the higher grounds while lowest sections are around River Daua which stretches from Somalia Border Point One (BP1) to Khalalio²⁵¹.

The flat plains make drainage very poor, causing floods during heavy rains²⁵². The County has a total land area of 25,991 km² which constitutes 4.47% of Kenya's total area. It is located between latitudes 20 11` North, and 40 17` North, and longitudes 390 47` East and 410 4.8` East. It borders Ethiopia to the North, Somalia to the East and Wajir County to the South-West.

²⁵¹ IDeP (2019-2024)

²⁵² County Government, ISWMSMM (2018)

Figure 6-2 - Topography Map of Mandera County



Source: Atkins

6.6. Rivers and drainage

River Dauda is the main river within Mandera County²⁵³. The source of the River Dauda flows from the Ethiopian highlands, flowing eastwards along the County's boundary with Ethiopia, covering 150km and passing through Malkamari, Rhamu Dimtu, Rhamu, Libehia, Khalalio and Mandera Town ship onwards into Somalia BP1. The

²⁵³ CIDP (2018-2022)

Daua River basin spans an area of about 60,106km² and extends into Ethiopia and Somalia. About 9,119km² of the basin area lies in Mandera County. More than 80% of the catchment area is located at the boundary between the highland and lowlands (1500m average mean sea level). The River Daua floods during the long and short rain period.

Apart from the River Daua, surface watercourses in Mandera County are limited to seasonal and perennial isolated springs. The perennial ones are located at Rhamu and Rhamu Dimtu divisions in *Iaggas* (dry seasonal streams). While the seasonal ones are found primarily in the hilly areas around Dandu, west of the County; though they only flow during exceptionally rainy years. None of the springs are protected, managed or conserved²⁵⁴.

6.7. Ecological zones

Mandera County is located within the Lower Midland Zone, it is characterised by large agricultural lands. Local farmers rarely need to use fertilizers as most of the land is fertile, or virgin. The County is highly vulnerable to droughts, heat stress and moisture stress, hazards that affect the production, storage and sales of agricultural produce and livestock products (see 6.2). Temperatures are relatively high throughout the year while precipitation is extremely low and unpredictable. Flash floods also occur periodically, affecting both crop and livestock production including limiting access to inputs and markets for the sale of produce²⁵⁵.

6.8. Soils and geology

The geology of the area is comprised of sedimentary deposits, ranging from the Jurassic to Quaternary periods. These deposits include the Triassic, Mansa Guda formation, Daua limestone series, the Jurassic Mandera series and the Cretaceous Marehan series. The Daua limestones measure about 1,200 m in thickness, located near the Malka Marri outcrop in the northeast corner of eastern Kenya in Mandera. Overlying the Daua limestones are marine deltaic deposited Cretaceous sediments of the Marehan Series and are confined around El Wak and Finno areas of Mandera County. Tertiary and Quaternary deposits consisting of the Merti Beds of Late Pliocene composed of red, white gray tan colour, friable to semi-consolidated gravel, grit, sand, silt, and clay occupy other sections of eastern Kenya. These beds extend beneath the plains of Southern Wajir and most of Garissa County.

Soils in Mandera vary considerably. In the areas bordering River Daua (Malkamari area) undifferentiated alluvial parent material exists, mainly depositional due to the flooding nature of River Daua. In Mandera Central, soils here are very shallow to moderately deep, strongly calcareous, and extremely gravelly and stony. The soils are silty loam to clay loam in nature with moderate to good infiltration. Still in Mandera Central, the eastern section (Sala, Hareri, Khalalio) has Mesozoic limestones in the upper areas, undifferentiated alluvial parent material closer to the river. The area has piedmont plains with soils derived from alluvial and colluvial material (Mesozoic sandstone parent material)²⁵⁶. Areas within the County suffer from soil erosion and degradation, resulting in formation of massive gullies. Consultations with residents also revealed there are a lot of stone quarries within the County which have caused massive degradation of the environment. Most of these quarries are also unfilled (unrehabilitated as per NEMA license conditions since, in most cases, no enforcement of the laws, and no compliant) hence pose danger to humans and livestock.

Within Mandera Municipality, 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 favourable due to the shallowness of the soil and/or low infiltration²⁵⁷.

6.9. Conservation areas

Mandera County mainly consists of dryland forests. These forests cover the whole County, with the largest forest cover existing in Mandera North, Mandera West and Banisa constituencies²⁵⁸. There are five forests proposed to be gazetted by the County, they include Kiliweheri, Dandu, Takaba, Gari and Burduras with a total forest area of 16,866.8 Ha. The County also has two non-gazetted forests which include Malkamari and Qofole

²⁵⁴ National Irrigation Board (NIB), Irrigation Development Master Plan for Daua River Basin, Mandera County (2014)

²⁵⁵ IDEP (2019-2024)

²⁵⁶ National Irrigation Board (NIB), Irrigation Development Master Plan for Daua River Basin, Mandera County (2014)

²⁵⁷ IDEP (2019-2024)

²⁵⁸ CIDP (2018-2022)

with a total land area of 1,240 Ha²⁵⁹. Also existing within the County are protected water catchment areas namely, Dandu Hill and Chiracha which are protected by the County with the support of the National government²⁶⁰.

In terms of wildlife, the County has one game reserve (Malkamari National Park) located at Malkamari area. The game reserve is heavily encroached due to overgrazing and encroachment of residential areas²⁶¹. The surrounding areas of the park are dominated by Gureh nomadic herders (the human settlement is very scarce due to the harsh climatic conditions)²⁶².

6.10. Biodiversity and wildlife

Grasslands and open shrubland are the dominant land cover types within the cross-border area of Kenya, Somalia and Ethiopia. Along the riverine areas of River Daua, dense riparian forest comprising predominantly of *Acacia Senegal* (local name *Cadaad*; English name, Gum Arabic) and in some locations *Acacia Tortillis* (local name, *Seyal*; English name, Umbrella Thorn) exists²⁶³. Up to 95% of the County is semi-arid with dense vegetation consisting mainly of thorny shrubs and Mathenge (*Prosopis juliflora*) bushes along foots of isolated hills and fallow land. Dense invasion of *Prosopis* can also be noted along the riverine, close to human settlements, and along roads and cattle tracks²⁶⁴. It has aggressively populated areas of indigenous vegetation, and manifested negative impact on rural landscapes as well as on human and livestock health. If left unmanaged, *Prosopis* has direct and indirect negative impacts to man and the environment which includes: colonization and devastation of critical grazing land, farmlands and rangelands, blockage of roads, footpaths, human settlement, irrigation canals, river banks and water points and other habitats, death of livestock through over eating of pods (causing indigestion) and occasional tooth decay (due to high sugar content of pods) among others²⁶⁵. Locust invasion, which hits Wajir first from Somalia are also a major source of concern to the biodiversity of Mandera, locals report that one swam can clear a whole season's crop. Locust are also said to follow water patterns, hitting the agricultural areas along the riparian zones.

The main wildlife species in Malkamari National Park are Lions, Hyenas, Cheetahs, Leopards, Oryx, Baboons, Gerenuks, Water Buck, Reticulated Giraffes, Dik-dik, Antelopes and Gazelles. There are also Crocodiles existing in River Daua. Hyena attacks on domestic animals are frequent, thus impacting on residents and their sources of livelihood.

6.11. Conclusions

Some of the key environmental challenges identified within Mandera Municipality and the wider Mandera County are:

- Human-wildlife conflict manifested through wildlife (especially hyena) attacks on domestic animals.
- Flooding is major challenge in Mandera, even during months of low rainfall, flash floods from the Ethiopian highlands impact on the County.
- Dense invasion of *Prosopis juliflora* along the riverine, close to human settlements, and along roads and cattle tracks affecting critical grazing-, farm- and rangelands.
- Water scarcity: River Daua is seasonal, during the dry season (January – March) and results in inadequate water for farming within the County.
- Pest invasion: Locust invasion is also a challenge within the area, it majorly impacts on the agricultural areas along the riparian zone of River Daua.
- Soil and land degradation as a result of soil erosion and numerous stone quarrying activities.

Key opportunities presented by existing environmental conditions within Mandera Municipality and the wider Mandera County include:

²⁵⁹ CIDP (2018-2022)

²⁶⁰ CIDP (2018-2022)

²⁶¹ National Irrigation Board (NIB), Irrigation Development Master Plan for Daua River Basin, Mandera County (2014)

²⁶² Prime Safaris, Malka Mari National Park Kenya (2021) Available at: <https://kenyasafariwildlifeparks.com/kenya-wildlife-safari-national-parks/malka-mari-national-park-kenya/> (Accessed: 17/02/2021)

²⁶³ BORESHA, Boresha Report (2021)

²⁶⁴ CIDP (2018-2022)

²⁶⁵ Ministry of Environment and Forestry (MoEF), *Prosopis Juliflora* (Mathenge) and its genesis in Kenya (2021)

- Mandera has big potential for harnessing solar and wind power as alternative sources of renewable energy.
- Proposed construction of a major dam across River Daua to provide water for irrigation and also as part of wider flood control. Viable water harvesting options also include construction of pans and earth dams across the County.
- Upscaling on tree planting: currently up to 1100 women are paid by the County Government to water trees planted within the Municipality to ensure they survive. Land is available within the Municipality for development of a peoples' park.
- There is a massive potential to use the Mathenge weed to make livestock feeds, or in charcoal making (research has been done on this by Nairobi University).
- Promotion and investment in industrial interlocking block for building to reduce pressure on quarry stones.
- The County needs a strong environmental policy that can promote tree planting at household levels: for example, compulsory number of trees to be planted per estate, plot or per household.
- Availability of large agricultural lands. Local farmers rarely need to use fertilizers since most of the land is fertile, or virgin lands that do not require fertilizer application.

7. Infrastructure Assessment

In this section the results of the infrastructure assessment are presented covering: 1) water supply, wastewater and drainage, 2) solid waste management, 3) energy and 4) transport. Each section looks at the existing provision and gaps, strategies and plans, as well as planned and proposed projects and conclusions.

The issues in this section are:

- Current daily water supply is 720m³, while daily water demand is 5,500m³.
- Only 6% of the municipal area is served by piped water (rest uses boreholes and wells),
- No sewer system or treatment work in the Municipality, people use pit latrines,
- Need for irrigation to support agriculture,
- Open dumpsite at Border Point 1 is almost full and does not have a NEMA license,
- There is very little recycling and no facilities to do the recycling and most households burn or bury their waste,
- Road accessibility is a key challenge,
- Flooding of roads during rainy season and insecurity make travel difficult,
- NMT is the dominant mode share (90%),
- Border crossing to Ethiopia across River Daua by rafts is not appropriate for cross-border trade,
- Demand for energy is outstripping supply and electricity costs are high,
- 70%-80% of households in the Municipality are connected to power,
- Mandera is not part of the KETRACO transmission network and is not serviced by KPLC main networks, but the County has its own mini-grid,
- For cooking, people predominantly still use firewood, charcoal and paraffin.

7.1. Water supply, wastewater and drainage

7.1.1. Existing provision and gaps

Water and sanitation provision are the responsibility of the Mandera Water and Sewerage Company (MANWASCO). The main water resource for MANWASCO is the River Daua but this is seasonal and is dry for around 3 months a year. The river is transboundary and forms the border with Ethiopia. Ethiopia claim ownership along the border. To date this has not caused major issues for water abstraction as abstraction is not monitored. However, there have been incidences of sand harvesting by Mandera residents and Ethiopia has sought to levy fees on these activities²⁶⁶.

²⁶⁶ Notes from the SWOT Workshop Mandera, 10 March 2021



Figure 7-1 – The Daua River

Source: Draft Irrigation Development Master Plan (2014)

The current daily water supply is 720m³, which falls well short of the current daily water demand of 5,500m³, and represents only 2% of the 2035 projected water demand of 33,000m³ per day. Only 6% of the municipal area is served by piped water, with the rest served by boreholes and wells.²⁶⁷ Groundwater frequently has salinity issues and sources are largely unprotected which puts the population at risk of sanitation related diseases. Water pumps at intakes are frequently destroyed by floods and there is a need to design them to be resilient to high flow events. Water supply around the network is pumped. Power costs are high, and the irregularity of power from KPLC can cause continuity of supply issues.²⁶⁸ The installation of a renewable energy system would improve the reliability of supply while saving money and conserving resources. Rainwater harvesting has been promoted by the County Government at a medium scale (30,000-70,000m³) and large scale (>100,000m³). These earth dams have been successful and provide an additional revenue source for the County Government²⁶⁹.

The IDeP reasons that an improving water supply will attract more investors into the area.

Poor access to clean water is a huge issue and impacts women disproportionately as water collection is often their responsibility. If water is not available close to homes, women spend time collecting it, time which could be spent on other productive activities. In addition, women are often the carers when members of the family are sick (which happens more often if water quality is poor). Having to travel to collect water may also cause issues for people with disabilities, if they have difficulties transporting water long distances.

There are three small businesses that purify water²⁷⁰. Water is often abstracted from shallow boreholes close to the river. The quality of the purified water is not controlled. If these companies were better regulated, expansion of these businesses could provide a safe alternative to the public water supply in the short term, if at affordable prices.

There is no sewer system or treatment work in the Municipality. Most people use pit latrines, and these are often shared between families. The latrines fill quickly as they are often shallow due to the high-water table and they are also used as disposal sites for other solid waste generated at households. This practise takes up a lot of space as once a latrine is full another one is dug. Poor construction methods can lead to pit collapse which with the high-water table can cause water contamination. This is a major issue in areas that take water from shallow wells.²⁷¹ The Mandera School does not have a latrine.²⁷² Girls and boys, including those with disabilities, are likely to be affected in different ways by inadequate sanitation facilities in schools, contributing to unequal learning opportunities. For example, no separate toilets and washing facilities may discourage parents from sending girls to school and the absence of menstrual hygiene facilities can contribute to girls

²⁶⁷ ISUDP (2015 – 2035)

²⁶⁸ Mandera KOM (2020)

²⁶⁹ IDeP (2019-2024).

²⁷⁰ IDeP (2019-2024).

²⁷¹ Notes from Mandera KOM breakout session

²⁷² Kenya national water development report, page 140. Accessed 10/02/2021

<https://www.waterfund.go.ke/watersource/Downloads/007.%20Kenya%20National%20Water%20Development%20Report.pdf>

missing days at school or dropping out as they reach puberty. Toilets that are inaccessible can mean that a disabled child does not eat or drink all day to avoid needing the toilet, leading to health problems.²⁷³

Agriculture is the “economic mainstay” of the area, and there is sufficient suitable land available. However, Mandera County is not self-sufficient in food production. According to the Dawa River basin irrigation master plan: “without irrigation, the rainfall in the project area does not support any crop production”.²⁷⁴ Irrigation and livestock are the largest users of water by sector. In addition, topsoil is highly impacted by sheet erosion.²⁷⁵

Flooding and drought are key challenges for Mandera and this is likely to be exacerbated with climate change, deforestation and the associated environmental degradation.²⁷⁶ Rainfall is low and unpredictable, averaging 191.7mm annually.²⁷⁷ It is reported that flooding is associated with the river tributary running through Mandera Town into the River Dawa. Heavy rainfall events cause flash floods from the Dawa River and damage crops and livestock. There are also smaller streams known as Lagahs that are susceptible to floods.

Rainfall far away in the Ethiopian highlands also impacts Mandera - it is reported that Mandera experiences river flooding even when they have no rainfall.²⁷⁸ Some also blame the drainage ditches associated with the new border fence for channelling flood water into the urban area.²⁷⁹

In November 2020 it was reported that an incident of flooding was “the second time in four months the raging floods have destroyed farms along the river.”²⁸⁰ An ongoing project to improve stormwater management in the CBD, should alleviate urban issues but flooding is still an issue for settlements and farming along the riverbanks²⁸¹.

Figure 7-2 – Damages caused by destructive floods in Mandera



Source: NTV Kenya

7.1.2. Strategies and plans

The Mandera Municipality IDeP has identified the following among the strategic priorities, and assigned 5 year targets as follows:

- Storm water management: 30% decrease in storm water problems
- Adequate and clean water supply: 40% of citizens connected to piped water
- Upgrading of informal settlements (including provision of infrastructure services): 1no informal settlement upgraded
- Adequate recreational facilities (including greening of public spaces): 10no recreational spaces demarcated

²⁷³ WHO, Water, Sanitation and Hygiene standards for Schools in Low-cost Settings (2009)

²⁷⁴ National Irrigation Board: Draft Irrigation Development Masterplan, January 2014

²⁷⁵ IDeP, 2019-2024

²⁷⁶ CIDP 2018-2022

²⁷⁷ CIDP 2018 -2022

²⁷⁸ RelifWeb, Heavy Rains on Ethiopian Highlands flood Mandera, May 2020 Available at: <https://reliefweb.int/report/kenya/heavy-rains-ethiopian-highlands-flood-mandera> (Accessed 15/02/2021)

²⁷⁹ NTV Kenya, “Floods in mandera have completely destroyed most farms”, April 2018 Available at: <https://www.youtube.com/watch?v=xmNc5oCNxxI> (Accessed 10/02/2021)

²⁸⁰ NTV Kenya, “Floods destroy crops in Mandera county” Nov 2020 Available at: <https://www.youtube.com/watch?v=wEljat5ZL2s> (Accessed 10/02/2021)

²⁸¹ Notes from the Mandera SWOT workshop.

- The IDeP also makes reference to Municipal priorities around agriculture and irrigation. These are also covered in detail within the Mandera County IDeP. There is a dedicated Draft Irrigation Development Masterplan for the Dauda River basin.²⁸²

7.1.3. Planned projects

The following water, flooding and sanitation projects are identified:

Table 7-1 Water projects

Project name	Details	Benefits
Mandera urban water and sewerage projects ²⁸³	Various projects including: GoK funded water supply project World Bank funded sewerage network (Kes 2 billion)	Extend water distribution to the new County Headquarters area and last-mile connections for domestic connections. Improve sanitation
Bokolow Banyoley dam	The court has suspended construction of this 120,000m ³ dam, funded by the EU, due to a dispute over community land ²⁸⁴	
River Dauda Dam at Koromey ²⁸⁵	1,000,000m ³ multipurpose dam estimated cost ~ Kes 2.3bn	Water supply for the Municipality, irrigation, livestock, fisheries and recreation
Mega dam at Nitiyaya ²⁸⁶	The construction of 2 Billion cubic meter Hydroelectric Dam at Niti Yaya on River Dauda. This is a key transformative project at an estimated cost of Kes 4-120bn	Improve public water supply, provide flood protection, contribute to regional food security, provide a power supply and employment opportunities to riverine communities.
Storm drainage improvement	funded by KISIP	
Irrigation project	Targeting 400 acres of formerly rain-fed farm	Making more land viable for agriculture. If this project proves successful, the scheme will be expanded to Banyole, Barajo in the South Eastern area of Mandera.

Source: Atkins

7.1.4. Conclusions

Of paramount importance to Mandera is mitigating against the effects of floods and droughts, and improving the provision of basic water and sanitation. This will not only improve health and wellbeing in the area but will also improve the investment environment.

A multipurpose dam has been proposed. Given the extreme weather conditions, this seems a sensible solution to improve water availability for public water supply and irrigation while providing potential hydro-electric production and fishery and public amenity opportunities.

²⁸² National Irrigation Board: Draft Irrigation Development Masterplan, January 2014

²⁸³ Mandera municipality, Mandera IDeP, (2019)

²⁸⁴ The Star, Wanbullwa, A, February 2021. Available at: <https://www.the-star.co.ke/counties/north-eastern/2021-02-08-court-suspends-construction-of-dam-in-mandera-over-land-dispute/>

²⁸⁵ Proposed 1,000,000 M3 multipurpose Mega water pan at Koromey for Irrigation in Mandera Municipality, November 2018, Department of Water Harvesting and Storage.

²⁸⁶ IDeP (2019-2014)

To prevent the losses associated with flooding and drought, resilient agriculture practices must be employed. This is likely to include reforestation and use of perennial tree crops such as mango. There is opportunity to employ natural methods to slow flood water, and methods to hold back flood water to use this water for irrigation.

Key challenges are restricting development within flood prone areas, and the river crossing international borders. For example, work to address flows in the river tributaries flowing through Mandera Town and causing flooding are hampered as they flow from Somalia. Proximity of the border also represents an opportunity for trade. Measures to hold back water must avoid landslide prone areas.²⁸⁷

²⁸⁷ Part G, Ewaso Ng'iro North Catchment Area

7.2. Solid waste management

While some of the information below is retained from the County Solid Waste Management Plan (SWMP) it is important to note that the plan is not being implemented yet.²⁸⁸

7.2.1. Existing provision and gaps

Information provided in the ISWMS²⁸⁹ indicates that the Municipality will be generating over 1,400 tons per week of solid waste (200 tons per day) by 2020. Just over 55% of this is organic with the remainder being made up of paper, plastic, glass, metal and rubble.

Urban waste management is exclusively a Municipal function, currently no private operators.²⁹⁰ The Municipality has 10 zones for solid waste collection with Zone 1 and 2 covering Mandera Town CBD and Zone 3-10 covering all other areas. Daily collection services are provided in Zones 1 and 2 and at least twice a week in the other zones.

The Municipality has provided 14 collection points where skips are placed, and these are emptied daily by two skip loaders. In addition to the skip loaders, there are two hired waste tipping vehicles and one that belongs to the Municipality, which undertake waste collections based on schedules from the places not served by the 14 collection points.

Once waste is collected from the Municipality's skips, it is transferred to the Border Point 1 open dumpsite in Mandera Town. The dumpsite is not licensed by NEMA and does not meet NEMA standards and is also almost full and due for relocation and closure. The dumpsite is fenced with separate sites for the solid and liquid wastes. No revenue is generated from current dumpsite. There is a potential for conflict amongst communities living in the Municipality over where a new dumpsite should be located.²⁹¹

Although the collection points are provided, the common methods of waste management practiced include open dumping and open burning, including medical waste being burnt, or buried as well. Information in the CIDP indicates that the split of waste management methods for households is as below:

- 82.2% burn waste;
- 12.2% bury waste;
- 3.9% use collection points;
- 0.8% dispose by using private firms;
- 0.5% use local authority services; and
- 0.4% use neighbourhood community groups.²⁹²

Some informal recycling is carried out by waste pickers, especially in the residential areas and at the dumpsite, although waste separation at the household level is poor which makes the recycling efforts difficult. As there are no recycling facilities in the town collected plastics are taken across the border to Ethiopia for recycling. It is not clear what other wastes are collected for recycling and where these go once they are collected. Incomes earned by the informal waste pickers are extremely low for the long hours they work. This is attributed to several factors including exploitation by brokers, lack of access to the recycling market and inadequate flow of information on market dynamics.

Solid waste management services are funded through a flat rate fee of KES 200 charged on every household connected to the water supply. People pay the fee through their water bill and the water company then passes on the fee to the County. Those who are not connected to the water supply pay the fee directly to the County with business permits. However, this revenue is low, even though it should cover a lot of people, which indicates people are not paying the fee.

The CIDP identifies that poor solid waste management is one of several issues leading to environmental degradation in the County and is a major challenge facing the County, this is due to poor waste collection, transportation and final disposal which leads to piles of solid waste remaining uncollected, posing serious

²⁸⁸ PSG workshop 09/10 March 2021

²⁸⁹ Mandera Municipality, Integrated Solid Waste Management Strategy (2018)

²⁹⁰ PSG workshop 09/10 March 2021

²⁹¹ PSG workshop 09/10 March 2021

²⁹² CIDP (2018-2022)

health hazards to the public. The impact of this lack of adequate services on the wellbeing and productivity of the population of Mandera Town in particular is considered to be profound.

It highlights that provisions of solid waste management services, has been shifting from various departments since the inception of devolution in 2013 and currently is covered by the Public Health Department under the Ministry of Health.

The IDeP identifies that too many people concentrated in small areas leads to locations where solid waste can be disposed being very limited which contributes to solid waste escaping into the environment causing pollution on land and in the rivers, especially following the rainy season.

7.2.2. Strategies and plans

The ISWMS sets out several objectives under 11 key areas of improvement, these objectives include:

1. Develop a 3-year plan for closure of open dumpsites and adopt engineered landfills for residual waste
2. Ensure waste facilities obtain environmental compliance licenses from NEMA
3. Educate people on sorting waste and the importance of proper sorting
4. Establish materials recovery facilities and composting plants
5. Align County waste management laws and strategies to the waste hierarchy
6. Require institutions to ensure that at least 50% of their waste is recycled through a licensed service provider
7. Ensure that waste collectors and transporters are trained and licensed
8. Enact legislation to provide guidelines for handling hazardous wastes at the Municipality level
9. Ensure adequate resources are allocated for sustainable waste management in County budget
10. Support waste management enterprises at Municipality level, including those run by vulnerable and marginalized groups
11. Set up data collection system to ensure policy decisions are informed by and based on credible data
12. Identify research and technology needs for enhancing solid waste management in the Municipality

The IDeP also sets out strategies similar to those in the ISWMS such as encouraging recycling and establishing and designating strategic waste collection points.

The ISUDP also sets several short and long term objectives, as below:

Short-term

- Provision of litter bins in urbanized areas
- Provision of 3 standard waste collection and transfer trucks
- Encouraging private solid waste management companies involvement
- Empowering garbage collection and sorting staff
- Public awareness on methods of sorting and management of waste, and
- Improving the management of Border Point 1 dumpsite

Long-term

- Establishment of a sanitary landfill along Arabia Road to serve the whole of Mandera Town. The proposed facility shall be adequately equipped and licensed by NEMA. A board shall also be constituted to manage the site.

7.2.3. Planned projects

The ISWMS states that an area has been identified and fenced at Karo for a new open dumpsite, this would be approximately 10 km outside Mandera Town, details in the ISUDP estimate that construction of this dumpsite

will cost Kes 50,000,000. The ISUDP also estimates that installation of litter bins in Mandera Town will cost Kes 20,000,000.

The CIPD contains several programmes with key performance indicators for increasing the number of legal dumpsites and waste receptacles in the County. In addition, it has an objective outcome to install biogas plants in four institutions in each sub County.

Table 7-2 – Planned Legal Dumpsites

Baseline	Planned targets in designated years				
	2018/19	19/20	20/21	21/22	22/23
0	6	8	10	6	4

Source: CIPD

Table 7-3 – Planned Waste Receptacles

Baseline	Planned targets in designated years				
	2018/19	19/20	20/21	21/22	22/23
0	100	150	200	250	300

Source: CIPD

7.2.4. Conclusions

There are several challenges facing solid waste management, these include:

- The dumpsite at Mandera Town is close to being full and does not have a NEMA licence
- There is very little recycling and no facilities to do the recycling
- Many people do not pay the fee they should in order to fund solid waste management services
- Waste pollutes the land and the river
- Even though the dumpsite is full it has been identified that most households actually burn or bury their waste

Despite these challenges there are also several opportunities; for example because solid waste is seen as a major challenge, there is a lot of support to improve it, which is encouraging, and it is recognised in most documents that the County, private companies and community groups can all be involved and that there are employment opportunities available.

The main opportunity is to educate the public on segregating waste and why it is important to safely dispose of waste at official sites.

Organic waste generated by agriculture, food markets and households etc could be segregated and processed through anaerobic digestion facilities that could provide gas and/or electricity and liquid and solid fertiliser for the local community. Provision of gas and/or electricity could reduce reliance on wood as the leading source of energy for cooking, which is leading to deforestation and soil degradation. The fertiliser could also reduce reliance on chemical fertiliser. Alternatively, some organic waste could be processed to produce briquettes for fuel which could again reduce reliance on wood for fuel. There is a significant opportunity for solid waste management to combine with liquid waste management and energy production.

SMEs/cottage industries could collect certain wastes, at source, before it is mixed with others and reuse or upcycle/recycle it to produce saleable items.

Some source segregated plastics could also be used in the construction and maintenance of roads.

7.3. Energy

Kenya's Vision 2030 defines energy as a key foundation and one of the infrastructure enablers upon which the economic, social and political pillars of the long-term development strategy are built. The level and intensity of energy use is often a key indicator of the degree of economic growth and development of an urban centre.

Energy delivery, affordability and resilience represent significant challenges in Kenya. With limited or no access to electricity, residents' quality of life remains poor, they lack opportunities to productively use electricity to generate income and, in some cases, they remain socially excluded from wider regions and urban centres.

Mandera is particularly underserved, and the Mandera Integrated Strategic Urban Development Plan acknowledges that it is in dire need of reliable and sustainable energy, particularly in the hinterlands.

7.3.1. Existing provision and gaps

This section indicates the current provision of electricity for Mandera Municipality.

General

Kenya Transmission Company (KETRACO) is responsible for the transmission of the electricity via a single high voltage network. It runs primarily along the Mombasa-Nairobi-Kisumu corridor that covers the most populated areas of Kenya, however it does not extend to Mandera. Kenya Power and Lighting Company (KPLC) is responsible for the distribution and sale of power from the transmission networks to consumers across Kenya via four separate distribution networks. The County of Mandera is not currently served from any of KPLC's main network either. Instead, Mandera has its own mini-grid, owned and operated by KPLC and Kenya Electricity Generating Company (KenGen). KenGen is the leading electric power generating company in Kenya, having installed generating assets with a capacity of 1,803MW, comprised of 818MW hydroelectric, 706MW geothermal, 253MW thermal and 26MW wind²⁹³.

The Rural Electrification and Renewable Energy Corporation (formerly the Rural Electrification Authority) provides electricity to the rural areas. There are also smaller companies operating in Mandera County that provide individual micro-solar solutions to remote off-grid customers.

Mandera County

In 2009, electrification rates in Mandera County were some of the lowest in the country, being only 12.9% and 0.2% for urban and rural households respectively. This was significantly lower than the average for Kenya which was 50% for urban households and 5% of rural.²⁹⁴ This is primarily because Mandera County has few population centres that are very dispersed.

The low electrification rates were reflected in a low peak demand for the County. In 2011, the peak demand, based on actual sales was only 0.7MW. However, the projected demand by 2025 is to grow to 11.8MW.²⁹⁵ This projection is estimated based on population growth, expansion of the agriculture, livestock and industrial sectors and increasing connectivity to the grid. Electricity is primarily used for lighting and refrigeration.

For cooking, people predominantly still use firewood, charcoal, and paraffin. The CIDP, referring to the KNBS survey, notes that 93.6% of households use firewood.²⁹⁶ Renewable energy use, such as via solar and biogas, is negligible.²⁹⁷

Mandera Municipality

The Municipality estimates that roughly 70-80% of households in the Municipality are connected to power, which is a significant increase since KPLC's 2009 estimate.

The Municipality has also invested in providing over 1,000 solar powered streetlights. The streetlights have not been vandalised or had their panels stolen, in a sign that the community values the services that improved streetlighting provides. The Municipality has also installed solar panels to their offices so that they run entirely on renewable energy. The uptake of solar panels at business and household levels is very low.

²⁹³ KenGen website, viewed 10 February 2021 <<https://www.kengen.co.ke/index.php/our-company/who-we-are.html>>

²⁹⁴ KPLC Distribution Masterplan Study Final Report Volume 1 Apr 2013 p4.9

²⁹⁵ KPLC Distribution Masterplan Study Final Report Volume 1 Apr 2013 p4.18

²⁹⁶ County Integrated Development Plan 2018-2022 p35

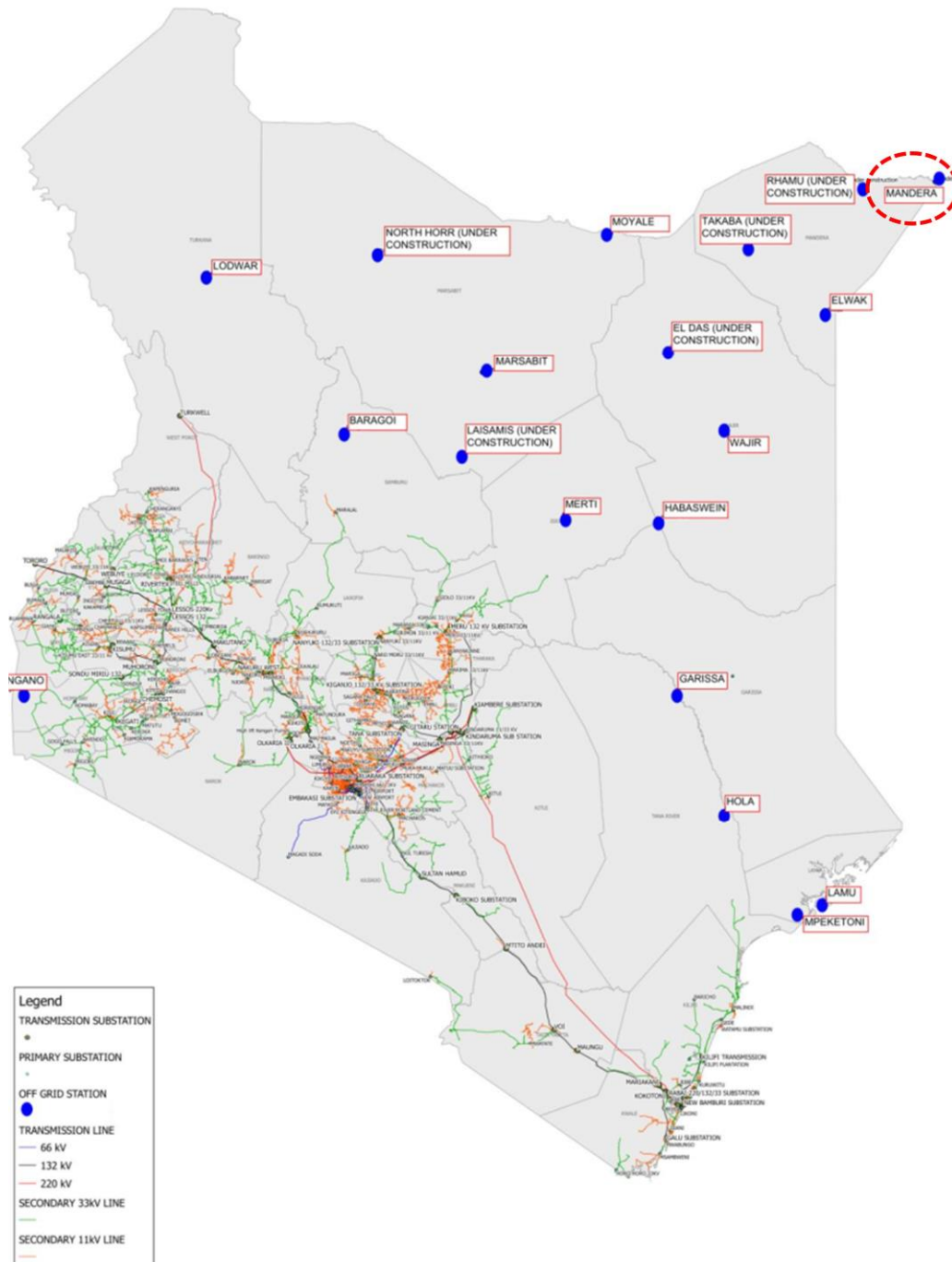
²⁹⁷ CIDP (2018-2022)

KPLC

As mentioned previously, Mandera Municipality is not connected to the national grid, and has its own mini-grid. It is one of a number of remote mini-grids in northern and eastern Kenya, as shown in Figure 7-3 below.

The capacity of the mini-grid in 2013 was 1,600kW²⁹⁸. The generating plant consists primarily of a centralised diesel engine station and a small solar PV plant. In 2011 it had a peak demand of 858kW, giving a capacity factor (ratio of demand to available capacity) of 54%, which is an acceptable value, and it annually generates 4,167MWh. KPLC published that the plant consumes 0.266kg of fuel per unit of electricity generated²⁹⁹.

Figure 7-3 - Location of off-grid plants in relation to the national grid



Source: KPLC Distribution Masterplan Study Final Report 2013

²⁹⁸ KPLC Distribution Masterplan Study Final Report Volume 1 Apr 2013 p11.1

²⁹⁹ KPLC Schedule of Tariffs 2018 p7

Originally, the plant was only fuelled by diesel with deliveries arriving by tanker on a regular basis by road from the port of Mombasa, which is a long and arduous journey. Due to the small nature of the plant and the high transport costs of the fuel, the actual running costs of the installation are high, and exceeds the normal KPLC tariffs, therefore KPLC run the plant due to social responsibility rather than as a commercially viable venture³⁰⁰, however the residents of Mandera still find electricity expensive.

The plant also breaks down frequently, due to the extreme heat experienced in Mandera. Also, by 2016 the existing plant capacity was not sufficient to meet demand, as predicted by KPLC's demand model, and KPLC issued a tender in February 2016 to provide a 2,000kW temporary power plant for a period of one year³⁰¹. This repeated in 2020 as KPLC issued another tender in October for 2,500kW capacity³⁰². This validates the Municipality's view that the power supply in Mandera is unreliable and also calls into question KPLC's planning ability.

KPLC recently completed a solar PV station near to the Municipality offices to make the mini-grid a diesel led hybrid system and provide a diversified generation source.

The installation has been the subject of a terrorist attack, and is not working at full capacity, however the project has proved to generally be successful. KPLC would like to move the installation and are currently looking for a new and more secure site. They also would like to add more solar capacity, which could transition the system to a solar led hybrid.

The Municipality would like to connect eventually to the national grid however an economic assessment carried out by KPLC indicates that there is no case to extend the grid to Mandera. The overall capital cost would be in excess of USD 43m, meaning the Levelised Cost of Energy would equate to Kes 70/kWh, compared to Kes 64/kWh for off-grid³⁰³. Since the KPLC report in 2013, transmission and distribution costs have remained fairly constant, however small grid systems, particularly those powered by renewables, have dropped in price, meaning the case for a local solution over a national grid extension has actually strengthened.

Other Relevant Projects

Islamic Relief with funding from USAid are running a three year programme in Mandera to support small-scale farmers, mainly women, in securing new irrigation kits including solar powered pumps. The solar powered pumps take water from boreholes or other sources into tanks where drip irrigation systems are used at optimum times of the day in order to conserve water. The programme will support 3,000 farmers directly and benefit a further 18,000 people indirectly³⁰⁴.

7.3.2. Planned projects

The ISUDP recommends a number of projects in order to reduce the area's reliance on non-renewable sources of energy such as kerosene and firewood. The other issues are the insufficient capacity of residents to obtain an electricity connection, and inadequate technical support to explore available renewable energy resources. The four recommended strategies are:

- **Establishment of a 100 hectare solar park in Jima, along the Mandera – Neboi Road:** A solar park of this size would generate around 40MW of power. This is far in excess of any local need. It is not clear what the plant would serve, or whether it would be phased.
- **Subsidising electricity connection costs through the intervention of the National and County Government:** This is stated as being planned to include areas not covered within the planning area. The responsibilities for this project have been defined as: Kenya Rural Electrification Authority (now REREC) will provide all finance, the County Government will identify the locations and arrange wayleaves and KPLC will establish the electricity networks and supply. The residents will need to undertake electrical works within their homesteads and businesses. There is no mention of connection costs. The National Government's Last Mile Connectivity project makes connection costs for each resident Kes 15,000 if they are located within 600m of a transformer. Previously it was Kes 34,000. The procedure if a resident is not located within 600m is much more complicated. The County Government is providing assistance to these residents,

³⁰⁰ IDeP (2019-2024)

³⁰¹ KPLC website, accessed 10 Feb 2021, <<https://www.kplc.co.ke/content/item/1342/tender-for-hiring-of-2.0-mw-temporary-thermal-power-plant-of-at-mandera-power-station>>

³⁰² KPLC website, accessed 10 Feb 2021, <<https://www.kplc.co.ke/content/item/3796/addendum-no-1-for-hiring-of-2.5mw-generators-at-mandera-power-station>>

³⁰³ KPLC Distribution Masterplan Study Final Report Volume 1 Apr 2013 p11.9

³⁰⁴ Islamic Relief website, accessed 10 Feb 2021, <<https://www.islamic-relief.org/farmers-get-solar-technology-in-remote-corner-of-kenya/>>

earlier mentioned as being outside of the planning area, through extension of power lines to unserved areas.

- **Installation of solar powered streetlights:** The plan is to provide streetlighting to all urban nodes and main roads.
- **Training the local community on the production of affordable green energy**, e.g. biogas: Small livestock farms are prevalent in Mandera, and farmers could benefit by using biogas. There is no mention of assistance in obtaining or installing biogas equipment, which could cost between Kes 60,000 and 90,000 per installation.

The total budget estimated in the ISUDP for energy projects has been estimated at Kes1,650m³⁰⁵, or roughly 4% of the total budget. Kes1,500m of this is for the solar park, and Kes 75m each for streetlighting and biogas awareness.

7.3.3. Conclusions

There are significant challenges and barriers that are currently preventing both Mandera County and Municipality from progressing to achieve its own targets and also aligning with Kenya's countrywide targets and visions.

The main challenge for Mandera, both current and future, is the increasing demand for power outstripping the available supply. As noted earlier, KPLC has twice had to arrange temporary power plants since 2016 (including currently) to cover the supply for the area, and it is not known how poor the service provision became before KPLC intervened. The issue for KPLC is that the mini-grid has not been financially viable, whereas the issue for consumers is that even under general tariffs affordability is an issue. Almost all survey respondents mentioned that the cost of electricity was too high. It is imperative that KPLC reduces its costs. The proposed solar plant could be a way to do this. The 100ha size of the proposed Mandera plant is similar to the Kesses I project currently being constructed near Eldoret ³⁰⁶. This project is aiming to generate between 40 and 55MW of power. If replicated in Mandera, this would be far in excess of the current demand in Mandera, but as the costs for solar PV have significantly reduced, it should significantly reduce the price of electricity, as Mandera will no longer need to rely on diesel fuel to run the grid.³⁰⁷ Issues of affordability are not just restricted to power. Most people continue to use firewood and charcoal for cooking as alternatives since LPG and paraffin are too expensive. Mandera doesn't have forest resources, so firewood and charcoal are smuggled across the border from Somalia, as they are cheaper than local supplies. This is not only promoting illegal trading activity, but is also leading to severe deforestation and is ultimately unsustainable.

Demand will increase in general, however the new UEP will seek to introduce value chain opportunities in industry and business to position the Municipality for sustainable and climate-resilient growth and will significantly increase the demand in the core development areas.

General industries, business, trade and commerce as well as agriculture and livestock sectors all require a constant, reliable and affordable power supply. Processing industries have high power demands particularly where more automated processes are expected to be introduced, for example, in an abattoir. In general, currently there is a significant lack of cold storage and available machinery to boost the economy and add value. Additionally, agricultural areas needed to support any agri-processing opportunities are mainly remote and likely to be unserved by the grid, so would therefore need an off-grid energy solution.

The UEP will also likely aim to increase the agriculture and livestock sectors in addition to general industries, business, trade and commerce. Processing industries in particular have high power demands and will require a constant, reliable power supply, particularly where more industrial processes are expected to be introduced, for example: an abattoir. Currently, there is a significant lack of cold storage and available machinery to boost the economy and add value. Additionally, agricultural areas needed to support any agri-processing opportunities are mainly remote and likely to be unserved by the grid, so would therefore need an off-grid energy solution.

Currently the power system serving the Municipality has poor resilience and capacity. The Mandera Integrated Strategic Urban Development Plan makes reference to a single solar project, but there would be issues around this plant being a single point of failure, so consideration should be given now to developing multiple local power generation supplies from diverse sources to ensure resiliency. The use of smaller solar projects planned

³⁰⁵ ISUDP (2015-2035)

³⁰⁷ Alten Energy website, viewed 27 January 2021 <<http://alten-energy.com/projects/africa/kenya-eldoret/>>

for buildings in the CBD would complement the new central solar plant and provide more resilience to the power system.

There is potential to exploit new resources to support the increasing capacity in a sustainable way. The solution should be to utilise distributed renewable energy installations to fill infrastructure gaps and meet demand. There is an opportunity to undertake feasibility studies to assess the potential of other solar projects.

It is also important that significant capacity building is undertaken to sensitize and train the communities on renewable energy sources and productive and efficient use of energy to ensure long term sustainability of the project. There is some budget for local community education on use of renewable energy, but this should be further expanded.

The current level of energy infrastructure in the Municipality is barely adequate for the short term and fairly sparse in other more rural areas. It currently is unlikely to support the proposed expansion of business activities proposed under SUEP within the Municipality, depending on their timing and location. The Municipality needs to develop an energy masterplan in order to adequately plan for the development. The masterplan should deliver a low carbon development strategy that provides affordable energy services to all segments of society at minimum environmental impact. The masterplan should cover the following at a minimum:

- **Accurate and realistic energy demand projections for the urban core and municipal area:** Understanding the future demand for energy is key in shaping and ultimately delivering a future energy strategy. Demand is dependent on many factors, such as improvement in people's lifestyles, development of the economy, industrialisation and technology development, and adoption of energy efficiency measures. Thorough consideration needs to be given to demand assessment to ensure solutions are realistic, achievable and affordable.
- **Energy efficiency measures in buildings:** This includes programmes to not only reduce electricity demand, such as energy efficient lighting and appliances, but also programmes to promote alternatives to the use of wood and charcoal for cooking.
- **Renewable energy generation opportunities, both at utility, building and micro scale:** Local renewable energy generation projects, such as those mentioned by the IDeP would assist in Mandera's development of underserved areas, but further development of renewable energy resources at small, medium and larger scale would reduce costs, and provide further energy security and climate resilience.
- **Energy distribution:** Assessments of the existing infrastructure will need to be made to ensure the grid can be developed so that it will be able to support the new projects proposed as part of the Urban Economic Plan. A new development plan that takes into account the projected energy demands and local generation projects will need to be created in collaboration with KPLC, so that the required new power infrastructure can be programmed into their forward strategy at the appropriate time to ensure the works are implemented when needed.
- **Realistic cost plan:** It is important that the masterplan provides a detailed and realistic cost plan, both for required capital cost outlay and also for operational costs, such that appropriate budgets can be set at national and county level and investment can be secured to enable the plan to be implemented.

7.4. Transport

7.4.1. Existing provision and gaps

Roads

Mandera is strategically located in North Eastern part of Kenya near Somalia and Ethiopia, placing the town at the centre of trade and transit between the three countries. From a transport network point of view the town is served by a limited road network that comprises of Isiolo-Mandera Road (A13) and Arabia Road (B95). The corridors form the core road network of Mandera and are linked to a network of feeder roads which are largely unpaved. These two corridors traverse a vast isolated and underdeveloped part of Kenya that is fragile and inhabited by underserved communities that experience high levels of poverty.

The A13 acts as the main road link to Mandera. It traverses north east counties of Wajir and Isiolo to connect Mandera to North Central Kenya. The corridor also links Kenya to the port of Mogadishu, in Somalia and Addis Ababa, Ethiopia through the Mogadishu-Afgoi-Baidoa-Dolo-Addis Ababa road corridor. The B95 branches off the A13 at El Wak, connecting to Lafey and re-joining the A13 near Mandera. Most section of the B95 have been closed off to through traffic due to insecurity in the surrounding area, leaving the A13 to serve as a regional development corridor facilitating transit and trade. The A13 also acts as a lifeline for transporting emergency humanitarian aid and movement of victims of conflict from neighbouring countries.

Figure 7-4 - Key road corridors



Source: Atkins

The large stretches of the A13 and B95 beyond the Municipality have been destroyed due to lack of maintenance and are largely unpaved and impassable during the rainy season. This contributes to the high cost of transport and doing business in the region. It is reported that it can take up to three days to reach Mandera from Nairobi, compared, for example, with 12 hours for a similar distance journey from Mombasa to Busia along the Northern Corridor³⁰⁸. This in turn is reflected in the prices of basic commodities, which can cost almost twice as much in Mandera compared to Nairobi. The poor condition of the roads also contributes to the sense of exclusion that fuels instability in the region. Consequently, security is a major concern along the road corridor which experiences frequent reports of armed banditry.

The A13 is set to be upgraded to bitumen standards under the Horn of Africa Gateway Development Project, an infrastructure upgrade program supported by the Government of Kenya and a mix of development partners. World Bank has committed to finance the tarmacking of 365 kilometres of the 748 kilometres of the road

³⁰⁸ <https://www.standardmedia.co.ke/north-eastern/article/2000152498/hard-lessons-through-1135-kilometres-and-3-days-to-mandera>

corridor, 30 kilometres of spur roads and laying of 740km of fibre optic cable. The remaining 383 kilometres of road will be tarmacked with funding pulled together from Government of Kenya, Africa Development Bank and Arab Banks. The project will also involve the laying of a fibre optic cable along the entire 740-kilometre transport corridor and implementation of trade facilitation measures such as border management systems and construction of border posts. The program is reportedly the largest infrastructure investment ever made in North Eastern Kenya since independence. Plans to upgrade the road also aligns with Kenya's transport policy which requires that all Class A roads be bituminized. Procurement of consultants and contractors is already underway, and the program is scheduled to run up until 2028.

Table 7-4 - Mandera road network conditions

Name	Classification	Width(m)	Condition
Isiolo – Mandera Road	A13	21	Section within is fairly good and passable in the rainy season. Section outside is rocky and in general poor condition. During the rainy season, it is passable only by four-wheel drive vehicles
Arabia Road	B95	18	Section within town is fairly good and passable in the rainy season. Section outside town is rocky, dusty and in general poor condition. During the rainy seasons, it is easily passable only by four-wheel drive vehicles
Mandera - Khalalio Road	C322	12	Dusty during the dry seasons and fairly passable in the rainy seasons
Access streets		3 - 9	Dusty during the dry seasons and fairly passable in the rainy seasons Some parts of the network are very narrow and congested e.g. Baale market access road

Source: Digital Topographical Mapping and Preparation of ISUDP for Mandera Town (2015-2035)

Key issues

- Region is served by limited road network that comprises of A13 and B95
- Beyond the Municipality boundaries, these corridors are unpaved and in poor condition
- B95 road is often closed off due to insecurity issues

Urban transport

Mandera is characterised by low-density urban areas that generate little demand for public transport. Low capacity and demand responsive services such as boda bodas of small capacity matatus are preferred. The town has one bus terminus with a capacity of up to 40 standard sized buses.³⁰⁹ The facility is however underutilized since there are few public service vehicles in operation. Services that operate mainly serve Lafey, Arabia, El Wak, Rhamu, Takaba and nearby smaller towns. However, intercounty services to Wajir and Nairobi form the majority of observed public transport traffic. Boda bodas are present to a lesser extent as their usage is often deterred by occasional bans imposed based on security concerns.

Table 7-5 - Mandera intra-county public transport corridors

Public transport corridor	Main destinations
Isiolo – Mandera	Wajir, Rhamu, Wargagud, El Wak, Borehole 11 and Kotulo centres
Arabia Road	Hareri Hole, Arabia, Figho and Lafey centres
Mandera – Khalalio road	Bella, Khalalio and Hareri
Mandera – Jirma road	Neeboi, Jirma

³⁰⁹ ISUDP (2015-2035)

Tsuftu Road	Ethiopia
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Source: Digital Topographical Mapping and Preparation of ISUDP for Mandera Town (2015-2035)

Non-motorised transport forms the dominant mode share with at least 90% of residents reported to walk as their primary mode of transport. Yet, most roads are unpaved and do not provide any dedicated spaces for walking. Streets, particularly in residential areas, are narrow and laid out in a grid iron pattern which supports short and direct walking trips.

Key issues

- Low availability of public transport services

Freight transport and border movements

The official border crossing along the Kenya-Somalia border is closed due to insecurity. However, the rest of the border is porous with numerous unofficial crossing points where human crossings and smuggling of goods across the border between Kenya and Somalia takes place. Foodstuffs and household items are usually smuggled into Mandera from Somalia while construction materials such as timber, metallic items, steel, iron sheets, paints are sent to Somalia from Mandera³¹⁰. Donkeys are the main mode of transport used for carrying these goods. However, there are serious welfare issues due to the high prevalence of animal abuse and lack of protections against mistreatment. Cases of donkey cruelty typically involve drugging of the animals with marijuana or opium to enhance their performance or forcing them to perform more work than their bodies can handle. These practices often lead to serious injuries, abandonment and even death.

Figure 7-5 - Typical donkey carts used to ferry water and other goods



Source: Atkins site visit

On the Kenyan – Ethiopian border side, crossings take place over River Dawa, however there is no bridge over the river and access is provided by traditional rafts reinforced with oil drums. This low capacity means of transport imposes limitations on the volume of goods and services that can move across the border. The river's is also prone to seasonal variations. It dries up to 3 months a year and floods during the rainy season which interrupts the free flow of goods. Goods such as wheat, beans, natural herbs and cement mostly arrive in Mandera from Ethiopia. Mandera is also a transit zone for goods such as tea leaves, sugar, and processed products destined for Ethiopia from Somalia³¹¹. Ethiopia and Kenya currently have no enforceable bilateral trade agreement allowing each other tariff exemptions. Thus, exports between the countries are subject to higher duties, making products less price competitive and creating a challenge to trade.

Key issues

- Border with Somalia is closed
- Lack of bridge crossing over River Dawa into Ethiopia
- Porous borders where smuggling of goods can take place

³¹⁰ Labour Market Assessment in The Cross-Border Area Between Kenya, Ethiopia And Somalia, 2018

³¹¹ Labour Market Assessment in The Cross-Border Area Between Kenya, Ethiopia And Somalia, 2018

- Cruel treatment of donkeys which are the primary mode of transport for goods

Aviation

The County is served by four functional airstrips in Mandera, Elwak, Rhamu, and Takaba and another 4 non-operational airstrips in Malkamari, Arabia, Banissa and Lafey³¹².

Mandera airstrip, which is located in the Kenya army base, is the main airport serving direct passenger and cargo flights to and from Nairobi. The design and acquisition of new land to relocate the airport to the east of Mandera is currently ongoing.

Fresh produce is reportedly imported into Mandera via air from Nairobi, however goods from Mandera are ferried by road to Nairobi³¹³.

Key issues

- Airport located in army base. Airport relocation being considered

Rail

The County does not have any rail infrastructure.

7.4.2. Strategies and plans

The County's transport sectoral plan is elaborated in the Mandera CIDP which lays out an ambitious plan to enhance the road and air transport connectivity by 2022. Improving the accessibility and ease of movement of people and goods within the County stated as being key to the development agenda. To achieve these goal a series of initiatives are proposed to increase linkages with the neighbouring countries of Ethiopia and Somalia, improve access to markets for products from neighbouring countries, easing access to basic facilities like hospitals and schools. The critical transport infrastructure targets include:

- Tarmacking 38km of roads
- Constructing 915 km of gravel roads
- Rehabilitating 1,000km of gravel roads
- Constructing 20 bridges and box culverts
- Constructing 50 drifts
- Constructing 1 new airport and terminal
- Relocating the Mandera airstrip
- Expanding airstrips by 2km

The priorities identified are described in Table 7-6

Table 7-6 - Development needs and priorities

Priorities	Strategies
Bridge – Mandera – Suftu- Rhamu -Sade	Partnership with World bank, IGAD, KeNHA, KURA
Bitumen Asphalt standard roads <ul style="list-style-type: none"> • Kutulo – El wak • El wak – Rhamu • Rhamu – Mandera • Madera – Lafey • Danaba – Takaba – Wargadud • Danaba Dandu – Kukub -Banisa 	

³¹² CIDP (2013 – 2017)

³¹³ Feedback from Mandera Municipal Manager

Rhamu <ul style="list-style-type: none"> • Elwak – Shimbu – Takaba • Takaba - Banisa 	
Airport Construction <ul style="list-style-type: none"> • Mandera (Karo) 	State Department of Transport and KAA
Airport Construction <ul style="list-style-type: none"> • Kutulo Airstrip • Banisa Airstrip • Lafey Airstrip • Takaba Airstrip 	Mandera County Government and KAA

Source: Mandera County Integrated Development Plan 2018 - 2022

Other planned projects are contained in the local development plans and are elaborated in Table 7-7 below however commencement dates for these are unclear.

Table 7-7 - Planned transport developments

No	Road	Origin – Destination details	Length (km)	Proposed width (m)
1	New Road	Neboi – Jirma	10.4	80
2	New Road	Busley – Western Edge of planning area	4.85	60
3	New Road	Koromey – New border point 1	6.55	60
4	New Road	New border point 1 to River Daua	9.4	60
5	Link Road	A9-E5025 Link Road	4	60
6	Link Road	A9-D5011 Link Road	1.7	25
7	Link Road	D5011 – F5023 Link Road	3.74	30
8	Link Road	Link Road between G5630 & New Road 3	1.2	30
9	Link Road	D5011—New Road 3	3.26	30
10	Link Road	D5011--- A9	2.4	80
11	Tarmacking	Tsuftu Road	3	30
12	Tarmacking	Mandera – Neboi Road	10.4	80
13	Tarmacking	A9 – B8 Link road	3.26	25
14	Tarmacking	Ring road (joining Neboi Road)	8.4	30
15	Tarmacking	Arabia Bypass	4.14	30
16	Expansion	Baale Market Access road	4.5	15
17	Expansion	Mandera – Neboi road	10.4	80

18	Bypass	Arabia bypass	4.14	30
19	Bypass	Neboi to Tsuftu Rd Bypass	8.4	30

Source: Digital Topographical Mapping and Preparation of ISUDP for Mandera Town (2015-2035)

7.4.3. Planned projects

Main transport projects with funding commitment and planned to be developed include;

- The A13 is planned to be tarmacked to bitumen standard with culverts, drainage channels and shoulders. The project is set to be funded by Government of Kenya, World Bank, AfDB and Arab banks. In Somalia, the AfDB and European Union have provided funding for improving sections of the Mogadishu-Afgoi-Baidoa-Dolo-Addis Ababa road corridor to which the A13 road connects.

Table 7-8 – Isiolo - Mandera road financiers

No	Road Section	Length (km)	Financier
1	Isiolo – Kulamawe – Modogashe	190	World Bank
2	Modogashe – Samatar	67	Government of Kenya as part of annuity program
3	Samatar – Wajir	90	Consortium of Arab Banks that include: Arab Bank for Economic Development in Africa (BADEA), The Saudi Development Fund (SDF). OPEC fund for International Development (OFID), The Abu Dhabi Fund and The Kuwait Fund for Arab Economic Development
4	Wajir – El Wak	175	World Bank
5	Elwak – Rhamu - Mandera	218	Africa Development Bank
Total		740	

Source: Kenya Horn of Africa Gateway Development Project, Project Appraisal Document, August 2020

- Along the B95, the stretch between Mandera and Lafey is set to be tarmacked through government funding.
- The Mandera airport is set to be relocated and the acquisition of new land to the east of Mandera is currently ongoing.
- Regular maintenance of gravel inter-county roads based on a need's assessment.

7.4.4. Conclusions

Accessibility is a major challenge in Mandera. Roads are few and in poor condition which is a significant hindrance to development in the region. The Isiolo-Mandera corridor provides the only direct road link to the rest of Kenya and is a key gateway into Horn of Africa countries such as Ethiopia and Somalia. However, the poor road condition results in high transport costs and long travel times which contribute to weakening the regions attractiveness to businesses. Recent diplomatic differences between Kenya and Somalia and insecurity related incidents further contribute to the challenges facing the region.

Plans to upgrade the Isiolo- Mandera corridor can serve to enhance the regional connectivity and stimulate economic growth by providing reliable access, reducing transport costs, and providing better access to services for the surrounding communities. This regional road corridor also serves people living in some of the highest levels of poverty in Kenya, thus improving connectivity and can foster their inclusion in economic opportunities which would also be a source of resilience to conflict. The link is also a major humanitarian corridor for initiatives to support the people of Somalia presently suffering from conflict and displacement and its improvement will benefit these efforts.

However, in general the Municipality remains in need of a higher road network density if it is to ensure its residents have access to transport. Devolution has allowed the County Government to invest more in improving the inter-county road network. According to the CIDP about 24 km of roads have been upgraded to bitumen standards, 921km of inter-county roads to all-weather murrum/gravel roads and more than 300km of access roads have been opened through grading and bush clearing works. Such efforts will go a long way in improving transportation across the county which will create benefits in terms of reduced transport costs and improved accessibility.

Cross-border trade is a major pillar of Mandera's economy. The trade typically involves cross - border business partnerships which promote a stable business environment that in turn acts as a deterrent to conflict. The free flow of goods and services is impeded by the closure of border posts along the Somalia border and lack of crossings over the River Daua on the Ethiopia border. A combination of infrastructure development and trade facilitation agreements, such as a tripartite customs border, will be instrumental in formalising and supporting increased trade and access to social services in the Mandera triangle.

8. SWOT analysis

A key component of this Diagnostics Report is an analysis of strengths, weaknesses, opportunities, and threats (SWOT) for each key economic sector identified. This will form the basis for the identification of key economic opportunities to be further developed and required inclusive climate resilient infrastructure to support sustainable development. The SWOT has drawn on the analysis and findings of the diagnostic process. It considers primary issues arising from demographic and economic characteristics, the planning and development context, prevailing environmental conditions and the existing capacity and state of physical and social infrastructure.

The SWOT analysis provides an important input to the identification of key drivers and barriers to growth, alongside the opportunities for growth, which will be developed and described further in the UEP Technical Briefing Paper. This also provides the context and supports the understanding of socio-economic interactions which will form the backbone of the economic sector action plans, which will be developed in the UEP.

8.1. Existing sectors

8.1.1. Agriculture and Livestock

Agriculture and livestock keeping are key economic activities in Mandera Municipality. In fact, 70% of households in Mandera County derive their income from pastoralism. The County's economy relies heavily on the sector with 40% of the GCP derived on agriculture, forestry and fishing. However, due to the arid climate and challenging conditions for production output is low.

The sector's strengths and weaknesses are considered according to existing activity and the relationship with the wider economy.

Table 8-1 - SWOT agriculture and livestock strengths and weaknesses

Existing activity and linkages	
STRENGTHS	WEAKNESSES
The informal marketing system for live animals is unregulated, but sophisticated.	The arid climate in Mandera makes agricultural production challenging leading to low outputs.
Agricultural produce in the Municipality enjoys a stable market due to limited supply and competition from other parts of the country.	Unpredictable weather condition characterized by prolonged droughts or flash floods which cause huge losses to crop farmers and livestock keepers. Flooding from high rains or rushes from Ethiopian highlands destroys farms and displaces people.
Silos, the traditional granaries and in-house storage, provide storage for food crops harvested in the County.	High perishability of the crops especially tomatoes and watermelons; this limits the potential of the produce to reach end markets in good condition.
River Daua is a key resource for farming activity in Mandera, however only runs through Mandera 9 months of the year.	Limited access to inputs: there are no local suppliers of certified vegetable seeds and Kenya producers usually buy indigenous tomato seeds from the Ethiopia which bring along diseases.
Farming is done through riverine irrigation where water from the river is pumped into the canals, then it flows by gravity.	Challenges of dealing with tomatoes, watermelon and mangoes during the periods of glut.
Local farmers rarely need to use fertilizers since most of the land is fertile.	No supply of fertilizers to farmers. This is due to the regulations that limit sale of fertilizers in the region.
Good markets for livestock produce in Mandera	Lack of knowhow on agronomy and irrigation management.
	Limited access to finance for farmers to grow their farms and undertake maintenance and repair work.
	There is fragmented bulking in the camel milk sector, Lack of effective systems to collect, bulk and transport milk.
	Poor hygienic practices in milk handling.
	High seasonal fluctuations in the supply of milk to the market.

Existing activity and linkages	
STRENGTHS	WEAKNESSES
	Sellers have little power in the live animal market – excess supply means that prices are low, droughts reduce the supply and quality of animals offered.
	Most of Mandera County's agricultural output is consumed locally.
	For larger scale farmers high production costs are a challenge – e.g. a 20L jerrican goes for KES 2,000
	Poor road network from farms to urban centres.
	River Daua's low water days are in January – March.
	Farmers almost exclusively rely on brokers, so prices are always low.
	Rampant livestock and crop diseases that spread very fast because of the hot and windy conditions.
	Cold storage is not available, and meat goes to waste due to high temperature.
	Dense invasion of <i>Prosopis juliflora</i> along the riverine zone, close to human settlements, and along roads and cattle tracks affecting critical grazing-, farm- and rangelands as well as locust invasion impacts on the agricultural areas along the riparian zone of River Daua
	Soil and land degradation as a result of soil erosion and numerous stone quarrying activities.
	Agriculture and livestock sectors require a constant, reliable and affordable power supply, processing industries have high power demands particularly where more automated processes are expected to be introduced, in for example, an abattoir.
	Lack of veterinary services

Source: Atkins

Table 8-2 - SWOT agriculture and livestock opportunities and Threats

Future activity and growth opportunities and Threats	
Opportunities	Threats
There is potential for commercial sorghum production, but local consumption for sorghum is low in Kenya and Ethiopia has a larger market.	Plans and research predict that urbanisation and climate change are likely to result in the shrinking of the agriculture and livestock sector.
Opportunity to build on existing interventions by other agencies operating in Mandera.	Export routes are subject to unpredictable and devastating disruption.
Increasing the supply of milk to the markets in order to meet the demand through establishment of effective collection and bulking system.	Community has less capacity to undertake farming for commercial benefit.
There is a processing gap in the value chains of the sector in Mandera, the triangle and the North East region.	There is a shortage of water for pastoralists, livestock deaths in ASAL are more occasioned by lack of water as opposed to lack of pasture.
Branding, promotion and enhanced marketing of camel milk to raise consumer awareness.	Invasion of the Mathenge weed (<i>Prosopis juliflora</i>).
The potential for irrigation along the two rivers in cross border areas is largely underutilised.	Locust invasions can clear a whole season's crop.
The County has set aside 16 acres of land and an initial KES 50 million to set up a regional veterinary lab for livestock disease surveillance and control.	Pastoralists are left vulnerable to disease due to the absence of veterinary services.

The Ministry of Agriculture has further put elaborate plans for the next few years (2018-2022) to expand its extension services and distribute farm inputs such as seeds and fertilizers to farmers.	The current labour force does not have the right skills to operate, maintain and repair the equipment used in agri-processing.
The County has planned a scheme of pumping water to the Kolobay farms covering 400 acres.	Supporting aspects of industry such as marketing, logistics, supply chain links and management are very limited, with little existing enterprise in Mandera.
Potential for greater organisation and bluking in the sector	Flooding and droughts are two major threats to the agricultural sector in Mandera Town.
There are plans for a Mandera SME business park to be the epicentre for optimisation of horticulture VCs.	Frequent outbreaks of livestock disease is a challenge in the Municipality.
The County is planning to develop oil processing.	Pit latrines are commonly used for sanitation. Household waste is often disposed of in these latrines. Often latrines are not deep enough and can lead to soil pollution.
Daua River has the potential to be harnessed by communities for aquaculture.	Soil erosion mostly worse along the banks of river Daua. No existing controls or plans in place.
Investment potential in better irrigation system and increase in water use efficiency: shift from surface to sprinkler or drip.	Poor management of donkey waste in the Municipality which can lead to soil and water pollution as well as livestock disease.
Daua canal Masterplan aims to reach dry inland areas, by storing water to allow the river to flow for 12 months, rather than the current 9 months.	Unregulated quarrying can lead to environmental and soil degradation.
Organic waste generated by agriculture, food markets and households etc could be segregated and processed through anaerobic digestion facilities that could provide gas and/or electricity and liquid and solid fertiliser for the local community.	Scarcity of water, pasture and land have traditionally been one of the key sources of conflict in Mandera where the community is largely pastoralist and reliant on these resources.
There is potential for the construction of a dam to support water supply and irrigation. However, the court has suspended construction of Bokolow dam in Mandera over land dispute. Residents claim land is community owned land. Potential threat of driving conflict.	Along the Kenyan-Ethiopian border, the access and use of River Daua, which runs along the border, is contested.
An EU-funded cross border programme (BORESHA) has been training local groups on utilization of the invasive weed Mathenge (<i>Prosopis juliflora</i>) to make green charcoal. Main partners in the BORESHA are Care International, World Vision and Danish Refugee Council.	Official dumpsite is nearly full. Illegal dumping of waste can lead to soil and pollution.
Opportunity to build on existing apiculture activity to diversify the outputs and improve the resilience of farmers who rely on rainfed agriculture.	

Source: Atkins

8.1.2. Commerce, Markets and Cross Border Trade

Due to the Municipality's strategic location at the international border with Somalia and Ethiopia, commerce, markets and cross border trade is a key economic activity. As outlined above, approximately 68% of businesses at the borders of Somalia, Kenya, and Ethiopia engage in trade as their primary source of income. However, trading activities are heavily impacted by the current Covid-19 pandemic as well as on-going security threats which have led to a complete closure of the border with Somalia and a temporary closure of the border with Ethiopia.

Strengths and weaknesses of the sector are considered according to existing activity and the relationship with the wider economy.

Table 8-3 – Sector SWOT Commerce, Markets and Cross Border Trade Strength and Weaknesses

Existing activity and linkages	
STRENGTHS	WEAKNESSES

Existing activity and linkages	
STRENGTHS	WEAKNESSES
Mandera has a strategic location for cross-border trade and is a main trade centre in the wider area.	Trade is currently informal which makes planning difficult.
The Mandera Triangle constitutes an integrated cross-border economy.	Retaining legal licences and related securities is a key issue for informal traders.
Mandera airstrip is located within the Municipality and is well utilized.	Border closure has adverse impacts on trade and business activities in Mandera, leads to disruptions of supply chains, decrease in demand, and steep increase in prices.
Business community functions as a stabiliser in conflict situations as they have a vested interest in peace.	Prices for goods traded in Mandera are higher than in other parts of Kenya and thus not competitive.
Goods (such as oil, sugar, mattresses, flour etc) that are supplied in Kenya mainly come from Somalia. Wheat flour mainly comes from Ethiopian side	The main road linking Mandera to Isiolo and central Kenya via Wajir and Elwak is unpaved and at parts unsafe.
	Lack of sufficient infrastructure to cross the river at the Ethiopia-Kenya border, in rainy seasons traders cannot cross.
	Market infrastructure is partly inadequate – for example lack of shade for livestock and traders.
	Clashes and violent extremist attacks by Al Shabaab in Mandera, Wajir, Garissa and Lamu have left lasting negative impacts on local business.
	The lack of regulation at the unofficial borders compromises security and there is significant smuggling of illegal substances and goods. Border officials and police often extort of the traders trying to cross unofficially.
	Inadequate urban transport for transportation of goods (donkey drawn carts).
	Businesses have been heavily affected by the Covid-19 pandemic.

Source: Atkins

Table 8-4 – Sector SWOT Commerce, Markets and Cross Border Trade Opportunities and Threats

Future activity and growth opportunities and Threats	
Opportunities	Threats
Opportunity to export agriculture and livestock produce after bulking.	There are risks to making plans around trade as the border is currently closed for the foreseeable future.
Opportunity to export agriculture and livestock produce after processing.	Insecurity and conflict threaten the commercial viability of businesses.
There are plans for a new larger livestock market in a space out of town, which will contain holding space, vet facilities, a slaughterhouse and a tannery.	Mandera is susceptible to changes in policy in Ethiopia and Somalia where their economies are interdependent as a result of trade. Examples include Ethiopia's ban on traders taking their animals to Kenyan markets, or Somalia's ban on Khat imports from Kenya.
Potential to improve Mandera's comparative advantage through improving its transport infrastructure, the IDeP presents plans to provide a new airport and tarmacking of the Mandera-Nairobi Road.	Business interests can be overlapping with clan conflict lines, rival businessmen have been responsible for fomenting communal conflict in a number of border crossings.

Mandera – Isiolo highway will cut the journey time down significantly from Mandera to Isiolo and ultimately Mandera to Nairobi. Given that Mandera depended on imports from Mogadishu and the border for exports this could open up more import and export markets.	
The Lamu–Garissa–Isiolo road alongside the Mandera Isiolo highway have the potential to unlock new activity and connections across the FCDC Economic Bloc and Mandera.	
Northern Kenyan businesses have a strong stake in basic peace and security.	
Rural to urban migration.	
There is an opportunity to establish processing plants to add value to Mandera's raw materials and increase their market value and export potential through branding, labelling and packaging.	
Businesses in Northern Kenya are often reliant on cross-communal trust networks and partnerships, which form an excellent line of communication to manage conflicts.	

Source: Atkins

8.1.3. Services and Public Sector

Services, both public and private are a key offering of Mandera Municipality's economy. When referring to services here this include public service activity (health, education, and public admin and defense) and private sector services (technical and professional services, real estate services, financial and insurance services and private health and education services). They are both equally important sectors to Mandera; however, they present different opportunities for Mandera's economy. The opportunities for both sectors will be explored further in the UEP, it is important to note that there are greater opportunities for private sector investment into private services.

Strengths and weaknesses of services and public sector are considered according to existing activity and the relationship with the wider economy.

Table 8-5 – Sector SWOT Services and Public Sector Strength and Weaknesses

Existing activity and linkages	
Strengths	Weaknesses
Mandera is the main administrative town in the area.	Threats to security have driven away skilled workers who operate in the service sectors of Mandera (teachers and medical staff).
Somali and Ethiopian citizens use health and education facilities in Mandera because the standard of service is higher.	Border closure limited access for Ethiopian and Somali residents to services in Mandera.
With the process of devolution, the County Government has improved the management of the health sector in the County. Today, Mandera is a strategic provider for health services in the region because it has the largest referral hospital in the Northern Kenya region.	Schools are often distantly located and poorly accessible by public transport. Most educational institutions lack adequate water supply and electricity.
<p>The following health infrastructure have been achieved:</p> <ul style="list-style-type: none"> • The district hospital has been upgraded to a referral hospital complete with all units for specialized services, • Hospitals have been upgraded from level three to level four, • Primary health care facilities (health centers and dispensaries) increased, • Housing units for health workers have been 	Health sector suffers from poor transport connections which make access for those living in rural areas difficult and emergency response is slow.

Existing activity and linkages	
Strengths	Weaknesses
<p>renovated to accommodate more health workers,</p> <ul style="list-style-type: none"> Additional staff have been recruited and deployed to various health facilities. 	
Mandera has several public and private educational institutions ranging from Early Child and Development Education schools, primary schools to secondary schools.	Jobs in the security and defence sector are often filled with non-locals, who move away after the job ends.
The Municipality is a regional hub for tertiary education with Mandera Teachers Training Centre and Vocational Training Centres, and three private colleges (Maarifa College for business and secretary courses, Frontier Training Institute and Border Point Teachers College.	
Recent infrastructure developments have created employment in construction services in the Municipality.	
Employment opportunities in the security and defence sector.	

Source: Atkins

Table 8-6 – Sector SWOT Services and Public Sector Opportunities and Threats

Future activity and growth opportunities and Threats	
Opportunities	Threats
Recycling of solid waste could be explored as a commerce or public sector focused opportunity for the Municipality. The sector offers employment opportunity for SIGs.	Security threats remain a push factor for skilled work force.
Plan to develop a public university in Mandera, land has been allocated in the ISUDP.	Closed borders stop Ethiopian and Somali residents from accessing services.
Land has been allocated for additional educational facilities and medical services.	Despite potential for tourism in relation to national park, tourism is unlikely due to the security situation.
Planned Medical Training Centre to bridge shortage of skilled medical staff.	
New public sector jobs in relation to the new County Headquarter.	
There are significant efforts to establish large scale renewable energy in the Municipality, which will support the creation of employment opportunities.	
Malkamari National Park, home to most of the wildlife population in Mandera County could be a potential for tourism.	

Source: Atkins

9. Conclusions

This section provides a high-level summary of the key issues and challenges emerging from the diagnostic analysis set out in this report. This section also identifies the key drivers of growth and sets out the next steps for the development of the UEP.

9.1. Conflict Sensitivity

As Mandera Municipality is set in a context of on-going conflict and a tightened security situation, a conflict sensitivity approach has been adopted for the development of the UEP including a conflict analysis of the conflict and insecurity context, to form an understanding of how the UEP could influence this context and ultimately a checklist to minimise negative impact. Firstly, the aim is to be conflict sensitive throughout the engagement process. To this end, the engagement process will be conducted in an inclusive way and different actors that influence conflict and peace in the Municipality will be engaged where possible. Secondly, the aim is to develop infrastructure proposals and value chain projects that do not impact the conflict and insecurity situation in the Municipality negatively. To do no harm, the UEP will need to consider the following questions in relation to the infrastructure and value chain proposals:

- Does the proposed project change the distribution of resources amongst clans?
- Are potential benefits associated with this proposal distributed evenly across clans?
- Could the proposed location for this proposal cause conflict?
- Does the proposal cause displacement?
- Is this proposal and the benefits associated with it inclusive to SIGs?

In the next step of the UEP process, the development of the technical briefing paper where a long-list of infrastructure proposals and value chain projects will be established, this list of key questions will be refined.

9.2. Climate change, social inclusion and poverty nexus

Climate change and social inclusion are cross-cutting issues that have been affecting the built environment, all economic sectors, livelihoods and communities in the Municipality and the County. It is therefore imperative that climate change and social inclusion considerations are taken into account in the development and implementation of climate resilient projects and VC opportunities to ensure poverty reduction.

Similarly, ensuring that infrastructure projects, VC opportunities and development policies are climate resilient will not only help the built environment to better respond to future climate risk but also communities and vulnerable groups (Youth, PWDs, Women, PlwHIV/AIDS) to be less affected by climate change events such as floods and droughts.

9.3. Key challenges and drivers for growth

The SWOT analysis presented in Section 8 sets out the key opportunities and the threats facing each key sector. This analysis demonstrated that there are many common challenges and drivers of growth which are shared by all sectors. These also reflect the strong influence of national and international trends on local economies within Kenya.

Mandera County and Municipality have relied on agriculture and livestock keeping as the main economic sector and development activity. The UEP aims to identify activities and actions with the highest economic growth potential and added value in order to promote diverse economic development and to increase prosperity within the Municipality. Mandera Municipality will therefore need to focus on key economic sectors with competitive advantages that can support growth. Three key economic sectors have been identified for further assessment which will provide the highest potential for identifying value chain opportunities, these sectors are:

- Agriculture and livestock,
- Trade and Commerce,
- Public Sector and Services.

The planning, environmental and climate change context; socio-economic analysis; and infrastructure assessment in this report have been used not only to identify strengths, weaknesses, opportunities and threats for Mandera Municipality's economic development but will also inform the establishment of a high-level

development framework of prioritised inclusive climate resilient infrastructure interventions to support urban economic growth.

This analysis has considered stakeholder workshops, one-to-one meetings, business consultations and focus group discussions with SIGs, as well as the review of primary and secondary data. In section 8, the SWOT analyses have been presented along the lines of Mandera's key sectors. Through this exercise themes that appear common to all sectors were identified. These include:

Strengths

- Mandera Municipality is the main urban centre in the region with a strategic location close to the border with Ethiopia and Somalia, which makes it a suitable location for cross-border trade as well as a service hub in the region.
- River Dawa is the main source of water in the Municipality for agriculture, households and businesses.
- Municipality and County level plans and frameworks are in place to guide urban as well as sector development.
- Strong political will/ leadership for urban and sector development in Mandera Municipality including stakeholder engagement.

Weaknesses

- The conflict and insecurity context of the Municipality has adverse impacts on lives and livelihoods, business and trade, social inclusion, and urban growth.
- The border closure due to insecurity and COVID-19 with both Somalia and Ethiopia puts businesses and traders under pressure.
- Severe infrastructure gaps across water, solid waste, energy, and transport sectors as well as insufficient market and irrigation infrastructure.
- Lack of access to finance to grow businesses and expand agricultural activities.
- Poor current institutional set-up at Municipal level with respect to capacity as well as budget and resources dedicated to infrastructure development which makes an improvement of the current infrastructure and service provision challenging.
- Lack of inclusive infrastructure for PWDs.

Opportunities

- Designation as administrative centre of the County can become a pull factor for migration and investment.
- Availability and designation of land, including land use planning and development policy for infrastructure development in Mandera Municipality will help to close identified gaps.
- Investment by national government and international donors in Mandera Municipality and County will help to close infrastructure gaps.

Threats

- Economic development as well as infrastructure development has the potential to exacerbate the conflict and insecurity situation as it may change the status quo of resource and land distribution,
- Risk of increasing existing conflict lines through urbanisation where benefits are not shared equitably across the population (risk of social-spatial segregation)
- High risk of flooding and droughts as well as extreme temperature with potentially high adverse effects on all sectors due to a lack of resilient infrastructure and emergency preparedness.
- Risk of environmental pollution and degradation through quarrying activities, insufficient waste collection and sanitation infrastructure,
- Inadequate capacity in municipal for implementing urban development plans.

9.3.1. Barriers to growth

The **conflict and insecurity** discussed in Chapter 3, presents a key barrier for growth for Mandera. The business consultations, FGDs and PSG workshop all identified the negative impacts conflict and insecurity has on people's lives and livelihoods. It makes Mandera less attractive for private sector investment and adds additional risk to urban infrastructure development. At the same time, economic and urban growth has the potential to exacerbate conflict and insecurity further as it changes the status quo in terms of distribution and access to resources and power.

A key concern for economic growth is the current **border closures** with Ethiopia and Somalia due to the security situation with Somalia and due to Covid-19 travel restrictions with Ethiopia. The closed border stops the legal movement of people and goods and thus disrupts supply chains and closes out potential demand. It leads to a distortion in prices and increased illegal economic activities such as smuggling.

The **Covid-19 crisis** has hit Mandera population and business environment hard and a full recovery to the economy may take a long time.

Today, the **population** in Mandera is disproportionately young with lower levels of education. There is also a brain drain of better educated residents to safer and more affluent areas of the country. The education and health sector, for example, suffer from a lack of qualified staff. This demographic pattern presents a risk of increased youth unemployment. A lack of opportunity for the young population presents a risk of radicalisation through extremists in the area which can exacerbate conflict and insecurity and its negative impacts on the town.

To adequately house and service Mandera Municipality's growing population, the Municipality will need to upgrade existing **infrastructure** and commit to new projects to support economic growth and development. An incremental approach to infrastructure development will need to be considered to appropriately phase infrastructure provision with population growth. The current infrastructure provision provides a key barrier to growth across all sectors. Critical for the development of the economy will be the improvement of the infrastructure within and outside of the town, particularly in areas affecting production such as irrigation for agriculture. Significant development across the town will not realise potential benefits without the presence of climate resilient and effective infrastructure, capable of overcoming the current issues of connectivity, power and water supply and resource use and waste management.

While the existing economy is mainly based on agricultural production, Mandera Municipality does not present an enabling environment for the sector without limitation. The availability of water through River Daua and land availability makes the Municipality conducive for agricultural production. However, **the climate is challenging** with high temperatures and risks of flooding. Due to limited irrigation infrastructure farmers are heavily affected by extreme temperatures and droughts. Agricultural outputs are thus volatile keeping farmers from re-investing and thus restraining potential growth. Whilst being the main source of livelihood, agricultural outputs are generally low. Linkages to agricultural value addition as well access to markets are minimal. Also, there is very little agricultural value addition in the town and traders rely heavily on brokers. Better access to markets as well as a local agri-processing industry could add value and support the growth of the sector.

Additionally, the lack of funding at the Municipality level and the **lack of access to finance** at the individual or business level is a key barrier of growth in Mandera Municipality.

9.3.2. Drivers for growth

Mandera Municipality's **location** at the international border presents a key driver for growth. The town has the potential to develop into a significant regional hub for services and trade with integrated economies with other parts of Kenya, Somalia and Ethiopia.

Mandera's aspiration is to become "a well-inclusive and safe town that safeguards its resources and promotes investments with adequate facilities for a prosperous population". The town's aspiration for economic and urban growth is aligned with national and regional strategies which allows for **vertical integration** and cooperation across governments.

In recent years, **national and international funding and donor activity** has been focused on Mandera, due to its history of marginalisation, through large infrastructure projects planned and underway with potential benefits for the Municipality including the Isiolo-Mandera Road and the LAPSSET corridor.

There is strong **political will and leadership** to drive urban economic growth in Mandera. The Municipality has developed a comprehensive spatial planning framework (ISUDP) that will help manage and control urban growth in a way that maximizes the economic benefits associated with urbanisation. The Mandera Municipal

Board, with the opportunity provided by devolution has an important role to play here, to be responsive to and appropriately coordinate the available opportunities. The Municipal Board can seek to use its powers and responsibilities in activities including the control of land use, development and zoning; the promotion and undertaking of infrastructure development; the monitoring and regulation of local service provision and facilitate and regulate public transport. The Municipal Board should use the UEP as an advisory document to leverage investment and drive forward identified actions that are owned by the appropriate stakeholders within Mandera Municipality.

Climate change adaptation measures will be essential and will need to be appropriate to support income security and ensure the inclusion of marginalised groups, and not to reinforce and exacerbate existing inequality and vulnerabilities. Increasing resilience of current and future livelihoods and infrastructure is key to poverty reduction and will be addressed systematically throughout the UEP to avoid creating further exclusion. The development of more climate resilient value-chains will help farmers adapt to changing conditions and build on Mandera's agricultural offering. Key opportunities presented by existing environmental conditions within Mandera Municipality and the wider Mandera County include potential for harnessing solar and wind power, proposed construction of a major dam, upscaling on tree planting, potential to process Mathenge weed, and the development of a strong County environmental policy.

9.4. Next steps

This Diagnostics Report has established a comprehensive baseline of current demographic, social and economic characteristics alongside environmental and infrastructure conditions in the study area. The baseline has informed the overall SWOT analysis, the purpose of which is to support the creation of a series of Value Chain (VC) opportunities and Economic Sector Action Plans that:

- Build on strengths,
- Minimise weaknesses,
- Seize opportunities and
- Counteract threats.

The purpose of the next phase – the UEP Technical Briefing Paper- will be to present a shortlist of potential VC opportunities and key economic sectors that optimise the economic growth potential as well as the inclusive climate resilient infrastructure projects that will support urban development. These emerging opportunities will be further assessed against the requirements for growth based on the findings from this report and will be presented at the UEP Technical Briefing, DR and Visioning stakeholder workshop for further evaluation and discussion.

As the process moves to the next phase of the project, this SWOT analysis and the wider baseline will be referenced to help prioritise and assess economic opportunities for future consideration. The stakeholder insights and the identified SIGs will be considered in the growth opportunities developed in the next stage of the project.

Appendices

Appendix A. Conflict in Mandera

A.1. Conflict History

The below sets out further detail on Figure 3-2 in the main report explaining the three main phases of conflict in Mandera between independence and today.

Border Conflict and State Violence (1960-1990)

In 1962, a year before Kenya gained independence, a majority of the population of Northern Kenya (a region at the time called Northern Frontier District) voted for secession of the region to Somalia in a referendum organised by the British Government. Despite the referendum, the region remained part of Kenya and became the Northern Eastern Province comprising Garissa, Wajir and Mandera. The decision against the outcome of the referendum, led to insurgency across the region. From 1964-1967, the Kenyan State responded with indiscriminate violence against the local Somali population, killing an estimated 4,000 Somalis and destroyed the local livelihoods through the mass killing of livestock, the foundation of the Somali pastoral economy. The conflict was officially ended in 1967 but the North Eastern Province remained under emergency rule until 1991 with instances of violence against the Somali population, including two massacres in Garissa and Wajir districts in 1980 and 1984 and a nationwide 'screening' of all ethnic Somalis residing in Kenya during 1989 and 1990.

Clan conflict and reestablishment of public security (1990 – 2010)

With the political transformation in the 1990s from a single party-system to a multi-party system, the nature of conflict in North Eastern Kenya developed into clan conflicts driven by competition over scarce resources with cyclical eruptions of violence. During this time, conflict resolution efforts were made to restore public security in the area. During the outbreak of violence across the County in the aftermath of Kenya's 2007 election, the North Eastern region remained largely peaceful, which is understood as a sign of success of these peace building efforts.

Devolution and the Emergence of Al Shabaab (2010- today)

The new constitution of 2010 is seen as an effort to address grievances, foster trust and rebuild Kenya as a nation of diversity through the devolution of power to County Governments. The process of devolution helped to redress historic marginalisation of the North Eastern region. Devolution over time appears to have helped to undercut support for al-Shabaab in the North East, while at the same time fostering greater competition among clans for local government posts (ICG, 2018). In Mandera the 2013 elections led to violence connected with ethnic strategizing. There is some evidence that al-Shabaab has sought to exploit resulting in clan disputes. Ultimately, struggles for county-level political dominance and long-standing exclusions of periphery regions and minority groups, combined with the al-Shabaab threat and counter-productive security responses that disproportionately target Kenyan Somalis, contribute to a complex pattern of conflict.

Simultaneously, incidents of violence have risen in relation to attacks by al-Shabaab since 2012. The Somalia-based militant organisation has managed to mobilise support from within Kenya and has led to an increase of anxiety and fear. Mandera, as a border County with Somalia, is the hardest hit county in Kenya by Al Shabaab attacks.

Since 2019, there has been an increase in militant activity, which could be exacerbated further by the impact of the COVID-19 pandemic. Hardships caused by efforts to contain COVID-19 as well as new border regimes may change the conflict dynamic once again.³¹⁴

³¹⁴ Haida (2020)

A.2. Clan Conflict in the North East

Involved Clans	Period	Contested issue	Status	Cessation Mechanism	Key resolution actors
Garre vs Degodia	1963	Grazing land	Resolved	Traditional Ceasefire	Traditional Leaders
Garre vs Murulle	1983	Grazing land	Resolved	Traditional Ceasefire	Pastoralist families
Garre vs Ajuran	2000-2003	Territorial dispute over Bute division	Resolved through relocation of the Garre population to Danaba, grievances: claims of lack of compensation by IDP from Bute	Qudama Agreement	Politicians and local leaders
Garre vs Murulle	2003-2008	Electoral boundary at Alungu and Alungu administrative locations	Resolved but later remerged and ended by military intervention	Umul Accord	Politicians and local leaders
Garre vs Degodia	2012-2015	Dispute over the Mandera North Parliament seat, mutual suspicion over expansionist and displacement agenda	Latent conflict	Formal ceasefire	Politicians and Elders

Source: Atkins based on NCIC (2017)

A.3. Conflict Actors

Category	Subcategory	Drivers for peace	Drivers for conflict
Government and Security Agents	Government Officials	The CG, in particular the department of conflict management has the potential to play a key role as a driver for peace in the region because it has more local knowledge and understanding of conflict lines and often enjoys greater local legitimacy than the national government.	There is a key risk of the CG being a driver for conflict, if it is biased (or perceived as so by members of the community) towards certain clans. The CG seems to be perceived as a gatekeeper over resources, such as access to water and land. Managing these resources as well as appointing government members and staff needs to be highly sensitive to clan dynamics.
	Military Officials		The history of state violence against parts of the North Eastern population, as outlined in section 3.1, has led to an erosion of trust between the local population and the military. This mistrust is enforced by claims of corruption and involvement in illegal cross-border trade of the KDF.
	Police	A National Task Force for Police Reform, created in 2009, and	Trust in the police force is low. Since Independence, the police have been

	Officials	subsequent laws passed in 2011, have improved accountability.	seen as a hostile, brutal, and abusive. It is often perceived as a force linked to the protection of small elites rather than the wider community. The police force lacks capacity and equipment making it inefficient in addressing conflict.
Kenyan Somalis & Refugees	Kenyan Somalis	There is a long history of migration from Somalia to Kenya especially since 1970 due to the Barre regime in Somalia becoming increasingly restrictive. Mandera's population is almost homogeneously Kenyan Somali and Muslim. Following a long history of discrimination, Kenyan Somalis, today, hold a variety of roles in society including high-ranking position in politics and the economy. The power and representation linked to these positions can be used as a driver for integration of Kenyan Somalis.	The history of marginalisation and violence against Kenyan Somalis have contributed to the 'othering' of Kenyan Somali citizens, placing their lived experience of citizenship and the equality of rights at risk.
	Refugees		There has been anti-refugee sentiments and discrimination against Somali refugees across the North Eastern region including in Mandera. Armed violence in Northern Kenya has also produced temporary population displacement on a small scale, such as during armed clashes in Mandera.
Civil Society Organisation	Women	Women have managed to mobilise for peace in the region, for example in the local NGO Women for Peace which has organised peace dialogues with youths and women to address on-going grievances and trauma. Through such grass roots organising women have become a driver for peace in Mandera, for example following the Garre-Marehan conflict in March 2012.	Despite, successful mobilisation of women in Mandera, they are often excluded from political decision-making process, which limits their impact on peace and security. There have also been claims of women being a driver for violence in Mandera. Women have been accused of encouraging conflict using folklore, inciteful songs and poems. Some of these poems, songs and hateful messages have gone viral on social media, intensifying tensions between clans and exacerbating violent conflict in some cases.
	Elders	Historically, Elders hold a key role in Somali society as a force for establishing order. Still today, Councils of Elders hold extensive influence and authority in the North Eastern Region. The Elders roles includes the negotiation of the application of customary law. This is an important source of conflict	Elders have also been key actors, however, in mobilising voters along ethnic and clan lines and provoking conflict. Elders tend to reject women's engagement in politics.

		management, conflict resolution and enforcement of peace agreements.	
	Youth	Similar to women grass roots, mobilising for peace, youth forums were established that bring together members from different clans across Mandera County. Youth have organised peace talks; held peace rallies to provide civic education to the community and to pass messages of peaceful, free, and fair elections; and organised meetings with local security agencies to enhance trust-building.	Trends of radicalisation amongst Youth, which are fired by Al Shabaab, is a threat to peace and security in Mandera. In addition, research finds that violent treatment of youth by security personnel is a driver of recruitment into violent groups. Other pull factors include inadequate educational opportunities and unemployment
	Religious Groups	Customary and religious leaders play a key role in influencing attitudes and behaviour in Mandera. For example, religious leaders played important roles in cross border dialogue prior to Kenya's incursion into Somalia including the release of captured persons to helping address allegations of police brutality.	After the incursion, however, the same leaders found themselves on the receiving end, treated with suspicion by the Kenyan government of supporting al-Shabaab; while at the same time targeted by al-Shabaab as enemies of the cause'.
	Business community	Most businesses in the Northern and North East Kenya have a strong stake in basic peace and security and have thus been active supporters of local peace committees. Businesses are often reliant on cross-communal trust networks and partnerships, which allow for useful lines of communication to manage conflicts.	Business interests sometimes interlink with clan conflicts. Al-Shabaab is embedded in cross-border trade. For example, through taxing traders at roadblocks and providing escort from Kismayo to Mandera Town. Efforts by the business people to protect their interests and safeguard smuggling routes at the Kenya-Somalia border have provided an enabling platform for al-Shabaab to extend their operations.
External Influence	Cross Border Clans		Since clans exist on either side of the borders, clan conflict often spills over the borders. The most recent conflict between the Garre and Degodia clans, for example, is believed to have started in Ethiopia before spilling over the border into Mandera.
	Al Shabab		Al-Shabaab attacks in Kenya are seen by many as the country's main security threat and the organisation is understood as a driver for radicalisation of the population especially amongst Youth.
	Al Hijra		A Kenyan fundamentalist group previously known as the Muslim Youth Centre in Mombasa that supports al

			Shabaab in Kenya.
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Source: Atkins, based on Haider (2020)

Appendix B. Policy Framework

B.1. List of Legislative and Planning Policy Framework

I. Legal acts	II. Non-normative acts (strategies, plans, etc.)
I.1. The Kenya Constitution 2010	II.1. Strategies/plans/programmes adopted at the National level
<p>The Constitution is the supreme law of the Republic of Kenya and binds all persons and all state organs at all levels of government.</p>	<p>National Spatial Plan 2015 – 2045</p> <p>Green Economy Strategy and Implementation Plan 2016 - 2030</p> <p>Vision 2030</p> <p>Kenya Urban Support Program</p> <p>Kenya Informal Settlement Improvement project</p> <p>Kenya Municipal Program</p> <p>Kenya Enhancement Program, Climate Resilient Agricultural Livelihood (KCEP-CRAL)</p> <p>Kenya Youth Empowerment Project (KYEP)</p>
I.2. Laws enacted on the basis of the Kenyan Constitution by the National Parliament	II.2. Strategies / plans / programmes adopted at the County level
<p>Laws enacted on the basis of Kenyan Law (The Kenyan Constitution 2010) by the National Parliament</p> <ul style="list-style-type: none"> • County Government Act No 17 of 2012 • Urban Areas and Cities Act No. 13 of 2011 • Environmental Management and Co-ordination Act (EMCA) No. 8 of 1996 • Water Act No. 43 of 2016 • Fisheries Management and Development Act No. 35 of 2016 • Tourism Act No. 28 of 2011 • Land Act No. 6 of 2012 • Physical Land Use and Planning Act, no 13 of 2019 • Energy Act No.12 of 2006 • National Transport and Safety Authority Act No. 33 of 2012 • Community Land Act No. 27 of 2016 • Forest Conservation and Management Act No. 34 of 2016 • Public Roads & Roads of Access Act Cap 399 • Kenya Roads Act No. 2 of 2007 • National Construction Authority Act No. 41 of 2011 • National Authority for the Campaign Against Alcohol and Drug Abuse Act No. 14 of 2013 • Land Consolidation Act Cap 283 • Trusts of Land Act Cap 290 • Land Control Act Cap 302 	<ul style="list-style-type: none"> • Mandera Integrated Development Plan (CIDP)

<ul style="list-style-type: none"> Land Registration Act No. 3 of 2012 Public Health Act Cap 242 Seeds and plant Varieties Cap 326 Public Private Partnership Act No. 15 2013 Price Control (essential goods) No. 26 of 2013 Public Finance Management Act No. 18 of 2012 Public Service (Values and Principles) Act No. 1A of 2015 County Assemblies Powers and privileges Act, No. 6 of 2017 County Assembly services Act No. 24 of 2017 Intergovernmental Relations Act No. 2 of 2012 National Government Coordination Act No 1 of 2013 	
I.3. Legal acts adopted by County Assembly of Mandera County	II.3 Strategies / plans / programmes adopted at the Municipal level
<ul style="list-style-type: none"> Mandera Municipal Charter (2018) Mandera County Finance Act 2015 	<ul style="list-style-type: none"> Mandera Integrated Development Plan Mandera Integrated Strategic Development Plan
I.4 By-laws enacted by the Municipal Board	
Note: Municipal Boards are new, not fully instituted neither gazette therefore the Boards currently have limitations on their mandate to expedite by-laws.	

B.2. Key Legislation Pertinent to UEP

Legislation	Key thrust of requirements	Key stakeholders
National level		
Kenya Constitution 2010	<p>Chapter 5 Land and Environment includes the classification of land and the regulation of land use and property. This sets out what actions the state shall take in respect of the environment and natural resource, such as:</p> <ul style="list-style-type: none"> working to achieve and maintain a tree coverage of at least 10% of the land across Kenya's; ensure sustainable exploitation, utilisation, management and conservation of the environment and natural resources, utilising the environment and natural resources for the benefit of the people of Kenya. <p>Chapter 11 Devolved Government describes the functions and powers of County governments. Consists of a County assembly (elected term of 5 years) and a County executive</p> <p>County Assembly may receive and approve plans and policies for the management and exploitation of County resources and the development management of its infrastructure and institutions.</p> <p>County Executive Committee can implement County legislation; and can implement national legislation, within the County, where that legislation so requires; and can prepare proposed legislation for consideration by the County Assembly</p>	<p>County assembly:</p> <ul style="list-style-type: none"> members elected by voters (each ward constituting a single member constituency) Special seat members A speaker of the assembly <p>County Executive committee:</p> <ul style="list-style-type: none"> County governor and deputy Members appointed by County governor with approval of the assembly from among people who are not members of the assembly Members of the executive committee are accountable to the County governor
Urban Areas and Cities	To provide for:	The management of a

<p>Act 2011</p>	<ul style="list-style-type: none"> - 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 and for connected purposes. <p>Governance and management of a city is done in accordance with law relating to County government.</p> <p>An integrated urban area or city development plan should reflect a vision for long term development with emphasis on board or committee's most critical needs, and an assessment of existing level of development including identifying communities which do not have access to basic needs. The Board's development strategies should be aligned with any national or County sectoral plans and planning requirements of the city or Municipality.</p> <p>The functions of a Municipal or City Board are to:</p> <p>(a) oversee the affairs of the Municipality or City;</p> <p>(b) develop and adopt policies, plans, strategies and programmes, and may set targets for delivery of services;</p> <p>(c) formulate and implement an integrated development plan;</p> <p>(d) control land use, land sub-division, land development and zoning by public and private sectors for any purpose, including industry, commerce, markets, shopping and other employment centres, residential areas, recreational areas, parks, entertainment, passenger transport, agriculture, and freight and transit stations within the framework of the spatial and master plans for the city or Municipality as may be delegated by the County government;</p> <p>(e) as may be delegated by the County government, promote and undertake infrastructural development and services within the city or Municipality;</p> <p>(f) develop and manage schemes, including site development in collaboration with the relevant national and County agencies;</p> <p>(g) maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the board;</p> <p>(h) administer and regulate its internal affairs;</p> <p>(i) implement applicable national and County legislation;</p> <p>(j) enter into such contracts, partnerships or joint ventures as it may consider necessary for the discharge of its functions under this Act or other written law;</p> <p>(k) monitor and, where appropriate, regulate city and municipal services where those services are provided by service providers other than the board of the city or Municipality;</p> <p>(l) prepare and submit its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;</p> <p>(m) as may be delegated by the County government, collect rates, taxes levies, duties, fees and surcharges on fees;</p> <p>(n) settle and implement tariff, rates and tax and debt collection policies as delegated by the County government;</p> <p>(o) monitor the impact and effectiveness of any services, policies, programmes or plans;</p> <p>(p) establish, implement and monitor performance management systems;</p> <p>(q) promote a safe and healthy environment;</p> <p>(r) facilitate and regulate public transport; and</p> <p>(s) perform such other functions as may be delegated to it by the County Government or as may be provided for by any written law</p>	<p>city and Municipality vested in the County Government and administered on its behalf by:</p> <ul style="list-style-type: none"> - a board of max 11 members - an appointed manager - other staff/officers as determined by County public service - chairperson and vice-chair for each board
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<p>Physical Land Use and Planning Act 2019</p>	<p>To provide for the preparation and implementation of physical development plans.</p> <p><u>Regional Physical Development Plan</u></p> <p>Purpose to improve land and provide proper physical development and securing suitable provision for transportation, public purposes, utilities and services, commercial, industrial, residential and recreational areas including parks, open spaces and reserves and making suitable provision for the use of land for building or other purposes. Also, for controlling the order, nature and direction of development</p> <p><u>Local Physical Development Plan</u></p> <p>Prepared by the Director of Physical Planning, a local physical development plan can be long or short-term physical development for a renewal or redevelopment for the general purpose of guiding and coordinating development of infrastructural facilities and services and for specific control of the use and development of land. Needs to consist of a survey of the area and maps and description as necessary to indicate how the land is to be used.</p>	<p>Director of Physical Planning</p> <p>National Physical Planning Liaison Committee (National Liaison Committee)</p> <p>District and Municipal Physical Planning Liaison Committees as relevant to each SUED city</p>
<p>County Governments Act 2012 [Rev 2017]</p>	<p>County Governments Act 17 of 2012 sets out the structure, functions, and powers of County level government and government officials, and the role of citizen participation. The Act also sets out the principles, objectives and obligations of Counties as far as planning and development.</p> <p>County Government is responsible (with reference to Kenya Constitution 2010) agriculture, County health services, air pollution, noise pollution, nuisance control, culture, transport, trade development, planning and development, some areas of education, some environmental conservation powers, County public works and services and local level community participation. County Government has the power to legislate for these areas and to exercise executive functions to implement any policy or legislation.</p> <p>The Act allows for the functions and services of each County Government to be decentralised to urban areas and cities within the County, sub-counties, Wards, villages or any other such units as to be determined by County government.</p> <p>Citizen participation in County governments is based upon the following principles:</p> <ul style="list-style-type: none"> - timely access to information; - reasonable access to the process of formulating and implementing policies, laws, and regulations; - protection of the interest and rights of minorities, marginalized groups and communities; - legal standing to interested or affected persons to appeal decisions; - reasonable balance in the roles of County governments and non-state actors in decision-making processes; - promotion of public-private partnerships; and - promotion of the non-state actors' participation, governmental facilitation and oversight. <p><u>County Planning</u></p> <p>The principles of planning and development facilitation in a County are to:</p> <ul style="list-style-type: none"> - integrate national values in all processes and concepts; - protect the right to self-fulfilment with responsibility to future generations; - protect and integrate interest of minorities, marginalized groups and communities; - appropriately protect and develop natural resources; - align County resources to agreed policy objectives and 	<p>County assembly – formed of:</p> <ul style="list-style-type: none"> - members elected by the registered voters of the wards - the number of special seat members necessary to ensure that no more than two-thirds of the membership of the assembly are of the same gender - the number of members of marginalised groups, prescribed by an Act of Parliament - the Speaker <p>County Governor</p> <p>County Executive Committee</p> <p>Sub-County administrator</p> <p>Ward administrator</p> <p>County Public Service Board</p>

	<p>programmes;</p> <ul style="list-style-type: none"> - engender effective resource mobilization for sustainable development; - promote the pursuit of equity in resource allocation; - unify planning, budgeting, financing, programme implementation and performance review; and - serve as a basis for engagement between County Government and other stakeholders. <p>County planning aims to ensure harmony between national, County and sub-County planning requirements. It should facilitate the development of a well-balanced system of settlements and ensure productive use of resources, maintaining a viable system of green and open space, including working towards nationwide 10% tree cover. Planning should harmonise infrastructure development and integrate socially and economically rural and urban areas. Planning should be used as a tool to improve the conditions of the under-developed and marginalised communities and should protect historic and cultural assets.</p> <p>A County planning unit is responsible for coordinating and ensuring integrated development planning within the County, ensuring linkages between County and national plans, ensuring meaningful public engagement, ensuring appropriate gathering and usage of data, and the establishment of a GIS based database system.</p> <p>Within each County there shall be the following plans</p> <ul style="list-style-type: none"> (a) County integrated development plan; (b) County sectoral plans; (c) County spatial plan; and (d) cities and urban areas plans as provided for under the Urban Areas and Cities Act (No. 13 of 2011). <p>Public participation in the County planning processes is mandatory and facilitated by providing clear and unambiguous information on any matter under consideration in the planning process including environmental assessments and development options.</p>	
Tourism Act No. 28 of 2011 [Rev. 2012]	<p>The Tourism Act 2011 establishes several new public bodies including the Tourism Regulatory Authority, the Kenya Tourism Board, the Tourism Fund and the Tourism Research Institute. Between these new organisations are (among others) the functions to formulate, prescribe, regulate and monitor measures for nationwide sustainable tourism, ensure the development and implementation of a high-quality tourism sector, develop and implement a national tourism marketing strategy, market tourism domestically and internationally, undertake market intelligence and research into tourism, collect and analyse information relevant to the sector and to finance the development of key tourism products and services.</p> <p>The Act establishes the licencing requirements to undertake tourist activities and services, the tourism levy, and various government tax incentives to promote the development of sustainable tourism.</p>	<p>Tourism Regulatory Authority</p> <p>Tourism Protection Service (specialised police service)</p> <p>Kenya Tourism Board</p> <p>Tourism Research Institute</p> <p>The Tourism Fund</p>
The Land Act No. 6 of 2012	<p>The role is established of the relevant Cabinet Secretary responsible for matters relating to land to develop policies on land upon recommendation of the National Land Commission, to facilitate their implementation, to coordinate the management and formulation of standards for the land sector, and to regulate relevant service providers and professionals.</p> <p>In managing public land on behalf of the national and County governments, the National Land Commission shall</p> <ul style="list-style-type: none"> - identify public land, prepare and keep a database of all public land; - evaluate all parcels of public land based on land capability classification, land resources mapping consideration, overall potential for use, and resource evaluation data for land use planning; and 	<p>The Cabinet Secretary responsible for matters relating land:</p> <p>National Land Commission</p> <p>National Government</p> <p>County Government</p> <p>Community Groups</p>

	<ul style="list-style-type: none"> - share data with the public and relevant institutions in order to discharge their respective functions and powers under this Act; or - may require the land to be used for specified purposes and subject to such conditions, covenants, encumbrances or reservations as are specified in the relevant order or other instrument. <p>The National Land Commission prescribes guidelines for the management of public land by all public agencies, statutory bodies and state corporations in actual occupation or use of public land, indicating management priorities and operational principles for the management of public land resources for identified uses.</p> <p>The Act outlines the procedures and requirements regarding the allocation and management of public land nationwide.</p> <p>The Act also gives the legal provisions as to the private ownership of land, legality of contracts therein, transference and transmission of land and the leasing of land.</p> <p>The Act prescribes the process of Compulsory Acquisition of Land. Whenever the national or County Government is satisfied that it may be necessary to acquire land, the respective Cabinet Secretary or the County Executive Committee Member shall submit a request for acquisition of public land to the Commission to acquire the land on its behalf. The Commission shall prescribe a criteria and guidelines to be adhered to by the acquiring authorities in the acquisition of land. Upon approval of a request, notice must be published in the Gazette and County Gazette and served upon all persons whose interests appear in the land registry and any person occupying the land. The Commission is responsible for rules to regulate the assessment of just compensation. Procedure for the assessment, award and payment of compensation is detailed within the Act.</p> <p>The Commission has the power to create Public Rights of Way. This is defined as a right of way created for the benefit of the national or County government, a local authority, a public authority or any corporate body to enable all such institutions to carry out their functions (wayleave); or a right of way created for the benefit of the public (communal right of way). The Act sets out the procedure for application and determination of new wayleaves and communal rights of way.</p>	
Community Land Act No.27 of 2016	<p>Definition of Community Land is given in Kenya Constitution Article 63. Community land in Kenya shall vest in the Community; the State may regulate the use of community land in accordance with Article 66 of the Constitution (Regulation of Land Use & Property).</p> <p>County Government will hold in trust any unregistered community land on behalf of communities. The Act details the process of registering land as community land, registering interests and rights over community land and associated money payable for compulsory acquisition, as well as any adjudication processes.</p> <p>A registered community may, on its own motion or at the request of the County government, submit to the County Government a plan for the development, management and use of the community land administered by the registered community for approval, having sought ratification from the members of the registered community.</p> <p>For administration and management matters, the registered community must make decisions at an assembly, with decisions being ratified with approval of two thirds of the assembly (including decisions to convert or dispose of the land). Community assembly elects 7-15 members of the assembly to constitute the community land management committee, which has responsibility over the day to day running of the community, management and administration of the land including prescribing of rules and regulations, and the coordination of development of community land use in collaboration with relevant authorities.</p> <p>Natural resources found in community land must be managed sustainably,</p>	<p>County government</p> <p>Community groups</p> <p>Community land management assembly</p>

	to the equitable benefit of the community and with transparency and accountability. An agreement relating to investment in community land can be made after a free, open consultative process, containing provisions for environmental, economic, social and cultural impact, stakeholder consultations, continuous monitoring and evaluation, mitigation of any negative impacts including land rehabilitation, payment of compensation and capacity building for the community.	
Land Consolidation Act Cap 283	<p>Whenever at the request of a local authority, the Minister may order the ascertainment of rights and interests, consolidation, and registration of title to any area of Trust land (other than land under the Land Adjudication Act), through an order under this Act. When this Act has been applied to any area, the Adjudication Officer of the district in which such area is situate shall forthwith cause notice of the general effect of the provisions of this Act to be given throughout the said area.</p> <p>Within each adjudication area the Adjudication Officer may, by notice, declare one or more adjudication sections. In each such notice the Adjudication Officer—</p> <ul style="list-style-type: none"> (a) shall specify as nearly as possible the situation and limits of each adjudication section; (b) shall declare that rights and interests in land within the adjudication section will be ascertained and recorded in accordance with the provisions of this Part; (c) shall fix a period, which shall not be less than six months, within which any individual person claiming any right or interest in any land within the adjudication section is required to present his claim thereto to the Committee, either in person or by representation according to African customary law; and (d) may require any individual person claiming to be a landowner to point out the boundaries of the land of which he claims to be the owner to such person, in such manner and before such date as the Adjudication Officer shall specify. <p>The Act lays out the powers and functions of the Adjudication Officer and associated committees and public Arbitration Boards, and the process of land adjudication and arbitration. It also sets out the processes involved and the rights of and inputs needed from those claiming an interest in the land.</p> <p>The Committee may in the making of its decision:</p> <ul style="list-style-type: none"> (a) consolidate all the land to which a landowner is entitled in accordance with the provisions of section (b) require a landowner or the County council to relinquish any land to which he or it is entitled and to accept in place thereof other land; (c) require a landowner or the County council to relinquish any land to which he or it is entitled in order to create a right of way or to provide for the needs of the community <p>The Committee may also require compensation to be paid to the affected parties as part of its decision.</p> <p>Demarcation Officer ensures the subsequent correct demarcation of land in line with Committee's decision.</p>	<p>Adjudication Officer</p> <p>Civil Secretary of the Region</p> <p>Land adjudication Committee</p> <p>Private/public bodies/individuals with a claim to land</p>
Trusts of Land Act Cap 290	<p>This Act lays out the Trust for Sale provisions of land, including powers to indefinitely postpone sale of land by trustees, consents to execution of trust for sale and the provisions for implied trusts for sale. The Act covers provisions for settled land (for example left to trustees in a will, deed or agreement), their conversion to trusts for sale, and associated measures to be applied while awaiting execution of trust for sale.</p> <p>The act details the powers of trustees, for example in the sale or leasing of land and property, mortgaging, imposition of restrictions, and special measures for surface, minerals and natural resources. It also covers provisions for the investment of capital into any Trust for Sale land (for example payment for encumbrances or improvements).</p>	

Land Control Act Cap 302	<p>The Land Control Act Cap 302 sets out how the government may control the provision and transaction of agricultural land within Land Control Areas to steer appropriate agricultural development. It lays out procedure for applying for consent and subsequent appeals.</p> <p>The Minister may, by notice in the Gazette, apply control over any area through the Act if it is considered expedient to do so, and divide the area into two or more divisions. The minister must establish a land control board for each area. All transactions undertaken with reference to agricultural land in a land control area are void unless approved by the land control board.</p> <p>In respect of controlled transactions granting/refusal should be based on</p> <ul style="list-style-type: none"> - Subsequent effect upon the economic development of the land and standards of good husbandry - The agricultural knowledge, skill, company shares and existing amount of land of the person to whom the land would be disposed. - The fairness of the terms and conditions of the transaction - The resultant productivity of the land (in the case of subdivision) - Citizenship of the person, group or company to whom the land would be disposed, or status as group representative or State Corporation under Kenyan law. 	<p>Land control boards</p> <p>Provincial land control appeals board</p> <p>Central land control appeals board</p>
Land Registration Act 2012 Cap 300	<p>The Land Registration Act concerns the registration of interests in all public land, private land and community interests, as defined within the Kenya Constitution. The Act sets out the powers of the Registrar and land registry. It also lists the rights and registration process of the proprietor and lessor over land, requirements of dealings affecting land, the functions of Certificates of Title and Lease, and a number of other procedures and powers associated with land registration.</p> <p>Land registries are organised into Registration Units (further subdivided into sections, then blocks), constituting an area of land as ordered by the government. In each registration unit, a land registry is maintained keeping a land register, the cadastral map, parcel files containing the supporting instruments and documents, any plans (which may be geo-referenced), the presentation book of all applications, an index of proprietors and a register and file of powers of attorney.</p> <p>In each registration unit, a land registry is maintained keeping a land register, the cadastral map, parcel files containing the supporting instruments and documents, any plans (which may be geo-referenced), the presentation book of all applications, an index of proprietors and a register and file of powers of attorney.</p> <p>In each registration unit, a land registry is maintained keeping a land register, the cadastral map, parcel files containing the supporting instruments and documents, any plans (which may be geo-referenced), the presentation book of all applications, an index of proprietors and a register and file of powers of attorney.</p> <p>In each registration unit, a community land register is maintained keeping a cadastral map, the name of each community identified, a register of members of the community (including names and identity), the user of the land, the identity of group representatives and any other requirement under relevant law.</p>	<p>Chief Land Registrar</p> <p>Land Registrar</p> <p>County & National Government</p>
Public Private Partnerships Act No 15 of 2013	<p>A contracting authority that intends to finance, operate, equip or maintain an infrastructure facility or provide a service may enter into a project agreement with any qualified private party for the financing, construction, operation, equipping or maintenance of the infrastructure or development facility or provision of the service of the Government in accordance with the provisions of this Act. The contracting authority must base the decision upon diagnostic study and assessment and set an appropriate duration for the contract.</p>	<p>Public Private Partnership Committee</p> <p>Public Private Partnership Unit</p> <p>Public Private Partnership Node</p>

	<p>Act establishes the Public Private Partnership Committee which functions to:</p> <ul style="list-style-type: none"> - ensure that each project agreement is consistent with the provisions of this Act; - formulate policy guidelines on public private partnerships; - ensure that all projects are consistent with national priorities - approve project proposals and project lists submitted to it; - authorise allocations from the Fund established under section 68; - formulate or approve standards, guidelines and procedures for awarding contracts and standardized bid documents; - examine and approve the feasibility study; - review the legal, institutional and regulatory framework of public private partnerships; - oversee the monitoring and evaluation by contracting authorities; - ensure approval of, and fiscal accountability in the management of, financial and any other form of support granted by the Government; - ensure the efficient implementation of any project agreement; and - perform any other function as may be conferred on it by this Act or any other written law. <p>The act establishes a Public Private Partnership Unit to act as the secretariat and technical arm of the Committee and to provide technical, financial and legal expertise.</p> <p>The act establishes Public Private Partnership Nodes to appraise, undertake tendering, monitor implementation, liaise with stakeholders, and oversee the management (among other functions) of individual PPPs.</p> <p>Except as otherwise provided for under the Act, all projects shall be procured through a competitive bidding process, following guidelines published by the Committee. The Act also prescribes the procedures and submissions required as part of the solicitation of proposals, tendering process and evaluation and selection of bids.</p>	
County Assemblies Powers and Privileges Act, No. 6 of 2017	This Act sets out the powers and privileges afforded to County Assemblies, and to their associated precincts. These include immunity with regard to matters said in proceedings of the assembly, summoning of witnesses to give evidence, publications and broadcasting protections. The Act also details what constitutes a breach of privilege, and how such a breach of privilege is determined and reprimanded.	County Assembly
County Assembly Services Act No. 24 of 2017	Act establishes the County Assembly Service and County Assembly Service Board to undertake the associated technical and administrative work associated with the County Assembly. The Act outlines the rights and responsibilities of staff, board members, the Clerk and the Secretary to this Service.	County Assembly Service County Assembly Service Board
National Government Coordination Act No 1 of 2013	<p>The object of this Act is to facilitate the exercise of executive authority, provide for the effective co-ordination and administration of the national government functions, and provide for the establishment of an administrative and institutional framework at the national, County and decentralised units to ensure access to national government services in all parts of the Republic.</p> <p>The Act lays out the hierarchy of government and the procedures and functions of each level with regard to ensuring coordination across authorities. This includes specific bodies and roles for this purpose, such as the Service delivery co-ordination units which may be established to ensure coordination between County and national level. The Act also sets out process for dispute resolution, mediation and collaboration between authorities.</p>	<p>Office of the President</p> <p>Cabinet Office</p> <p>Principal Secretaries</p> <p>Service delivery co-ordination units</p> <p>County Government</p> <p>Public Service Commission</p>

County level		
Mandera Municipal Charter (2018)	<p>As directed by the Urban Areas and Cities Act (2015), the County Government of Mandera County has granted the Municipal Charter to the Mandera Municipality.</p> <p>The Charter provides governance direction to the Mandera Municipality, setting out its powers, objectives and functions in greater detail. The first and foremost objective being to provide for efficient and accountable management of the affairs of the Municipality. All powers of the Municipality shall be vested in the Municipal Board, whose powers and functions are also detailed in the Charter.</p> <p>The Charter also notes the boundary of the Mandera Municipality as being the former Mandera Municipal Council boundary as captured by the Integrated Urban Development Plan.</p>	<p>Mandera Municipality</p> <p>Mandera County Governor</p>
Mandera County Finance Act 2015	<p>The Act sets out all the taxes, rates fees and charges imposed by the County. These are based on the economic zones within the County specified within the act. It also lays out the penalties and fees to be applied in the case of outstanding rates of property tax, housing rent, business permits and general penalties.</p>	<p>Mandera County Government</p> <p>Private individuals</p> <p>Businesses</p> <p>Community groups</p>

B.3. Key planning policies pertinent to the UEP

Key Policy document	Policy thrust
National level	
Vision 2030 (adopted 2008)	<p>The objective of Vision 2030 is to transform Kenya into a 'newly industrializing, middle-income country'. It was developed through "an all-inclusive and participatory stakeholder consultative process, involving Kenyans from all parts of the country," the Vision was based on three "pillars": Economic, Social, and Political.</p> <p>All 3 pillars of the Kenya Vision 2030 are anchored on:</p> <ul style="list-style-type: none"> - macroeconomic stability; - continuity in governance reforms; - enhanced equity and wealth creation opportunities for the poor; - infrastructure; - energy; - science, technology and innovation (STI); - land reform; - human resources development; - security; and - public sector reforms. <p>Priority sectors identified as key growth drivers to achieve economic vision are:</p> <ul style="list-style-type: none"> - tourism - agriculture - wholesale and retail - manufacturing - business process offshoring - financial services <p>Priority sectors identified as key growth drivers to achieve social vision are:</p> <ul style="list-style-type: none"> - Education and training - Health sector - Water and sanitation - The Environment - Housing and urbanisation - Gender, youth and vulnerable groups - Equity and poverty elimination

	<p>Priority sectors identified as key growth drivers to achieve political vision are:</p> <ul style="list-style-type: none"> - Constitutional supremacy - Sovereignty of the people - Equality of citizens - National values, goals and ideology - A viable political party system - Public participation in governance - Separation of powers - Decentralisation
National Spatial Plan (NSP) 2015-2045	<p>The National Spatial Plan (NSP) is the national spatial vision guiding the long-term development of the country, defining general trend and direction of spatial development for the country. It provides national physical planning policies aimed at guiding micro level physical development plans. The NSP was a project identified under Kenya Vision 2030.</p> <p>The purpose of the National Spatial Plan is to provide a national spatial planning framework for the integration of social, economic and political policies. It aims to:</p> <ol style="list-style-type: none"> 1. Strengthen national economic planning by anchoring/grounding national economic policies; 2. Coordinate sectoral agencies by providing the spatial expression to sector policies; 3. To mitigate duplication and reduce wastage of limited resources; 4. Formulate Physical/Spatial Planning Policies to support socio-economic and sectoral planning; 5. Guide the preparation of regional, County and local spatial plans. <p>The objectives of the NSP are:</p> <ol style="list-style-type: none"> 1. To create a spatial planning context to enhance economic efficiency and strengthen global competitiveness; 2. To promote balanced regional development for national integration and cohesion; 3. To optimize utilization of land and natural resources for sustainable development; 4. To create livable and functional human settlements both urban and rural; 5. To secure the natural environment for high quality of life; <p>To actualize the strategies set out in the above thematic areas, policies and measures have been formulated to promote the achievement of the goals and objectives of the NSP. These are aimed at:</p> <p>1. Enhancing the country's competitiveness and economic efficiency:</p> <p>This is the primary objective of both the Vision 2030 and the NSP. Kenya shall also leverage its competitiveness by acting together with countries in the shared Economic Blocs of East African Community (EAC) and Common Market for East and Southern Africa (COMESA).</p> <p>Eldoret shall be developed as an alternative investment destination due to locational advantages and existing infrastructural provisions. Lamu and Isiolo are amongst a number of proposed urban conurbations due to locational advantages to act as alternative growth areas.</p> <p>Urban areas shall be developed according to their advantages and opportunities. The existing northern transport corridor shall be improved and modernized to enhance efficiency and to renew both rural and urban economies. Major corridors including LAPSET shall be developed to provide connectivity and integrate the economy.</p> <p>Lamu seaport shall be developed to improve the country's competitiveness as a transportation hub, as well as develop railway facilities from Lamu to Sudan and Ethiopia,</p> <p>Preparation of Spatial Development Plans for guiding development in the selected national growth areas shall be prioritised.</p> <p>2. Modernizing agriculture</p> <p>Crops, livestock and fisheries sub-sectors are the main components of the agricultural sector. There are major potentials and opportunities in the form of agri-ecological zones; irrigation potential; fishing potential; existing agricultural production practices to expand; agricultural technology and innovation; research institutions and extension services and local knowledge that can be leveraged to improve the sector.</p> <p>Agro-climatic zones I, II, III shall be safeguarded against the threat of urbanization and land subdivision. Prioritize provision of requisite infrastructure (water pans, dams, cold storage facilities and laboratories) to support ranching in respect to ASALs of Northern, Eastern, Coastal and South Western areas of the country.</p> <p>Appropriate rangelands management practices shall be adopted including observance of carrying capacity, conservation of the natural vegetation and adaptation and mitigation against climate change and its impacts and early warning systems and prompt response and recovery systems shall be adopted</p>

to make communities more resilient to drought. Urban development shall be diverted and restricted from the grain basket areas to ensure their use for agriculture.

3. Diversifying tourism

The NSP proposes a tourism development strategy that shall increase contribution of tourism to GDP through FDI earnings, develop and leverage on the existing diverse potential to give the visitors a rich tourism experience, increase and maintain number of visitors and tourist facilities and capacity. Adoption of low carbon and green tourism infrastructure options shall be a focus when upgrading facilities.

Eco-tourism will also be promoted through the provision of standards for establishments, facilitating access to eco-tourism development incentives and marketing facilities; identifying and mapping potential eco-tourism development sites; and prepare integrated spatial plans to guide development of the sector. Prepare Lamu, Isiolo and Lake Turkana Resort Cities local physical development plans.

4. Creating functional and livable human settlements

NSP pushes for modernisation of the Human Settlement Strategy of 1978. There is a need to strengthen the major conurbations to attract investment, improve living standards, use land more rationally and sustainably, and spread the benefits of development more evenly. Looking to localise Agenda 21 and actualize the visions set out for an adequately and decently housed nation in a sustainable environment. Pertinent policies and measures include:

- The expected increase in population in urban areas shall be anticipated and accommodated particularly for the main growth areas
 - Local policy frameworks to support employment and income generation shall be formulated.
- Nairobi, Mombasa and Kisumu growth areas shall be supported to enhance global competitiveness
 - including the use of Green Belts to create buffer zones and carbon sinks.
- Alternative urban areas shall be developed and supported to promote balanced regional development and spur growth
 - including principle towns of Eldoret and Isiolo amongst others
 - urban centres shall be developed as intermediate centres between the rural and principal towns
 - local plans shall define urban growth limits for principal urban centres
- Rural growth centres to be supported to act as central places and settlements to free up rich agricultural land
 - Promote agricultural sectors to stimulate rural development
 - Secondary roads as a minimum to link growth centres
- Human settlements shall be developed in line with environmental and natural resources conservation to improve living conditions
 - Map out and prohibit development in environmental sensitive areas
 - Plan and provide an integrated waste management system.
 - Strengthen the capacity of the local governing bodies to effectively deal with environmental challenges associated with rapid and sound urban growth
 - Deliberate provision of adequate and functional open spaces in urban places
 - Prescribe planning standards for open/green space on private development
 - Encourage non-motorized transport and re-introduction of public transport in major cities and centres
 - Aim for zero carbon building standards by 2032 and ensure all buildings meet energy efficiency criteria
- Provision of efficient, reliable and effective transport system:
 - Enhance provision of relevant modal split
 - Plan a mass transit public transportation system for Isiolo and Eldoret
 - Integrate NMT with existing transport infrastructure
 - Incorporate green energy in transport systems planning and redevelopment
 - Integrated urban development plan required under Urban Areas and Cities Act 2011 for each urban area or city including transportation strategy in collaboration with National Government and including NMT

5. Conserving the environment

Main focus to achieve realization of a clean, secure and sustainable natural environment is:

- strengthening environmental governance;
- waste management and pollution control;
- rehabilitation of environmentally fragile ecosystems;
- adaptation to and mitigation against the effects of climate change

	<ul style="list-style-type: none"> • improvement of the land management practices • reduce human-wildlife conflicts and curb poaching • promote use of renewable energy sources • sensitization on economic value of environmental resources <p>NSP supports mainstreaming of climate change into national and County planning processes including:</p> <ul style="list-style-type: none"> • developing and promoting use of green energy • increasing geothermal capacity • promoting growing of drought tolerant traditional high value crops <p>6. Integrating the national transport network</p> <p>National transport will be integrated with land use planning and urban based activities shall be configured to support mass transit systems to reduce the need for travel.</p> <p>Eldoret International airport shall function to support agricultural export and industrial needs in the western and north rift region.</p> <p>Proposed Isiolo airport shall be developed to support the tourism and livestock industrial activities in northern Kenya</p> <p>Proposed Lamu international airport shall be developed to support the proposed port commercial and industrial activities of the northern and coastal regions.</p> <p>Malindi airport shall be expanded and the sea port will also be developed to serve passenger travel, fishing industry, tourism and other commercial activities and regional needs.</p> <p>All major urban centres within the railway corridor shall be linked via modern railway network.</p> <p>Public transport system based on bus rapid transport system shall be provided for principal towns including Isiolo Eldoret.</p> <p>Each County Government shall develop policies to limit use of private transport and maximize on public transport.</p> <p>Environmental conservation will be upheld in planning, development and management of the transportation network. This will mean that all transport network providers are to implement international environmental legislation/agreements such as the Clean Air Initiative. The promotion of the use of green energy in all transportation systems will be done.</p> <p>7. Providing quality infrastructure and services:</p> <p>The NSP supports the development of a firmly interconnected, efficient, reliable, adequate, accessible, safe, sustainable and environmentally friendly systems of infrastructure of high quality.</p> <p>In terms of energy and electricity generation, large scale solar production will be sought in northern Kenya and other arid areas with strong reliable sunshine. In areas of high wind speed such as Isiolo and Lamu, 630MW energy will be tapped into. Green energy shall be mainstreamed and enforced in the design of buildings.</p> <p>The development of a national rainwater harvesting strategy and water storage investment plans for all villages and urban centres will be encouraged and revising by-laws to require all new development has rain water harvesting provision.</p> <p>ICT infrastructure shall be extended to cover all the rural and local growth centres.</p> <p>The expansion of sewerage systems and waste management facilities shall be promoted to improve sanitation in human settlements. This means all urban settlements shall be serviced by a centralized sewerage treatment system and solid waste disposal facilities.</p> <p>Expansion of Sewage systems and waste management facilities to improve sanitation in human settlements in Principal Towns including Eldoret and Isiolo and expand sanitation to cities including (including Chuka and Chogoria, Kitui and Lamu).</p> <p>Water supply in the proposed resort cities (including Isiolo), the new port at Lamu and in 15 medium sized towns (including Chuka and Chogoria, Kitui and Lamu).</p> <p>8. Towards a rapidly industrializing nation</p> <p>Kenya Vision 2030 aims to transform Kenya into an industrializing, "middle-income country, providing a high quality of life to all its citizens by the year 2030". The NSP proposes a framework that aims to distribute industries according to the country's different potentials to serve the far-flung markets, to exploit potential and to steer the country's economic growth.</p> <p>Cluster development strategy to focus on proximity to raw materials and markets of regional specific products.</p> <p>Identify specific sites for industrial development, and service with appropriate infrastructure.</p> <p>Provide adequate affordable energy supply to the industrial sector.</p> <p>These policies form the National Spatial Structure (NSS) which is intended to set the direction of spatial development of the country to achieve pre-determined national objectives. The NSS forms the basis for the preparation of lower tier development plans prepared at both national and County levels of government.</p>
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	<p>The NSP uses the following groupings for potential growth areas and these should be considered in more detail alongside the NSS:</p> <p>Zone 1: North West Region</p> <p>Zone 2: North East region [incl SUED municipalities of: Mandera; Isiolo]</p> <p>Zone 3: Western, Rift Valley and Central Highlands [incl SUED municipalities of: Kisii; Eldoret]</p> <p>Zone 4: Nairobi City and Metropolitan</p> <p>Zone 5: Coastal region [incl SUED municipalities of: Lamu, Malindi]</p> <p>Zone 6: Eastern and South Eastern Region [incl SUED municipalities of: Kitui]</p> <p>NSP promotes diversification of tourism and recommend adopting low carbon and green tourism infrastructure options shall be a focus when upgrading facilities.</p> <p>Eco-tourism will also be promoted through the provision of standards for establishments, facilitating access to eco-tourism development incentives and marketing facilities; identifying and mapping potential eco-tourism development sites; and prepare integrated spatial plans to guide development of the sector.</p> <p><u>Mandera specific reference in the NSP</u></p> <p>Under the vision 2030 six (6) metropolitan regions will be established to spread development and achieve regional balance. Major towns will be merged with smaller adjoining ones to spur growth. One of these regions is Wajir-Garissa-Mandera.</p> <p>Mandera is also classified as a border town, which are the entry points into the country. To promote regional integration and cross border trade, critical infrastructural development such as roads and rail network shall be prioritized. The ongoing construction of one stop border posts at several crossing points will scale up regional trade.</p> <p>Mandera is located in Zone 3 where the following policies and strategies have been identified:</p> <table><tr><th>Potentials</th><th>Policies</th><th>Strategies</th></tr><tr><td>Livestock Production Mineral Resources Agriculture (Irrigated)</td><td>Sustainable use and exploitation of natural resources Balanced growth Increased investment in social and physical infrastructure Environmental conservation</td><td>Selective development concentration Construction of key infrastructure to support resource exploitation and urban development Resource mapping and exploitation Urban development around key human settlement and investment hubs such as Garissa, Mandera, Wajir Enhanced agriculture and food production along Tana River</td></tr></table>	Potentials	Policies	Strategies	Livestock Production Mineral Resources Agriculture (Irrigated)	Sustainable use and exploitation of natural resources Balanced growth Increased investment in social and physical infrastructure Environmental conservation	Selective development concentration Construction of key infrastructure to support resource exploitation and urban development Resource mapping and exploitation Urban development around key human settlement and investment hubs such as Garissa, Mandera, Wajir Enhanced agriculture and food production along Tana River
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County level							
Mandera County Integrated Development Plan (2018-2022)	<p>The CIDP's vision is to develop Mandera into a <i>Regionally competitive and self-reliant Mandera County</i> following the mission to <i>strategically position Mandera County to be innovative, competitive in achieving sustainable progressive, wealthy, healthy, cohesive and secure for all.</i></p> <p>The CIDP is, on the one hand, aligned with the SDG's, Agenda 2063, Vision 2030 and its Medium-Term Plans and Sectoral Plans (upward linkages) and, on the other hand, linked to the Annual Development Plans (ADP) and County Fiscal Development Plans (CFSP) (downward linkages).</p> <p>The Mandera CIDP does not have a spatial plan but looks into spatial development strategies across sectors identifying specific development needs, priorities and strategies as well as identifying specific projects.</p> <p>The core objectives of the CIDP are listed below an align with those of the SUED programme:</p> <p>Core Objectives</p> <ol style="list-style-type: none">1. To ensure efficient service delivery by putting in place properly resourced and capacitated institutional, infrastructural and human resources2. To transform the agro-pastoral economy of Mandera County to be competitive, sustainable and resilient to the vagaries of climate change and recurrent droughts3. To ensure provision of efficient and effective basic services such as water, sanitation, healthcare and basic education						

4. To promote social cohesion and harmony built on equity in accessing opportunities for all
5. To ensure that interests and priorities of vulnerable and disadvantaged groups such as women, youth, persons with disabilities and minorities, are adequately taken care of
6. To provide enabling environment and incentives for investment, promote market access and value addition for private sector development and promote sharia-compliant financing
7. Ensure efficient and sustainable utilisation and conservation of natural resources and the environment
8. To put in place proper spatial plan for effective land use and infrastructure development to support economic development and service delivery

Development priorities and strategies are set out under 14 sectors. Each sector has a sector plan with a number of programmes related to a specific objective, outcome and targets.

The sectors and related objectives are:

Sector	Objectives
The office of the Governor	<ul style="list-style-type: none"> • Provide leadership in the County's governance and development • Provide strategic leadership to County executive committee in executing their mandate • Promote democracy, governance, unity and cohesion • Promote peace, integration and order within and outside the County • Promote competitiveness of the County
Road, Transport and Public Work	<ul style="list-style-type: none"> • Capacity Building • Citizen participation in the planning and execution of projects and programs • Civic education • Attract, hire, develop and retain an effective, diverse, professional, dedicated and responsive team of employees • Empower employees at every level to provide County services with maximum effectiveness and efficiency • Develop employees to become leaders who promote ethics, innovation, service, accountability and peak performance
Health services	<ul style="list-style-type: none"> • To improve preventive and promote health services in Mandera County • Provide equitable clinical services emergency and referrals
Youth, Gender and Social Services	<ul style="list-style-type: none"> • To improve work environment
Education, Culture and Sports	<ul style="list-style-type: none"> • Provision of Quality teaching and learning in ECDE Centers • To promote sports, cultural and heritage activities to enhance cohesion within different groups and harness the diversity of people's values • To empower high skilled work force • Provision of relevant skills that matches with occupation and social realities present in today's economy • To be industrialize Mandera needs people with technical skills • To get skilled manpower • Promotion of entrepreneurial culture
Trade, Cooperative and Industrial Development	<ul style="list-style-type: none"> • Formulation and Implementation of Domestic trade development policy • Promotion of retail and wholesale markets • Development of Micro, Small and Medium Enterprises • Private sector development • Promotion and facilitation of intra, inter-County and cross border trade • Promotion of use of E-Commerce • Promotion of consumer protection, Uniformity in Trade measurements and Fair trade practices • Regulation of Weights and measures • Trade development and regulation, including – markets; trade licenses (excluding regulation of professions)
Agriculture, Irrigation, Livestock and Fisheries Development	<ul style="list-style-type: none"> • Promote the growth and development of crops, irrigation livestock and fisheries sub sectors through provision of agricultural extension services and pests and diseases control. • Formulate, adopt and implement agricultural policies, legislations, regulations and

	Introduction	<p>strategies.</p> <ul style="list-style-type: none"> • Promote sustainable management and conservation of the natural resource base for agriculture. • Regulation of quality and safety of inputs produce and products from the agricultural sector. • Collect, collate, maintain and disseminate information pertinent to the agricultural sector. • To promote development of riverine, ponds, dams and aquaculture to increase fish and aquatic plants production.
	Finance, Economic Planning, ICT and Special Programs	<ul style="list-style-type: none"> • Developing and implementing financial and economic policies in the County. • Ensure compliance with the budget cycles timeliness and milestone • Coordinating implementation of the budget of the County • Mobilizing resources for funding budgetary requirements • Putting in place mechanisms to raise revenue and resources • Public debt management • Consolidating annual appropriation accounts and other financial statements • Custodian of County Governments assets • Prudent management and control of finances • Promote efficient and effective use of County budgetary resources • Monitoring County Government entities for compliance and effective management of funds • Developing capacity for efficient, effective and transparent financial management • Monitoring and evaluating implementation of County budget • Improving research and development in the County • Promoting capacity building in County ICT sector • Promoting and facilitating IT Security within County Government Systems • To ensure availability of food for all vulnerable families in the County
	Water, Energy, Environment and Natural Resources	<ul style="list-style-type: none"> • To increase accessibility to sufficient, safe & sustainable Water & sewerage services in the County • To ensure access to safe & sustainable Water supply & sewerage services in the County • Reduced Vulnerability of Local Pastoralist & Agro-Pastoralist Communities to the Adverse Effects of Drought Emergencies, Adequately Ensured • To ensure clean and healthy environment for all • To conserve ecological biodiversity • Harnessing solar energy • To promote tourism industry and create employment opportunities
	Land Housing and physical planner	<ul style="list-style-type: none"> • To improve land management and tenure security • To develop land use planning guidelines and standards for orderly development • To improve housing stock at affordable cost
	Public Service Management, Conflict Resolution, Cohesion, Integration and Devolved Units	<ul style="list-style-type: none"> • Improve the delivery of services • To improve governance, provide conducive working environment and enhance stakeholder • Achieve Citizen adherence to County laws for better service delivery • Safe and Resilient County • Provide a clean and healthy environment for the residents of the County
	Energy, Environment, Tourism and Wildlife	<ul style="list-style-type: none"> • To ensure clean and healthy environment for all • To conserve ecological biodiversity • To lighten-up the County • To promote tourism industry and create employment opportunities
	County Public Service Board	<ul style="list-style-type: none"> • To provide for organization, staffing and functioning for provision of quality, efficient and productive services
	Mandera Municipality	<ul style="list-style-type: none"> • To improve and provide efficient and modern urban services
	<p>For Mandera Municipality, the objective is to improve and provide efficient and modern urban services. The following projects are envisioned:</p>	

	MANDERA MUNICIPALITY									
	Programme	Urban Development Services								
	Objective	To improve and provide efficient and modern urban services								
	Outcome	Improved modern infrastructure								
	Sub-programme	Key Outputs	Key Performance Indicators	baseline	Planned Targets					Budget (Kshs.) '000,000
					2018/19	2019/20	2020/21	2021/22	2022/23	
	Urban Infrastructure Services	Improved and efficient urban services	KMs of road tarmacked	25	10	0	0	5	0	1,168.5
			KMs of road murrumed	9	0	5	5	5	0	60
			A complete recreational park	0	0	0	1	0	0	50
			No. of new markets constructed	6	0	1	1	1	1	120
			No. of the existing markets rehabilitated	6	0	2	2	2	0	60
			Rehabilitate Manderla Bus Park	1	0	1	0	0	0	50
			No. of kiosks/ stalls constructed	0	0	100	50	50	0	200
			KMs of storm water drainage constructed	0	5	10	10	10	0	600
			No. of SIMs landscaped	0	0	100	50	50	0	100
			No. of tree seedlings planted	4,000	3,000	2,000	2,000	2,000	0	270
			KMs of non-motorized walk-ways constructed	25	10	0	0	5	0	0
			No. of Bodaboda shades constructed	0	0	0	50	20	20	20
			No. of abattoirs constructed/ rehabilitated	1	0	1	0	0	0	50
			No. of stadia and playgrounds constructed	2	0	1	0	0	0	30
	Urban Waste Management Services	Clean and neat urban Environment	No. of garbage collection trucks bought	3	2	0	0	1	1	60
			No. of waste receptacles provided	14	14	0	0	7	7	0
			No. of litter bins provided	5	0	10	10	10	10	2
			Municipality cleaning services							100
			No. of modern ablution blocks constructed	0	0	2	2	2	2	60

Local level	
Mandera Municipality Integrated Development Plan (IDeP) (2019-2024)	<p>Mandera was established as Mandera County's County Headquarters in accordance with the Urban Areas and Cities Act (2011) which also requires the development of Integrated Development Plan covering period of 5 years.</p> <p>The ISUDP consists of a</p> <ul style="list-style-type: none">- baseline on the current situation of Mandera (population demographics, physiographic and natural conditions, location, size, administrative and political units, socio-economic and infrastructure situation),- an alignment of the plan with other key international, national and county level documents/ polices,- provides detail on-going and proposed development projects, and provides- outlines an institutional framework and resource requirements for its implementation and a

	<p>monitoring and evaluation framework</p> <p>The IDEP identifies key result areas with corresponding development needs/ challenges which are translated into strategies with specific projects to be implemented in the next 5 years.</p> <p>It sets out the vision for Mandera Municipality to become <i>A prosperous and people centred Municipality in Kenya</i>. With the mission to develop into <i>A prosperous and people centred Municipality in Kenya</i> following the Core Values of Professionalism, <i>resilience, inclusiveness, collaboration, innovation and accountability</i>.</p>		
	PRIORITY AREA	STRATEGIC STATEMENT	TARGET
	Solid and liquid waste management	Efficient management and disposal of solid and liquid waste	-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	-Design and construct open storm water drainage system Reinforcement of seasonal river banks
	Adequate and clean water supply	Reliable supply of clean water in the Municipality	-Connect piped water to all villages in the Municipality -Treatment of all water sources
	Spatial planning	Control and manage development in the Municipality	-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	-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	-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	-Identify and demarcate areas for recreation -Beautification/greening of all public spaces
	Decent and affordable housing	Provide adequate, decent and affordable housing to all	-Construction of low cost housing -Training of local artisans on ABT
	Institutionalize management of Municipality	Establish a fully operational management system	-Employ staff to fill existing departmental gaps -Equip all offices with adequate furniture and office equipment
Mandera Municipality Integrated Strategic Urban Development Plan 2015-2035	<p>The ISUDP's aims to guide physical and socio-economic development in the Municipality between 2015-2035.</p> <p>The strategic aim of the Municipality of Mandera is to become a <i>well-inclusive and safe town that safeguards its resources and promotes investments with adequate facilities for a prosperous population</i> by the year 2035.</p> <p>The ISUDP Mandera has four key outputs:</p> <p>a. The Vision and Principles for the Municipality of Mandera:</p> <p>Guiding Principle:</p> <ul style="list-style-type: none"> • Integrated Development • Sustainable Development • Compact Growth • Strategic Growth <p>b. The Structure Plan</p> <p>c. Detailed Land use Plan</p> <p>d. Sector Plans for Infrastructure and services, Environmental Management, Disaster Management, Tourism, cultural Heritage and Conservation.</p>		

	e. Planning Policy
	f. Capital Investment Plan

B.4. Members of the Municipal Board

Name	Position in the board	Committee in the board
Mr Salah Alio	Chairman	None
Mrs Abdia Abdi Hussein	Vice Chair	Chair Audit, Risk, Governance & Compliance
Mrs Famsahara Salah Maalim	Member	Chair Enforcement, Fire & Disaster Management
Mr Kullow Sheikh Kullow Mohamed	Member	Chair Finance, Planning & Development
Mr Ibrahim Malow Ibrahim Hassan	Member	Member Audit, Risk, Governance & Compliance and Environment, Energy & Sanitation Committees
Mr Mohamed Omar Mohamed Abdullahi	Member	Chair Energy, Environment & Sanitation
Mr Hussein Mohamed Hussein Maalim	Member	Member Audit, Risk, Governance & Compliance and Enforcement, Fire & Disaster Management Committees
Mr Adan Hassan Ibrahim	Member	Member Finance, Administration & Development and Enforcement, Fire & Disaster Management Committees
Mrs Zhulekha Maalim Famsahara Adan	Member	Member Audit, Risk, Governance & Compliance and Energy, Environment & Sanitation Committees
Mr Hassannoor Abdullahi Mohamed Omar	Municipal Manager	Secretary to All Committees Except Audit, Risk Governance & Compliance

B.5. 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 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	MCG, GoK, Development partners Private investors
Lack of zoning plan	Zoning regulations	Finalization and implementation of zoning plans and 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

Source: Mandera County Government, IDeP (2019)

B.6. Key information on Informal Settlements

Name	Bur-Abor (divided in two Bur Abor and Sharif)	Bella	Kahalalio	Aressa
Distance from Mandera Town	17.8 km	25km	31km	42km
Size	24ha	21 ha	22ha	22ha
Population as per 2019 census	2,253	1,560	2,603	3,344
Proximity to the River Daa	2km	1.5 km	0.8 km	
Housing	single temporary structures (90%) in clusters made from mud, timber, sticks and grass, thatch, stones, and Iron sheets	Single temporary structures with few permanent structure, material used are Mud, timber, sticks, grass thatch, stones and iron sheets	Single temporary structures and permanent structures around commercial centre Materials used include mud, timber, sticks, grass, thatch, stones, Iron sheets	Dominantly composed of temporary structures Materials used include Mud, timber, sticks, grass thatch, stones, iron sheets
Ongoing Infrastructure	None	None	Solar streetlighting, Regional Pastoral	None

interventions			Livelihoods Resilience Project (WB)	
Trunk Infrastructure	<p>Existing power lines but not connected to electricity</p> <p>No trunk sewer</p> <p>Solar powered borehole serving settlement</p>	Existing powerline but most of the units are not connected	<p>Existing powerline which terminates in the town</p> <p>No sewer trunk, use of pit latrines is dominant</p> <p>Water from the river is piped down to collection points</p>	<p>Residents rely on solar energy and fossil fuel</p> <p>No piped water</p>

Source: Ministry of Transport, Infrastructure, Housing and Urban Development, *Informal Settlements: Data Collection Template (2020)*

Appendix C. Social inclusion assessment study

C.1. Introduction to SUED's approach to Gender and Social Inclusion

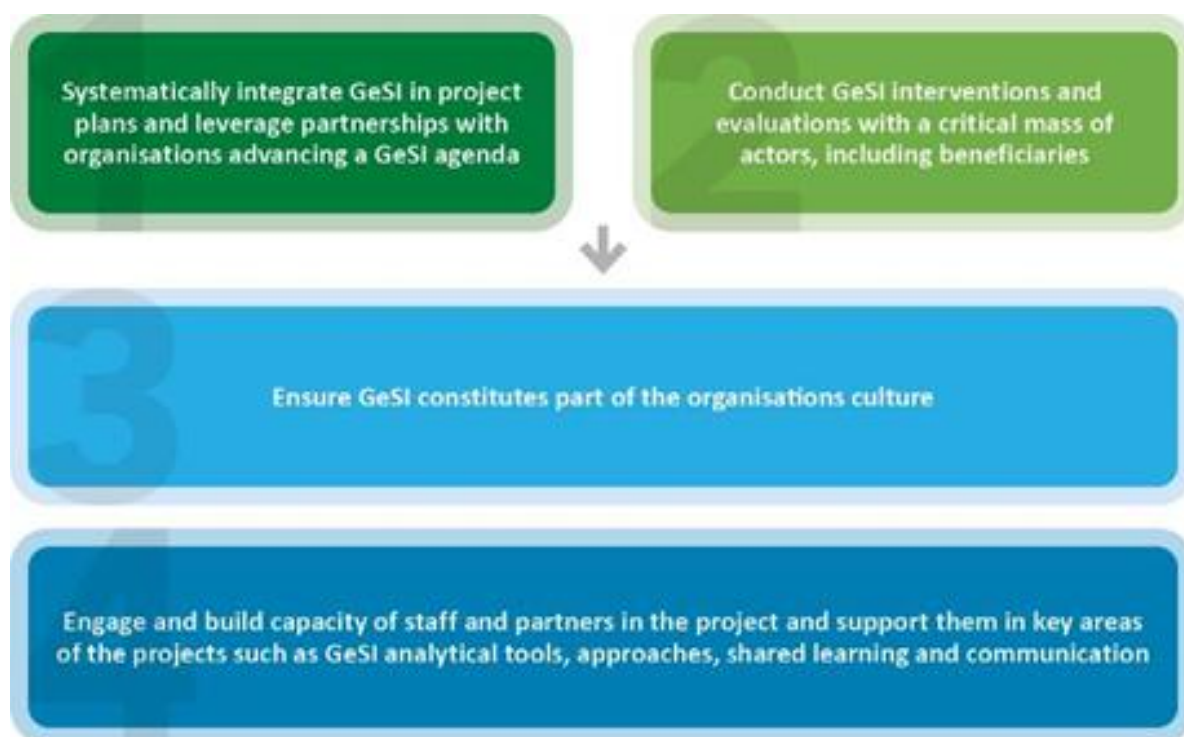
The SUED programme under its social inclusion principle aims to deliver inclusive economic growth and poverty reduction in the selected municipalities in Kenya. The SUED Programme promotes a sense of ownership of development projects amongst host communities and encourages shared benefits, hence advocating for project sustainability.

According to the Programme's Gender and Social Inclusion (GeSI) guidelines, the focus will be on:

- Inclusive Urban Economic Development;
- Inclusive Value Chain Development and;
- Inclusive Monitoring, Evaluation and Learning.

The guidelines further present the below as the Programme's critical elements of the GeSI strategy as shown below.

Critical Elements of a Gender and Social Inclusion Strategy



Source: Strategy to Integrate Gender and Social Inclusion in SUED Programme (July 2019)

In view of the above critical elements, the anticipated Programme impacts will be increased household incomes, equitably distributed among the adult household members of different sexes, ages and PWDs from the diverse social categories constituting the beneficiary community's population. This includes equitably distributed income under the control of abled and disabled women and youth, from different social groups through self or other employment in low risk jobs that are profitable and without drudgery.

Evidence from social analysis of gendered impact of economic development programmes such as crop, dairy and fish value chains, has demonstrated that although household incomes have significantly increased with commercialization of production and formalization of markets, women end up working more, but losing control of even the little income they controlled before the intervention. Chances are that this dynamic happens to other marginalized groups, such as the youth and PlwHIV/AIDs.

C.2. Data collection and information

Secondary Data

A series of documents and legislations have been reviewed. The legal and policy provisions are detailed further below explaining each one's relevance in the SUED Programme.

Relevant International and national legal and policy documents relevant to social inclusion, these included:

- International Framework - Convention on Elimination of All Forms of Discrimination Against Women; Convention on the Rights of Persons with Disabilities
- National Framework - The Constitution of Kenya, 2010; The County Governments Act, 2012; Employment Act, 2007; National Youth Employment Authority Act, 2015; Persons with Disabilities Act, 2003; HIV and AIDS Prevention and Control Act, 2006.
- National Policies - Kenya Vision 2030; Sessional Paper No.3 on National Policy and Action Plan on Human Rights, 2014; National Policy on Older Persons and Aging (2009); National Policy on Gender and Development; Kenya National Youth Policy 2006; Public Sector Workplace Policy on HIV and AIDS 2005.

Further, the following were also reviewed:

- Mandera County Integrated Development Plan (2018 - 2022);
- Status of Equality and Inclusion in Kenya Report (2016);
- Strategy to Integrate Gender and Social Inclusion in SUED Report (17th July 2019);
- Social Inclusion in Macro-Level Diagnostics, Policy Research Working Paper 7713 (June 2016) and;
- The World Bank's Inclusive Cities Approach Paper (May 2015).

Primary Data

Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were held between 10th December 2020 and 26th February 2021. The primary data collection exercise was organised such that the key informants were contacted first to aid with mapping of the excluded groups, who were later reached out to through FGDs.

FGDs were held to get in-depth information from purposively selected representatives of Persons with Disability, youth, women and PlwHIV/AIDS.

The below summarises findings from the FGDs.

PWDs Focus Group Discussion	
24/2/2021	Granada Hotel
FGD Total No of Participants: 13	Male: 8 Female: 5
Area	Information
In attendance	<i>Attendance sheet attached</i>
Do you agree that Persons with Disability are usually excluded in socio economic activities and human services delivery in Mandera?	Yes. All the participants agreed that they face exclusion.
How and why do you think PWDs are excluded or discriminated against?	R2: (Access to social services) We are not given any services especially in the hospital whereby due to our nature we could have being given a priority. It is hard because we are treated poorly in the hospital and it is difficult to access places that don't accommodate us. R5: Lack of representatives we don't have any person who can represent as in any office, so we are excluded. There are no people who can advocate for us and represent our interests and people forget about us very easily. R4: We are not given any opportunity to say what we want, and people look down on us for the way that we are different. People think that we are helpless and cannot do anything, so we are looked down on and we face problems getting jobs and help from government and others.

	<p>R3: people say that our disability is inability they think that we cannot do anything. Even our families think of us as a burden to them which makes things very hard. Our community does not take us seriously, so we are forgotten very easily.</p> <p>R6: We are not given any respect by the community. They think that we are useless people. We just want people to see us as people who can do things and have value for the community.</p> <p>All the members said that all this is just because of our disability and nobody recognize us a people who are living, priorities are given to the able once can fight for themselves.</p>
<p>How do PWDs perceive themselves and how do they feel they are being perceived by the communities they live in?</p>	<p>Self-perception</p> <p>R13: See myself as the same as any other human beings who are not disable. Being disabled doesn't mean I am half a human being. I am just as valuable as any other person, so that being the case I take myself like any other living human being.</p> <p>R11: I see myself as something who is very stable as my situation is from the Almighty and I am not in a position to change it I feel so proud.</p> <p>R1: I see myself as someone capable and not weak than the normal people who are not disable since I can as well do everything that they do, also take my children to school for education just I like others so I don't see anything wrong with my disability.</p> <p>R12: I perceive myself as someone who have the ability to do things on his own. As I was a teacher before and I have not hated myself because of my disability and therefore feel proud of myself.</p> <p>Perceived by the community</p> <p>R12: less considered by the community see as people who even doesn't exist so they forget about us and don't think of me. When I am thought of people think we are just there as a burden for them since they think we can't do anything on our own.</p> <p>R13: Insult. The community will insult them us with our disability for example if you disagree with a person over something you are not in a position to insult or to fight him back because you fear he might insult me with my disability. It makes me feel very quiet and scared and also impacts my ability to make a good livelihood.</p> <p>R4: we are called with all sorts of names even when walking on the street young children will call you by names you don't see they will say the blind, the limper. It is very harmful to us and how we feel very uncomfortable in our own home.</p> <p>R10-we are looked down upon especially in the mosque. I myself I am a sheikh and I am not allowed even to preach in the mosque because of my disability which is not supposed to be the case.</p> <p>R7-there is no assistance that we are given as its done for other people like the vulnerable and the poor who are sometimes given assistance by the government or even NGOs but for our case we are not even recognized anywhere .</p> <p>R12-we are not given any opportunity within the community because there are some disabled people who are educated and are qualified and in case there is vacancy, we are not given the opportunity thinking that disability is inability.</p> <p>R11: We don't have any representatives in Mandera every cohort in have their leader who present their demand to the public but for our case nobody counts us as human beings. We need to be represented better and to have leaders in our community.</p>
<p>What are the main economic activities that PWDs engage to earn a livelihood?</p>	<p>R6: I am a small-scale businessman and I sell things like animals drugs, perfumes, and I earn a living out it.</p> <p>R4: I am a retired civil servant. I used to work for the county government. Now all I depend on for my livelihood is the KES 15000 pension money that I</p>

	<p>receive every month. Now I depend only on this since there is no any other source of earning for me.</p> <p>R3: I am blind, and I am not in a position to do any task but I have a children who is a teacher of duksi (Islamic teacher) and he provides a livelihood for me and I depend on him.</p> <p>R13: Sell things on the street and the things that I sell includes, samosa, lollipops, sweets, which sometimes might not even give me anything and that is how I get my livelihood. It is hard because people treat me badly even if they buy from me and I can be yelled at and called names.</p> <p>R12: I was a teacher before but now I am jobless, but my wife has a sewing machine and that where we get our livelihood as a family from. It is very hard for me to get a new livelihood because people do not think of me as able to do work.</p> <p>R11: I am a tailor and this sewing machine was provided for me by the government and I normally sew cloth for people and that is how I get my daily bread. It is enough to live.</p> <p>R10: I was a driver of a taxi but now I am a mechanic since my taxi get a mechanical breakdown and I don't have the funds to repair it.</p>
What challenges do PWDs face as they go about the socio-economic activities?	<p>R13-since I sell something on the street, they are no customers since people will just automatically end up going to the big shops and the wholesalers. People don't want to buy from a disabled person and most days end up without selling even a sweet so that is my challenge.</p> <p>R6-since I face small business of selling animals drugs my biggest challenge is the corona virus which kept people indoor and even people lack money therefore the demand for my goods went down since people have but priority to save the life of people and not the animals during this pandemic.</p> <p>R4-the biggest challenge is the government forcing us to pay tax from the small business which even cannot give daily bread for our children and it has become difficult for us to pay the tax as it is a burden for us.</p> <p>R8- the challenge is also the enforcement officers (kanjos) since they are always there telling us to provide license for the nosiness which by all means we are not in a position to get it.</p> <p>R10-as a mechanic am looked down upon as a disabled person. People see my disability when doing my work and people think I am not in a position to do the work. Therefore, I struggle to get up to even on customer in a day.</p>
Are there economic opportunities for youth PWDs in the Municipality or they do have to move to neighbouring Counties or Countries for jobs?	<p>The members said that there are no opportunities that are for them since they are seen as people who are unable and can't do anything .and there are also some reasons as to why these opportunities are not given to us and among these are :</p> <p>R4-the opportunities are there but we are not in a position to look for it because of our level of education and that is the reason as to why we are not provided with such an opportunity and the kind of job that we can do is even very limited.</p> <p>R6-they are also some opportunities are jobs that we are capable of doing like watchman, but nobody will give us just because we are disabled.</p> <p>R8- we are not also in a position to go to other counties or countries to look for job since we are disabled even the movement is very limited</p>
Has Mandera faced any climate related disasters in the last 5 years?	<p>Yes, all the members said climate related disaster are there in Mandera County.</p> <p>If yes describe the disaster?</p> <p>The member's said that the disasters are flood and drought those are the two main that has affected and is still affecting Mandera too much.</p> <p>Flood</p> <p>Members said that flood has occurred in Mandera County particularly Mandera west and Mandera North.</p> <p>R11-the flood that had occurred was so severe that it has caused a lot of destructions. Many people died and many people lost their livelihoods.</p>

	<p>R4-among the destructions it has caused include: Road blockage and due to this there was no movement by vehicles as a result the price of the food in the market increased as its demands was so high because there is no vehicle that will bring food to the market and everyone compete to get it even if it is very expensive because you don't have otherwise.</p> <p>R8-it has also caused destruction on agriculture since all the crops planted was carried away by the heavy rain or the flood leaving people with nothing to harvests.</p> <p>Droughts</p> <p>The members said that drought is there, and it is still affecting us and this drought has occurred in the whole Mandera county and no specificity it is very severe and has a lot of effects on us among these effects are;</p> <p>R6-the drought has caused lack of pasture for the animals until it has reached to an extent of people and animals competing for food since we also cook food for the animals to feed on because there is no pasture in the bush.</p> <p>R8-drought has also caused lack of water especially for human consumption as well as watering the animals as a result people are now taking or drinking water that is contaminated and not good for our health,</p> <p>If yes how did citizens and especially PWDs recover from it?</p> <p>R4- we have got support from the government that is both national and County Government. The County Government provided us with water tanks that will take water to the areas with no water as well they have also sometimes also helped us in terms of funds.</p> <p>R13-selling assets I have personally sold my own plot because I had two and because of the severe drought I sell it off and used the money during these drought season.</p> <p>R12- get support from NGOs especially world vision that has saved us bb distributing for us relief food which was so helpful for us because by that time the food in the market was very expensive due to the flood therefore we have got the help.</p>
<p>Have you experienced any form of conflict in Mandera in the last 3-5 years?</p>	<p>Yes. All the members said it was there.</p> <p>If yes, describe the type of conflict?</p> <p>R6-the type of conflict that was there is clan-based conflict and country border conflict. There is conflict between different clans and there is a lot of conflict between Somalia governments and also Kenyan forces.</p> <p>R8-clan based conflict was between Gurreh and Murale as well it as also between Gurreh and Degodia .this has occurred in mandera south and the one between Gurreh and Degodia has occurred in Banisa sub county .the conflict was so chronic and lasts for a long time.</p> <p>R7-the country border conflict has occurred in Mandera east and Bula Haw and the people involved are Janani military who are from Somalia but camped themselves on Kenyan side as well as the Somalia military who were on the Somalia side that is Bula Haw and it was so severe</p> <p>Effects of the Conflict</p> <p>R6-Due to the conflict many people run away from their home and looked for a safer place in the nearby sub counties and many of them have not yet returned to their home as a result they are being displaced.</p> <p>R13-the conflict leave people in a lot of tension and fear because they are worried that the war might break up any moments and so they are lock up since freedom of movement is denied due to fear.</p> <p>R10-the conflict has caused destruction which includes burning of houses leaving people homeless and don't have anywhere to stay and it has as well destructed agriculture and all the crops burnt to ashes.</p> <p>R11-the conflict also caused a lot of people were injured from both sides and some are still in hospital undergoing treatment while others have now become disable as a result of the conflict.</p> <p>Many people were also killed in the process on both sides and indeed most of the people who were killed were just innocent citizens who have not even involved in the conflict since this people died there families are also undergoing a psychological trauma because of the incident that happened unexpectedly.</p>

	<p>R9-There was lack of network for the number of days that the conflict was going on because the network mask was destroyed and there was no form of communication for quite some days.</p> <p>How did citizens especially PWDs recover from it?</p> <p>Members said that they have not yet recovered since it is still going on and not yet over and they have suggested that the only way they will recover from it is by preaching peace to all the people so that peace may prevail in Mandera County.</p>
Do you know of any government departments or NGOs in the Municipality that works with PWDs	<p>R6-NCPWD (national council for people living with disability) and this are some of the things they have done:</p> <p>R8- NCPWD normally give bursaries for our children who are schooling especially those who are in secondary schools.</p> <p>R10-There are some providing us with materials and among the materials are sewing machines, saloon for the women as well as car wash materials. I received support from NCPWD.</p> <p>R13-NCPWD usually provides us with crutches for those of us who really don't move around and is difficult.</p> <p>R7-NCPWD also sometimes provides us with funds for the whole group but not at all the time.</p> <p>R11-NCPD also provides scholarship for any disable persons who are willing to study.</p> <p>R10-NFPWD (National fund for people living with disability) they also provide us with materials like wheelchairs as well we are funding us sometimes as well they also educate us on our rights according to the constitution.</p> <p>R5-Save the children also helps us with the provision of seminars most of the times.</p> <p>R13-Islamic relief. This organization also help us with relief food sometimes especially during Ramadhan and also during Edd days.</p>
In view of the SUED Programme's scope and components, how do you think PWDs can be socially, economically and spatially included in UEP development and implementation?	<p>R4-recognition. We hope they will recognize us and give us opportunities to represent ourselves in that way we will be recognized. We want to be included and given opportunities to be leaders.</p> <p>R10- We need to have more leadership in decision making. Also, we request that our right to be considered since our right is being denied because whatever services that is meant for us is normally taken by others.</p> <p>R13- We should be given priority in government offices as well as services like employment. We can have support to strengthen our businesses and have better livelihoods.</p>
Do you have any other comments or recommendations regarding the topic we have been discussing?	<p>Recommendations</p> <p>R9- recognition by both the governments and the community at large.</p> <p>R10-to be given a project or even contract which will help us to sustain ourselves.</p> <p>R6-To be supported and not segregated.</p> <p>Comments</p> <p>The members said that they are very thankful for the session and wanted it to continue even some other times.</p>

Youth Focus Group Discussion	
24/2/2021	Granada Hotel
FGD Total No of Participants: 13	Male: 8 Female: 4
Area	Information
In attendance	<i>Attendance sheet attached</i>

<p>Do you agree that Persons with Disability are usually excluded in socio economic activities and human services delivery in Mandera?</p>	<p>Yes, all the participants agreed that they are excluded from all kind of services within the County be it social, economic or political.</p>
<p>How and why do you think the youth are excluded or discriminated against?</p>	<p>R3- we are not included because in terms of services it is only the elders that are being called and decide on what to do with it in terms of clans and the services are just taken by them without our knowledge and consent.</p> <p>R5-our issues as youth are not well captured and not put into considerations that is in terms of budget as well as employment and that is how we are treated as youth this means that we are being used by the elders.</p> <p>R4-according to the constitution 30% job opportunities are for the youth and that 30% are just taken and given to others and the youth will continue remaining jobless until we give hope and regret as to why even we have joined school at first.</p> <p>R10-we are not even made aware of the opportunities that is there for us as youths and there is a phrase that they have put saying that the job for the youth and money for the elders this means that the jobs for the youth are taken by the elders.</p> <p>Why?</p> <p>R3-the reason is that we ourselves not going and seeking information on what services are available for us that is both at the ministry of youth as well as the County Government so it is ourselves as people don't know anything about the affairs concerning them.</p> <p>R2-We ourselves don't understand our rights and roles as youths. We are just their instead of using the right channel to fight for our right we are just confuse and don't really know where to start from ,so we are excluded because we don't even do follow up even if it means going against our rights .</p> <p>R5-we also have no services from the office of the County because of lack of access to the office itself and even if you get in nobody will attend to your demand because people will just refer you to the governor and we are told that ministries cannot do anything without permission from the governor hence giving as a challenge.</p> <p>R6-corruption is the key reason as to why we are excluded because bathing that comes from the County Government will never trickle down to the youths because there are cartels working in between the governments and youth.</p>
<p>How do the youth perceive themselves and how do they feel they are being perceived by the communities they live in?</p>	<p>By themselves</p> <p>R8-we perceive ourselves as an agent of change and feel that it is only through us that innovative changes takes place and change the lives and living standards of our community who are 99% living below the expected standard.</p> <p>R1- we perceive ourselves as peace ambassadors if we as youths won't participate in any peace negotiations meetings it will be very difficult for the elders to control the situation because by then the youth will become the inciters in the violence so we are peace ambassadors.</p> <p>R3- the youths are the fulcrum that holds the community together because we take our community as one without look at them in terms of race, color or ethnicity and we always advocates for the unity of our community all the time.</p> <p>R6- we perceive ourselves as the eyes of our community since most of the people in the community are illiterate and there level of understand things might be low ,so we are there to eradicate illiteracy among them and show them light and make them come to self-realization.</p> <p>R10-we perceive ourselves as the umbrellas of our community as well as being a role model to our younger and upcoming generations in terms of guiding them and leading them by examples.</p> <p>Community perception</p>

	<p>R5-if you are working the community will see you as useful and fruitful people in the society but if you are not working and then don't have any job and just idling they will see you as goons in the street.</p> <p>R8- the community also see us as destructors because they associate us with violence as well as the use of drugs. So whenever they see us they see us as an obstacle to them.</p> <p>R4-We are seen just as a ladder for them to use .so they will use our names to get resource from the County Government and consider us only when they need us most especially during campaigns.</p>
What are the main economic activities that the youth engage in to earn a livelihood?	<p>R8-Most of us engage in construction of houses, so I have to go very early in the morning and do the work the whole day and that is the only means to earn livelihood.</p> <p>R6-I practice farming activities especially along the rivers and among and among the crops that I grew include maize and beans and after harvest I will sell the maize and beans to make money. This is difficult when drought comes and is impacted by floods.</p> <p>R4-I normally do hawking and among the items that I normally hawk includes shoes, belts and clothes for men ,so this is not so reliable for me because within a day I might end up even not selling anything at all.</p> <p>R5- I am a bodaboda driver and that is how I get my livelihood though most people in this area prefers using other means of transport especially taxi but all in all it will give me a living at the end of the day.</p>
What challenges do the youth face as they go about the socio-economic activities?	<p>R8-as I engage in construction the challenges that I face includes people not ready to engage us in doing the construction instead they call or give that opportunity to other people from other counties or even from outside to do for them the work.</p> <p>R4-Hawking has been a challenge as first it is very tiresome moving from one door to another for the whole day and look of place to sit especially where I could have done my business in terms of a room instead of hawking.</p> <p>R5-I have a challenge since I am a bodaboda driver I face a stiff competition with the taxi people and most people in the community prefer using the taxi as a means of transport and carry many things at a go than bike so giving me a challenge.</p> <p>R9-the youth most of them engage in small scale business and this needs plan and skills people lack the skills now on how to set up their business. We need more mentorship and support to set up business.</p> <p>R10-lack of customers is also a challenge since people will go for the big shops so you end up getting no customers during the day. It is hard to compete with the big shops because they are better known and sometimes have better goods than mine.</p> <p>9) are there economic opportunities for youth in the Municipality or they have to move to neighboring counties or countries to look for job?</p> <p>All the participants said that the opportunities are there and among it is.</p> <p>R10-there is youth fund which is specifically for youth and they use it to set up a business as a group or do with it any project that will be helpful to us as a group.</p> <p>R1-there is also agroforestry program for the youths which is in form of a tree planting both at the County Headquarter as well as at the market or public places.</p> <p>R8-we are also given opportunities as cleaners at offices as well as sanitation program which is really helping us because it is paying as a living.</p> <p>R11-there is also an opportunity which is recently given to the youth which is called work in the street and it involves cleaning the streets and on the main roads which is paying the youth sum of money.</p> <p>The participants have also said that they as well go to other countries to look for job especially Somalia which they said that there certificates is more valuable and wanted in Somalia than in Kenya.</p>

<p>Has Mandera faced any climate related disasters in the last 5 years?</p>	<p>Yes the participants have said that climate related disasters are there and among them are: flood, drought as well as locusts.</p> <p>Flood.</p> <p>The participants said that this has occurred in Mandera east especially along the river daua, the flood was so severe that it had a lot of effects and among the effects are:</p> <p>R5- flood has caused displacement of people especially those living around the river because they have to look for a safer place which is far from the river so that they won't be a victim.</p> <p>R9- flood has also caused destruction of crops as it has destroyed and carried away all the crops that we have planted in that season.</p> <p>R2- the flood has also cause outbreak of diseases such as malaria due to the mosquitoes that has resulted from the water that stagnated in those areas around the river dues to the flood.</p> <p>R8- the flood has also resulted to loss of lives for the people who were living near the river as they were carried away by the water this is especially young children.</p> <p>R4-Water engines was also destructed and carried away by the water as a result now we don't have anything to water the crops especially during this drought season.</p> <p>R12- the flood has also hindered crop production because of too much water which become stagnated in the place and as we normally it doesn't need too much water.</p> <p>R9-low yield production because of the flood which has led to soil erosion and the fertility of the land was lost as all the manures were carried away by the water.</p> <p>Drought</p> <p>All the participants said that the drought has occurred in the whole Mandera County. It was so severe and this is among the effects that it has caused.</p> <p>R10-the animals are dying day in day out especially goats and sheep's as well as cattle's that cannot stay without water for long like the camels.</p> <p>R9-the drought has also caused lack of water and due to lack of proper water harvesting by the people during the rain.</p> <p>R4-there is lack of pasture for the animals making the animals so emaciated and perishing every moment one after the other.</p> <p>R5-drought has caused migration of people especially the pastoral communities has to migrate from one point to another to look for pasture and water for their animal.</p> <p>R6-the drought has also lead to conflict because people are conflicting over water and pasture due to the drought.</p> <p>Locust</p> <p>The participants said that the locust has occurred in the whole Mandera and it was so severe indeed.</p> <p>Among the effects of the locusts includes the following:</p> <p>R12-it is the locust that has caused even the drought since it will feed on all the pastures on the land and make the place turns to be drought.</p> <p>R5- locust has also cause destruction on agriculture as it will feed on al, the crops on the farm and you are not in a position to prevent since it is a swarm.</p> <p>R8-the locust has as well lead to food scarcity as the only way people will get food was to harvest there agriculture since it has destroyed people are dying of starvation.</p> <p>Recovery</p> <p>R5-we have received support from NGOs especially Red Cross which has really helped us in distributing utensils and household items and mosquito nets.</p> <p>R6 –received support from the county government, they have distributed food for us though it was not enough, but it was of help at that moments.</p> <p>R4-using our savings especially on the side of the ladies they sold their jewelries to recover from the disaster while others also sell their animals or other properties like plots.</p>
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<p>Have you experienced any form of conflict in Mandera in the last 3-5 years?</p>	<p>Yes all the participants said the conflict was there and among the conflicts that were there include clan based, resource conflict as well as country border conflict.</p> <p>Describe the conflict</p> <p>Clan based.</p> <p>It has occurred in mandera north, mandera south and lafey .it was so severe and the people involved were as follows. The conflict that was in mandera north was Gurreh and Degodia while the one in mandera south and lafey was between gurreh and Murale.</p> <p>The resource conflict</p> <p>The conflict occurred in banissa Sub County the people involved were two gurreh community which was kiliya and oytira .the conflict was over land and it was so severe.</p> <p>Country border conflict</p> <p>This has occurred in the border of Kenya and Somalia that is Bula haw in Somalia and mandera in Kenya and it involved between Janan militia who were from Somalia but harbored in mandera and the Somali militia from the other side it was so severe and this are some of the effects it has caused:</p> <p>R3-the conflict has led to loss of lives as many people have died in the process especially the one of the country border conflict.</p> <p>R12-people were also internally displaced since they have to move and look for a safer place .so they have moved with their family and most of them have not yet returned to their homes.</p> <p>R11-the conflict has also lead to hunger and starvation since people cannot move from their homes and getting food for themselves from the market becomes very difficult.</p> <p>R1-the conflict has also affected the education sector as schools were closed since no one can risk his or her life in the name of going to school that both the teachers and the students.</p> <p>R7-the conflict has also caused divorce especially for the case of clan based when the wife and the husband both comes from the conflicting clan then everyone of them support his or her clan leading to a separation.</p> <p>R5-the conflict has also led to destruction of properties especially the one of the borders, all the houses that were around them were burnt to ashes living the people homeless.</p> <p>R2-conflict has also resulted in animals wrestling especially the clan based as the two clans will be looking for a way of revenging and the only way is to wrestle the animals.</p> <p>R9-the conflict has also led to fear and tension as people will be waiting for it to end and incase it will end; they will fear that it might break out anytime again.</p> <p>R6-the conflict has also led to slow down of means of transport as people fear that they might be ambushed in between before even reaching their destination.</p> <p>R4-in the process of the conflict many security personnel lost their lives and died in line of duty.</p> <p>Recovery.</p> <p>R12-one way of recovering from the conflict is through reconciliation by the people involved since it is through peace that we can recover.</p> <p>R9- the government especially County Governments holding peace talks meetings and negotiations between the communities involved.</p> <p>R8-we have also recovered by signing an agreement with one another and the government signed and said that whoever starts the conflict again will face the law of the country.</p> <p>R1-the NGOs has also assisted in bringing the communities together so that peace prevails between them and they become brothers.</p> <p>R2- peace preaching by the ulamas from both sides has also helped because there is no reason as to why we shed blood of one another.</p>
<p>Do you know of any government departments or NGOs in the Municipality that</p>	<p>Yes, all the participants said it is there.</p> <p>R1-RACIDA which normally give us a session to discuss the challenges that we have as youth and as well educate us on our rights.as well as giving seminars and trainings on security issues.</p>

works with PWDs	R5-YAPAD which brings people especially youth together in terms of games and marathons as well taking the youth for benchmarking to the national level in order to brainstorm them of conflicts. R7-islamic relief this also helps the youth in provision of training on saloons, electrical engineering in TVETS as well as mobilizing for peace making. R10-MPDA (Mandera peace and development agency) which helps the youth in capacity building in terms of funding.
Do you or your organization have any information, data or study reports regarding the youth or other vulnerable marginalized groups?	Yes, all the participants said yes, it is there and among them is. R5-MYE (Mandera youth empowerment) and you can get them from our website and the contact person is youth leader Zakaria Abdinur. R8-MYNI (Mandera youth networking initiative) you can also get us from our website and the contact person is the chairperson who is Mohammed billow.
In view of the SUED Programme's scope and components, how do you think the youth can be socially, economically and spatially included in UEP development and implementation?	R3-by providing civic education for us on youth empowerment program since it will really help them in one way or another. Youth leadership is very important. R5-By involving us in decision making on all the plans of development within the Municipality therefore by so doing youth are included. We need more leadership opportunities and mentorship to be involved in decision making in Mandera. R4- by also creating job opportunities for the youth at all the levels of governments, youth not only the educated once even the illiterate also. R10- you can as well help them in mentorship program so that we as youth won't get a chance to go astray. There are many bad things that can take youth away such as drugs and extremism. We need better mentors and opportunities for economic development. R4-strict implementation of the constitution on the rights of youth, if only that is done then we are socially, economically and spatially involved in UEP.
Do you have any other comments or recommendations regarding the topic we have been discussing?	Recommendations R12- provision of more civic education for the youths and as well capacity building on business and leadership. R4- implementations of resolutions like YEGBO to the end since it is very important for the youths. R5-Giving youth an income generating activities. R10- educating youths on their rights and the right channel to seek assistance from. R6- youths to be involved in decision making. R3-To set up care rehabilitation center for the youths. Comments. We really appreciate RACIDA and Atkins for the session and warm welcome.

Women Focus Group Discussion				
26/2/2021	Granada Hotel			
FGD Total No of Participants: 13	Female: 13			
Area	Information			
In attendance	<i>Attendance sheet attached</i>			
Do you agree that women are usually excluded in socio economic activities and human services delivery in Mandera?	Yes, all participants agreed that women face exclusion.			
How and why do you think the women are	How R6-we are not considered in any activities like development plans be it social,			

<p>excluded or discriminated against?</p>	<p>economic or political issues so the people in the community count us as if we don't even exist.</p> <p>R1-we are not recognized anywhere within the community .it is only during campaign that we are looked for so that we can vote for them but immediately they win nobody will again care about us.</p> <p>R3-we are treated as people who don't have any rights as it is violated by the men, the men don't want us to participate in any activities especially working in the offices they feel we have taken their position .</p> <p>R9-not considered in terms of job opportunities and if you enter any County offices today it is only men who are there without considering the two-third gender rule therefore we are not represented anywhere in the county.</p> <p>R8-bursaries not given to our children especially the vulnerable and the orphans who are single parent and the bursary is normally given to the rich who are already stable as most of the mother's today are the head of the family since the husband died.</p> <p>Why</p> <p>R4-just because of our weak nature they have taken us as people who are useless people who just exist and don't have any power to participate in any activities.</p> <p>R10- Because of our role in the society and how we have put yourself as well as the perception of the society from when we are born taken as a very weak human being who are just there but have not value be it to the society or even to themselves.</p> <p>R6-because of illiteracy is also a reason as most of the women re not educated and even don't have the basic knowledge since they have never went to school therefore, they don't know the chances that are even available for them including women empowerment.</p> <p>R1-because we are voiceless even if our right is violated we don't have someone who will stand we for us ,represent our demands and fight for us due to that we can't even talk because we fear the men.</p> <p>R9-lack of liberty and freedom. We us women we lack liberty and that is why we are discriminated because the men are using diplomacy to divide us because they are very sure that once we are united we can make a great change and we are strong so to avoid that they will make us against one another.</p>
<p>How do the women perceive themselves and how do they feel they are being perceived by the communities they live in?</p>	<p>By themselves</p> <p>R5- we perceive ourselves as the most important part of the community and we are so valuable that without us the whole community will not prosper .so we act as the backbone of the community.</p> <p>R10-we feel we are the bread winners of our family since 98% of the families depend on women for basic need since they have businesses and so they are the people who are the key providers for their family even if it means going out of their way.</p> <p>R4- we see ourselves as the key role players in educating our children because in case they need to be taken to school ,madrassa or duksi the men won't bother so it is our task to take them and be aware of them in case they need anything for their education be it fees or even other stationaries required.</p> <p>R11-we are so special in the community and we are the stakeholders of the entire community because we are the people who make home since the men are out on work most of their times so we are the time who take most of their time at home and are aware of all the affairs off the family.</p> <p>R9- we are also very important and once we all become united a greater things and change will take place showing how important we are.</p> <p>Community perception</p> <p>R9-according to the community we don't have any right and we are not supposed to raise our voice over everything, so we are just like an object.</p> <p>R10-our main role according to the community is just to get married, bear children also just do cooking and washing for the men therefore we are not supposed to engage in any other activities.</p> <p>R6- according to the community we are not allowed to participate in decision</p>

	<p>making at any given time even if the issue is affecting us directly so it is like we are being silenced by the men since they act as a voice for us.</p> <p>R8-even immediately after birth and a girl is born the community including the father will see the girl as a burden for them but when a boy is born the whole community becomes happy and even a kind of party for celebration is conducted immediately.</p> <p>R7- in terms of education the community only recognize the male gender while the female once are just kept at home without education since they will cook and do all types of cleaning at home so there is no time that she will go to school as she will be busy doing home chores.</p> <p>R5- in case of job the female are not normally given a lot of support by the community or even family as they do for the other gender.</p>
What are the main economic activities that women engage in to earn a livelihood?	<p>R6- I have a small hotel whereby I prepare tea and take it to different places and offices so that they will buy it from me, and this people are my all-time customers.</p> <p>R5-my work is just to walk around to look for job to do especially washing clothes for people as well as building houses for women that is the traditional huts and get a small wage out of it and that is how I am earning my livelihood.</p> <p>R3-I have a retail shop whereby I sell all kinds of fruits and foods.</p> <p>R1-I also have business whereby I sell all type of vegetables.</p> <p>R2- I practice farming and among the crops that I normally grow includes maize, beans, tomatoes as well as onions.</p> <p>R12-I have a small business whereby I sell drinks of all kinds and even ice creams.</p> <p>R11- I also sell milk on the street as well I also do yogurts.</p> <p>R10- I also have business which entails selling all types of clothes both for men and women and also, I sell beddings I including bedsheet and duvets.</p> <p>R7- I have a store whereby I sell all kinds of cereals including maize, wheat, barley as well sorghum and beans.</p> <p>R2 – I don't have any business, but I am in a merry go round and that is what will help me most of the time as a livelihood.</p>
What challenges do the women face as they go about the socio-economic activities?	<p>R2-my main challenge as a farmer is that I practice my farming along the river so whenever there is heavy rain it will flood and carry away all the maize and onions that I have planted and that has really made my work very difficult.</p> <p>R11- I practiced making yogurts which is always difficult because I don't have the stamp for Kenya bureau of standards and I was told to get it and for me to get it was told I am supposed to have a building with tiles and getting the building itself is difficult.</p> <p>R3- since I swell food which I normally get from Bula haw it is very difficult for me to cross the border with it because Bula Haw is in Somalia hence making our supply of food difficult from Bula haw to Mandera Town .</p> <p>R6- the other challenge that we have is customs since we buy our goods from Somalia and there is no customs between the two countries we are not even in a position to get our items since movement to other side is very difficult for us and our goods.</p>
Has Mandera faced any climate related disasters in the last 5 years?	<p>Yes-all the members said that it was there, and these disasters include flood and drought.</p> <p>Flood</p> <p>The members said that It has occurred in Mandera east and especially along the river daua and it was so severe. It has caused a lot of effects on us and among the effects are:</p> <p>R11-Since we normally practice our farming along the river all the crops that we have planted will be carried away by the water and give as a tiresome and expensive task of planting the crops again this has really costed us a lot.</p> <p>R10- All the engines that were used to water the crops especially in case of drought was carried away and destroyed by the flood leaving us with no engine to water the crops again.</p> <p>R3-Due to the flood there was outbreak of disease such as dengue fever which</p>

	<p>is normally caused by the mosquitoes due to the stagnated water as a result of the flood especially in young children.</p> <p>R9-the flood has also blocked the roads and because of that the food price increased rapidly since there are no means of transport.</p> <p>Drought</p> <p>The participants said that the drought has occurred in the whole Mandera County and it is so severe and among the effects caused by the droughts includes:</p> <p>R11-the drought has caused lack of water for both animals and human consumption until it has forced us to buy water which is very expensive.</p> <p>R10-the drought has also caused the animals to be so emaciated and dying in large numbers due to lack of pasture for grazing.</p> <p>R8-the drought has also caused outbreak of such as cholera since there is no clean water for drinking and human consumption.</p> <p>R6-it has also caused rural urban migration since people from the rural will move to look for better lifestyle and clean water.</p> <p>R5-it has also caused conflict over resources e.g. people will struggle over water point resulting to conflict as well conflict can arise over grazing land.</p> <p>If yes, how did citizens and especially women recovered from it?</p> <p>R6- we have received support from the County Government that has provided us with food as well as water bussers to supply water to different part of the County.</p> <p>R10-we have also received support from NGOs especially Red Cross that has helped us with items like housing as well us utensils to be used at the household and mosquito nets. They have also given us advice to move to high raised places in case of flood.</p> <p>R8&R11-we have as well use our savings especially the money that we have saved from our business was used during this time.as well us selling our animals.</p>
<p>Have you experienced any form of conflict in Mandera in the last 3-5 years?</p>	<p>Yes all the participants said that it was there and there.</p> <p>If yes describe the type of conflict</p> <p>The participants said that conflict experienced were two and these are clan based conflict and country border conflict.</p> <p>Clan based</p> <p>The participants have said that it has occurred in Mandera North and lafey, this was between Gurreh and Murrale.as well there was another once which has occurred in Banissa, choroqo and Guba and it was between Gurreh and Degodia, it was such a severe one.</p> <p>Country border conflict</p> <p>The participants said this has occurred in Bula Haw in Somalia and Mandera Kenya. Those involved was Janan militia from Somalia harbored in Mandera Kenya and the Somalia militia from the other side ,this one was also chronic .</p> <p>The effects of the conflicts includes;</p> <p>R1-there was no network coverage and this has happened one day even before the conflict started and we stayed in Mandera Town for five consecutive days without communication.</p> <p>R4-the schools were also closed especially those in Mandera for there was no movement and everyone ambushed themselves in their houses as there was a stray bullets everywhere.</p> <p>R10-people were also in tension and fear because it was so severe that people think it might go worse any moments because there was no sign that it will stop.</p> <p>R1-Many people have also died in the process on both sides and a lot of people who were injured were also rushed to the hospital as well those who lost their loved once left undergoing a psychological trauma.</p> <p>R11-Many people were displaced since they were forced to run away from their home to go and look for a safer place and most of those people have not yet returned to their home.</p> <p>R5-there were also cases of theft and robbery since the war breaks up when people are busy with their daily chores so when the conflict started most people</p>

	<p>even forget to close their shops therefore the things were stolen.</p> <p>R10-there was also destruction of properties e.g. most houses were burnt down to ashes and people become homeless as a result of that.</p> <p>Recovery</p> <p>The participants said that they have received support from the County Government through provision of food for the displaced as well as building houses for those who were homeless, and their houses burnt down.</p>
Do you know of any government departments or NGOs in the Municipality that works with women	<p>R1-the municipal council which normally give job opportunities for the women in offices.</p> <p>R2-NGOs like women for peace which has educated women networking as well as empower. RACIDA has done work to help us on issues of gender empower</p> <p>R10-NGOs which is Habiba international which has educated women on the eradication of FGM it has also sponsored ladies in schools at least 15 of them, it has as well provided workshop on peace especially during conflict.</p> <p>R8-Racida has also helped women by giving them training on hygiene and sanitation as well as drought issues. These trainings have been very important to us and made us feel more empower in our communities to lead on important issues that impact us.</p>
Do you or your organization have any information, data or study reports regarding women or other vulnerable marginalized groups?	<p>Yes, the participants said that it is there.</p> <p>R13-Gender based violence (GBV) from the office of women for peace which normally do follow up to issues like rape case and the contact person is madam Abdia who is the program coordinator.</p> <p>R10-FGM that is done by Habiba International and deals with cases of FGM and the contact person is Habiba Isaak.</p>
In view of the SUED Programme's scope and components, how do you think the youth can be socially, economically and spatially included in UEP development and implementation?	<p>R6-by creating awareness for us about any economic developments plan by keeping us informed of anything that will take place. This is important to have women in leadership and have us informed on issues that are happening. Women are sometimes not aware of these things, so it is important that we know.</p> <p>R10-by providing capacity building for us as women. Especially in new ways to make a livelihood. Women do not have opportunity to develop so capacity building is important. Capacity building also as leaders to.</p> <p>R8- inclusivity we are supposed to be included in all activities that will lead to economic development in the Municipality as well as participating in decision making. We need to be involved more in decisions as leaders in economic development and decision making.</p>
Do you have any other comments or recommendations regarding the topic we have been discussing?	<p>R13-whatever challenges we have discussed in this session to be given a solution.</p> <p>R10- we want to be empowered through capacity building in form of money, capital that will help us improve our business.</p> <p>R9-involvement in all development programs we request that we as women are also involve in the program as leaders and as businesses.</p> <p>R5-we request to be given a representative as a women leader who will air our demands to the offices as well as the public.</p> <p>R3-inclusion in the committee for decision making on matters of developments and capacity building for the same.</p> <p>Comments</p> <p>We are very thankful for the session.</p>

Women Focus Group Discussion			
26/2/2021		Granada Hotel	
FGD	Total	No	of
Participants:	13		

Area	Information
In attendance	<i>Attendance sheet attached</i>
Do you agree that women are usually excluded in socio economic activities and human services delivery in Mandera?	Yes, all participants agreed that women face exclusion.
How and why do you think the women are excluded or discriminated against?	<p>How</p> <p>R6-we are not considered in any activities like development plans be it social, economic or political issues so the people in the community count us as if we don't even exist.</p> <p>R1-we are not recognized anywhere within the community .it is only during campaign that we are looked for so that we can vote for them but immediately they win nobody will again care about us.</p> <p>R3-we are treated as people who don't have any rights as it is violated by the men, the men don't want us to participate in any activities especially working in the offices they feel we have taken their position .</p> <p>R9-not considered in terms of job opportunities and if you enter any County offices today it is only men who are there without considering the two-third gender rule therefore we are not represented anywhere in the County.</p> <p>R8-bursaries not given to our children especially the vulnerable and the orphans who are single parent and the bursary is normally given to the rich who are already stable as most of the mother's today are the head of the family since the husband died.</p> <p>Why</p> <p>R4-just because of our weak nature they have taken us as people who are useless people who just exist and don't have any power to participate in any activities.</p> <p>R10- Because of our role in the society and how we have put yourself as well as the perception of the society from when we are born taken as a very weak human being who are just there but have not value be it to the society or even to themselves.</p> <p>R6-because of illiteracy is also a reason as most of the women re not educated and even don't have the basic knowledge since they have never went to school therefore, they don't know the chances that are even available for them including women empowerment.</p> <p>R1-because we are voiceless even if our right is violated, we don't have someone who will stand for us, represent our demands and fight for us due to that we can't even talk because we fear the men.</p> <p>R9-lack of liberty and freedom. We us women we lack liberty and that is why we are discriminated because the men are using diplomacy to divide us because they are very sure that once we are united we can make a great change and we are strong so to avoid that they will make us against one another.</p>
How do the women perceive themselves and how do they feel they are being perceived by the communities they live in?	<p>By themselves</p> <p>R5- we perceive ourselves as the most important part of the community and we are so valuable that without us the whole community will not prosper .so we act as the backbone of the community.</p> <p>R10-we feel we are the bread winners of our family since 98% of the families depend on women for basic need since they have businesses and so they are the people who are the key providers for their family even if it means going out of their way.</p> <p>R4- we see ourselves as the key role players in educating our children because in case they need to be taken to school ,madrassa or duksi the men won't bother so it is our task to take them and be aware of them in case they need anything for their education be it fees or even other stationaries required.</p> <p>R11-we are so special in the community and we are the stakeholders of the entire community because we are the people who make home since the men are</p>

	<p>out on work most of their times so we are the time who take most of their time at home and are aware of all the affairs off the family.</p> <p>R9- we are also very important and once we all become united a greater things and change will take place showing how important we are.</p> <p>Community perception</p> <p>R9-according to the community we don't have any right and we are not supposed to raise our voice over everything, so we are just like an object.</p> <p>R10-our main role according to the community is just to get married, bear children also just do cooking and washing for the men therefore we are not supposed to engage in any other activities.</p> <p>R6- according to the community we are not allowed to participate in decision making at any given time even if the issue is affecting us directly so it is like we are being silenced by the men since they act as a voice for us.</p> <p>R8-even immediately after birth and a girl is born the community including the father will see the girl as a burden for them but when a boy is born the whole community becomes happy and even a kind of party for celebration is co ducted immediately.</p> <p>R7- in terms of education the community only recognize the male gender while the female once are just kept at home without education since they will cook and do all types of cleaning at home so there is no time that she will go to school as she will be busy doing home chores.</p> <p>R5- in case of job the female are not normally given a lot of support by the community or even family as they do for the other gender.</p>
What are the main economic activities that women engage to earn a livelihood?	<p>R6- I have a small hotel whereby I prepare tea and take it to different places and offices so that they will buy it from me, and this people are my all-time customers.</p> <p>R5-my work is just to walk around to look for job to do especially washing clothes for people as well as building houses for women that is the traditional huts and get a small wage out of it and that is how I am earning my livelihood.</p> <p>R3-I have a retain shop whereby I sell all kinds of fruits and foods.</p> <p>R1-I also have business whereby I sell all type of vegetables.</p> <p>R2- I practice farming and among the crops that I normally grow includes maize, beans, tomatoes as well as onions.</p> <p>R12-I have a small business whereby I sell drinks of all kinds and even ice creams.</p> <p>R11- I also sell milk on the street as well I also do yogurts.</p> <p>R10- I also have business which entails selling all types of clothes both for men and women and, I sell beddings including bedsheet and duvets.</p> <p>R7- I have a store whereby I sell all kinds of cereals including maize, wheat, barley as well sorghum and beans.</p> <p>R2 – I don't have any business, but I am in a merry go round and that is what will help me most of the time as a livelihood.</p>
What challenges do the women face as they go about the socio-economic activities?	<p>R2-my main challenge as a farmer is that I practice my farming along the river so whenever there is heavy rain it will flood and carry away all the maize and onions that I have planted and that has really made my work very difficult.</p> <p>R11- I practiced making yogurts which is always difficult because I don't have the stamp for Kenya bureau of standards and I was told to get it and for me to get it was told I am supposed to have a building with tiles and getting the building itself is difficult.</p> <p>R3- since I swell food which I normally get from Bula haw it is very difficult for me to cross the border with it because Bula Haw is in Somalia hence making our supply of food difficult from Bula haw to Mandera Town .</p> <p>R6- the other challenge that we have is customs since we buy our goods from Somalia and there is no customs between the two countries we are not even in a position to get our items since movement to other side is very difficult for us and our goods.</p>
Has Mandera faced any climate related disasters	<p>Yes-all the members said that it was there, and these disasters include flood and drought.</p>

<p>in the last 5 years?</p>	<p>Flood The members said that It has occurred in Mandera east and especially along the river daua and it was so severe. It has caused a lot of effects on us and among the effects are: R11-Since we normally practice our farming along the river all the crops that we have planted will be carried away by the water and give as a tiresome and expensive task of planting the crops again this has really costed us a lot. R10- All the engines that were used to water the crops especially in case of drought was carried away and destroyed by the flood leaving us with no engine to water the crops again. R3-Due to the flood there was outbreak of disease such as dengue fever which is normally caused by the mosquitoes due to the stagnated water as a result of the flood especially in young children. R9-the flood has also blocked the roads and because of that the food price increased rapidly since there are no means of transport.</p> <p>Drought The participants said that the drought has occurred in the whole Mandera County and it is so severe and among the effects caused by the droughts includes: R11-the drought has caused lack of water for both animals and human consumption until it has forced us to buy water which is very expensive. R10-the drought has also caused the animals to be so emaciated and dying in large numbers due to lack of pasture for grazing. R8-the drought has also caused outbreak of such as cholera since there is no clean water for drinking and human consumption. R6-it has also caused rural urban migration since people from the rural will move to look for better lifestyle and clean water. R5-it has also caused conflict over resources e.g. people will struggle over water point resulting to conflict as well conflict can arise over grazing land.</p> <p>If yes, how did citizens and especially women recovered from it? R6- we have received support from the County Government that has provided us with food as well as water bussers to supply water to different part of the County. R10-we have also received support from NGOs especially Red Cross that has helped us with items like housing as well us utensils to be used at the household and mosquito nets. They have also given us advice to move to high raised places in case of flood. R8&R11-we have as well use our savings especially the money that we have saved from our business was used during this time.as well us selling our animals.</p>
<p>Have you experienced any form of conflict in Mandera in the last 3-5 years?</p>	<p>Yes, all the participants said that it was there and there.</p> <p>If yes describe the type of conflict The participants said that conflict experienced were two and these are clan based conflict and country border conflict.</p> <p>Clan based The participants have said that it has occurred in Mandera North and lafey, this was between Gurreh and Murrale.as well there was another once which has occurred in Banissa, choroqo and Guba and it was between Gurreh and Degodia, it was such a severe one.</p> <p>Country border conflict The participants said this has occurred in Bula Haw in Somalia and Mandera Kenya. Those involved was Janan militia from Somalia harbored in Mandera Kenya and the Somalia militia from the other side, this one was also chronic.</p> <p>The effects of the conflicts include: R1-there was no network coverage, and this has happened one day even before the conflict started and we stayed in Mandera Town for five consecutive days without communication. R4-theschools were also closed especially those in Mandera for there was no movement and everyone ambushed themselves in their houses as there was a</p>

	<p>stray bullets everywhere.</p> <p>R10-people were also in tension and fear because it was so severe that people think it might go worse any moments because there was no sign that it will stop.</p> <p>R1-Many people have also died in the process on both sides and a lot of people who were injured were also rushed to the hospital as well those who lost their loved once left undergoing a psychological trauma.</p> <p>R11-Many people were displaced since they were forced to run away from their home to go and look for a safer place and most of those people have not yet returned to their home.</p> <p>R5-there was also cases of theft and robbery since as the war break up when people ate busy where there daily chores so when the conflict started most people even forget to close their shops therefore the things were stolen.</p> <p>R10-there was also destruction of properties e.g. most houses were burnt down to ashes and people become homeless as a result of that.</p> <p>Recovery</p> <p>The participants said that they have received support from the County Government through provision of food for the displaced as well as building houses for those who were homeless, and their houses burnt down.</p>
Do you know of any government departments or NGOs in the Municipality that works with women	<p>R1-the municipal council which normally give job opportunities for the women in offices.</p> <p>R2-NGOs like women for peace which has educated women networking as well as empower. RACIDA has done work to help us on issues of gender empower</p> <p>R10-NGOs which is Habiba international which has educated women on the eradication of FGM it has also sponsored ladies in schools at least 15 of them, it has as well provided workshop on peace especially during conflict.</p> <p>R8-Racida has also helped women by giving them training on hygiene and sanitation as well as drought issues. These trainings have been very important to us and made us feel more empower in our communities to lead on important issues that impact us.</p>
Do you or your organization have any information, data or study reports regarding women or other vulnerable marginalized groups?	<p>Yes, the participants said that it is there.</p> <p>R13-Gender based violence (GBV) from the office of women for peace which normally do follow up to issues like rape case and the contact person is madam Abdia who is the program coordinator.</p> <p>R10-FGM that is done by Habiba International and deals with cases of FGM and the contact person is Habiba Isaak.</p>
In view of the SUED Programme's scope and components, how do you think the youth can be socially, economically and spatially included in UEP development and implementation?	<p>R6-by creating awareness for us about any economic developments plan by keeping us informed of anything that will take place. This is important to have women in leadership and have us informed on issues that are happening. Women are sometimes not aware of these things, so it is important that we know.</p> <p>R10-by providing capacity building for us as women. Especially in new ways to make a livelihood. Women do not have opportunity to develop so capacity building is important. Capacity building also as leaders to.</p> <p>R8- inclusivity we are supposed to be included in all activities that will lead to economic development in the Municipality as well as participating in decision making. We need to be involved more in decisions as leaders in economic development and decision making.</p>
Do you have any other comments or recommendations regarding the topic we have been discussing?	<p>R13-whatever challenges we have discussed in this session to be given a solution.</p> <p>R10- we want to be empowered through capacity building in form of money, capital that will help us improve our business.</p> <p>R9-involvement in all development programs we request that we as women are also involve in the program as leaders and as businesses.</p> <p>R5-we request to be given a representative as a women leader who will air our demands to the offices as well as the public.</p> <p>R3-inclusion in the committee for decision making on matters of developments and capacity building for the same.</p>

	Comments We are very thankful for the session.
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C.3. GeSI SWOT analysis for Mandera Municipality

Social Inclusion Parameter	Strengths	Weaknesses	Opportunities	Threats
Youth	<p>Most productive segment of the population in terms of provision of human labour.</p> <p>Many are organised in self-help groups therefore easy to roll out interventions to groups.</p> <p>Presence of a County Youth Department</p> <p>Existence of County youth empowerment programmes</p>	<p>Lack of youth representation in vital engagement fora.</p> <p>High youth unemployment rates.</p> <p>High School dropouts</p> <p>Female Genital Mutilation</p>	<p>Capacity building i.e. trainings around the town's VC/ Infrastructure projects</p> <p>Thorough youth engagement in Programme's workshops</p> <p>Job creation</p> <p>Uwezo Fund</p> <p>Sports programmes</p> <p>Youth targeted Procurement considerations</p>	<p>Substance abuse</p> <p>Continued socio-economic exclusion of youth in project and governance affairs</p> <p>Youth radicalization</p> <p>HIV/AIDS</p> <p>Lack of employment opportunities</p> <p>Corruption</p> <p>Conflict</p>
Persons with Disability	<p>Cash transfer programme for PWDs.</p> <p>Availability of the Persons with Disabilities Act, 2003 which provides for the rights and rehabilitation of persons with disabilities; to achieve equalisation of opportunities for persons with disabilities.</p> <p>Existence of the National Council for Persons with Disabilities (NCPWD) staff in the County who work with PWDs. NCPWD is a state corporation that promotes and protects equalization of opportunities and realization of human rights for PWDs to live decent livelihoods.</p> <p>Availability of registered, organised PWDs working groups – makes it easy to roll out interventions to groups.</p>	<p>Lack of PWDs representation in important social and development fora</p> <p>Lack of capital to engage in business.</p> <p>Poor or complete lack of inclusive infrastructure making access and mobility and challenge</p> <p>Low literacy levels among PWDs as most drop out of school early due to stigma and poverty.</p> <p>Low access to credit</p> <p>Limited PWDs – focused funding</p>	<p>Job creation</p> <p>Ensure Facilities are disability friendly in design</p> <p>Capacity building i.e. trainings around the town's VC/Infrastructure projects</p> <p>Develop inclusive infrastructure.</p> <p>Ensure real PWDs representation in stakeholder engagement fora.</p> <p>Fairly allocate jobs and other opportunities to PWDs.</p>	<p>Low literacy levels of PWDs.</p> <p>Stigma, use of derogatory labels and negative attitude towards PWDs</p> <p>Discrimination in employment.</p> <p>Low access to information</p> <p>Communication and information barriers faced especially by the visually impaired and the deaf.</p> <p>Conflict and climate-related disasters such as floods and droughts.</p>
Women	<p>Existence of women groups - makes it easy to roll out interventions to groups.</p>	<p>Lack of women's representation in important social and development</p>	<p>Job creation</p> <p>Capacity building i.e. trainings around the</p>	<p>Illiteracy</p> <p>Retrogressive Cultural practices</p>

	An already industrious demographic.	<p>fora</p> <p>Challenges accessing business capital</p> <p>Low literacy levels</p>	<p>town's VC/Infrastructure projects</p> <p>Ensure real women's representation in stakeholder engagement fora.</p> <p>Fairly allocate jobs and other opportunities to women.</p>	<p>e.g. FGM</p> <p>Conflict and Insecurity</p> <p>Corruption</p> <p>Climate-related disasters such as floods and droughts.</p>
PlwHIV/AIDs	<p>Strong National Aids Control Council structures</p> <p>Availability of VCTs and trained staff to help PlwHIV/AIDs</p>	<p>Irregular and inadequate funding of HIV/AIDS activities</p> <p>Low staffing in health institutions</p> <p>Limited resources</p>	<p>Mobile VCT and PMTCT services</p> <p>Training and capacity building and sensitization of community about the condition</p> <p>Job creation</p> <p>Capacity building i.e. trainings around the town's VC/Infrastructure projects</p> <p>Ensure PlwHIV/AIDs representation in stakeholder engagement fora.</p> <p>Fairly allocate jobs and other opportunities to PlwHIV/AIDs</p>	<p>Stigma towards usage of condoms and towards PlwHIV/AIDs at home and workplaces</p> <p>Religious and cultural beliefs that increase spread of HIV such as female genital mutilation, high divorce and re-marriage rates, as well as polygamy.</p> <p>Conflict and climate-related disasters such as floods and droughts.</p>

C.4. GeSI Recommendations

The SUED programme should consider the elements below:

Spatial dimension

- Ensure provision of inclusive urban infrastructure that is accessible by all - particularly by PWDs who suffer access and mobility challenges.
- Provide safe, green urban infrastructure which improves the living environment and promotes all people living safely together.
- Identify for development, water & sanitation and transport services that support implementation of the VC projects. These are crucial due to their impact on public health, and mobility respectively, and the positive effect they'll have on all including SIGs.

Social dimension

- Ensure participation of all in the UEP development, implementation and monitoring, and decision making. Stakeholder engagement is a live process for the Programme, and will involve the following stakeholders in the Municipality as a minimum:
 - FCDO and other international development players relevant to the project in the Municipality.
 - National government stakeholders relevant to the Programme.
 - County Government stakeholders relevant to the Programme. community Based and NGOs,
 - representatives of all societal groups that exist in the Municipality (i.e., persons of different gender, ages, (dis)abilities.
 - Special Interest Groups identified in the Municipality. I.e., youth, PWDs, women and PlwHIV/AIDs.
- Commit to always engage SIGs and give them a chance to be informed, to contribute to decision making, and actively give views on and participate in matters that affect them. This will involve enabling PWDs to access such fora given some of their mobility challenges. It will also include making considerations on how to engage women who are likely to miss programme meetings in the drought seasons.
- Commit to social Inclusion Awareness Creation – this will build the Social Inclusion capacity of all the UEP players/stakeholders right from FCDO, Tetra Tech, Atkins, Municipal and County Staff in Mandera so that non-discrimination becomes part of their organizational culture.

Economic dimension

- Identify VC and infrastructure projects that best spur the economic growth of the Municipality in consultation with all stakeholders including SIGs.
- Commit to build the capacity of all, with a special focus on PWDs, youth, women, and PlwHIV/AIDs to increase their participation in the VC Projects. For maximum impact, it is recommended that the capacity building trainings be related to the Municipality's value chain and/or infrastructure projects to ensure trainees are absorbed in employment during implementation of the UEP.
- Commit to ensure that for all emerging capacity building and/or employment opportunities available, special interest groups are given equal and fair opportunity to be engaged in training and employment. This will reduce unemployment and improve the quality of life.
- Fairly allocate seed capital with a pro-SIGs focus to ensure they too start and/or grow their businesses given their already aggravated challenges accessing business capital.
- Tetra Tech and the UEP implementing agency will need to develop a Monitoring and Evaluation framework to measure Gender and Social Inclusion progress and performance throughout the project cycle. Some of the aspects to be checked include and are not limited to:
 - Number of SIGs invited to the Programme's workshops.
 - Inclusion Awareness workshops delivered by the Programme.
 - Number of SIGs recruited into the Programme's capacity building initiative.
 - Number of SIGs employed by the Programme.
 - Attitudinal changes (if any) in the Programme Stakeholders' perspectives after Gender and Social Inclusion workshops etc.
 - Inclusive infrastructure delivered by the Programme.

Overall, the Programme should be guided by the principles of Inclusive growth and inclusive infrastructure development. Expected results will be equal access to urban services/spaces by all including SIGs, participatory project planning and stakeholders-driven development, skills development and improved access to jobs, access to finance and improved quality of life, and overall an inclusive, sustainable Mandera Municipality.

Appendix D. Business questionnaire template

SUED – Sustainable Urban Economic Development Business Survey Questionnaire (April 2019)

All answers provided will be confidential.

SECTION A: BUSINESS DETAILS

Question A1 (*All answer*)

Please can you confirm the name and address of the business?

(a) Business name

(b) Position of Interviewee

(c) Location (please tick)

(Multiple boxes can be ticked)

☐ In the town/Municipality;

☐ In the County but outside the town (please specify);

☐ Outside the County (please specify

Additional location info:

(d) Are you a person living with a disability?

Yes

No

(e) Gender

Male

Female

(f) Age (in years)

a) 0 – 18

b) 19 – 35

c) 36 – 60

d) Over 60

Question A2 (*All answer*)

What sector is your business in?

- ☐ Agriculture, Livestock & Fishing
- ☐ Retail & Trade
- ☐ Tourism
- ☐ Industry and manufacturing
- ☐ Services (e.g. transport, education, Finance)
- ☐ Other (please specify)

Brief description of business activities:

Question A3 (*All answer*)

What is the monthly revenue of your business or members of your group (approximately)?

.....KSh

What is your monthly production or customer numbers (as appropriate)?

.....

Question A4 (*All answer*)

Number of people employed:

Male

Female

Do you employ:

- Women
- Youth
- People with disabilities
- People with HIV/AIDS
- Refugees

Question A5 (*All answer*)

Description of factors of production (e.g. land and capital):

Hotel: number of rooms, supporting services, rating....

Farm: areas for grazing, arable, under irrigation, seeds, fertiliser, equipment....

Factory: key machinery, storage....

- Land:
- Machinery and Transportation:
- Buildings and Storage:

SECTION B: SALES, MARKETING AND LOGISTICS

Question B1 *(All answer)*

Where do you sell?

(Multiple boxes can be ticked)

- ☐ In the town
- ☐ In the County but outside the town (please specify)
- ☐ Outside the County but in Kenya (please specify)
- ☐ Outside Kenya (please specify)

Who do you sell to?

e.g. households, companies, markets, wholesalers....

- ☐ Individual local customers
- ☐ Individual non-local customers
- ☐ Intermediary/Distributor
- ☐ SACCOs/ Other groups
- ☐ Businesses
- ☐ Other (please specify)

Question B2 If you sell your product or services outside of Mandera please detail where to:

How do you deliver your goods/ get them to customers?

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> By foot | <input type="checkbox"/> Car |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Mutatu/ Bus |
| <input type="checkbox"/> Motorbike/ Boda Boda | <input type="checkbox"/> Lorry/ Truck |
| <input type="checkbox"/> Other (please specify) | |

How do you market your business?

e.g. advertising, website, word-of-mouth....

- | | |
|--|---|
| <input type="checkbox"/> Word of Mouth | <input type="checkbox"/> Website |
| <input type="checkbox"/> Social Media | <input type="checkbox"/> Store front |
| <input type="checkbox"/> Local Media | <input type="checkbox"/> Other (please specify) |

More information:

Question B3 Does your business often experience excess supply of or demand for its product? (e.g. seasonal fruits, banks high customer numbers...)

If yes, please detail when and why this excess occurs and any logistical problems?

Question B4 If at all, how was your business impacted by the official boarder between Mandera and Somalia closing:

SECTION C: BUSINESS LINKAGES

Question C1 *(All answer)*

What are the key linkages and support that your business rely on? (e.g. Where do you source your materials from?) (Downstream and upstream)

- Suppliers:
- Distributors:
- Other businesses:

Question C2 - If you source any of your inputs (including labour) from outside of Kenya please provide more detail

Question C3 What are your major cost items?

SECTION D: CONSTRAINTS, PLANS AND OUTLOOK

Question D1 *(All answer)*

What are the key constraints / problems that your business faces?

e.g. supplies, manpower, market access, market size, finance, regulations/bureaucracy, climate change impacts*

Factor 1

.....

Factor 2

.....

Factor 3

.....

Factor 4

.....

Factor 5

.....

Note* What access to finance do you have if any? If not, what are the obstacles? What type of finance would you seek if available?

Question D2 If at all, how has conflict and insecurity impacted your business?

Question D3 If at all, how has the diversity (cultural/religious/ethnic) of Mandera benefited your business?

Question D4 - How has COVID 19 impacted your business?

Question D5 *(All answer)*

What is your outlook for the future, and do you have plans meet this outlook?

☐ Continue as usual

☐ Business expansion/ growth

☐ Business decline/ closure

Question D6 *(All answer)*

What could be done to help your business grow?

SECTION E: ANY OTHER COMMENTS?

Appendix E. List of stakeholders

No.	Name	Organisation
1	Ali Ibrahim Roba	Governor-Mandera County
2	Abdinur Hussein	County Secretary
3	Tamia Ali	Chief of Staff
4	Adan Dagane Hamud	CEC Trade
5	Hassannoor Adan Abdullahi	Municipality Manager
6	Rashid Hassan	Director of Planning
7	Adan Noor Hussein	County Eng.
8	Maurice Amimo	Physical Planner-County Government of Mandera
9	Zakaria Abdinur	Youth
10	Ibrahim Ahmed	YAPAD
11	Farhiya Ibrahim	Women Rep
12	Ibrahim Aluio Hapi	PWD
13	Yussuf Sheish Abdikadir	Juakali
14	Farah Sambul Hared	Matatu Sacco
15	Hamza Adan Ali	Chair lady Matatu Sacco
16	Mohamud Dakante Maow	KNCCI
17	Bare Ali Adan	MADAWASCO
18	Ibrahim Hassan Malow	Board Member
19	Issack Abdi Ali	Mandera Municipality
20	Mohamed Abdulahi Omar	Board Member
21	Abdijabar Hassan Sbdi	Youth
22	Abdiwahab Issack Derow	Mandera Municipality
23	Abdi Rahib Kassim	FADC
24	Abdiya Sheik Hassan	WFPD
25	Dr Abdikadir Alio	Mandera Municipality
26	Farhima Alinoor	MCA
27	Mohamed A Kerrow	Mandera Municipality
28	Ali Hassan Bore	Mandera Municipality
29	Katra Billow	Youth Council
30	Hon. Adan Abdulahi	MCA
31	Jared Onyango	IT
32	Omar Mohamad	Communication Officer
33	Hussein Maalim Adan	Mandera Municipality
34	Abdirizak Ali	Trade officer
35	Abdilahi Ahmed Ismai;	Mandera Municipality

