



The Official Magazine of Mandera County Government

Volume 05 | August 2023

Mandera

A county with unlimited opportunities and endless possibilities

County Review

A Journey of resilience and transformation
▶ **New technology, roads and green energy**

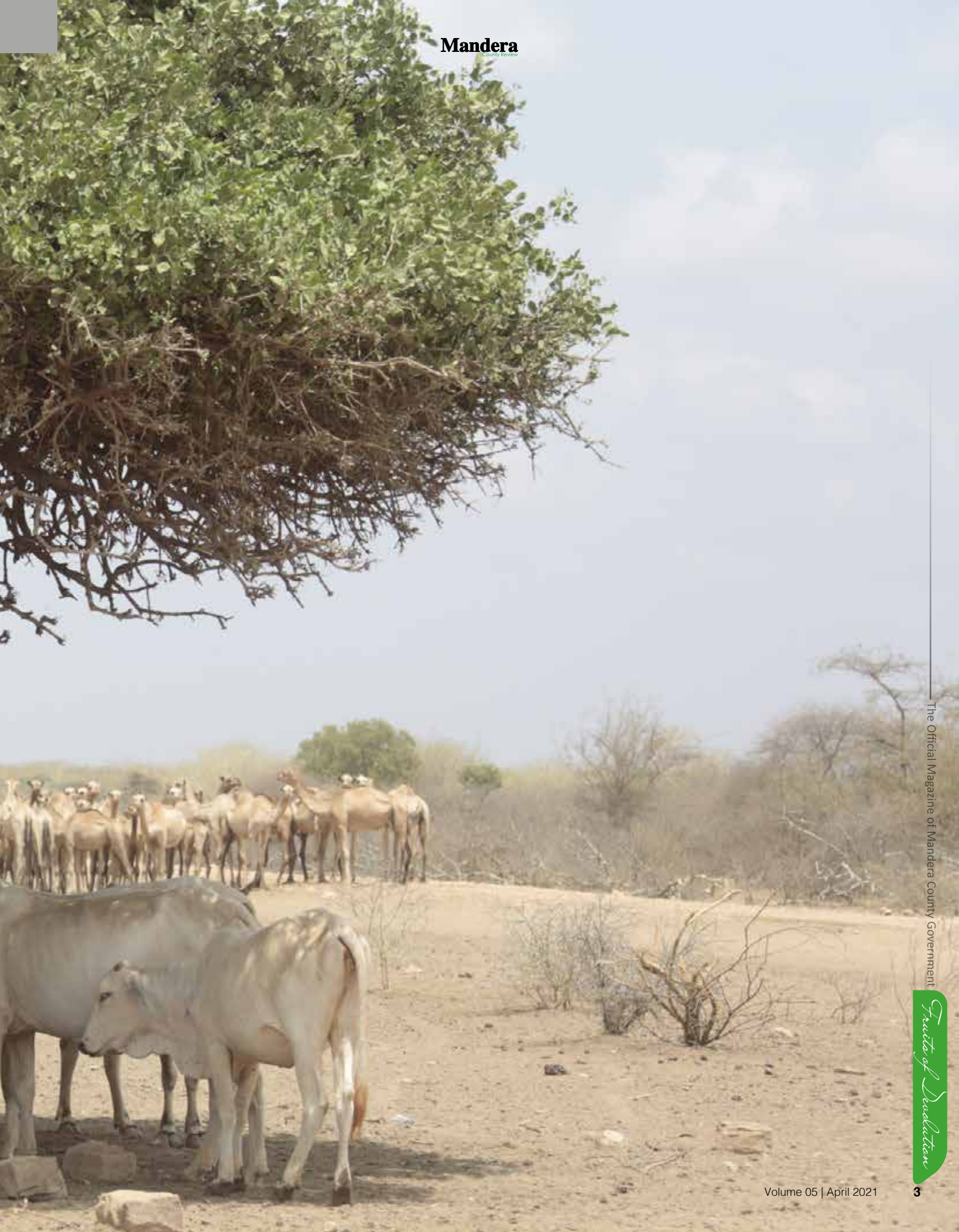


Fruits of Devolution

EDUCATION:

It's literally 'Elimu kwa Wote'







Deputy President Rigathi Gachagua during one of his visits to the Mandera County.



Reopening Mandera border post, Deputy Governor H.E. Ali Maalim received Interior CS Prof Kindiki Kithure accompanied by Deputy IG Noor Gabow and other senior national government officials at Mandera airstrip. The CS held a meeting with Mandera County security team led by the County Commissioner, elders, women, and youth to discuss the reopening of the Mandera border post.



Health CS Susan Nakhumicha, Mandera Governor Mohamed Adan Khalif and Deputy Governor Dr. Ali Maalim exchange notes during CS visit to Mandera



Governor Mohamed Adan Khalif and Mandera Senator Capt. Ali Roba during a peace meeting in Banisa



Mandera County Commissioner Amos Mariba presiding over Madaraka Day celebrations in Mandera County alongside Governor Mohamed Adan Khalif on June 1, 2023



Enhancing air safety: Governor Adan Khalif visited Mandera airstrip to check the progress of renovation initiated by the county Government of Mandera. Improving the airstrip will boost the services and enhance safety of passengers and airlines, as well as elevate the standards of the county's transport sector.



Mandera Governor Adan Khalif during the inauguration of the El Karu Resort in Elwak, owned by a local resident. The resort will provide job opportunities for the community, boost economy, and attract more investors.



Mandera County Government officials during the launch of community integrated support project, aimed at supporting communities through Education, WASH, food security, and livelihood interventions.



Peace Building: Mandera County Government held a meeting with Founder of Inter-peace and Vice-Chairman of the Governing Council Matthias Stiefel and his team to discuss the significance of peace building.



H.E. Mohamed Adan Khalif met with Education task force who have made substantial progress in their fact finding mission. The team highlighted shortage of teachers as one of the major shortcomings on matters education.



Governor Khalif with Sheikh Abdirashid Ali Sufi at the Mandera airstrip. The sheikh was leading a delegation of Ulama to Mandera to attend a Quran competition organized by Al Huda Education Trust in a five days Quran recitation competition.



Mandera Governor Mohamed Adan Khalif with MCAs after officially opening the county Assembly.



Health CS Susan Nakhumicha, County Commissioner, MPs, MCAs, Development partners and Health reform task force members went to Mandera to witness the official Launch of the Mandera County health reforms. We discussed the critical challenges of our healthcare system. We need bold and innovative solutions to tackle health inequities and improve healthcare access.



Championing gender equality and creating safe spaces for women and girls, the Department of Gender and Culture in partnership with Action Against Hunger had an engagement with the First Lady Madina Ali, and other women leaders on Gender Equality and Sexual or Gender Based Violence in Mandera. The women present were sensitized on SGBV and girls the overall objective of curbing gender-based violence.



The CECM for Water Mohamed Ali, and Agriculture's Adan Dagane flag off 19,200 bags of drought pellets for livestock supplementary feeding donated by Racida to six sub-counties of Mandera East, Mandera South, Mandera West, Mandera North, Banisa, and Lafey.



Establishing a close collaboration and capacity building, senior officials from National Land Commission and the Ministry of Lands, Public Works, Housing and Urban Development paid the governor a courtesy call at governor's office in Mandera Town.



The Department of Special Programmes and Disaster preparedness in collaboration with the Turkish Embassy distributed food to 1,000 households in Mandera East constituency with Shafshafey, Barwaqo, Central, Jamhuriya, and Kamor, being some of the locations visited.



Mandera County government induction forum for newly recruited ECDE teachers. The Department of Education and ECDE organised an induction forum for newly recruited ECDE teachers.



Deputy governor H.E. Ali Maalim received a delegation from World Food Programme, United Nation Development Programmes and UN Human Rights, to launch the Lisha Jamii II drought response programmes, and conduct consultations on a peace and security project in Mandera County.

PICTORIAL



Mandera County's Ministry of Gender, in collaboration with CARE in Kenya, IGAD secretariat and Kenya Red Cross joined the public in celebrating The International Women's Day 2023. They emphasised need to stop practices that harm women and promote equality to create a safer and more equitable world.



Kenya Red Cross Society hosted Mandera Governor Mohamed Adan Khalif at their offices in Nairobi, and installed him as their county patron. As the patron, the Governor will play a critical role in supporting Red Cross activities in Mandera.



The county government signed an MOU with the IUA on a scholarship programme for specialised courses and discussed setting up an affiliate University in Mandera.



Cushioning breeding livestock, the CECM for Public Service Barre Mohamed flagged off 20,800 bags of 50kgs each, equivalent to 20.8 tonnes of supplementary feeds donated by Action Against Hunger to cushion breeding and lactating livestock of Arabia and Kutulo Sub-counties. Mandera County government appreciated Action Against Hunger.



Faithful attend Eid Ul Fitr prayers at Jamia Mosque ground in Mandera town. The atmosphere was filled with joy and excitement as prayers were offered seeking peace, love and happiness



A team from the Governor Khalif visited areas in Mandera that were affected by floods where disaster response committee and public awareness committee was formed to assess the situation and fast track aid to the affected families



Mandera Municipality conducted a tree-planting exercise to combat climate change. The exercise was led by CECM Health services Ali Mohammed, and Head of delivery Unit Ahmed Ali Madey





The Mandera County Governor Ali Khalif visited Moi Girls Secondary School with other officials to assess the progress of the ongoing admissions following the launch of a KSh350 million bursary to public secondary schools in Mandera County, to cater for secondary school fees to over 22,000 students across the county. Of importance was that there was a tremendous improvement in transition to secondary schools in the county as a result of the Elimu Kwa Wote initiative.



Let the children learn: Launch of ECDE policy, learning materials and feeding programme. The ECDE policy, learning materials and feeding programme were launched. The teams promised to provide fortified porridge worth KSh79 million to benefit over 27,000 learners in 312 ECDE centres across our county every term. Also launched was the ECD policy and meals guidelines developed by the education department.



Mandera Governor Mohamed Adan Khalif accompanied by senior county officials during an impromptu visit at Mandera County Referral hospital to check on the state of the facility and service delivery



First Lady Madina Ali shared a heart warming Iftar dinner with more than 200 orphans from Mandera Islamic Centre, spreading joy and support.



River Daua: 'The river's waters is shared by communities in Kenya, Ethiopia and Somalia and has potential to transform socio-economic status of the riparian basin, control floods, boost irrigation, attract tourism and Hydro-power production.

Mandera

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County Review



Publisher
Mandera County Government
P.O. Box 13-70300
Mandera, Kenya
Tel: +254 0462104000,
+254 0462104000
Email: info@mandera.go.ke

Editor
Lynet Otieno

Revise Editor
Beryl Ringos

Communication Director
Hawa Kala

Art Director
Williab Habwe

Contributors
Mandera County Government

Photography
Jeremy Wachira
Heikal Suleiman
Ali Noor Adan
Omar Noor
Jared Onyango
Mandera County Government

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REFLECTIONS FROM THE GOVERNOR

2013-2023

THE FRUITS OF DEVOLUTION ARE SWEETER IN MANDERA

Nine years since devolution began, the people of Mandera can now look back and smile as they count their blessings. And they are many. During that period local communities have witnessed year after year of successful essential projects with huge and tangible positive impacts in their lives. The devolution has also positioned the county for dynamic growth and transformation.

For Mandera, devolution meant development from scratch. What with lacking facilities, offices, personnel, vehicles and other key resources, and coming at a time the inter-clan clashes were at their peak!

Devolution here was a totally new phenomenon, a desirable disruption of the norm, and one that has surely borne fruit. Mandera also falls within Kenya's North-Eastern region that suffered marginalisation by successive regimes since independence. The journey has therefore been one of resilience and transformation.

The county government has since heavily invested in health, education, water supply, peace and stability, roads, and food security among several other initiatives, besides adequately preparing and responding to disasters. With the initial literacy levels way below the national average, frequent long dry spells posed by climate change in an expansive territory of 25,798 square kilometres, compromised by security challenges of tribal clashes and terrorism by Al Shabaab, we remain grateful to Almighty Allah for seeing us through adversity thus far.

Today, the county boasts of two referral hospitals in Mandera Municipality and Elwak, both equipped with ICU and HDU beds. We have saved the people from travelling some 1,200km on torturous roads for specialised treatment in Nairobi. Above all, we have and continue to carry out complex surgeries that nobody would imagine were possible in a place like Mandera.

The Mandera County government has connected households to water, built community water points and drilled at least 287 boreholes. To boost climate change mitigation, we have planted and nurtured over 250,000 trees.

Where there were none in 2013, the county now has kilometres of tarmac roads. Of these, at least 24km have been exclusively funded by the county government. Another 160km was done in partnership with the Kenya National Highways Authority, (KenHa) and Kenya Urban Roads Authority (KURA). We also have fibre optic cable in Mandera and are looking forward to having an international airport soon.

In education, the county governments have charted fresh paths for the future of young ones. We have invested more than KSh4.6 billion to improve the education sector besides building 297 ECDE centres. Though not a county function, we have funded construction of colleges, all for purposes of strengthening the capacity of our people, creating access and encouraging enrolment for tertiary education.

We recently launched 'Elimu Kwa Wote' initiative, a free education programme aimed at supporting secondary school learners by allocating KSh350 million for the 2022/2023 Mandera County Bursary Fund. This fund



H.E. MOHAMED ADAN KHALIF,
GOVERNOR, MANDERA COUNTY

is specifically designated to cover tuition fees for all students enrolled in the county's 59 government secondary schools, making education accessible and affordable for all, regardless of their background or financial status.

So far we have issued about KSh1 billion in bursaries for poor but bright students. Poverty levels have reduced, access to energy increased and more children engaged in education and development, minimising radicalisation or recruitment of youth by terrorist groups, and desperation among the rest of the populace.

In a nutshell, the future of Mandera is bright. The people of Mandera are happier, more empowered and with renewed hope that like every other Kenyan, they too can have adequate access to services and engage in businesses that will grow them and their children.

The fruits of devolution are here for all to see, and we can only do better.



Mandera
County Review
Mandera County Government



H.E. Mohamed Adan Khalif
Governor



H.E. Dr. Ali Maalim Mohamud
Deputy Governor



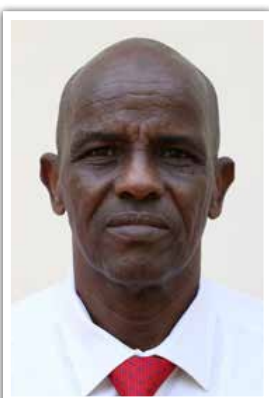
Billow Issack Hassan
County Secretary
Head of Public Service



Hussein Adan Somo
County Attorney



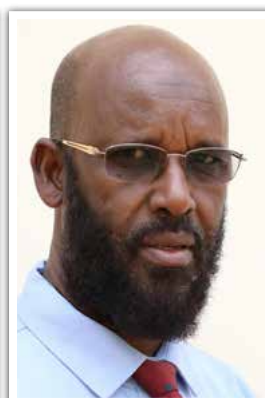
Ibrahim Mohamed Adan
CECM, Finance & Planning



Mohamed Ali
CECM, Health Services



Nadhifa Ahmed Mohamed
CECM, Trade &
Co-operative Development



Adan Dagane Hamud
CECM, Agriculture,
Livestock & Fisheries



Dr. Mohamud Adan
CECM, Water, Energy,
Environment & Climate
Change



Bare Mohamed Shabure
CECM, Public Service
Management, Devolved
Units & Community
Cohesion



Bashir Ibrahim Alio
CECM, Education & Human
Capital Development



Sumeya Bishar Musa
CECM, Social Development



Salah Maalim Alio
CECM, Lands & Urban
Development



Amina Ahmed Hassan (HSC)
CECM, Roads, Transport &
Public Works

We have so much to show for 10 years of devolution

The 2010 Constitution introduced decentralised government otherwise known as devolution. The shift empowered local communities through their elected leaders to make decisions on service delivery aiming to create a society built on equity and fairness. In the spirit of devolution, both the legislative and executive arms of the devolved units have made key decisions on service delivery.

Mandera County Government has experienced significant progress and development in the last decade since the introduction of devolution. We leapfrogged from nearly no tangible development to major infrastructural projects and competitive service sectors spread across the county.

Devolution has been the panacea for the county's many decades of severe underdevelopment due to systemic and historical marginalisation before the advent of devolution. Through responsible leadership and communities' efforts, key decisions were made to address the pressing development gaps and prioritise future growth and service delivery. Notably, I take an exceptional tribute to recognise the first Governor (who is now Senator), H.E Ali Ibrahim Roba for his cognition in identifying the most urgent development gaps and subsequently addressing them.

Under the leadership of Governor Mohamed Adan Khalif and I as his deputy, the county government remains committed to implementing programmes and services that uplift livelihoods and robust local economic growth.

The third-term government aims to build on the achievements of the last decade and continue providing effective and efficient services to the people of Mandera County.

As we approach the 2023 Devolution conference themed on achievements made over the last 10 years, it comes to me as a great pleasure to share a few notable achievements as has already been outlined in great detail by the Governor

nor H.E Mohamed Adan Khalif.

Education

Significant progress has been made in the education sector over the past decade. The implementation of the 'Elimu Wwa Wote' initiative has been a game changer.

This programme ensures that all public secondary school students in the county receive bursaries to cater for tuition fees, making education accessible to more children. Additionally, a robust policy for the feeding programme in Early Childhood Development Education (ECDE) was established, ensuring that young learners receive proper nutrition.

Furthermore, to enhance the quality of education, 415 additional teachers were employed.

Moreover, the county has successfully established three major colleges. The Mandera Technical Training College (MTTI) is now up and running, with presence in Mandera East, Elwak, Lafey and Rhamu sub-counties. Besides, the county has Mandera Teachers Training College as well as the Kenya Medical Training College (KMTC).

Health

Significant reforms have been initiated in the health sector over the past decade. The focus has been on primary healthcare, human resource development and universal health coverage. These reforms aim to improve healthcare services and ensure they are accessible to all residents of the county.

Water and Agriculture

The county has undertaken major infrastructural projects in the water and agriculture sectors. These projects have been instrumental in improving water supply and agricultural practices leading to increased food security levels. Detailed information on these achievements can be found in the Governor's 10-year achievements report.



**H.E. DR. ALI MOHAMUD,
THE DEPUTY GOVERNOR, MANDERA COUNTY**

The third-term government aims to build on the achievements of the last decade and continue providing effective and efficient services to the people of Mandera County.

Roads and Transport

Considerable progress has been made in the roads and transport sector.

The construction of an extensive network of tarmac roads, the first in the county, has been completed in Mandera Town. Furthermore, the Rhamu-Elwak road, a vital transportation route, has been upgraded to improve connectivity and facilitate trade and commerce.

Infrastructure

Numerous infrastructural developments have taken place in the county. Notable achievements include the construction of a state-of-the-art County Headquarters, official residences for the Governor and Deputy Governor, the estab-

lishment of Mandera Water and Sanitation Company (Mandwasco) and creation of two municipalities in Mandera and Elwak.

These infrastructure projects have enhanced the overall development and governance of the county.

These achievements of the past decade reflect our commitment to meeting the critical aspirations and needs of our people.

The progress made in education, health, water and agriculture, roads and transport and infrastructure has significantly improved the quality of life for residents. As we move forward, it is our mission and vision to continue delivering services that address the ever evolving needs of our communities.

SENIOR EXECUTIVES



Adan Mohamed,
CCO Livestock
Development, Animal
Health & Fisheries



Rahma Said Elias,
CCO Partnerships,
Donor Relations &
Resource Mobilisation



Abukar Abdi Sheikh,
CCO Trade, Industry
& Investment



Ibrahim Issack
Nurow, CCO Revenue
Services



Yussuf Mohamed
Kala, CCO Devolved
Units



Fartun Bulle Ibrahim,
CCO Economic
Planning & Statistics



Dr. Abdikadir
Adan Alio, CCO
Early Childhood
Development



Zhuleikha Osman
Maalim, CCO Housing
& Urban Development



Muktar Issack Kassim,
CCO Public Health



Farhiya Ali Abdullahi,
CCO Women
Empowerment &
Affirmative Action



Hussein Abdirahman
Sheikh, CCO Crop
Production, Harvesting
& Value Addition



Kassim Yussuf
Hassan, CCO ICT,
E-Government &
Public Communication



Sahara Adow Adan,
CCO Environmental
Protection, Biodiversity
Conservation &
Climate Change



Abdulaziz Barre
Hassan, CCO Energy
& Natural Resources



Ahmed Abdullahi
Aden, CCO Water
Services



Adow Ibrahim
Mohamed, CCO
Medical Services



Abdikadir Tache,
CCO Financial &
Accounting Services



Muad Mohamed
Khalif, CCO Public
Works



Hamdi Ahmed
Mohamed, CCO
Culture, Tourism &
Library Services



Mohamed Shukri
Abikar, CCO Circular
Economy, Solid
Waste Management &
Sanitation



Hussein Yussuf Sheikh,
CCO Community
Cohesion & Conflict
Management



Fatuma Abdi Hussein,
CCO Human Capital
Development &
Continuous Learning



Abdifatah Ibrahim
Ogle, CCO Executive
Coordination



Zeiton Abdishakur,
CCO Community
Engagement, Civic
Education & Public
Participation



Halima Hassan Alin,
CCO Technical &
Vocational Education
Training



Abdiwahab Mohamed
Issack, CCO Youths,
Sports & Talents
Development



Adan Maalim
Abdullahi, CCO Roads
& Transport



Ismail Omar Ibrahim,
CCO Lands, Survey &
Physical Planning



Miski Hassan Abdi,
CCO Cooperative
Development &
Marketing



Mohamed Mohamud
Ali, CCO Public
Service Management



Fatuma Mohamed
Tiko, CCO Social
Services, Special
Programs, Disaster
Preparedness &
Management



Ibrahim Mohamed
Ali, CCO Irrigation,
Soil Conservation,
Agricultural
Mechanization Services
& Flood Control

SENIOR EXECUTIVES



Issadin Adawa Edow
Chief of Staff



Okash Abdullahi Adan
Head of Efficiency and
Monitoring Unit



Ahmed Ali Madey
Head of Delivery Unit



Mohamed Adan Issack
CCO, Deradicalization
and Countering Violent
Extremism



Hassanoor Adan
Deputy County
Secretary



Ibrahim Suleiman Roba
CEO
Elwak Water & Sewerage
Company



Matker Mohamed
Manager
Mandera Municipality



Abdi Hassan Abdulla
Manager
Elwak Municipality



Kassim Haji Abdinoor,
CEO
Mandera Water &
Sewerage Company

Re-engineering the county public service for efficiency

The effective and efficient delivery of public services is a cornerstone of good governance, especially at the county level. In Mandera County, the recognition of human capital as a significant investment has led to a commitment to re-engineer the county public service. This proactive approach is aimed at improving service delivery, harnessing the expertise of professionals, and nurturing emerging talents.

This composition explores the county's efforts to enhance its public service, from capacity-building to performance measurement and intergovernmental collaboration.

Capitalizing on Devolution and Human Capital

Since the introduction of devolution, Mandera County has witnessed the return of experienced professionals who are dedicated to serving their communities. This influx of talent has been crucial in bolstering the county's public service. Alongside experienced individuals, fresh graduates have been welcomed, with a focus on mentorship and coaching to cultivate their skills on the job. This approach is particularly evident in the engineering sector, where partnerships with agencies like Kenya Urban Roads Authority (KURA) have been established to build the capacity of engineers.

Commitment to Capacity Enhancement

The role of the Head of Public Service is pivotal in ensuring the public service's effectiveness. To this end, Mandera County is committed to providing the best standards in capacity enhancement. Resources have been allocated to centralize capacity-building efforts, ensuring that the workforce is equipped with the necessary skills and knowledge to excel. This investment in professional development is a testament to the county's dedication to excellence in public service.

Performance Measurement and Accountability

Performance measurement is integral to assessing the efficacy of service delivery. Mandera County has implemented a robust performance management system, allowing stakeholders to gauge the county's progress and hold it accountable for its responsibilities. By adopting clear performance metrics, the county is setting a precedent for transparency and responsiveness to the citizens' needs.

Collaborative Approach

Collaboration between various entities is essential for equitable resource allocation and effective service delivery. The County Steering Group (CSG) has been reinvigorated to facilitate synergy between the county government, national government departments, and non-state actors. This collaborative effort has already yielded positive outcomes, as demonstrated during joint responses to challenges such as prolonged drought periods.

Strengthening Administrative Pillars

Coordination, communication, and intergovernmental relations are vital aspects of efficient governance. The County Secretary's office plays a central role in these areas, ensuring smooth coordination of government programs and projects. Additionally, the County Human Resource Management and Advisory Committee (CHRMAC) has been reinstated to guide staff management and decision-making processes.

The commitment of Mandera County to re-engineer its public service is a testament to its dedication to effective and efficient service delivery. By investing in human capital, capacity-building, performance measurement, and intergovernmental collaboration, the county is paving the way for excellence in public service. The administration's focus on empowerment, social welfare, healthcare, education, and infrastructure projects further underscores its commitment to realizing the promises made to the citizens. With the steadfast leadership of Governor Mohamed Adan Khalif, Mandera County is poised to achieve its goals and improve the lives of its residents.





Elimu Kwa Wote: Mandera's landmark initiative



Bashir Ibrahim Alio,
CECM for Education
and Human Capital
Development

“ Girl child education affirmative action programme is an initiative to send top performing female students to Turkey to take traditionally male-dominated courses.

Education is the cornerstone of progress and prosperity for any society. In a bold move that has garnered nationwide attention, Mandera Governor Mohamed Khalif has taken significant strides to uplift the educational landscape in his county. With the launch of the 'Elimu Kwa Wote' initiative, he has demonstrated his commitment to providing quality education and equal opportunities to all secondary school learners in Mandera County.

The 'Elimu Kwa Wote' initiative

This is a free education programme aimed at supporting secondary school learners in Mandera County. Governor Khalif launched the programme by allocating KSh350 million for the 2022/2023 Mandera County Bursary Fund.

The fund is specifically designated to cover tuition fees for all students enrolled in the county's 59 government secondary schools.

By making education accessible and affordable for every student, regardless of their background or financial status, the initiative seeks to eliminate barriers to education and empower the youth to realise their full potential.

Benefits and reach

The programme is expected to benefit more than 22,000 students in the county. The significance of this initiative cannot be overstated, as it not only eases the financial burden on

parents but also ensures that no child is denied the right to education due to financial constraints. By complementing the existing NG-CDF bursary schemes, the 'Elimu Kwa Wote' initiative covers a wider range of students, enabling more families to avail the benefits of free education.

Promoting gender equality

One remarkable aspect of the 'Elimu Kwa Wote' initiative is its commitment to promoting gender equality in education. Governor Khalif reiterated his support for the girls' affirmative action programme, started by his predecessor Ali Roba in 2019.

This demonstrates the county's dedication to empowering young girls and ensuring their access to education on equal footing with their male counterparts. By supporting the education of young women, the programme is contributing to the empowerment of women in the county and fostering a more inclusive society.

Support for students studying abroad

In addition to providing free education for secondary school students within Mandera County, a portion of the Sh350 million fund will be allocated to the ward bursary fund.

This will support Mandera County students pursuing higher education in other countries. By extending financial

aid to students studying abroad, the initiative shows a commitment to nurturing talent beyond local boundaries and creating global opportunities for the county's youth.

A Milestone in education sector

Governor Khalif's decision to provide free education at secondary level in Mandera is a historic milestone in Kenyan education sector.

He is the first Kenyan governor to implement such an initiative since the onset of devolution in 2013. This move sets a precedent for other counties and showcases the potential for transformative change when leaders prioritise education as a vital investment in the future of their communities.

The Elimu Kwa Wote programme is a testament to the visionary leadership of Governor Mohamed Khalif and his commitment to the welfare and development of the youth in Mandera County.

By removing financial barriers to education, the programme opens doors to endless possibilities for thousands of students, empowering them to shape their destinies and contribute to the progress of their county and country.

This landmark initiative serves as an inspiration for other regions to prioritise education and invest in the future of their societies. With Elimu Kwa Wote, Mandera County stands at the forefront of educational progress and inclusive development in Kenya.



County invests billions on education and skills development

The Ministry of Education in Mandera County is dedicated to promoting equitable, quality and relevant education at all levels, in alignment with the Mandera County Integrated Development Plan (CIDP) and Kenya Vision 2030.

Recognising the significance of the educational sector, the county is determined to address the various challenges it faces and positive gains have been realised through collaborative efforts with partners.

Over the years, the county has invested more than KSh4.6 billion in the education sector. Key areas of investment include Early Childhood Development (ECD) centres, the ECD College, Mandera Teachers Training College (MTTC) and vocational colleges across sub-counties, where 903 students are actively pursuing various courses. Additionally, Mandera Technical Training College is providing various courses to more than 240 students.

To strengthen primary education, modern administration blocks have been constructed for the two national secondary schools in the county. ECDE enrolment has seen significant growth,

with 23,449 learners currently registered, compared to 17,000 learners previously. The county government has employed 520 ECDE teachers to support the early education system.

However, there have been challenges in retaining ECDE teachers, with some leaving for better opportunities. As of now, there are 374 tutors actively teaching ECDE classrooms, out of which 36 have expired contracts and are no longer on the payroll.

In terms of infrastructure, Mandera County has constructed 216 ECDE classes, with 35 more under works for this financial year. An additional 56 ECDE classrooms are required for the next financial year. The county has also invested over KSh140 million in the supply of ECDE furniture and materials.

To support needy students, the department has disbursed KSh110 million in January 2021, totalling KSh440 million over the last five years. However, the county continues to face challenges due to the Al Shabaab menace, resulting in learning disruptions throughout the region.

In response to the radicalisation of youth and their recruitment into violent extremism, the De-

partment of Education has implemented strategies to provide opportunities for skill acquisition to prepare young individuals for the labour market. Seven vocational training centres offer technical courses, ranging from dressmaking and tailoring to motor vehicle mechanics and ICT, with a total enrolment of 903 students.

Furthermore, the county has launched the Girl Child Education Affirmative Action programme to send top-performing female students to Turkey to study traditionally male-dominated courses.

To facilitate effective governance and regulation, several Acts have been passed by the Mandera County Assembly, including the Mandera County Village Polytechnic Act 2014, the Mandera County Pre-primary Act 2014, Mandera County Education Bursary Act 2014, and others like the ECDE policy and school feeding programme policy documents.

These initiatives and policies demonstrate Mandera County's commitment to promoting education, skill development and gender equality, striving to create opportunities for its citizens' bright future. [M](#)

We value the lives of our vulnerable population



The Ministry of Social Development has assisted communities faced with calamities in parts of the county, and offered them food and non-food aid.



Sumeya Bishar Musa,
CECM Social
Development

One of the key areas of focus has been training on culture preservation and mapping of historical sites in collaboration with UNESCO.

The Ministry of Social Development has seen key growth, including in making the county more food secure than it has been in decades. The ministry operates through its four departments namely: 1. Social Services, Special Programmes, Disaster Preparedness and Management 2. Women Empowerment and Affirmative Action, 3. Culture, Tourism and Library Services. 4. Youth, Sports and Talents Development.

The ministry handles matters affecting the society's most vulnerable citizens such as children, women, youth, the elderly and those with disabilities.

Achievements

1. Social Services, Special Programmes, Disaster Preparedness and Management

Social Services

This department has constructed 570 housing units, complete with 100 toilets. At least KSh60 million grant has been dispatched to orphanage centres, while hundreds of youth in the county have been sensitised on the dangers of drugs and substance abuse.

Besides, 823 Persons Living With

Disabilities (PWDs) in Mandera South have so far been registered while we established a resource centre for them.

Other than that, the Ministry provided income generating equipment such as refrigerators, salon driers, and machines for car wash and welding. Others were incubators and donkey carts, all which will be helpful to women, youth and PWDs in business.

We worked with the local Kenya Red Cross to distribute mosquito nets at the Mandera Islamic Centre, which accommodates orphans.

Several primary and secondary schools have also benefited from mentorship programmes steered by the department. This department also constructed nine (9) social halls across the county, giving residents avenues to discuss matters that are pertinent to their well-being.

Special Programmes

The Social Programmes Department began a food distribution initiative targeting 60,000 households in November 2022. Another 60,000 households received food stuff from the department in March 2023. The households were mostly those affected

by severe drought across Mandera County's nine sub-counties. Later on April 6, 2023, the food distribution initiative reached at least 90 casual workers at the Mandera County Referral Hospital.

More food was distributed to support institutions such as Mandera Technical Training College, Mandera Teachers Training College and Mandera Polytechnic. This also boosted enrolment on April 7, 2023.

Through partnership with the Kenya Commercial Bank Foundation, the department distributed food to support 167 households in Mandera Town on 15th April, as the community observed Ramadan.

When there were floods on May 4, 2023, we carried out assessments at Dariqa sub-location and assisted more than 80 households that had been completely sub-merged.

We have worked in partnership with Direct Aid to distribute assorted food rations to support 1,000 households, including for non-locals. We later distributed food and non-food support to families affected by a fire outbreak at Shafshafey Location in Neboi Ward on June 12, and gave food to imams and



We distributed fridges and motor bikes at Elwak to boost businesses and people's independence.

Muadhhdhin of Mosques, reaching at least 1,174 beneficiaries. The food rations also targeted 743 madrasa teachers in 9 sub-counties and another six registered orphanages.

Since partnership has been our way of reaching larger areas in the shortest time possible, the Department of Special Programmes worked with the Turkish Embassy to distribute food assistance to at least 1,000 drought stricken households in Mandera East. Another initiative with the Kenya Red Cross in Mandera helped us to reach 400 vulnerable households with non-food items after they were affected by floods. Yet another partnership, this time with COCOP, enabled us to launch the second phase of the Lisha Jamii programme, benefiting up to 7,188 households.

Earlier in December 2022, the Department distributed food items to the community affected in conflicts over natural resources in Banisa sub-County.

Besides, we have always participated in County Steering Group meetings on disaster risk management planning and



Housing units for vulnerable people.

response to vulnerable communities affected by disasters.

2. Women Empowerment and

Affirmative Action

This department established a gender desk at the Mandera Police Station. Also important has been the distribution of



A session at one of the mentorship programmes at Joy Star Primary School.

dignity kits to school going children.

Considering the occasional reports of Gender Based Violence (GBV), the department has increased sensitisation of community gatekeepers to enlighten fellow women and girls on such issues. Women leaders and community members have been engaged by the county First Lady to create awareness on the GBV, even as training of women on Sexual Gender-Based Violence (SGBV) continues in sub-counties. A GBV centre was set up at Mandera Referral Hospital.

For the men, there has been continuous training of champions on Female Genital Mutilation (FGM), especially in Elwak and Banisa.

To address hunger and establish food security status, more surveys have been conducted in four sub-counties in collaboration with Action Against Hunger.

We celebrated the International Women's Day last March empowering a number of women to consider taking leadership positions and participating in development.



Participants perform during one of the cultural events in Mandera County.

Besides, the department did more suicide postvention in Elimu Bora Academy.

3. Culture, Tourism and Library Services

Mandera is very rich in art and culture. The County Government encourages the preservation of heritage and culture. A museum was built at Mandera Moi Stadium with a variety of artefacts and other cultural information displayed. The department has a Memorandum of Understanding with the Kenya National Museum of Kenya to support the establishment of

a cultural centre and capacity building of the staff.

In 2019, the department successfully conducted a Somali Culture Week, where the county showcased its diverse culture and artefacts. The participation was overwhelming, with local and international participation. The community has expressed desire for continuation of the culture week celebrations, that have been marked since 2020 when they were cancelled due to the Covid-19 pandemic. The department will resume the celebrations now that the situation is stable. [M](#)

This ministry handles issues affecting the society's most vulnerable citizens such as children, women, youth, the elderly and persons living with disabilities



Community members sensitised about Female Genital Mutilation.



Participants celebrate talent development and inclusion at the Mandera Special School for the Deaf.



CECM for Social Services, Youth, Sports and Gender Affairs Sumeiya Bishar Musa flags off the Mandera County football team for the 8th edition of the KYISA games.

One of the key focus areas has been the training on cultural preservation and mapping of historical sites in collaboration with UNESCO, visiting of Historical Sites in the county and capacity building on indigenous knowledge by natural products industry in collaboration with national museum of Kenya.

4. Youth, Sports and Talents Development

The department of Youth, Sports and Talent Development facilitated the formation and registration of football and volleyball clubs in the county.

There was an increase in football clubs from 100 to 282. Volleyball clubs increased from 50 to 80 across the county. The department has continuously participated in Kenya Inter-County Sports Association tournaments.

The Department oversaw construction of a modern Mandera Moi Stadium and development of several playgrounds throughout the county.

It conducted a number of football competitions, including the 2018 Governors Tournament, where winners got trophies, full sport kits and cash awards.

The Department successfully participated in all general consultative meetings for Kenya Youth Inter-County Sports Association (KYISA) games,

including the 8th Edition held between April 22 to 30, 2023 in Chuka Town, Tharaka Nithi County.

The period also saw adequate engagement of other relevant stakeholders such as Football Kenya Federation, Constituency Development Funds officials and some NGOs for proper coordination and funding of sporting activities.

We had many consistent sensitisation sessions on drug and substance abuse for inmates at the Mandera GK Prison and students at Mandera Secondary School.

Since climate change has disproportionately affected the Northern Kenya region, we have had consistent training of sector staff on impact of the crisis on youth and women, and built the community's capacity on climate mitigation and adaptation, as we also build resilience.

To allow inclusive decision making, the department convened youth leaders and drew frameworks of ideas and activities youth needed to be included in the 2022/2023 financial year.

We engaged the Kenya School of Governance (KSG) head of youth programme on the establishment of a youth innovation hub in Mandera town and had conceptualisation meetings chaired by the CEC. Besides, the department ensured assessment tour of Mandera Youth Hall by KSG Head of Youth

Programmes to check the viability of setting up the centre at the facility. Still working with the youth, the department ensured the showcasing of talents by Taekwondo and Drama youth groups. The latter presented a skit on effects of drug and substance abuse in the community. Focus remained on People With Disabilities, as the department planned celebrations of inclusion and talent development at the Mandera Special School for the Deaf, and delivered sports kits to support the institution's football team.

We visited the ICDO team on youth talent development in Neboi. The youth showcased impressive knowledge and skill on tie and dye.

Social halls

Considering the importance of public participation and interactions between public and government, as well as non-governmental entities, a social hall was necessary. As such, the Mandera County Government has, through the ministry, constructed five social halls.

Mandera rehabilitation centre

The county government proposed construction of the rehabilitation centre during the 2017/2018 financial year. The facility is complete.■



Beneficiaries of tailoring machines busy at work.

We build the youth with posterity in mind

The Mandera County Government considers youth an integral part of its development agenda and as such always been involved in decision making.

To ensure adequate participation of the youth and all the vulnerable groups, the county government conducts situational assessments with a view to successfully incorporate them into programmes that cushion them.

With specific programmes and an understanding of their skills, risk tolerance and barriers to participation, we have transparently looked at vulnerable households and cross-sectional youth assessments of capacity with a view to offering them opportunities.

We have embarked on early activation and engagement of youth. All students that meet basic academic requirements are offered full sponsorship to tertiary and Technical and Vocational Training Institutions.

In a county where youth risk radicalisation or being recruited into violent extremism, we strive

to ensure this demographic has opportunity to acquire skills that prepare them for the labour market. The county has six operational vocational training centres in Mandera, Fino, Elwak, Rhamu, Takaba and Banisa.

The centres provide technical courses, including on dressmaking and tailoring, motor vehicle mechanic, plumbing welding and fabrication, building technology, electrical installation, hairdressing and beauty therapy, ICT and carpentry.

We plan to open an additional polytechnic to accommodate the growing number of students. The investment in the vocational training has increased the employment rate. A good number of youth with technical skills are released into the market every year.

More than 700 women and youth from the poorest backgrounds have been offered income generating opportunities in tree planting and watering activities within Mandera Municipality.

We purchased and distributed 126 sewing

machines for women and PWDs. We also distributed 16 fridges to women and PWDs.

In a bid to support PWD in their mobility, we purchased and distributed 120 wheelchairs and tricycles and 150 crutches.

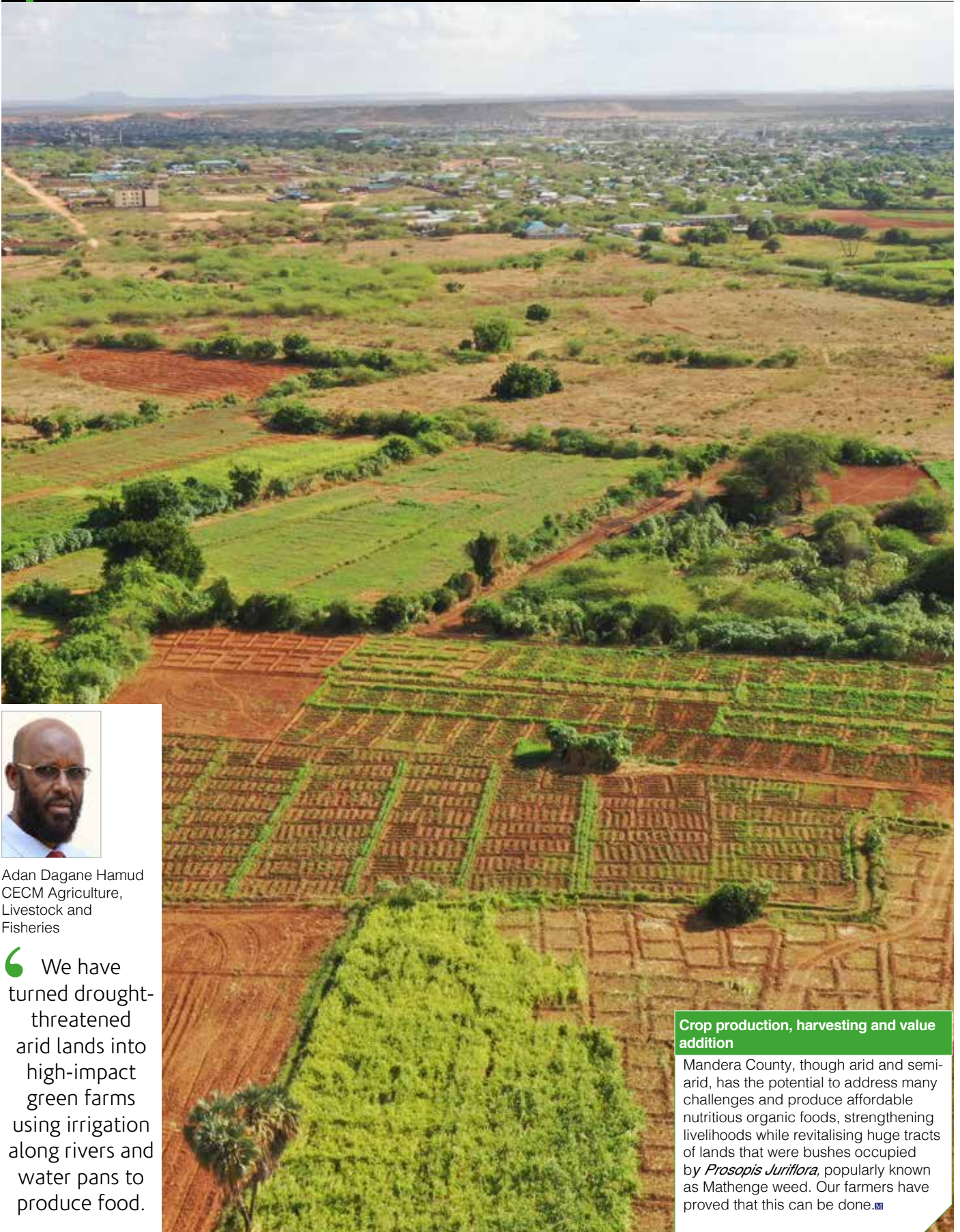
The county also constructed 65 housing units complete with toilets, and gave the occupants non-food items. We also bought and distributed 1,160 goats to 116 vulnerable households through the restocking programme.

The ministry gave KSh15 million grant to orphanage centres.

Critical to the sustainability of interventions for community of PWD, the department saw the completion of Mandera Disability Resource Centre and construction of Mandera Rehabilitation Centre.

In a bid to broaden skill sets, we are continuously training women, youth and PWDs across the county on income generating activities.

CROP PRODUCTION, HARVESTING AND VALUE ADDITION



Adan Dagane Hamud
CECM Agriculture,
Livestock and
Fisheries

“ We have turned drought-threatened arid lands into high-impact green farms using irrigation along rivers and water pans to produce food.

Crop production, harvesting and value addition

Mandera County, though arid and semi-arid, has the potential to address many challenges and produce affordable nutritious organic foods, strengthening livelihoods while revitalising huge tracts of lands that were bushes occupied by *Prosopis Juriflora*, popularly known as Mathenge weed. Our farmers have proved that this can be done. [M](#)

How 'dessert' is transforming into oasis of abundance

For years, Mandera County has been profiled as a vast wasteland plagued by drought and famine. But that stereotype of an arid land and agriculturally deficient region has been debunked... in a record time of less than five years.

The Mandera County government has turned drought-threatened arid lands into high-impact green farms using irrigation along rivers and water pans to produce food.

The pioneer governor and his team spearheaded a lifestyle change in the region, which saw many pastoralists successfully adopting small-scale farming, besides increasing the acreage under crop production.

Currently, more than 4,600ha has been set aside for irrigation farming.

We have reclaimed an arid land and turned it into a productive farmland. The many lush green farms with a variety of crops, ranging from maize, to vegetables and fruits have ensured food security and generated income for locals.

To achieve this historic milestone, the county government allocated substantial amounts in its annual budgets for agricultural development and to revitalise the sector.

Today, vast tracts of land that were initially populated by shrubs produce food crops targeting the export market. As a matter of fact, watermelons from Mandera are in such high

demand and could indeed be the sweetest on the continent!

The county has invested in technology and extension services and adopted innovative farming techniques, such as use of greenhouses, drip irrigation and conservation agriculture.

Given the fragile nature of the county's ecosystem, the Department of Agriculture, Livestock and Fisheries remains alert to the effects of climate change. To this end, the county has embraced technological innovation and management practices that address increased productivity, resilience building and reduced greenhouse gas emission.■

Key achievements

- The Department of Crop Production, Harvesting and Value Addition has spearheaded the development of irrigation infrastructure along River Daua for irrigated crop production through construction of new structures, as well as rehabilitation of existing ones
- We have cleared bushes to open up more land for cultivation since the Mathenge weed had invaded and colonised most of the farms, especially along River Daua. A total 2,145 acres of farmland were opened up through bush clearing for more arable land
- The department ensured development of water spreading, harvesting and storage reservoirs for farming in areas rain-fed agriculture is viable
- Structures have been constructed to direct run-off water to farms for crop production, especially in areas with streams (laggas). At least 160m of water spreading structures were constructed at Khorjab, Elelani and Girissa
- One 30m³ of masonry water tank with the required piping was constructed at Neboi

Suez Orchard farm to promote fruit farming

- Eight underground water tanks with total capacity of 948m³ were constructed in Banisa, Mandera West and Mandera South
- Three water pans of 90,000m³ in total were excavated at Banisa and Dandu, and farm inputs and irrigation infrastructure provided
- Four water pans were de-silted at Khayu, Dekka, Khofole and Harharo to help harvest water for crop farming
- Four boreholes for irrigated crop production were drilled at Lafey, Fino, Elele and Dabacity, complete with all accessories. All are operational
- Schemes and farmer groups have been provided with irrigation pump sets
- At least nine 2/3-piston diesel engine water pump sets were provided for the main irrigation schemes
- Over 104 of 1-piston diesel engine water pump sets were supplied to group farms
- More than 40 portable petrol water pumps were supplied to group farms with shallow wells
- Farm inputs and tractors were procured

complete with implements

- Over the last five years, more than 180 tonnes of assorted seeds and seedlings were procured and distributed to farmers in the county
- Six farm tractors, six ploughs, two harrows and one trailer were also procured for the Agricultural Mechanisation Services station to help in farm mechanisation. Two tractors and implements were donated by Turkish Government
- There has been continued construction of perimeter fences and farm access roads. The perimeter fences prevent farm invasion by wildlife, which may damage crops before being harvested. Farm access roads enable farmers to transport tools and farm inputs while carrying out other key operations. They are also important in transporting produce after harvest.
- A total 2,910-metre-long perimeter fences were constructed and farm access roads gravelled by the county government in the last five years.■





- The county government procured 16 tonnes of assorted seeds for cereals, pulses and horticultural crops, which were distributed to farmers in all sub-counties to take advantage of the rainfall received and receding flood waters along several lagas in the county. Currently there is an individual farmer named Mohamed Ibrahim in Burashum-Banisa who has 40 acres of Gadam sorghum and 5 acres of an orchard, which are doing well.
- Due to the above-normal rainfall received, most rain-fed farms had maize, sorghum, cow-peas and other horticultural crops planted in them. There was a fall army-worm invasion in most farms. The county government procured pesticides (Escort 1.9E.C and Integra) that was used to bring the pest under control.
- The county government repaired four tractors,

four ploughs and three harrows in AMS, which were previously grounded. Tractor Hire Services that were initially paused have resumed.

- In collaboration with Islamic Relief Kenya, the Department of Agriculture conducted assessment of floods along the Dawa River in Mandera East, Sala (Lafey) and Mandera North. A report was made with recommendations for possible interventions from stakeholders.
- Agriculture and Technical Working Group has been revitalised and is working harmoniously with non state actors such as Islamic Relief, NAPAD, RACIDA and ACF.
- Under the Sustainable Food Systems Programme supported by WFP, the following achievements were made:

- 7,000 house holds in Mandera West, Mandera North and Banisa continued to receive food transfers of cereals, pulses and vegetable oil
- 25,260 vulnerable house holds in the county are receiving cash transfers through COCOP
- There was de-silting and rehabilitation of Guul-janey Water Pan (25,200m³) in Mandera West
- We installed two posho mills, two de-hullers and two threshers in Takaba and Banisa
- The ministry had sessions to capacity build farmers and staff, including several field visits, trainings and workshops
- The Farmer Service Centre model was introduced in the county after seven technical staff toured Tharaka-Nithi and Meru counties and selected lead farmers to be trained in Moyale

Sorghum, a resilient crop of choice for climate smart agriculture

Mohamed Ibrahim (Wayame), a farmer in Banisa, initially relied on livestock as a source of livelihood, but this changed following serious loss suffered following prolonged drought. A lot of the animals died. He slowly considered crop farming with a major focus on sorghum since it is drought tolerant does well.

Supported by Mandera County Government, WFP and other non-state actors, he attended several trainings on agronomy. In 2023 he planted about 40 acres of Gadam sorghum and he is in the threshing and winnowing process. He expects to harvest at least 500 of 50kg bags. He was trained as a Farmers Service Centre, and can carry out aggregation and look for market for other farmers. He is also linked with WFP for the purpose of selling the produce. From his last harvest he sold one 90kg bag for 3,000. The county is encouraging farmers to plant sorghum due to its resilience.

Sorghum varieties have agronomic packages which a farmer should practice in order to reap maximum benefits from the variety. Improved sorghum varieties are like Gadam and Serena. Seredo does not reach their yield potential if farmers do not practice recommended agronomic practices. For maximum benefits, the agronomic practices applied should also be climate smart.

Climate smart Agronomic practices

Farmers have been advised to choose deep fertile well-drained soil that is not isolated from the homestead to reduce infestations by birds and enable scouting of pests and diseases.

Land preparation

Land is to be ploughed soon after harvesting the previous, followed by harrowing and breaking of the soil into a fine seed bed. However, ploughing practice encourages soil erosion, high soil moisture loss, destruction of soil structure and compacting of wet soil. Reduced tillage by chisel or ripper leads to less erosion, soil moisture conservation, good soil structure and healthy soils due to minimised disturbance of microorganisms.

Planting and seed rates

Plant immediately after the onset of the first good rainfall. Planting should be done in rows to acquire the correct spacing and seed rates. An acre requires 4kg of seed. The recommend sorghum spacing is 75cm x 20cm but because most farmers use the oxen plough the set spacing is 90cm (3ft) between rows. Farmers should therefore reduce plant-to-plant spacing to 15cm.

Crop nutrition

Most soils in sorghum production areas are deficient in nitrogen (N) and phosphorus (P), which are essential for adequate crop growth. To correct these nutrient deficiencies, crop nutrition can be improved through application of organic fertilisers/manures and inorganic or chemical fertilisers. Soil testing is recommended for proper decision on what type of soil fertility to apply. Well decomposed manure



Gadam sorghum head at a farm in Mandera.



Sorghum stover -Mohamed Ibrahims farm in Burashum in Banisa



Threshing and winnowing of harvested sorghum at Mohamed Ibrahims' farm.

is spread evenly on the farm or during planting by placing along the planting furrows and mixing with the soil before seeds are sown. The required quantity is two tonnes per acre. For inorganic fertilisers apply one bag (50kg) per acre of compound fertiliser NPK (20:20:0 or 23:23:0) at planting, then top dress with one bag (50kg) of Calcium Ammonium Nitrate (CAN) per acre when the crop in knee high.

Weed Management (IWM)

The first weeding should be done within three weeks after emergence. The second weeding should be done when the weeds are observed. However, in the semi-arid areas, due to reduced moisture at advanced plant development, weeds may not establish enough to warrant weeding.

CROP PRODUCTION, HARVESTING AND VALUE ADDITION

Thinning

Thin sorghum seedlings and leave one plant per hill three weeks after emergence. This is best done after first weeding in order to accommodate appropriate plant density adjustments in case some plants are damaged during weeding. Mechanized planting using calibrated planters ensures proper seedling spacing and plant population, thus reducing labour and seed rate.

Integrated pest and disease management

Pests and disease damage is responsible for significant yield losses of sorghum. Integrated Pest and disease Management (IPM) is a combination of various practices, including cultural control, biological control, chemical control and use of resistant and tolerant vari-

eties. It is guided by constant scouting for sorghum pests and diseases in order to prevent and control them.

Harvesting and processing

Harvesting on time, when the grains are physiologically mature. Hand harvesting is the most used method. The heads are cut with a knife from the standing stalk.

Threshing

Spread panicles on a tarpaulin or mats to dry under the sun for the grain to separate from the husks. Thresh on the tarpaulin of mats to avoid contamination with stones and soil.

After threshing, winnow the grain to remove chaff before storage. The use of sorghum threshers lessens the time and increases

efficiency and quality of the grain.

Drying the grain

Dry grain under direct sunlight to the recommended moisture of 13 per cent or below. The dryness can be tested using the moisture meter available with extension providers and on request. Others are teeth method (the grains are brittle and crack when bitten), pinching with the fingers or the salt method.

Packing/storage

Dust the grain with storage pesticides and package in clean gunny bags. A better health option is Hermetic Storage Technology (HST), which protects without the need of chemical dusting.■

Maize

The key food security crop in Kenya doing well in parts of the county due to the good rains received during the March - April - May long rains season.



Harvested beans at Gagaba farm in Mandera West. The department has encouraged farmers to grow beans since it is nutritious. The adoption and utilisation of green-grams and cow-peas is still low.



Abdullahi Ibrein at his maize farm in Gagaba, Mandera West.



Maize harvested and stocked for drying before removing cobs at Wagai Dahan in Mandera West.



CECM for Agriculture with CCOs and departmental technical staff at Kotulo farm.



Maize harvested at Banyoley and Bokollow farms in Mandera East.

Horticulture

Key driver to commercialization and diversification of crop production



County Chief Officer for Crop production, harvesting and value addition and a tomato farmer in Banisa dry-land farm.



Kales at Haji Mustafa farm in Korille Banisa

Advancing water harvesting has helped build resilience, boost agriculture and food security

Cognisant of the need to align with the global Sustainable Development Goals (SDGs) in this decade of action, the County Government has chosen to act accordingly for the betterment of its people. Of key importance among the goals is SDG1 (No Poverty), SDG2 (Zero Hunger) and SDG13 (Climate Action).

Our response to the UN-backed SDGs has been through aligning the County Integrated Development Plan (CIDP) with the National Government and the Governor's manifesto. This alignment has fostered partnerships with organisations like World Food Programme, RACIDA, World Vision and others, resulting in increased irrigable land and production of nutrient-dense food locally.

Mandera County heavily relies on the trans-boundary River Daua, shared with Kenya, Ethiopia and Somalia, for irrigation. The county also utilizes water pans and shallow wells for water supply. Six major irrigation schemes along the River Daua, including Malkakuna, Hareri, Aresa, Khalalio, Gadudia and Border-Point One, have significantly contributed to agricultural activities.

The county government, in collaboration with development partners, provides material and technical support to farmers and farming groups. Notable farms like Wayame and Tattane have benefited from this assistance, leading to increased interest in agriculture among Mandera residents.

The construction of the Kutulo-Malbe 200,000m³ water pan has further boosted agricultural activity by providing an alternative source of livelihood for farmers in addition to livestock production.

To improve climate change mitigation and resilience, the county promotes tree nurseries and shade nets and encourages the establishment of kitchen gardens and indigenous tree planting by individual farmers.

The county is embracing green energy, with the adoption of solar water pumping in irrigation schemes and for smallholder farmers. This sustainable approach is replacing fossil fuel technologies and contributing to the region's just transition to renewable energy.

The World Food Programme's Sustainable Food Systems Programme (SFSP) focuses on

enhancing the community's capacity for food production and creating alternative sources of livelihoods. Collaborating with the county government, WFP has undertaken projects like constructing water pans, shallow wells and lined farm ponds. They also provide technical support and capacity building for farmers. The introduction of nutrient-dense crops like orange-fleshed sweet potatoes has proven successful in addressing malnutrition.

The county's efforts in water harvesting and storage structures, including lined farm-ponds, water pans and shallow wells, have helped overcome the challenges posed by inadequate and unreliable rainfall. These initiatives have positively impacted agricultural productivity and improved livelihoods for the people of Mandera.

Water harvesting and storage structures

Due to inadequate, unreliable and scanty nature of rainfall experienced in Mandera, the county has embarked on construction of water harvesting and storage structures such as lined farm-ponds, water pans and shallow wells.



Green house farming at BP1 and Lined farm ponds



H.E. the Deputy Governor Dr Ali Mohamud during the launch of county-wide Livestock Vaccination Campaign.

Securing livestock to safeguard livelihoods

The Veterinary Service in Mandera County is a devolved function that plays a crucial role in safeguarding the primary sources of livelihood for its residents - livestock. Nomadic pastoral practices are prevalent in the county, necessitating robust veterinary services to protect livestock-based livelihoods through mass vaccinations, movement control and other herd health services.

Before devolution, veterinary services were limited due to the vastness of the county, low staffing levels and inadequate infrastructure.

However, since devolution, the county's leadership has taken significant strides in improving the Veterinary Department. Staffing levels have increased by 80 per cent, with 28 technical Veterinary staff members recruited. They include vet officers, Chief Animal Health Officers (CAHO), Animal Health Officers/ Assistants (AHO/AHA) and lab technologists. This boost has elevated veterinary service delivery from a low to a medium level, facilitating timely disease surveillance and control interventions, minimising outbreaks and preventing mass deaths from diseases.

There have been significant improvement on infrastructure as well. The county government established and operationalised a diagnostic lab, a cold room for vaccines and an Artificial



A Vet official sprays camels against biting flies and ticks.

Insemination (AI) centre at a livestock farm in Bulla Haji. Furthermore, over 90 per cent of old structures have been repaired, serving as veterinary drug stores, offices and staff houses.

At the community level, modern slaughterhouses have been constructed in Mandera East and Mandera North, positively impacting the livelihoods of thousands of households and ensuring animal product safety.

The completion and operationalisation



The Vet team treat Trypanosomiasis in camels.

of another modern slaughterhouse in Elwak, expected by the end of 2023, will further enhance livelihoods and create employment opportunities for residents.

In addition to economic benefits, these projects have improved animal product safety by 95 per cent, contributing to the overall well-being of Mandera residents.

At the ward level, the county leadership has allowed the establishment of strategically placed

cattle crushes and constructed slaughter slabs, aiming to improve livestock-based livelihoods and disease control.

These infrastructures serve as essential nodes for veterinary service delivery at the Sub-county, ward and village levels.

Through these initiatives, Mandera County has made significant strides in transforming its veterinary services, empowering livestock-based livelihoods and ensuring the well-being of its residents.

The commitment and dedication of the county leadership in improving this critical sector are evident, with positive impacts resonating throughout the region.

Disease control

The County Government recognizes the crucial role that livestock plays in the livelihoods of over 80 per cent of its population, contributing significantly to the economy and food security of the County.

However, the County also acknowledges the threats posed by various illnesses to the well-being, production and productivity of the animal population.

Mandera County's geographical location, sharing porous borders with Ethiopia and Somalia, poses a challenge as it allows the influx of populations carrying trans-boundary animal diseases. Diseases such as Contagious Caprine Pleuropneumonia (CCPP), Peste des Petits Ruminants (PPR), Sheep and Goat Pox (SGP), Lumpy Skin Disease (LSD), Anthrax, Brucellosis, Trypanosomiasis, Rift Valley Fever and Foot and Mouth Disease are prevalent in the region.

Effectively controlling these diseases requires regular surveillance, vaccination campaigns, quarantines and movement controls.

To address the challenges faced in disease control, Mandera County has partnered with various organisations, including RACIDA, IRK, ACF, VSF-Suis, FAO, ADRA and DRC. These partnerships have provided essential support, such as logistic assistance (transport) and staff allowances during routine and emergency interventions.

The county government has played a significant role by providing all necessary inputs, including drugs, vaccines, equipment and personnel.

In the fiscal year 2022/2023, the County Veterinary Department received an assortment of essential drugs and vaccines from both the county government and FAO through the State Department of Livestock Directorate of Veterinary Services. Capacity-building initiatives were also undertaken, with trainings conducted on disease surveillance and control, epidemiology and biosafety and security.

Throughout the year, the department conducted several animal health activities to combat trans-boundary diseases.

This included three county-wide routine vaccination campaigns against trans-boundary diseases, three sero-surveillance campaigns for PPR and Rift Valley Fever, and three zoonotic disease outbreak investigations for



Capacity training for trainers in community livestock disease management in Mandera West sub-County.

At the community level, modern slaughterhouses have been constructed in Mandera East and Mandera North, positively impacting the livelihoods of thousands of households and ensuring animal product safety.

Brucellosis, Trypanosomiasis and Rabies.

Additionally, there was one emergency outbreak response against Trypanosomiasis in camels. The impact of these vaccination and treatment campaigns was significant, with a large number of animals receiving protection.

An example is a short period of vaccination and treatment campaigns between July 2022 to June 2023 that saw a total 438,867 goats vaccinated against CCPP and 206,632 against SGP.

During that same period, 103,565 sheep were vaccinated against SGP. Up to 10,208 cattle were vaccinated against LSD, 289,472 goats and 96,612 sheep against PPR, while 24,004 camels against BQA. In May 2023, 12,672 camels were treated against Trypanosomiasis.

This is how such efforts enabled the county's commitment to safeguard the health and well-being of its livestock for the period devolution has been in place.

This has enabled enhancing of food security in the county and protecting of the livelihoods of its residents.

By collaborating with partners and implementing effective disease control measures, Mandera County is now making substantial strides in securing a healthier and more prosperous future for its animal population and communities.■



Veterinary staff collect brain sample from a camel calf during a rabies outbreak in Mandera South.



Mandera East abattoir.



Projections and successes

Livestock production

Livestock production plays an important socio-economic role in Mandera County. Livestock accounts for about 90 per cent of employment and family income. The extensive livestock production system and the pastoralist households were previously affected by the prolonged drought shocks.

Before devolution, Mandera communities were highly vulnerable to drought and interventions were minimal. This resulted in huge livestock losses during drought episodes. Today, we can proudly say that pastoralist communities' resilience to drought has greatly improved due to increase in water and pasture availability, as well as disease control interventions.

Other than climate change risks, pastoralists would lose up to 50 per cent of their livestock to preventable diseases during outbreaks. But this was before devolution. Currently, animals are routinely vaccinated and treated for diseases, minimising such losses. Additionally, routine surveillance is done to help prepare the pastoralists and the departments in combating adverse diseases that might cause losses in livestock and livelihoods.

Our dream is to transform pastoralism from a way of life to a commercially viable activity targeting the export market with both livestock

and their products. It is also our objective to establish a leather tanning industry. That dream is still alive and on course.

So far we have constructed a modern slaughter house at Mandera East and two new ones at Lafey and Kutulo sub-Counties to improve meat hygiene, with a new one just started in Elwak Municipality. One veterinary diagnostic laboratory was renovated to improve the diagnostic capacity of livestock diseases. The department also acquired rapid test kits for testing PPR in the field. The department constructed 16 cattle crushes with loading ramps to promote livestock marketing. There are also four slaughter slabs, 20 water troughs and seven underground water tanks constructed for bee keeping. Rhamu ESP slaughter house has been completed.

At least two mass livestock vaccination and de-worming exercises are conducted every year. In each vaccination exercise, about 2 million head of livestock are vaccinated against various endemic diseases.

The sector has also been constructing regional livestock markets, the latest being the one at Garbaqole. Zero grazing units such as the one at Bulla Haji Livestock demonstration farm are also very helpful to the local community.

The department procured 12 Freshian heifer calves for training and demonstration to

promote dairy production along the riverine. The number increased to 49 within seven years, and it became difficult to keep them at the farm. The extra were sold off through competitive bidding.

The county government would like to transform the centre into a fully fledged training centre to improve dissemination of modern livestock production skills to farmers. In view of this, the county government constructed an office block, classes, staff houses, mosque and a hay store at the centre.

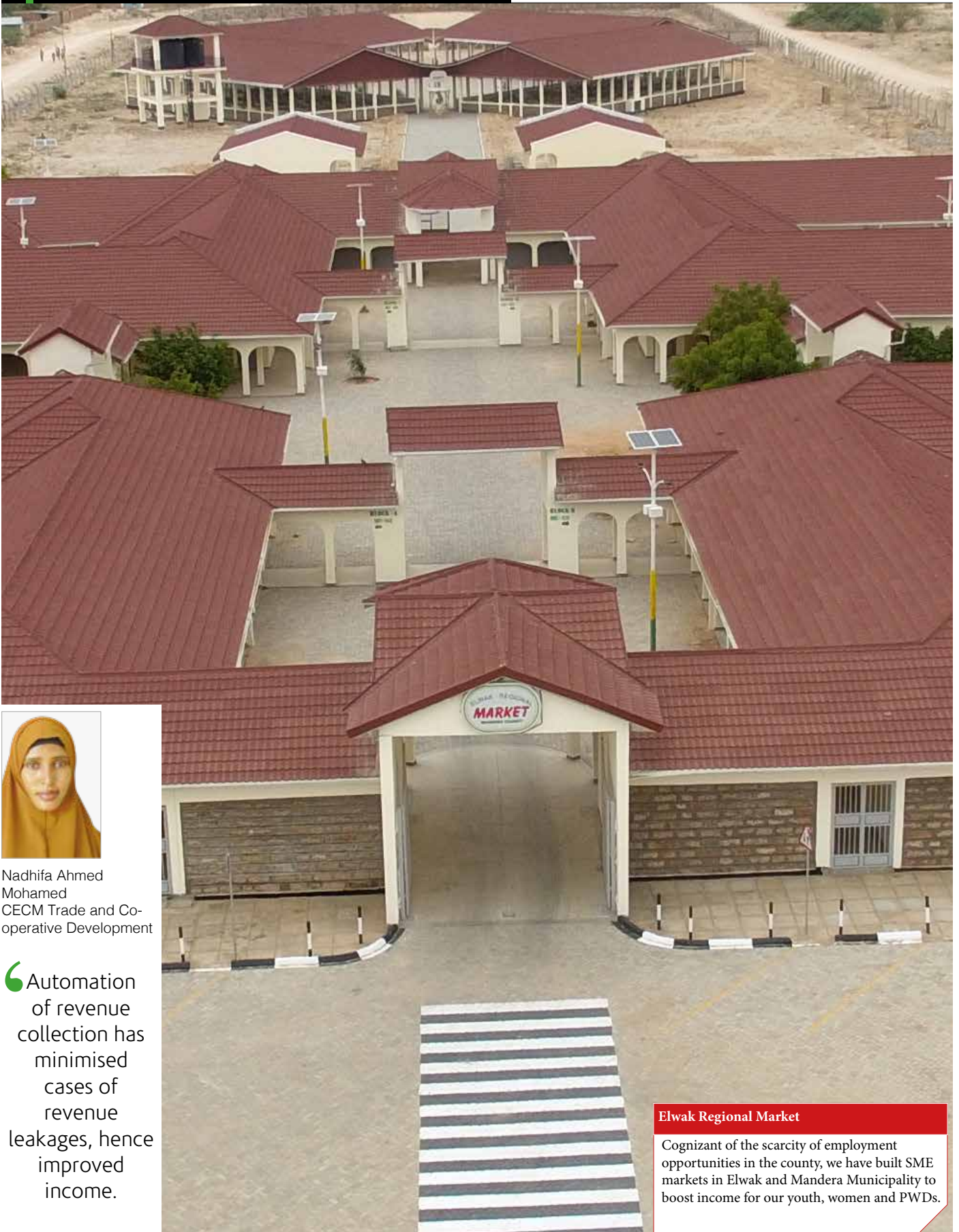
In the last six months alone, we have maintained the trend, distributing 16,500 bags of drought pellets, 2,500 mineral blocks, 50 bags of mineral protein drought licks and 300 bags of range cubes county-wide to mitigate effects of the 2019 drought.

Majority of the livestock farmers were poor and food insecure mainly due to low livestock productivity, high cost of inputs and local market inefficiencies.

To mitigate such challenges, 32 camel milk value chain Common Interest Groups (CIGs), 140 goat meat CIGs and 58 Apiculture CIGs were formed and supported to promote the value chains at ward levels.

Up to 40 technical officers underwent training of trainers on the value chains development and will provide technical support to the value chain CIGs.





Nadhifa Ahmed
Mohamed
CECM Trade and Co-
operative Development

Automation of revenue collection has minimised cases of revenue leakages, hence improved income.

Elwak Regional Market

Cognizant of the scarcity of employment opportunities in the county, we have built SME markets in Elwak and Mandera Municipality to boost income for our youth, women and PWDs.



Traders love money, we help businesses make it

Access to market infrastructure

The Ministry of Trade and Cooperative Development has built on good progress made in the near decade of devolution, and is now out to ensure traders have access to decent standard places to do business. Construction work is ongoing in several parts of the county to ensure this is achieved.

Since the community in Mandera is predominantly merchandisers, and in view of the rapid increase in needs for one to do businesses, the Ministry of Trade has endeavored to create an enabling environment for traders locally and beyond.

The ministry has consistently implemented several transformative agenda to effectively enable creation of favorable environment for increased ease of doing business in Mandera County.

The ministry has also ensured construction and operationalisation of markets, marketing county products and produces, protection and incubation of SMEs, as well as financial support through interest free loans. There were five main markets with 351 of 5-ESP shades before the advent of devolution. The county government has since increased the number of markets by building 15 new modern markets with 770 stalls, three bale shades with a capacity of more than 200 stands. This was a great achievement under the leadership of the first governor of Mandera County, H.E. Ali Ibrahim Roba, and which was rapidly built on by his successor, H.E. Mohamed Adan Khalif.

The Department of Trade is tasked with creating an enabling environment for traders within the county and beyond.

The ministry operationalised the Elwak Regional Market in September 2020. The market boasts 216 ultra-modern stalls, 128 open table shades, a parking lot for more than 200 vehicles, modern rows of toilets, including for persons with disabilities, and fire-fighting equipment.

Others constructed and launched by the County Government include Mandera Youth Market, Mandera ESP, Khalalio Market, Sala Market, Rhamu Market, Ashabito Market, Rhamu Dimtu Market, Eymole Market and Kutulo Market.

Revenue collection

The hardest nut to crack in county revenue is usually collection. Yet this ministry approached it

Markets and capacities

No.	Market	Before Devolution	After Devolution
1.	New Rhamu Market	0	56
2.	Refurbished existing old Rhamu Market	0	58
3.	Old Rhamu Market	55	55 refurbished
4.	Mandera Bulla Jamhuri Market	184	184 refurbished
5.	Banisa Market	16	16 refurbished
6.	Eymole Market	0	24
7.	Mandera Buspark	62	62 refurbished
8.	Takaba Market	10	4 with shade
9.	Khalalio Market in Mandera East Sub-County	0	24 stalls
10.	Sala Market in Lafey Sub-County	0	24 stalls
11.	Lafey Market stalls and open shade	24	24 refurbished
12.	Wargadud Market	0	16
13.	Refurbished Fino market in Fino ward	0	7
14.	Mandera town ESP market	0	203 modern stalls and 32 open table shade
15.	Mandera Youth Market	0	58 modern stalls, market with complete restaurant, mosque and ablution block
16.	Kutulo Market	0	24 stalls
17.	Elwak SME Park Regional Market	0	216 ultra-modern stalls, 128 open table shade and parking lot for over 200 vehicles, modern rows of toilets, including for PWDs, and fire fighting equipment
18.	Borehole 11 Market	0	16 stalls with shade
19.	Ashabito Market	0	24
20.	Rhamu Dimtu Market	0	16 stalls with shade



with optimism and charismatic leadership, which evidently bore fruit. We embarked on this primary role of revenue collection after the Ministry of Finance and Economic Planning decentralised and handed over revenue streams to us on April 3, 2020.

The revenue streams handed over to the ministry are as follows:

1. Single business permit
2. Market stall
3. Market shades
4. Market gate
5. Miraa movements

The opportunities in this sector included automation of revenue collection that has minimised leakages and increased collections.

Decentralisation of revenue and human resource to the department has enhanced proper control, supervision and accountability since there is no avoidance of collection responsibilities. The good working relationship with Mandera Municipality enforcement team has also enhanced compliance and enforce-

ment in revenue collection.

Business advisory and counseling

Here are the major areas on which the traders are advised and counseled:

a) Book-keeping and preparation of other financial statements.

In these sessions it was established that most businesses were conducted informally, with poor record keeping, as none of the traders had books of accounts. Neither did they prepare any financial statement. They, therefore, did not know if their businesses were growing or making any profit at all.

b) Business registration procedures.

Here they were advised on businesses registration procedures or the county's trade licensing procedures and processes, as well as ongoing business registration.

c) General trade and business matters.

This included proper arrangement of merchandise at business premises, product display and the effectiveness in client

attraction, customer care and credit management.

Digitalisation of markets

The Ministry of Trade has embarked on the digitalisation and automation of market tenants. This is a success for the ministry, as the details of 732 tenants were captured and the list keeps growing. The Department of Trade looks forward to soon digitalising all the other remaining markets in the county including the Elwak Regional Market. Digitalisation improves revenue collection and enhances supervision of markets. This has helped the ministry to promptly and conveniently pay for services.

Sacco empowerment and training

The Department of Cooperative Development has been conducting empowerment training across the county that covers marketing and value addition, financial management, audit services, proper bookkeeping among others.

The story of Mandera County's advanced business growth and development is one of remarkable progress and transformation. Thanks to efforts by various government departments and ministries, the county has experienced a surge in trading activities.

The provision of business advisory services and market intelligence to Small and Medium-sized Enterprises (SMEs) has played a crucial role in this achievement. As a result, entrepreneurs, especially those in the agricultural sector and fruit vending, have thrived in Mandera's markets.

One significant initiative that will contribute to the county's economic success is the establishment of County Aggregation and Industrial Parks (CAIPs).

These parks, backed by the national government and the Council of Governors, will be strategically located across the county to facilitate bulk purchasing and selling of agricultural produce. By bringing together independent aggregation centres, CAIPs will promote economies of scale, benefiting farmers and primary producers. Additionally, these centres will also support primary processing and value addition, fostering a comprehensive, job creating economic model that utilizes Kenya's abundant agro- resources.

The emphasis on livelihood restoration, rehabilitation and resilience has been an integral part of Governor Mohamed Adan Khalif's agenda. The dissemination of business information at market centers and SME-concentrated streets, coupled with coaching and mentorship programmes, has sharpened entrepreneurs business

Ministry stretches the limits to hasten county's economic growth



Mandera East Milk Sellers Cooperative Society, which ensures value addition to milk and their products, and improving their market competitiveness.



CATEGORY	SUB-CATEGORY	PERCENTAGE (%)
Micro	Salon, kinyozi, vegetables and fodder sellers	50%
Small	Cyber café, tyre puncture centres, small eateries, retail shops and kiosks	35%
Medium	Supermarket, garages and M-Pesa agents	20%
Enterprises	Suppliers, contractors, transport sector	5%

skills and motivated them to navigate challenges of the ever-changing economic landscape.

The celebration of Ushirika Day is a testament of the county government's recognition of the cooperative societies' crucial role in driving development.

This international day is observed every July 1, and Mandera County's Department of Cooperative Development and Marketing actively participates in honoring best performing cooperative societies.

To empower youth and women-owned businesses, the county has set up business incubation centres. These centres serve as mentors and provide crucial support to young entrepreneurs in various sectors like salons, barber shops and cyber cafes.

Promoting agribusiness value chains has been a priority for the ministry, which has facilitated market linkages between farm producers and distributors. This initiative has opened up new business opportunities, benefiting both producers and distributors.

The growth of SMEs in Mandera County by 30 per cent is a remarkable achievement. The focus on creating an enabling environment for growth and development, through the provision of market space, market stalls and vegetable shades, has attracted more entrepreneurs to venture into business sectors, thereby contributing to the socio-economic transformation of Kenya's economy.

Notably, this growth has also resulted in more opportunities for marginalised groups, including youth, women, people with disabilities and those with lower levels of education, contributing to a more inclusive and thriving economy.

Overall, Mandera County's journey towards

advanced business growth and development showcases the power of strategic planning, government support and a focus on empowering local businesses and communities. The continued dedication to these efforts promises a brighter and more prosperous future for the county and its people.

The ministry's championing of value addition and aggregation has led to significant progress in reducing post-harvest losses and enhancing the quality of agricultural produce.

Through cooperative societies, various Farmers Producer Organisations (FPOs) and Savings and Credit Cooperative Organisations (Saccos) have been sensitised to adopt these concepts. One exemplary success story is the Mandera East Milk Sellers Cooperative Society, which ensures value addition to milk and their products, and improving their market competitiveness.

Another critical development is the establishment of the Enhanced Mandera Triangular Trading Zone. The Department of Trade and Industry has taken the lead in forming a cross-border committee to promote regional integration and enhance trading activities within the Frontier Counties Development Council (FCDC). This initiative aims to foster economic growth and prosperity by leveraging the potential of cross-border trade between Malka Suftu (Mandera-Ethiopia) and the Custom Border (Mandera-Somalia).

The ministry's efforts to attract private investment through enhanced trading services and a conducive business environment have been fruitful. Various private investors have stepped forward to specialise in catering services, contributing to the growth and development of the business sector in the county.

Capacity building and training of senior staff have been prioritised to improve the live-

Mandera County's journey towards advanced business growth and development showcases the power of strategic planning, government support and benefits of empowering local businesses and communities.

lihood of SMEs and enhance the prosperity of cooperative societies. Working with the World Food Programme (WFP), the ministry conducted training sessions to equip senior staff with knowledge of aggregation and farmers' service centre concepts, empowering them to drive positive change in their respective areas.

The promotion of small industries has been another crucial aspect of the ministry's work. Various small industries were visited to assess the impact of value addition and processing procedures. The collaboration with KIRDI small industries LAB was aimed at identifying potential areas for growth and exploring strategies to enhance the value addition process.

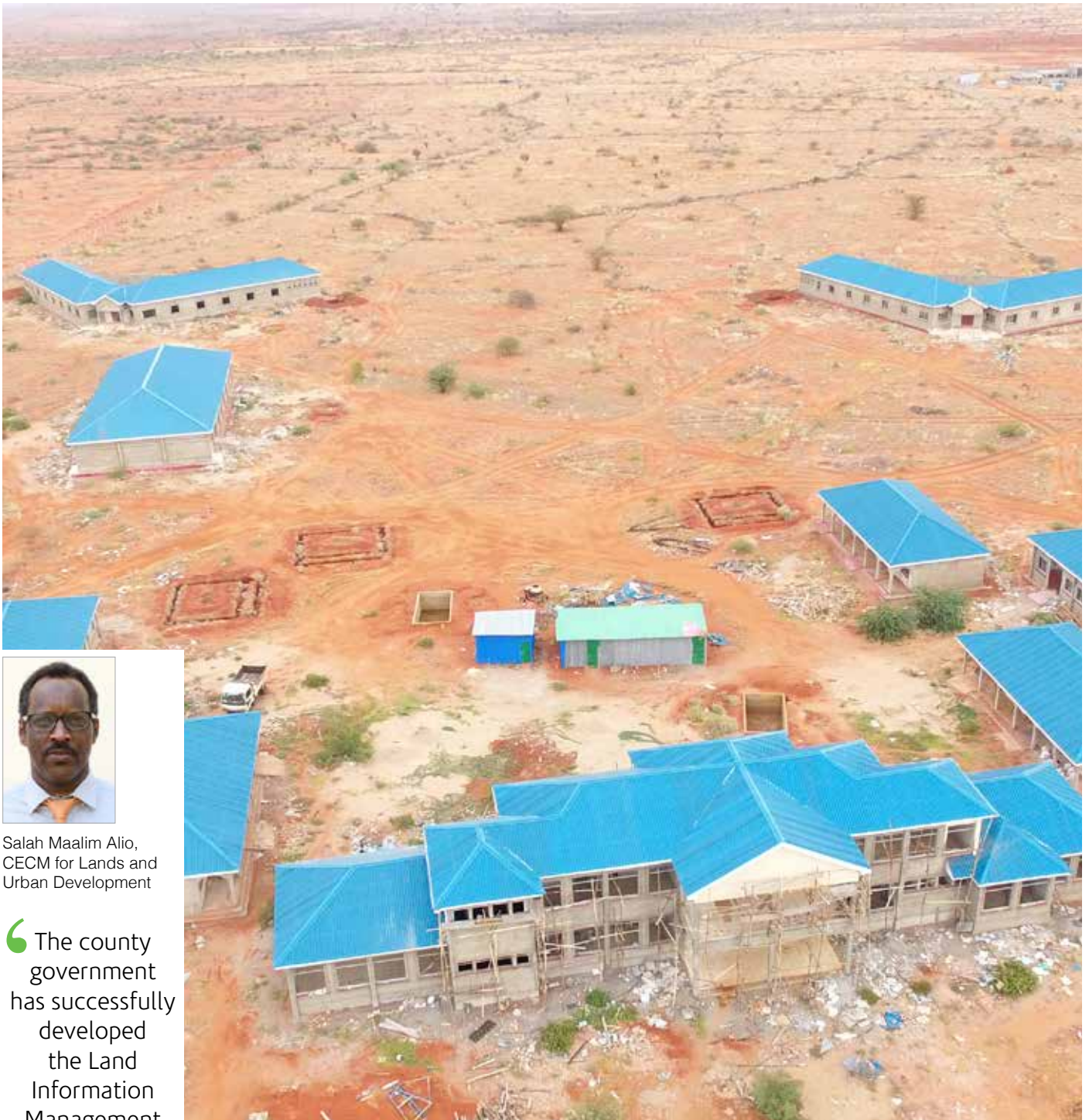
In recognising the importance of governance in cooperative societies, the ministry has actively strengthened their governance structures. Various societies held their Annual General Meetings, elected new officials and discussed finances.

For instance, Sharia Sacco, which is owned by Judiciary staff, successfully held its meeting and elected Hon. Peter Wasike, who is the Head of Station, Mandera Law Court, as the chair, empowering the society to make informed decisions and drive membership growth and development.

Overall, the ministry's efforts in Mandera County have created a positive ripple effect on the region's economic landscape. By promoting value addition, enhancing trading activities, encouraging private investment and empowering cooperative societies, the county has taken significant strides towards sustainable growth and development.

The commitment to capacity building and governance further ensures that these positive changes will continue to flourish, leading to a brighter future for the people of Mandera County. [M](#)





Salah Maalim Alio,
CECM for Lands and
Urban Development

“The county government has successfully developed the Land Information Management System (LIMS), which is fully operational in Mandera East.

The advent of devolution has seen credible developments taking place in Mandera County, a once marginalised area though endowed with development potential. Generally, the county inherited a regime that had severe

shortage of staff and key infrastructure.

However, with devolution, all the sectors, including physical planning and land management, have been revitalised.

The Ministry of lands is fully committed to fulfil its mandate of sustainable utilisation of land to enable the county realise the socio-economic and cultural needs of the residents.

Securing of public land

Key achievements

The Ministry of Lands, Housing, Physical Planning and Urban Development secured land for the following projects of regional and national importance:

Mandera Regional Livestock Market

The market is located in Garbaqoley Location, Mandera East sub-County. Construction is on-going and the market is expected to boost the animal industry. It measures 344.8Ha.

Mandera Teachers Training College

The total area of land secured for the college is 19.35Ha. The construction of the college is almost complete. It is located in Shafshafey location, Mandera East.

Mandera Medical Training

The total area of land secured for the college is 19.35Ha and its construction is almost complete. It is located in Shafshafey Location in Mandera East.

Mandera Islamic University

The total land secured for the University is 25.09Ha. Its construction/development plan is underway.

Karrow, Takaba and Elwak Airstrips

The Mandera County government has allocated land for relocation and expansion of airstrips in Elwak, Takaba and Mandera. The three mentioned towns are rapidly developing, hence the need to upgrade transport infrastructure. Takaba and Elwak airstrips are fully operational while the formalisation of the proposed Karrow site is in progress.

Mandera Water Supply and Sewerage System

Mandera town is developing and the need for water supply and liquid waste management has become crucial. The Ministry of Lands has secured adequate land measuring 2.15Ha and 75.12Ha for water supply system and Sewage treatment plant respectively.

Digitization of land records

The Mandera County Government inherited manual land records from the defunct local authority. However, the records were characterised by several challenges such as double registration, manipulation by registry officers, loss of records and inadequate space for storage.

The county government has since developed the Land Information Management System (LIMS), which is fully operational in Mandera East. Currently, 15,200 records have been digitised in to the system.

The system has not only created data security but also tripled land-based revenue. Specifically, a total KSh51,426,436 has been collected from land rates since the operationalisation of the system in 2020.

The digitisation process is currently being rolled out to other sub-counties and the revenue collection is expected to surpass the set targets.

Resettlement of IDPs

The ministry resettled about 1,100 Internally Displaced Persons (IDPs) across the county. About 800 of the IDPs were resettled in Rhamu. The remaining 300 were resettled in Elwak.

Construction of Land Registry

The construction of land registry offices is one of the key achievements witnessed in the county's attempts to create a conducive work environment and ensure security of land

records. The county has erected land registry office blocks in Elwak and Mandera East. Mandera and Elwak were prioritised because they are the two largest urban centres where land transactions are pronounced.

Physical and land use planning

Land use planning is a tool for enhancing sanity in land use development. Mandera County inherited unplanned towns except for Mandera town's CBD. Currently, the county has prepared Integrated Strategic Urban Development Plans (ISUDP) for Elwak, Mandera and Kotulo.

The plans are at the approval stage, but implementation of key infrastructure/utilities are already ongoing and are based on the plan proposals. There are also satellite plans for specific localities such as Didqumbi and Darweid, which are being implemented.

Other satellite plans prepared and surveyed include:

- » Border Point 1
- » Kamor
- » Staffing

Mandera County Government inherited a regime, which had acute shortage of staff and the situation was exacerbated by the expanded structure of the devolved units. However, the county government has made a lot of progress in increasing the number of staff in the Ministry of Lands.

The number of staff between 2013 and 2017 was 16, but this has currently increased to 48 staff in service. Efficiency in service delivery has been enhanced due to adequate staff and decentralised services to the sub-counties. ■

Citizen service charter

The ministry has established a Service Charter to meet the needs of its clients through various departments. The Charter outlines the

ministry's objectives, clients' responsibilities, functions and contact persons. The core objective of the Service Charter is to enhance

awareness of the ministry's activities in lands, survey, physical planning, housing and urban development. ■



An aerial view of Rhamu housing units in Mandera North sub-County.



Deputy Governor H.E. Dr. Ali Maalim receives a land title deed from Mr Khalif Yussuf, who donated 1.5 acres to the Ministry of Lands, Survey and Physical Planning for the construction of Shafshafey Mixed Secondary School.



UHC: Robust teams deliver healthy county for all

Mandera County Government, through the Ministry of Health Services, has made tremendous progress in improving health service delivery to residents and neighbours.

Since the advent of devolution, residents now have affordable and quality healthcare services that are more accessible. Through strategic investments in health services, we have established and operationalised specialist services at Mandera County Referral Hospital.

The journey of health service delivery improvement from 2013 to the present date has been remarkable, with significant progress in various indicators. Let's summarise the key improvements:

Expansion of health facilities

The number of health facilities has increased from 32 to 114. The expansion has improved access to healthcare services for big populations.

Increase in healthcare workers

The number of healthcare workers has grown from 154 to 1,216, leading to better service delivery and improved patient care.

Increase in number of medical officers and specialists

The number of medical officers has risen from 3 to 52, while medical specialists have increased from 1 to 12. This indicates an improvement in the availability of specialised medical services, which has positively impacted patient outcomes.

Ambulance services

The increase in the number of ambulances from 1 to 12 signifies an improvement in emergency response and patient transportation, which can be critical in saving lives during medical emergencies.

Specialised services

The addition of specialised services such as an Intensive Care Unit (ICU) with a bed capacity of 15 and a 5-bed dialysis unit demonstrates the development of advanced medical care capabilities in the health system.

Skilled birth attendants (SBA)

The percentage of deliveries conducted by Skilled Birth Attendants has shown impressive growth from 11 per cent in 2013 to 76 per cent in 2022. This increase has led to better access to safe and professional maternal care during childbirth.

Antenatal care attendance

The proportion of mothers attending their first ANC visits has gone up from 20 per cent in 2013 to 86 per cent in 2022, with better access to early prenatal care and health awareness among pregnant women.

Completion of fourth ANC Visit

The proportion of mothers completing their fourth ANC visit has substantially increased from 4.2 per cent to 42 per cent, indicating better adherence to recommended antenatal care protocols and improved maternal health.

Immunisation coverage

The percentage of children aged below one year, and who are fully immunised has seen a remarkable rise from 18 per cent to 85 per cent. This shows improved efforts in vaccination campaigns and increased awareness of the importance of immunisation.

Reduced maternal mortality ratio

The Maternal Mortality Ratio has decreased from 3,795/100,000 live births to 385/100,000. This is a substantial improvement in maternal health and reduction in the risk of maternal deaths during childbirth.

Reduced neonatal, infant and under-5 mortality

The Neonatal Mortality rate has decreased to 16/1,000 live births, infant mortality rate to 20/1,000 live births, while under-5 mortality rate has dropped to 21/1000 live births in 2023. These improvements highlight the progress in providing better healthcare services to newborns and young children for reduced child mortality.

Overall, the journey of health service delivery improvement has resulted in significant advancements in healthcare access, quality and outcomes.

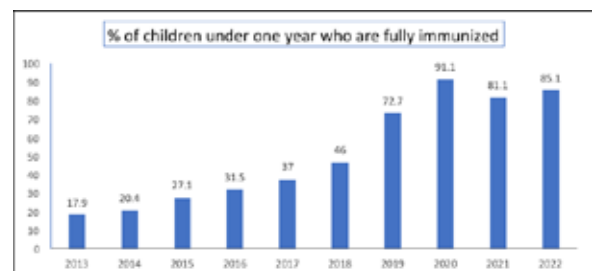
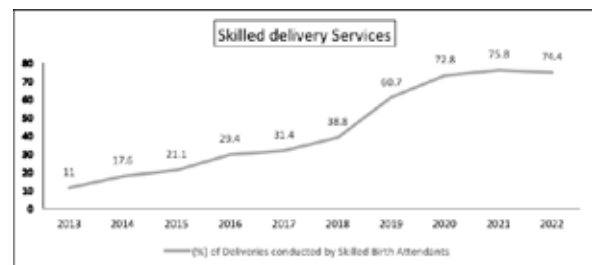
These improvements likely reflect the collective efforts of the healthcare system, government, healthcare providers and other stakeholders in prioritising and investing in better healthcare services.



Mohamed Ali
CECM for Health
Services

The Maternal Mortality Ratio has significantly decreased from 3,795 per 100,000 live births to 385 per 100,000 live births.

Year	Fully Immunised Children (FIC) under 1 year	New ANC client	Pregnant women completing 4 ANC visits	Skilled Deliveries
2012	9,385	8,939	2,307	3,843
2013	8,376	9,344	1,942	4,746
2014	10,212	11,598	3,197	8,099
2015	11,578	14,207	4,303	9,586
2016	13,955	17,015	5,968	13,669
2017	14,094	15,799	7,617	13,696
2018	22,374	25,068	13,178	21,347
2019	24,454	25,915	13,343	19,992
2020	26,584	25,317	11,546	21,000
2021	24,341	26,232	13,322	22,326
2022	26,356	27,372	12,729	22,758



Source: KHIS, 2023

Year	4th Antenatal Care (ANC) Coverage (%)	1st ANC visit (%)	(%) of Deliveries conducted by Skilled Birth Attendants	Proportion of children under one year who are fully immunised
2013	4.6	20.3	11.0	17.9
2014	8.8	24.2	17.6	20.4
2015	9.2	29.9	21.1	27.1
2016	12.2	34.8	29.4	31.5
2017	16.7	35.9	31.4	37.0
2018	27.1	21.4	38.8	46.0
2019	39.0	75.8	60.7	72.7
2020	37.4	84.5	72.8	91.1
2021	41.9	85.0	75.8	81.1
2022	38.8	85.9	74.4	85.1



Mandera County Referral Hospital

MCRH Level 5 is a facility with an ultramodern accident and emergency unit, comprehensive maternal and newborn unit, Covid-19 Molecular Laboratory and an operational Dialysis unit.

Dialysis

"I used to travel to Nairobi for dialysis, spending over KSh30,000 on return air ticket then pay separately for dialysis. Today, my costs have immensely reduced, as I undergo dialysis in Mandera County Referral Hospital. Thanks to Devolution, we can now access healthcare services cheaply," **says Mohamed Abdirahman alias Khatarow**, the first patient of dialysis in Mandera.



Improvement in skilled delivery services from 11 per cent in 2013 to 76 per cent in 2022 were due to investment in Reproductive and Maternal health services such as incentives of MAMA Kits and free maternity services. There was also expansion of Comprehensive maternity and new-born units in all sub-county hospitals, maternity wings in health centres and dispensaries, demand creation and improved emergency referrals in the county.

The department improved the proportion of children who are fully immunised from 18 per cent (2013) to 85 per cent (2022). This remarkable improvement was due to expansion of immunising health facilities from 18 pre-devolution to 84 in 2023; increased number of integrated health and nutrition outreaches from 47 in 2013 to 298 in 2023, and nomadic mapping of migration routes of pastoralists for follow-up and defaulter tracing, among others.

Human Resource

	Cadre	2013	2022
1	Medical officers	2	53
2	Pharmacists	2	8
3	Dental Officer	0	1
4	Medical Officers - specialists	0	12
5	Nurses	30	442
6	Registered Clinical Officers	17	118
7	Laboratory Technologists	11	69
8	Pharmacy Technologists	6	39
9	Nutrition and Dietetics	2	108
10	Health Records Management	3	47
11	Public Health Officers	12	84
12	Community Health Assistants	28	125
13	Bio-Medical Engineers	4	8
14	Radiographers	1	10
15	Community Oral Health Officer (COHO)	0	1
16	Dental Technologists	1	6
17	Health Administration	2	7
18	Physiotherapist	1	4
19	Occupational Therapists	2	3
20	Trauma/Plaster Technologists	2	6
21	Orthopedic Technologist	0	1
22	Social Worker	1	12
23	Others	21	39

Source: Mandera County HRH department



Equipped and ready for emergency response

Mandera County takes the health and well-being of its residents seriously and as part of its commitment to providing quality healthcare services, the county has maintained a fleet of 12 ambulances. The ambulances are equipped with the necessary resuscitation and lifesaving equipment and undergo regular servicing to ensure their reliability and effectiveness.

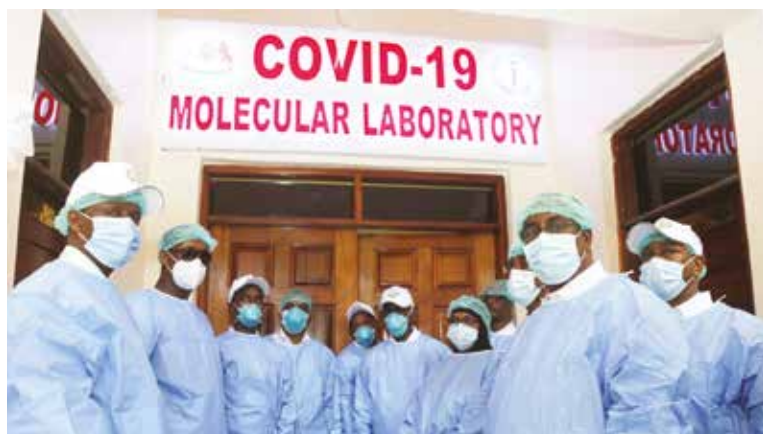
To ensure accessibility and timely emergency response, each sub-county in Mandera has been provided with a minimum one ambulance stationed at their respective headquarters.

This strategic distribution of ambulances allows for prompt emergency medical assistance to be dispatched to various locations within the county, helping to save lives during critical situations.

The ambulances are equipped with state-of-the-art facilities, enabling them to manage critical patients effectively during transit to medical facilities.

These ultra-modern ambulances are equipped with advanced medical equipment, enabling patients to receive critical care services while in transit.

This is crucial in providing immediate medical attention and stabilising patients before they reach the healthcare facilities.



Medical experts at the KEMRI Covid-19 Molecular Laboratory.

KEMRI molecular laboratory

The collaboration between the Mandera County Government and Kenya Medical Research Institute (KEMRI) to establish the Molecular Diagnostic facility has been a crucial milestone in enhancing healthcare response to public health concerns in the region.

The state-of-the-art facility has significantly improved diagnostic capabilities and timely responses to infectious diseases.

The facility's opening on October 19, 2020 by the then Mandera Governor H.E. Captain Ali Ibrahim Roba marked a significant moment

for Mandera County's healthcare capabilities. Before its establishment, Covid-19 samples had to be sent to Nairobi for testing, leading to longer turnaround time.

However, with the Molecular Lab's launch, real-time testing with faster results of 24 to 48 hours became possible.

The Molecular Lab has increased Mandera County's testing capacity and it is considered one of its kind in the country.

This advanced facility plays a vital role in disease surveillance and management, not

only for Covid-19 but also for other infectious diseases like Dengue Fever and Rift Valley Fever. Overall, the establishment of the Molecular Diagnostic Facility in Mandera County exemplifies significant progress in healthcare service delivery.

The partnership between the County Government and KEMRI showcases the importance of collaboration in addressing critical healthcare needs and strengthening public health response in the region.

Satellite blood bank

The primary responsibility of a blood transfusion service is for sufficient and timely supply of blood and blood products. In fulfilling this critical medical intervention, all the stakeholders at county and national level have contributed to the construction of appropriate infrastructure and opening of a satellite blood bank in Mandera.

The satellite blood bank was officially launched on March 20, 2023. So far, the following blood and blood products have been processed in the facility.

Pints Packed Red Blood cells - 875

Pints of Platelets - 309

Pints Fresh Frozen Plasma - 216

24-hour Plasma - 23



Refrigerators at the blood bank complex.



Cabinet Secretary for Health, Dr Nakhumicha S Wafula (right) and Mandera Governor H.E. Mohamed Adan Khalif during the opening of a satellite blood bank at the Mandera Referral Hospital.



The Mandera Satellite blood bank.

Microbiology Laboratory

Cholera outbreak was confirmed in Mandera County on January 15, 2023, through sample referral to NPHLs. However, by February 20, supplies for culture and sensitivity testing were procured through funding from the County Government of Mandera. Since March, a total 137 culture and Antibiotic Susceptibility Tests (AST) were performed with 61 *Vibrio cholera* confirmed at Mandera County Referral Hospital laboratory.

Kalazaar treatment

In partnership with the Foundation for Innovative New Diagnostic (FIND), the national and Mandera County governments established three Kalazaar treatment centres locally. This reduced the number of Kalazaar patient referrals outside the county to zero.

In addition, community surveillance, early case detection, diagnosis and treatment of Kalazaar is ongoing in the entire county and prompt referrals to treatment centres done.

Roll-out of UHC/ PHC

The department has rolled out a UHC programme through registration of 32,360 indigents who only had one principal member



registered at the time. There is need to register other dependents for all the indigents so far registered for them to receive better funding allocations to improve health facilities.

Plans are also underway to roll out PHC programme. So far 205 community health units

have been registered and 2,120 Community Health Promoters (CHPs) have been recruited.

The training and equipping of the CHPs are still pending. There is need to follow up on the same so as to utilize them immediately. ■

Lithopedion: A mother's 13 years ordeal ends with successful surgery



Surgeons at Mandera County Referral Hospital during and after the operation to remove a dead fetus that lay in a woman's womb for 13 years.

Lithopedion is an extremely rare condition that occurs when a foetus dies during an abdominal pregnancy and is too large to be reabsorbed by the body. It calcifies on the outside as part of a foreign body reaction, shielding the mother's body from the dead tissue of the foetus and preventing infection.

A 31-year-old Hawa Adan* walked into the weekly surgical clinic, (SOPC) at Mandera County Referral Hospital (MCRH) accompanied by two close female relatives.

The mother of two and who is originally from Ethiopia, sought routine consultation, hoping to find an ultimate diagnosis for her long-term infirmity - a painless abdominal swelling that started during her pregnancy but never subsided. The condition made her the subject of sizzling gossip in her small rural village.

She had sought medical assistance at various major hospitals in Ethiopia, but could not find a reasonable answer to her tormenting condition.

As Hawa narrated her painful ordeal to the attentive Doctor at MCRH, it became clear that her disease had persisted for 13 years, starting from her third pregnancy. The doctor examined her, noting that her general condition was normal, with no signs of anaemia or weight loss. However, as he prodded her abdomen, he felt a hard, painless mass. A tumor was

suspected and to confirm the diagnosis, a CT abdomen was necessary.

In the radiology department, Mr Ali Edo, an experienced senior radiographer, listened to Mrs Hawa's story and decided to conduct a simple abdominal X-ray while waiting for the abdominal CT SCAN report.

The X-ray revealed an abdominal mass that was calcified on the exterior but had a skeleton-like image on the interior, ruling out the possibility of a tumor. After consulting with his senior colleagues, Mr Ali had an idea about the diagnosis: lithopedion or "stone baby."

Lithopedion is an extremely rare phenomenon that occurs when a fetus dies during an abdominal pregnancy and is too large to be reabsorbed by the body.

It calcifies on the outside as part of a foreign body reaction, shielding the mother's body from the dead tissue of the fetus and preventing infection. Only around 300 cases have been recorded in over 400 years of medical literature.

A CT Scan report later confirmed the diagnosis and Hawa heard from Dr Abdi Aziz Mohamed, the surgeon at the clinic. Dr Abdi, having read about lithopedion but never encountered it, recommended surgery. The mother initially hesitated but eventually decided to undergo the operation.

A team of Gynecological and General surgeons from the county successfully performed the surgery in the main theatre of Mandera County Referral Hospital. The team achieved what seemed to be an unattainable mission, delivering a male infant, complete with placenta and cord, weighing 1.75kg.

The surgery made headlines in national mainstream and other media, generating the much-needed positive news coverage for Mandera County.

The success of the surgery justified the county government's policies to invest in sending local doctors for specialised training, aiming to have all medical specialties available in Mandera County soon.■



Clean bill of health for Omphalocele victim

Rumeysa Issack, a two-year-old child from Elwak sub-County was born with omphalocele in 2018. Omphalocele occurs approximately in one out of every 5,000 births, and is associated with other conditions of chromosomal anomalies in 50 per cent of the cases. Yet Baby Rumeysa's family had no money to pay for the procedure at a private hospital, where she was advised to seek treatment. Two years later she returned to Elwak Referral Hospital with a protruding belly (abdomen). The management of Elwak sub-County referral hospital and health administration led by CECM Dr Mahamud Eda, made arrangements with General Surgeon so that the baby could be operated. On February 11, 2021, Baby Rumeysa was admitted at Elwak referral hospital where the operation was successfully done, organ placed back into her belly and the defect fixed, repair was successful, post procedure monitoring done and in nearly four days, the baby went home smiling and jumping for the wonderful work that had been done by Mandera County government.



Before

After

Child saved from acute malnutrition

An 8 month-old-child from Dollo, Ethiopia was admitted to MCRH stabilisation Centre on October 1, 2022, under the care of her grandmother after her mother died during delivery. The infant had medical complications, severe malnutrition and visible signs of wasting. Nutritional care such as Resomal, F-75, F-100 formula milks and routine antibiotics treatment was given. She was discharged on October 21, 2022, with remarkable improvement noted, weight increased from 3.2kg to 4.7kg and discharged to Out-patient Therapeutic Programme (OTP), where she continued with treatment from home. Nutritional counseling and education was given to the grandmother, and follow up to OTP scheduled.



Before

After

Under-staffing no longer a challenge in department

Mandera County has made remarkable progress in its nutrition department. From a mere three nutritionists in 2013, the county now boasts 107 dedicated nutrition professionals as of 2023.

This rise in numbers reflects the unwavering commitment of the Mandera County Government to combat the persistent high burden of acute malnutrition.

The implementation of the IMAM (Integrated Management of Acute Malnutrition) programme has been pivotal in supporting healthcare workers.

The programme focuses on assessing and managing acute malnutrition, catering to both Moderate Acute Malnutrition (MAM) and Severe Acute Malnutrition (SAM) cases in children aged below five years, as well as providing crucial information for older children, adolescents and adults.

By adhering strictly to this programme, Mandera County has witnessed a significant reduction in under-five mortality cases attributed to acute malnutrition.

The results speak for themselves, as the IMAM programme has successfully admitted and managed a total 70,159 children with SAM and 125,909 children with MAM from 2015 to May 2023. Additionally, the program has extended its reach to encompass 99,573 pregnant and lactating women, effectively addressing their malnutrition needs.

Mandera County's efforts in nutrition care have exemplified its dedication to the well-being of its citizens, particularly the vulnerable

groups. The transformation of its nutrition department and the impactful IMAM program signify a major stride towards better health outcomes and improved quality of life for the county's population.

County makes huge strides in HIV/Aids fight

Mandera County has made impressive progress in the fight against HIV/Aids, with the current prevalence rate standing at 0.3 per cent. Notably, there has been a decline in new infections, with the incidence rate dropping from 121 cases annually in 2014 to just 47 new cases in 2022.

The efforts to provide comprehensive care and support for People Living with HIV (PLHIV) have borne fruit, with an estimated 1,397 PLHIV receiving crucial services. Moreover, the number of clients on Antiretroviral Therapy (ART) has significantly increased from 35 clients in 2013 to 841 in 2022, all courtesy of the expansion of ART facilities from 2 in 2013 to 12 in 2022, ensuring better access to life-saving treatments.

The impact of these advancements is evident in the huge reduction of Aids-related deaths.

The annual deaths have significantly reduced from 70 to less than five individuals, demonstrating the effectiveness of improved ART services in prolonging and enhancing the lives of those affected.

Furthermore, Mandera County has made significant strides in preventing mother-to-child transmission of HIV. The

number of facilities providing Prevention of Mother-to-Child Transmission (PMTCT) services has risen from 15 in 2013 to 45 in 2022. This expansion has played a vital role in safeguarding the health of newborns and reducing the transmission of the virus from mother to child.

Mandera County's dedication to addressing the HIV/Aids epidemic has led to these promising outcomes, improving the overall health and well-being of its residents. The commitment to expand services and ensure better access to care has been crucial in achieving the positive results in the battle against HIV/Aids.

County HIV profile

	2013	2022
County HIV prevalence	1.8%	0.3%
Staffs working at HIV Dept	3	25
Number of people living with HIV/Aids	5400	1397
Annual HIV incidence	121	47
Number of people on ART	35	841
County PMTCT need	383	164
Facility providing ART	2	12
Facility providing PMTCT services	15	45
Facility providing TB/HIV services		18



Dr Mohamud Adan
CECM for Water
Services

“The county aims to develop comprehensive master plans and integrated supplies to optimise water resource utilisation and distribution.”



Water, Energy, Environment, Natural Resources and Climate Change

We are committed to achieving Sustainable Development Goal No. 6 by ensuring availability and sustainable management of water and sanitation for all, including our livestock, for we are pastoralists. [M](#)



Resilient efforts towards sustainable water solutions

Water is an essential resource that sustains life, supports economic development and nurtures healthy ecosystems. In Mandera County, located in the arid regions of Kenya, access to potable water and proper sanitation has been a long-standing challenge. Before the era of devolution, the county faced severe water scarcity and poor sanitation, impacting the livelihoods and well-being of residents. However, over the past

decade, significant strides have been made by the Department of Water Services in transforming the sector and addressing the challenges. We explore the achievements made in the last 10 years and the aspirations for a sustainable water future in Mandera County.

Improved water availability

Through strategic borehole drilling and equipment installations, the department has

increased the number of operational boreholes from 76 in 2013 to 218 by 2021. This expansion has led to a significant rise in annual water production, from 7,174,700m³ to 18,682,250m³.

Expanded water access

The population with reasonable access to safe and reliable water services in rural areas rose from 46 per cent in 2013 to 67.8 per cent in 2021.

MANDERA COUNTY WATER SERVICES DATABASE SUMMARY

No	Key County Water Services Provision Indicators	Existing in 2013	Achieved by July 2023	+ve Change Achieved
1	Successful Boreholes developed	69	224	155
2	Pans / Dams (60,000m ³ and above)	0	40	40
3	Small-Medium Pans/ Dams (>=10,000m ³)	86	258	172
4	Infiltration Galleries & Protected Wells	15	24	9
5	Existing Underground tanks	90	287	197
Total No of Water Sources		260	833	573
6	Urban Water Supplies	1	6	5
7	Rural Water Supplies	67	168	101
8	Institutional Water Supplies	2	7	5
No of Operational Water Supplies		70	181	111
9	Water Security (in Cubic Meters/Capita/Year)	6	11	5

Source: Mandera County Water Services Department: - July, 2023, Mandera County Government



5 million litres water treatment tanks in Shashafey

The impact of improved water access on the lives of communities cannot be overstated, as it alleviates the burden of water collection and enhances overall well-being.

Emergency response

During prolonged and severe drought periods, Mandera County Government initiated water trucking services to 342 centres and 60 schools. This proactive measure provided essential water access to approximately 432,000 people and their livestock during critical times.

Rehabilitation of water supplies

With support from UNICEF, the County Department of Water Services completed rehabilitation of at least 8 rural water supply facilities and 2 school WASH projects. These include Neboi, Bur Abor, Bachile, Yabicho, 100m³ elevated steel tank at Rhamu water supply, 40m³ elevated steel tank at Elele and 50m³ elevated steel tanks at Falama, Dagmarer, and Afallo Water supplies. Other beneficiaries are Mandera School for the Blind and Al-Hidaya Primary School. These efforts together benefited a total 50,993 people.

Equipping of boreholes

With support from UNICEF, Garbaab and Degmarer boreholes were fully equipped while New Gen-sets were provided for Bulla Haji, Orgay, Kiliwehri and Borehole 11. The DRC also provided new Gen-sets for Harbate and Damsa Boreholes, while the county government gave new Gen-set for Wargadud Borehole. RACIDA has procured 8 new Gen-sets and 9

submersible pump-sets for Fino, Waranqara, Hullo, Malkamari, Shimbir Fatuma, Kob Adadi West, Lan Qurac, Harsanga and Deg Marer (pump-set only). These equipment were delivered to respective boreholes water schemes.

Water storage infrastructure

Several earth pans and underground tanks were constructed, increasing water storage capacity and distribution efficiency. This has enabled the county to better manage water resources and mitigate shortage.

Despite these remarkable achievements, Mandera County still faces challenges in its water sector, which demand continuous attention and innovation.

Rapid response maintenance teams

The County Department of Water Services has established three Rapid Response Maintenance teams that are on duty day and night to attend to any reported breakdowns within the county. The three teams comprise of 16 officers, among them four plumbers, three electricians, three drivers, three Mechanics and three engineering assistants. In the last few months the teams responded to at least 162 borehole breakdown demands, and also equipped others.

Challenges

Water quality

Ensuring the availability of potable water remains a challenge. Water quality issues persist due to contamination and inadequate treatment facilities.

High poverty levels

Poverty is a major obstacle to water accessibility, limiting communities' ability to invest in water infrastructure and sanitation.

Infrastructure development

Water infrastructure here requires ongoing maintenance and expansion to keep up with the growing population's demands.

Climate change vulnerability

Recurrent climate induced drought and floods pose a constant threat to water resources and community's livelihoods. As such, the Department of Water Services has set ambitious goals, aiming to build on its achievements and effectively tackle such challenges as water stress.

Key objectives

Large-scale water projects

The county plans to construct six large-scale dams to improve water availability for domestic, livestock and irrigation use. These projects will enhance water security and resilience during droughts.

Increased water accessibility

The department targets a 20 per cent increase in water accessibility for the local population by 2027. It is striving to achieve SDG 6 - ensuring access, availability and sustainable management of water and sanitation for all.

Water harvesting and flood control

The implementation of water harvesting



The community has been saved from perennial water stress through these completed water projects spread across Mandera County.

techniques and flood control measures will maximise water conservation and utilisation, especially during periods of heavy rainfall.

Integrated water management

The county aims to develop comprehensive water master plans and integrated water supplies to optimise resource utilisation and distribution.

Technology and innovation

Leveraging technology and innovation will play a vital role in addressing water challenges, promoting efficient water use and optimising water infrastructure.

The past decade has witnessed significant progress in transforming the water sector in Mandera County. Through the efforts of the Department of Water Services and partnerships with various stakeholders, water accessibility has improved, benefiting thousands of residents.

Aquifer mapping

Ongoing aquifer mapping efforts will improve borehole drilling precision and accelerate access to water.

Horn of Africa ground water for resilience project

Under the Horn of Africa, Ground Water

for Resilience Project, a 5-year World Bank funded project, the drilling of 65 boreholes and rehabilitation of 70 is earmarked in this county.

The Department of Water Services has already supported a consultant hired by the project to develop a county Ground Water Inventory.

The training of field data collectors was done. Visits to all boreholes was completed to collect data. The signing of the Performance Based Grant Agreement and finalisation of the County Project Security Management Plan have been realised in the period under review.

National Water and Sanitation Investment Plan (NAWASIP)

This is a nationwide water and sanitation improvement programme (cycled in 5-year term) supported by World Bank. The programme has created a consolidated water and sanitation investment plans of 18 counties for potential investors.

The National Water and Sanitation Investment Plan (NAWASIP) is focused on: -

- 100 per cent access to safe water for domestic, industrial and urban users by 2030
- 40 per cent sewerage coverage in urban areas, and 60 per cent sanitation coverage in rural areas.

It identifies financial resource gap for the counties to solicit and allow potential investors

to support progressively. It is aimed at achieving SDG targets on water and sanitation.

In April the ministry participated in two workshops of the programme; one in Nairobi and the Cluster 4 Regional Workshop held in Kitui County. The workshops focused on Kenya Water Supply, Sanitation and Hygiene Programme (PforR).

Takaba water supply master plan

In November 2022, Tertiary Consulting Engineers, hired by UNICEF, concluded the formulation of a 25-year water master plan for Takaba Town and its environs, development preliminary designs as well as costing, and suggested management model for the proposed urban water supply scheme. The outputs of the study were finalised and project launched last May.

As the county faces water related challenges, it is essential to continue investing in sustainable solutions and innovative strategies. By working towards the outlined aspirations, Mandera County can achieve its vision of a water-secure and prosperous future for all its communities, fostering economic growth, social development and environmental sustainability.



Crucial work ensuring access to water and sanitation



Kassim Haji Abdinoor,
CEO MANDWASCO

Our dedication and transformative impact have made it a driving force in advancing water and sanitation services in Mandera.

Established on April 14, 2007 under the Kenya Companies Act Chapter 486, Mandera Water and Sewerage Company (Mandwasco) Limited has been at the forefront in providing vital water and sewerage services to residents of Mandera Municipality and its surrounding. Since its inception, the company has achieved significant milestones, transforming the water and sanitation landscape in the region.

Originally operating under a Service Provision Agreement (SPA) with Northern Water Services Board in line with the Water Act 2002, Mandwasco underwent a pivotal transformation when the devolved function for water and sanitation services was transferred to the County Government of Mandera following the Water Act 2016.

The county government took full ownership of the company, leading to its re-establishment with a new Board of Directors, appointment of the first Chief Executive Officer, and recruitment of a dynamic Corporate Management Team (CMT) consisting of seven senior managers.

Guided by a comprehensive set of procedures, policies and laws formulated by various relevant bodies, including the national government, the County Government of Mandera, Water Services Regulatory Board (WASREB) and Northern Water Works Development Authority (NWWDA), Mandwasco ensures adherence to

high standards of service delivery and compliance.

Internally, the company has also developed policies and plans to streamline day-to-day operations and decision-making processes, such as the Strategic Plan 2019-2023, Service Charter, Human Resources Management Policy, Pro-poor Policy, and Technical and Operations Manual.

Through diligent efforts, Mandwasco has made remarkable strides in improving water access and sanitation services for residents. Some of the achievements are notable.

Increased service hours

We have upgraded pumping systems, enhanced storage facilities and replaced dilapidated water mains, resulting in increased service hours and uninterrupted supply.

Enhanced water quality

Routine water quality sampling and disinfection practices have improved the water quality at all intakes and consumer end points.

Expanded water production and distribution

Construction of boreholes and sump wells with infiltration galleries has increased the water production and distribution capacity, benefiting a growing number of consumers.

Expanding coverage

The length of the water distribution

network has increased significantly, reaching more areas and meeting the demands of a growing population.

To ensure efficient operations, Mandwasco has undertaken strategic restructuring of the organisation, recruited qualified professionals at managerial and operational levels, and implemented automation to enhance revenue collection and customer service.

With support from the Water Sector Trust Fund, the company has secured funding for water and sanitation projects, leading to construction of water pans and public sanitation facilities, greatly improving access to water and sanitation services for the community.

Mandwasco is set to benefit from the ongoing Mandera water supply and sewerage project funded under the AfDB's Kenya Towns Sustainable Water Supply and Sanitation Programme. The company is well-prepared to assume the projects' responsibilities upon completion, further enhancing water supply and sanitation services for Mandera Municipality's residents.

Our dedication and transformative impact have made it a driving force in advancing water and sanitation services in Mandera County. With a vision for a better future and a commitment to excellence, the company continues to play a vital role in improving the quality of life for the people it serves.





Our strides in water supply and service expansion



Ibrahim Suleiman Roba, CEO
Elwak Water and Sewerage Company

Interconnecting the saline water scheme to Falama (soft) water, ELWASCO connected 415 households to fresh water, increasing the total number of fresh water connections to 1350.

Established in April 2020 under the Companies Act 2016, Elwak Water and Sewerage Company Limited (Elwasco) is a corporate entity with the Mandera County Government as its sole shareholder.

With a vision of becoming an efficient and responsive provider of sustainable clean water and sewerage services, Elwasco's mandate is to serve residents of Elwak Municipality and its surrounding areas in a sustainable manner and within government regulations.

Since commencing operations in November 2020, Elwasco has achieved notable successes, transforming the water supply landscape in the region. And there have been some key achievements.

Improved water production

Before the handover of water utilities to the company, water production was limited, with only three boreholes operational.

However, Elwasco successfully operationalised all six boreholes at Falama intake, now pumping 700m³ of water daily to Elwak.

Efficient water measurement

Bulk meters were installed at Falama intake, Borehole 11 booster, and Elwak elevated steel tank to measure production and minimise non-revenue water.

Pipeline extensions

Elwasco undertook significant pipeline extensions, connecting 80 households at Wargadud Scheme, 475 in Elwak, and 30 at Borehole 11 Scheme. This expansion has brought access to clean water to many previously under-served households.

Pro-poor strategies

We operationalised three water kiosks and provided two additional ones at Wargadud Centre, serving more than 400 households with water access.

Infrastructure Rehabilitation

Elwasco successfully rehabilitated old pipe networks and storage tanks in Elwak Town, ensuring the efficient supply of water to residents.

Enhanced connectivity

By interconnecting the saline water scheme to Falama (soft) water, Elwasco connected 415 households to fresh

water, increasing the total number of fresh water connections to 1,350.

Continuous water supply

The company operationalised two previously non-functional generators at Wargadud, ensuring uninterrupted water supply to the centre.

Community water points

Elwasco provided five communal water points with storage facilities, ensuring reliable access to water.

Through the achievements, Elwasco has significantly improved water supply to Elwak Municipality residents, and its surroundings.

By connecting more households, implementing pro-poor strategies, and enhancing infrastructure, the company has made substantial progress in fulfilling its vision of becoming a sustainable and reliable provider of water and sewerage services.

As Elwasco continues to strive for excellence, its commitment to meeting the water needs of the community remains unwavering.

With strong partnerships and a dedication to service, the company plays a crucial role in enhancing the quality of life for the people it serves.

We said 'let there be light', and chose solar energy



ute to greenhouse gas emissions and air pollution. By transitioning to solar power, Mandera County is making significant strides in reducing its carbon footprints. The solar-powered streetlights produce zero greenhouse gas emissions, thus helping mitigate climate change and promote sustainable development.

The solar streetlight project has also empowered local communities by providing maintenance and operational jobs. The county's commitment to maintaining 413 solar streetlights, with 313 in Elwak Town and 100 in Mandera Town, ensures that these clean energy solutions continue to function optimally. Local technicians and maintenance personnel have been trained and employed to handle any operational issues, promoting skill development and economic growth locally.

In addition to the streetlights, the county has installed 21 high mast security solar floodlights in strategic locations within Mandera Municipality. These floodlights illuminate areas that were once vulnerable to criminal activities, further bolstering public safety and security.

Aware of the importance of road safety, the county has also installed 50 units of 10 meters high solar lights along the B9 road. These solar lights not only enhance visibility for drivers but also reduce dependence on traditional electricity sources on highways.

The success of the Solar-Powered Streetlight Project is attributed to the collaboration between Mandera County and various partners. The Rural Electrification Authority (REA) has been instrumental in establishing solar mini-grid stations in six ward headquarters, namely; Arabia, Gari, Ashabito, Buruduras, Shimbir Fatuma, and Kiliwehiri.

Moreover, the Kenya Off-grid Solar Access Project (KOSAP), funded by World Bank, has identified 32 centres to develop solar mini-grid stations, showcasing the county's commitment to continuous improvement and expansion of clean energy initiatives.

Our investment in solar-powered streetlights is an example of forward-thinking governance, sustainability and community-driven development.

By embracing clean energy solutions, the county has not only enhanced public safety but also paved the way for a greener and more sustainable future. As the project continues to expand, Mandera County serves as an inspiration for other regions to emulate, proving that progress and environmental conservation can go hand in hand.

	Location	No. of poles
1.	Mandera Town	397
2.	Mandera town, Shafshafey extension poles	150
3.	Elwak	327
4.	Takaba	327
5.	Rhamu	270
6.	Lafey	250
7.	Banisa	250
8.	Kutulo	160
9.	Morothile	80

Mandera County has embarked on an ambitious journey towards a brighter, more sustainable future by harnessing the power of the sun to illuminate its streets. With a vision to enhance public safety, promote economic growth, and reduce carbon emissions, the county has installed 2,685 solar-powered streetlights across all seven sub-county headquarters. This remarkable feat marks a significant milestone in the county's commitment to clean energy and environmental conservation.

The Solar-Powered Streetlight Project is a testament to the county's determination to simultaneously achieve two critical goals - ensuring better public safety and reducing its dependence on conventional energy sources.

With 920 streetlights installed in Mandera Town, 327 in Elwak Town, 327 in Takaba Town, 270 in Rhamu Town, 250 in Banisa Town, 250 in Lafey Town, 160 in Kutulo, 100 in Marothile/Ashabito Town, and 31 in Khalalio, the entire

county is now a glow with clean, sustainability renewable light.

The installation of solar-powered streetlights has significantly improved public safety in Mandera County. Previously, poorly lit streets posed a serious security risk to residents and visitors alike. With the introduction of these bright and energy-efficient lights, nighttime activities have become safer, reducing the occurrence of crimes and accidents.

The well-lit streets not only serve as a deterrent to potential wrongdoers but also instill a sense of security and comfort among residents, encouraging community cohesion and camaraderie. This makes it possible for longer hours of businesses for those willing to explore, as a move towards world's 24-hour economy.

The shift to solar energy brings about numerous environmental advantages. Traditional streetlights, powered by fossil fuels, contrib-



Greening Mandera: A model for environmental conservation and social development

Bordering Ethiopia to the North, Somalia Republic to the East, and Wajir County to the South and West, and covering 25,991.5km², Mandera County faces several environmental and social challenges. These have included deforestation, water scarcity, poverty and gender inequality.

To address these pressing issues, the Department of Energy, Environment, Natural Resources and Climate Change has taken the lead in implementing the “Greening Mandera County” afforestation programme. Through this initiative, the county aims to restore degraded lands, mitigate climate change and uplift the welfare of the local communities by involving women in environmental conservation efforts.

The Greening Mandera County programme was launched in 2016 and executed in two phases. The primary objective was to plant trees along main roads, in public institutions and spaces, while also distributing tree seedlings to local communities. This effort was aimed at combating deforestation, reducing environmental degradation, and enhancing the county's aesthetics.

The programme was a collaborative effort involving the Mandera County Government, Kenya Forest Services (KFS), schools and health facilities. KFS played a crucial role by donating seedlings and providing technical assistance during the tree planting process.

The programme also created job opportunities for vulnerable groups such as widows, female-headed families, and unemployed youth. At least 1,300 casual workers were engaged to

provide after-care services, including watering, protecting and maintaining the trees.

The Greening Mandera County programme has yielded impressive results, both environmentally and socially. At least 45,000 trees were planted and nurtured across the county, and an additional 250,000 tree seedlings distributed to communities and public institutions. The programme's impact is evident in areas where the tree plantations are well-maintained, providing shade to residents and enhancing the beauty of the towns.

The initiative has also had a profound effect on the welfare of the local communities. Casual workers, mainly women and unemployed youth, have benefited from steady sources of income, especially during the challenging times of the Covid-19 pandemic when job losses were rampant. The programme has not only improved livelihoods but has also empowered women and youth, bridging the gender inequality gap in development projects.

The success of the Greening Mandera County programme has shed light on the significance of environmental conservation and its positive impacts on social development. Involving women and youth in such initiatives not only promotes gender equality but also brings fresh perspectives and dedication to the projects.

One of the major challenges faced by the programme is the high water demand to nurture the trees. To alleviate this, the county government has taken measures such as constructing water storage tanks and hiring water bowsers,



even though the programme incurs considerable costs.

The county is keen on expanding the success of the afforestation programme to other sub-county headquarters. A similar initiative has already been started in Elwak town under Elwak Municipality, replicating the successful model implemented in Mandera Town.

The Greening Mandera County afforestation programme has proven to be an exemplary model of sustainable environmental conservation and social development.

Through this initiative, the county has not only restored degraded lands and combated climate change but also uplifted the lives of its residents, providing employment opportunities and empowering marginalised groups.

With continued commitment and support from various stakeholders, Mandera County's journey towards a greener, more resilient future will serve as an inspiration for other regions to follow suit and embrace the power of environmental conservation for community prosperity.



Amina Ahmed Hassan
(HSC), CECM for Roads,
Transport and Public
Works

Of roads and structures that show Mandera's beauty day and night

Put candidly, Mandera is shining. A true ray of reflection of how devolution can turn around a region that was subjected to neglect

Since 2013, the Mandera County has launched several mega projects crucial for the future of the county and individual livelihoods.

The projects are county headquarters, rest house, two state-of-the-art accident and emergency hospitals in Mandera Municipality and Elwak, the Elwak SME Market, Mandera Stadium, an abattoir and fire station, to mention but a few.

The projects were commissioned during the 10 years of devolution and today line up the key features of a new Mandera including a fresh well planned central business district with ultramodern new look architectural marvels.

They were however not without critics and nay-sayers, who rubbished them. The projects had serious time overruns over challenges the county

administration cannot be blamed on. The time has been recovered and are poised to create social impact and present new opportunities to residents.

Put candidly and plainly, Mandera is shining. This is a true reflection of how devolution can turn around a region that was subjected to neglect by successive national regimes.

In the new CBD is an imposing curved beauty that is the Mandera County headquarters, arguably the most beautiful structure any devolved unit has put up in the region recently. It inspires and is well worth a visit. Locals have turned it into the most instagrammable project in the county.

Some of these money-gobbling projects were a 25-kilometre tarmac road work exclusively funded by the county government, and which has given Mandera Municipality a new

lease of life. It has also given Mandera residents a break from the dusty roads and shanty features.

The road network comes with two bridges, which connect the border town and eases access for commuters and transporters.

These projects are worth being a study in devolution.

They will answer the big questions of how counties can build mega projects that deliver societal benefits on time or with time overruns but on budget?

They will also answer the question on why mega projects falter in counties, and suggest principles of improvement. Just why do projects go bad? Is it over optimism and over complexity?

Mandera County has a visible and tangible answer.



Mandera County Headquarters

This is one of the best county headquarters in Kenya. Built exclusively by funds allocated under devolution. [M](#)



Ministry explores partnerships to prosper

The Ministry of Roads, Transport and Public Works has made remarkable strides in infrastructure development in the last 10 years of devolution.

The people of Mandera have benefited from the gains of infrastructure development, arising from construction of roads, public buildings, drainage systems, bridges, airstrips, among

others. The enhanced infrastructure development has helped improve access and connectivity, and reduced travel time. Besides, the state of security is good enough for economic activities within the county to thrive.

Prior to the implementation of devolution in Kenya in 2013, Mandera County barely had any roads. The drainage systems in the county

were pathetic, inadequate. Investment in other public infrastructures was almost nonexistent. Put simply, Mandera was among the worst of counties.

According to the Commission on Revenue Allocation (CRA) and data released in March 2013, there was nothing notable about Mandera's road network and even other develop-





ments like schools and hospitals.

The new Mandera County government inherited roads in poor conditions. In some cases there were none. These roads were impassable during rainy season and bumpy during drier months. The county covering 25,991.5km² had no bitumen road. Gravel roads covered 100km while earth roads in the entire county covered 2,083km.

The Ministry of Roads, Transport and Public Works has since made tremendous gains in the development of public infrastructure sector through its Public Works Department and Roads and Transport Department.

Department of Public Works

As a key operational arm of the county government, the department's mandate and functions have included policy formulation, planning, development and maintenance of public buildings, provision of building services and maintenance of government property inventory.

The department has been committed to producing designs for building within one month from the date of receipt of request and submitting Bills of Quantities for approval within a month from date of approval of designs.

The department also prepares interim payment certificates to building constructors within four weeks of application, issues final accounts on contracts within three months from completion of works and promptly responds to emergencies.

Other public works functions include improvement of communication in human settlements through construction of footbridges,

provision of necessary technical advice on rehabilitation and maintenance of seawalls and jetties. The department is fully involved in planning for public functions.

The Department of Public Works works with other county government departments, as well as national ministries, public institutions, parastatals and even funds such as CDF.

The Public Works Department acts as a project manager that designs, prepares bills of quantities and supervises all government buildings. In most cases the projects being supervised belong to other ministries. That notwithstanding, the department also has its own projects that it supervises.

The department's projects are referred to as the County's Flagship Projects. They include the County Headquarters, governor's residence, county rest house and the Deputy Governor's residence.

Other flagship projects

The department has supervised and concluded Mandera Moi Stadium, Elwak Regional SME Market, MCRH Accident and Emergency Centre, Elwak Accident and Emergency Center, fire station, a modern slaughter house, Mandera Municipality modern office block and the MANDWASCO modern office block.

Besides, Takaba Airstrip, Takaba Maternity, Dandu Theatre, Mandera Comprehensive Newborn Unit, Elwak Comprehensive Newborn Unit, Borehole 11 Hospital, Lafey Level IV Hospital-Phase 1, Banisa Level IV Hospital, Harshilmi Model School, Kutulo Level IV Hospital, Mandera North IDP housing units, Mandera Rehabilitation Centre, Kamor Health Centre and vulnerable persons housing units

in various sub-counties.

Other projects the department has supervised include the regional livestock market, Kenya Medical Training College, Mandera Teachers Training College, Gither Market, Harshilmi Hospital, Harer Hosle Maternity, Dispensaries across various sub counties.

There are many upcoming projects, including Rhamu Level IV hospital, Lafey Level IV hospital Phase 2, Rhamu sub-County office block, Mandera County Public Service Board offices and Elwak Modern Slaughter House

The Department of Roads and Transport Department's vision

It plans to provide quality road and transportation infrastructure. This is in order to spur social-economic growth in Mandera County and the region at large.

Department's mission

To facilitate the construction, upgrading, rehabilitation and maintenance of the road infrastructure in Mandera County so as to enhance regional connectivity for sustainable social-economic development in line with Kenya vision 2030.

Some of the milestones

Bitumen roads in Mandera Town (24km), concrete bridge in Mandera Town, box culverts in various parts of the county, including Khalalio road, Lagwarera, Road 2 and in Buley area. There are also all weather murrum roads of about 1,500km, construction of more than 70 drifts across seasonal streams, and over 600km of new unclassified roads after clearing bushes.■



Others were Mandera South sub-County and Takaba Airstrips that were built to gravel standards and are now fully operational.

Since the inception of devolution, the county has also upgraded to bitumen standards and graveled a number of kilometers across the county. Some of the road works undertaken are Mandera-Arabia, Arabia-Fino, Fino-Lafey, Fino-Waranqara, Rhamu-Olla, Olla-Guba, Guba-Banisa, Banisa-Eymole, Banisa-Kiliwehiri, Banisa-Takaba, Banisa-Domal, Takaba-Qofole, Takaba-Shimbir Fatuma, Takaba-Wargadud, Elwak-Kutulo, Kutulo-El-ram, Elwak-Shimbir Fatuma and Mandera-Khalalio.

Others are Khalalio - Sala, Lafey- B9, Kutayu – Boji Garse, Takaba- Bolowle, Domal – Murutho, Elwak- Kutayu , Rhamu Dimtu – Ardha Garbicha, Choroqo- Guba, Takaba- Gither, Lagsure Drifts, Rhamu- Ashabito , Gari – Waranqara, Storm Water Protection Works Phase I at Mandera Municipality, Storm Water Protection Works Phase II at Mandera Municipality and Storm Water Pro-

tection works at Ireskinto.

Bridges and Box Culverts Constructed
They include bridge along the A13 doad, box culverts along Road 2, at Busley, Corner B along Khalalio Road and Lagwarera in Takaba.

Other transport section projects are
Elwak Airstrip, a passenger terminal and fencing of Takaba Airstrip

The Mandera County government has many partners with who have helped achieve so many milestones and spur social-economic growth.

They include governmental and non-governmental organisations such as KeNHA, KURA, KeRRA, KUSP and World Bank. They have partnered with the county in constructing the 135km of low volume seal road from Rhamu to Elwak (KeNHA), 17km tarmac road within Mandera Town (KURA), 70km of low volume seal roads from Mandera to Fino (KeRRA) that is in progress.

The storm water protection works (Phase

I and Phase II) in Mandera Municipality and construction of Malka Punda Road to Bitumen standards have been done by KUSP.

The upgrading of the upcoming Horn of Africa gateway development project between Elwak and Rhamu road section is being done by World Bank.

The consistent smart work and partnerships in the ministry since devolution began to work has seen positive changes in the livelihoods of the residents of Mandera County is greatly impacted.

Other benefits Mandera County residents now enjoy are improved security, ease of accessibility and movement of people, goods and services, reduced travel time and vehicle maintenance cost and enhanced ease of doing business within the county.

Livelihoods of the county residents have improved, and movement during rainy season across numerous water ways made easier. Locals are now enjoy protection from the hazards of flush floods and soil erosion.■



County Assembly

We have built an ultra-modern County Assembly, which will also house offices of the MCAs, Speaker, Deputy Speaker, Clerk, a library and offices for orderlies. We also have official residences for the Speaker and Deputy Governor fully completed.■





Ministry achieves expanded revenue collection



Ibrahim Mohamed Adan, CECM for Finance and Planning

“The county has seen a notable increase in revenue collection and a reduction in revenue leakage, which has provided more resources for development initiatives.

Over the past eight years, and despite insurmountable challenges, the Ministry of Finance and Economic Planning was able to comply with PFM act 2012. The ministry has also remained efficient in service delivery through prudence in utilisation of public funds, and achieved a reduction in Audit Query, decline in clients complaints, with wait for payment of invoices shortening from 40 to 25 days. We also maintain fast and easy systemised transactions and enable quick release of funds to departments.

These despite challenges posed by insecurity, inter-clan conflicts, unpredictable weather patterns due to climate change, including long droughts, floods, invasion of locusts and most recently the global Covid-19 pandemic.

The ministry has successfully generated quality financial statements and reports while improving debt management. The ministry has enriched and satisfactory staff capacity for planning, budgeting and research activities.

Efficient financial management and service delivery

Compliance with the Public Financial Management (PFM) Act of 2012 has been a key focus for Mandera County. The ministry ensured adherence to financial regulations and prudently utilised public funds, leading to a remarkable reduction in audit queries. Notably, the ministry's commitment to service delivery has been exemplary, evident through a decline in client complaints. This success is attributed to the ministry's effort to re-

duce payment processing time from 40 days to just 25 days, streamlining transactions through systemisation, and releasing funds quickly to various departments. This improvement has enhanced the efficiency of government operations and translated into tangible benefits for residents of Mandera County.

Expansion of revenue collection and automation

One of the most notable achievements of the Department of Revenue Services is the successful automation of revenue streams. The adoption of an ICT-based revenue collection system has significantly transformed revenue collection processes.

Manual cash collection has been replaced with the use of Point of Sale (POS) machines, allowing automated issuance of receipts at the point of collection. Furthermore, the county has adopted innovative strategies such as remitting cash to the nearest bank or via mobile payment platforms like M-Pesa, which has enhanced cash management controls.

Decentralisation of own source revenue streams

Mandera County took a bold step in decentralising its revenue services to various county departments. This move has not only boosted local revenue collection but also widened the revenue streams, besides fostering accountability and ownership among departments and communities. With the involvement of county departmental heads in revenue mobilisation, the county is witnessing greater synergy

in planning and execution, leading to improved outcomes in revenue generation.

The achievements made in revenue collection and financial management have been significant for Mandera County's development. The adoption of automation and digitalisation has led to improved revenue collection across key streams, including land rates, plot transfers, building plan approvals, single business permits, and market stalls. The county has seen a notable increase in revenue collection and a reduction in revenue leakage, which has provided more resources for development initiatives.

In addition to financial management successes, Mandera County has also demonstrated progress in economic planning. The timely production of statutory planning documents such as the County Integrated Development Plans (CIDPs) and Annual Development Plans, has facilitated smooth implementation of development projects.

Evidence-based policies and annual progress reports have enhanced programme implementation and guided decision-making, ensuring that development efforts are aligned with community needs and priorities.

Every year, the Ministry consistently organizes Public Participation for the finance bill across all the eight sub counties through the Revenue department, aligning with the PFM Act. This adherence to legal requirements not only involves the community in the budget creation process but also ensures that the taxes imposed on the ordinary citizens consider the locals' challenges.

How ICT integration has boosted productivity

The Mandera County is significantly changing the landscape of public sector organisational working environment by infusing the use of ICT in its work. In addition, the sub-counties and wards expect to have more responsibilities and freedom with significant funding to achieve their expected outcomes.

This is a challenging and yet an exciting time for ICT.

It calls for the use of technology in the right manner. Technology deployed in the right way can be a great enabler for achieving the drive for more effective services to the residents of Mandera County.

The county government is determined to support better service delivery to its electorate more efficiently and effectively, with the help of the various departments and development partners, but with fewer communication barriers to the public. This will continuously require proactive and reactive management from ICT perspective, making flexibility key.

The ICT directorate is currently under the Ministry of Finance and mainly as a support entity rather than a service delivery unit, as its main function is to support the entire county in its ICT day-to-day activities.

The directorate has tremendously improved for the last two years.

Challenges and recommendations

Unreliable Internet and network connectivity

Mandera County faces challenges with network connectivity due to rampant fiber optic cables cut. There is no redundant link as all the Internet service providers use the same infrastructure - National Optic Fiber Backbone Interconnectivity (NOFBI).

Budgetary Constraints

Although the budgetary allocation for the department has greatly improved, we still have a long way to go considering the recommended allocation required by ICTA.

Staff training needs

Although the newly recruited staff have been inducted and trained, they require consistent capacity building, as ICT technology changes by day. Once again, the budget has to be increased, especially on the staff training.

LAN cabling at the sub-counties

Most newly constructed offices in the sub-counties lack functional Local Area Network and Internet connectivity.



Mandera County government is determined to support better service delivery to its electorate more efficiently and effectively, with the help of the various departments and development partners, but with fewer communication barriers to the public. This will continuously require proactive and reactive management from ICT perspective, making flexibility key.



Enhanced efficiency has increased staff productivity



Bare Mohamed Shabure,
CECM for Public Service
Management, Devolved
Units and Community
Cohesion

“Employees’ welfare is in top gear as we have continuously provided medical cover to our employees and their dependents.

Mandera County Government’s Department of Public Service Management was created to provide strategic leadership and guidance to the public service on Human Resource Management and Development.

The department is responsible for the efficient and effective management and development of the human resources in the county. These include development of human resources policies and procedures, determination of optimal staffing level, designing and development of organisational structures among other responsibilities.

The department has continuously ensured performance management systems are in place through the signing of performance appraisal systems by setting realistic performance targets for county staff.

The department is composed of Directorate of Human Resource Management and Development,

which basically undertakes Human Resource functions. As a department, we have taken positive steps to streamline the Human Resource functions of this government to ensure our core customers are treated with dignity and services provided to them with utmost respect and speed without compromising on quality and efficiency.

Achievements

We constructed a modern Human Resources Registry block to enable the Directorate of Human Resources Management and Development staff to carry out their functions in a conducive working environment.

Modernising and transforming the records management in the county is on top of the department’s priority areas. Employees’ welfare is in top gear as we have continuously provided medical cover to our employees and their dependents.

All our employees are insured

against work related injuries, accidents/death under WIBA and GPA.

To enhance citizen-centric service delivery, internal effectiveness, professionalism and accountability at the work place we have registered all our employees and issued them with Biometric Staff Identification Cards, which will enable the service seekers to identify who are the genuine county government employees.

We utilised the sensitisation programmes for HR officers and payroll managers on Unified Payroll Number (UPN) organised and conducted by State Department for Public Service from November 18-19, 2019 at the county headquarters.

The payroll segregation done in 2020 was a blessing to the county. The staff on payroll was organised, arranged by ministry, departments and placing staff in their correct pay stations.

We did payroll data cleansing to ensure the file records correspond

The department has continuously ensured performance management systems are in place through the signing of performance appraisal systems by setting realistic performance targets for county staff.

with what is on the payroll. The files at the registry were reorganised to digit arrangement against the old system of keeping files according to the departments. This has improved quick retrieving of personal files from registry.

We have managed to reduce complaints from staff in relation to the payroll issues. This has been contributed to by, among others, training of staff on the new on line systems introduced, facilitation of working tools and improved relations with third party organisations, especially the banks, and built confidence in our monthly reports.

With the introduction of UPN online system, personal number request for newly appointed staff has improved in reducing the manual payroll.

Our team was among the few Integrated Personnel and Payroll Database (IPPD) sites nominated for the Universal Human Resource (UHR) pilot programme. This is ongoing.

The introduction of working time-lines has enabled the department to ensure that the payroll is closed in time, staffs are paid their salaries in good time, third parties are able to submit and receive their monthly reports without delay.

In collaboration with the County Public Service Board, the department customised the Public Service Commission Human Resource Procedures Manual and the staff performance appraisal system form for the county.

Others that have increased efficiency include biometric staff identification cards to identify county employees, effective and efficient inclusion of staff members to pension schemes, effective inclusion of county employees to medical schemes and effective remittance of claims on time that includes gratuity, survivor's benefits, medical reimbursement and mandatory retirement benefits.





Decentralisation boosts access to our services

The Department of Devolved Units, Inspectorate and Enforcement Services has played a crucial role in driving positive change and fostering sustainable development within the county. This essay explores the department's achievements and transformative impact it has had on the lives of the county's residents.

Coordinating government programmes and projects

The department's coordination and supervision of government programmes and projects have been instrumental in uplifting vulnerable communities. For instance, during times of dire need, the efficient distribution of county relief food to vulnerable households and Persons With Disabilities (PWDs) helped alleviate hunger and provided crucial support to those in need. The department's dedication to reaching the most affected individuals demonstrates its commitment

to ensuring that no one is left behind.

Data collection for vulnerable households

Understanding the plight of vulnerable households is vital for targeted assistance and development planning. Following prolonged droughts, the department undertook the commendable task of mapping settlements and identifying vulnerable households and PWDs.

This exercise served as the foundation for tailored programmes and interventions that aimed to improve living conditions of marginalised groups.

Fostering public participation

By actively coordinating and mobilising public participation fora, the department has empowered the community to have a say in their own development. Engaging residents in the de-

cision-making process for the CIDPs and Annual Development Plans ensured that their voices were heard and their needs addressed. This inclusive approach fostered a sense of ownership and unity among the people of Mandera County.

Enhancing service delivery in sub-counties

The CECM for Public Service Administration and County Chief Officer, Devolved Units Inspectorate and Enforcement Services conducted three days' sub-county supervision tour from May 2 - 4, 2023 to assess performance of county administrators and enforcement officers at sub-counties.

The department's dedication to improving service delivery in the sub-counties has been evident through regular supervision tours.

By evaluating the performance of county administrators and enforcement officers at grass-roots level, the department ensured that services



were efficiently provided and that citizens' needs were met. This hands-on approach to governance instilled a sense of accountability and effectiveness in the county administration.

Decentralisation of services

The department constructed and operationalised five sub-county headquarters (Mandera West, Banisa, Kutulo and Lafey sub-County headquarters). It also constructed and operationalised 21 ward offices namely Shimpir Fatuma, Elwak North, Elwak South, Wargadudu, Kutulo, Dandu, Takaba, Takaba South, Lagsure, Banisa, Derkale, Kiliweheri, Guba, Rhamu, Rhamu Dimtu, Ashabito, Khalalio, Libihiya, Township, Neboi Lafey and Alungu Ward offices. Additionally, the department procured and supplied standard office furniture for the same.

The equipping of these sub-county headquarters and ward offices shows the county government's commitment to decentralising services and bringing them closer to the people.

This decentralisation has improved accessibility to essential services and strengthened the government's presence in the county. Residents can now access government services without travelling long distances, fostering a sense of convenience and inclusivity.

County laws and policies enforcement

The department's Enforcement, Drug Control Unit has been at the forefront in maintaining law and order. Working in collaboration with the National Police Service, we have had successful operations against illegal alcohol and drug dens.

This has helped address societal challenges and improve security. By upholding county laws and regulations, the department has contributed to a safer and more conducive environment for residents to thrive.


Enhanced revenue compliances and collections

The Directorate of Inspectorate and Enforcement Services deployed and attached enforcement officers to all sub-county revenue offices in coordination with the Department of Revenue to enhance compliances and boost collections across the county. Demolition and removal of illegal structures by Enforcement Rapid Response teams across the sub-counties was also achieved.

Enforcement choir team

Cultural Entertainment performance during the visit by H.E. The Deputy President of Kenya during the Kenya-Somalia-Ethiopia Borderlands project supported by the UK government in Mandera in May 2023.

Mandera County's journey towards sustainable development has been one of resilience and progress, largely driven by efforts of the Department of Devolved Units, Inspectorate and Enforcement Services. Through effective coordination, data-driven interventions, public participation and commitment to decentralisation, the department has positively impacted the lives of Mandera's residents.

Challenges may continue to arise, but with the department's unwavering dedication and the collective determination of the people, Mandera County is on a path of growth, prosperity, and a brighter future for all its citizens. 



Enforcement choir team



Enforcement traffic marshals



Matker Mohamed
Manager
Mandera Municipality

“ The achievements of Mandera Municipality exemplify a commitment to progress, safety, and a better quality of life for its residents.



Safety first: Municipality state-of-the-art fire station

On December 16, 2020, a new era of safety and disaster management began for residents of Mandera Municipality. The cutting-edge facility is fully equipped with modern tools and equipment, enabling the entity to respond swiftly and efficiently to incidents requiring disaster management intervention.

The new fire station, sprawling a two-acre land, is an impressive structure that houses offices, dormitories, lavatories, training rooms, water storage tanks with high-speed hydrants, stores, a kitchen, garden, ample parking, and grounds for conducting essential drills and exercises.

The progress made by Mandera Municipality since its chartering in 2018/2019 has been commendable. Key achievements include establishment of a robust foundation for efficient service delivery, human resource development, which entailed deployment and recruitment of 120 technical staff and 1,350 casuals, with a focus on capacity building through induction and training programmes for the Board and the staff.

The municipality has done sensitisation for service delivery, focusing on staff mandates and ensuring a cohesive and well-informed

workforce. Besides, a modern fire station, equipped with fire engines and essential firefighting equipment to tackle emergencies effectively has been actualised.

The municipality has also invested in waste management infrastructure, including purchasing four skid loaders and 22 receptacles for solid waste collection, enhancing cleanliness and sanitation.

The municipality has built a modern and functional headquarters, providing a conducive working environment for efficient service delivery.

To enhance green initiatives, the municipality championed tree planting and landscaping initiatives at the fire station and municipality headquarters. More trees were planted along the newly tarmacked roads, promoting environmental conservation.

To promote use of renewable energy, the municipality installed 454 solar street lights. Another 21 high mast solar street lights were erected in strategic locations, promoting energy efficiency and safety during the night.

To manage solid waste efficiently, the municipality has ensured daily sweeping of tarmac roads and enforcing orderly parking in the central business district.

Other achievements are on strict enforcement of development control, access roads opening, revenue collection, and acquisition of single business permits, ensuring compliance and accountability.

The municipality has also enforced donkey load control to promote animal welfare and protect the well-being of these essential creatures.

It has undertaken storm water drainage protection works, safeguarding the municipality against potential flooding. At the same time, the municipality holds several stakeholder engagement meetings, fostering collaboration and feedback from the community for improved service delivery.

The achievements of Mandera Municipality exemplify a commitment to progress, safety, and a better quality of life for its residents. The new fire station stands as a testament to the municipality's dedication to providing effective disaster management services and promoting harmony and development within its boundaries.

As the municipality continues on this trajectory, the future holds great promise for sustainable growth and improved living conditions for its people. ■



Our inspiration

We are inspired by devolution and we are strategically institutionalising it. We have two municipalities, namely Mandera and Elwak.

Mandera Municipality is a triangular business hub with a lot of opportunities and has turned out to be the greenest town in the Northern region under devolution.

It also facilitates cross border trade with Somalia and Ethiopia. We have established Mandera Water and Sewerage Company and Elwak Water and Sewerage Company to connect more residents, our markets, hospitals, mosques and schools to water. As a pastoralist community, watering points are crucial in our agenda. ■





All we do enables sustainable urban growth



Abdi Hassan Abdulla,
Elwak Municipal
Manager

Elwak Municipality plays a crucial role in guiding the city's growth and development, formulating plans and development controls to ensure orderly and sustainable urban expansion.

Sustainable urban development is a crucial aspect of modern governance, especially in municipalities.

As urban areas grow, the demand for various essential services increases, leading to complex challenges in managing resources, infrastructure, and environmental impacts.

To address these challenges effectively, Elwak Municipality plays a critical role in promoting, regulating and providing a wide range of services that contribute to the well-being and prosperity of their residents. Here are some of the key responsibilities of the municipality.

Refuse collection and solid waste management

Elwak Municipality is responsible for promoting, regulating and providing efficient refuse collection and solid waste management services.

This includes organising waste collection schedules, ensuring proper disposal, and implementing waste reduction and recycling initiatives to promote environmental sustainability.

Water and sanitation services

In areas not served by established water and sanitation providers, the municipality takes charge of promot-

ing and providing access to clean water and sanitation services. This involves constructing and maintaining water supply systems, establishing sanitation facilities, and ensuring safe water distribution.

Urban roads and associated infrastructure

We are tasked with construction and maintenance of urban roads to ensure smooth transportation within the municipality. This includes addressing potholes, managing traffic flow, and implementing road safety measures.

Storm drainage and flood controls

We take measures to mitigate the impact of heavy rainfall and floods by constructing and maintaining storm drainage systems. This is crucial to prevent water-logging and reduce flood-related damages.

Street lighting

We enhance public safety and promote visibility at night by installing and maintaining street lighting.

Walkways and non-motorised transport infrastructure

To encourage pedestrian friendly

environments and sustainable transportation options, we are mandated to construct and maintain walkways, cycle paths, and other non-motorised transport infrastructure.

Development planning and controls

Elwak Municipality plays a crucial role in guiding the city's growth and development. It formulates municipal plans and development controls to ensure orderly and sustainable urban expansion while considering environmental, social, and economic factors.

Municipal sports and cultural activities

To promote a vibrant and active community, Elwak Municipality takes initiatives to organise and regulate various sports and cultural activities. This fosters community engagement, social cohesion and healthy lifestyles.

Land use control and zoning

Elwak Municipality is responsible for controlling land usage, sub-division and development within its jurisdiction. This involves establishing zoning regulations to ensure land is utilised appropriately for purposes, such as residential, commercial, or industrial use.

Ups and downs in devolution experience

Before getting employed by the Mandera County Government, I had worked with several humanitarian and development oriented Non-state organisations in various capacities for close to twenty five years. I was both optimistic and pessimistic when I joined the county government since it was my first assignment with a government. I knew it would be challenging since the modus operandi would be different. I eventually decided to take the challenge head on.

The adoption of devolved system of governance in Kenya courtesy of constitution of Kenya 2010, was propelled by the citizens who desired services brought closer to them.

The objects of devolution as provided for in Articles 174 read with 175 of the Constitution are about promotion of democracy and accountability in the exercise of power, fostering national unity by recognising diversity, enhancing people's self-governance, enabling communities to age their own affairs, protecting and promoting interests and rights of minorities and the marginalised and ensuring equitable sharing of resources equated by the people of Northern Kenya to not only a new dispensation but self rule.

To achieve these, a framework was put in place and enabling environment provided to all stakeholders involved in implementation of devolution.

However, the environment for implementation of devolution as a new concept in Mandera has not been smooth due to various challenges, both experienced and anticipated for the past nine years.

It was marked with Issues to include disagreements between the national government and county government over funding for county functions, poor or absence of consultation on matters that affect county governments, little technical support for the implementation of functions, insufficient allocations and delayed disbursements of funds to counties by the National Treasury, lack of capacity and skills to deliver services, corruption, inadequate public participation and gender inequality as some of the teething problems.

It is clear that these challenges have affected the implementation of devolution in Kenya. To achieve the goal of devolution, all attempts were made to better working relationship between the two levels of government. Parliament, county governments, the IGRTC, ministries, independent offices and commissions, civil society-all making sure to work together in the spirit of Article



6(2) for the good of devolution.

That was between 2013 and 2022.

With the new dawn, Mandera County, under the leadership of H.E. Governor Maalim Ali Mohamud's leadership, coupled with employment of a well experienced workforce, save for the varied interests, created a conducive workplace that consists of employees who enjoy and are passionate about their work exhibiting both personal and professional pride in their jobs to offer services to netizens. The governor specifically employed simple ways to foster a positive work environment by prioritising on-boarding and training, creating a comfortable work environment, conducting regular check-ins, encouraging collaboration and communication, developing a strong workplace culture and facilitating opportunities for learning, yearned for a long time, which was long overdue.

What is motivating employees further to work for Mandera County Government currently is the ability by the county CEO to investigate the indirect conditional effect of motivation and job satisfaction between work conditions and job performance relationships.

To compete with emerging economies, besides training and job re-designing, the focus on how healthy workplace conditions aid the employee to raise their satisfaction level and efficiency. These important issues have now created strong managerial implications since utilitarian managers face tough choices in assigning the restricted resources and in prioritising strategic initiatives.

It is inherent upon the governor that suitable work conditions contribute positively to efficiency of employees and recommended that Mandera

County Government shall reap benefits by adopting such measures with job satisfaction, thus adding value and encouraging work force, but not limited to only those who have high level of motivation to work but all and sundry, because it allows for full benefit from the favorable working circumstances.

Positive working environments spear-headed by the CEO often included clear communication between various members of the county government.

This included communication between employees and upper management, and between coworkers themselves. He provides the opportunity to ask questions and receive feedback, that helped employees feel valued in the workplace. It also allowed growth by getting open, constructive feedback.

Thanks to Governor our current CEO encompasses a level of respect, empathy and overall understanding between colleagues. These sentiments also foster collaboration and help them feel heard and valued at the workplace. For example, when a coworker thanks you for assisting them on an undertaking, it lets you know that you're appreciated.

The Governor's Positive reinforcement is encouraging employees to grow their individual skills and strengths, helping them find contentment in their job. This facet of a positive work environment is important because it means employees are able to advance in their field of expertise.

As the team leader, when you experience an issue, the way to handle the situation impacts greatly on the attitude of others and the team.

If you are able to overcome an obstacle with an optimistic outlook, the CEO is more likely to follow your example. Ultimately, a positive outlook helps everyone in the team to focus on the pros rather than the cons.■

Alikheyr A Mohamed, MA (Development Studies), MSC Strategic Management

The writer is a humanitarian and Development consultant in the Horn of Africa.



Decentralisation boosts access to our services

Traditionally donors play a pivotal role in complementing efforts of governments to achieve desired goals of service delivery. They provide financial assistance, technical expertise, and resources for development projects. It's against this backdrop that H.E. Governor Mohamed Adankhalif in Executive Order Number 1 of 2023, established the Department of Donor Relations housed in the Office of the Governor, as a necessary and justifiable initiative to enhance effective coordination and management of donor activities.

By creating a specialised department focused on donor relations, Mandera County government intends to streamline its efforts to attract and effectively manage donor support, thereby maximising the impact of such assistance on its overall development agenda. The department will serve as a dedicated entity responsible for fostering relationships with donors, managing donor-funded projects, and ensuring transparency and accountability in the utilisation of donor resources thus recognising the importance of donor support in driving socio-economic development.

The department will enhance coordination and communication between the government and donors. Donor activities often involve multiple government agencies, and without a centralised department, coordination can become fragmented and inefficient. The department of Donor Relations is a central point of contact for donors, ensuring consistent and effective communication, facilitating information sharing and promoting collaboration among relevant government entities. This streamlined approach will reduce duplication of efforts, eliminate bottlenecks, and enhance the government's ability

to respond promptly to donor requirements.

Further, the department will play a critical role in ensuring transparency and accountability in the utilization of donor resources. Donors have the right to know how their contributions are utilised and the impact they are making. By establishing this dedicated department, the government intends to strengthen its monitoring and evaluation mechanisms, ensuring that donor funds are used efficiently, effectively, and in line with agreed objectives and priorities building trust and confidence among donors, encouraging continued support and fostering long-term partnerships.

Furthermore, the department will provide valuable expertise in project management and implementation. Donor-funded projects often require specialised knowledge and skills in areas such as procurement, financial management, and reporting. With a dedicated department, the government will ensure that projects are executed in a timely manner, meet quality standards, and deliver the intended outcomes, enhancing the government's capacity to effectively utilise donor resources and maximise the benefits derived from such investments.

The establishment of Department of Donor Relations through Executive Order Number 1 of 2023 justifies the necessary step towards enhancing the government's ability to effectively manage donor activities. This department will consolidate and coordinate donor relations, foster transparency and accountability, and provide specialised expertise in project management. This way government will be better equipped to attract and utilise donor resources. The lies within Agro-Ecological zones-IV to VI with a Mean annual rainfall range of 300 to

700mm per annum and a mean evapo-transpiration of 2,600mm. The province lies within an altitude range of 70m to 300m above sea level.

It covers area of 126,902km² with an estimated human population of above 2.6 million people whose mainstay is livestock rearing. They keep various classes of livestock which include cattle (mainly Boran, Zebu, Sahiwal), Camels, Goats (mainly Galla and Small East African Goat), Sheep (mainly black head Persia), poultry and donkeys.

The livestock industry contributes directly to the livelihood of over 95 per cent of the population of North Eastern Province. Livestock (cattle, sheep, goats, camels, chicken, and donkeys) are therefore the 'life' of NEP.

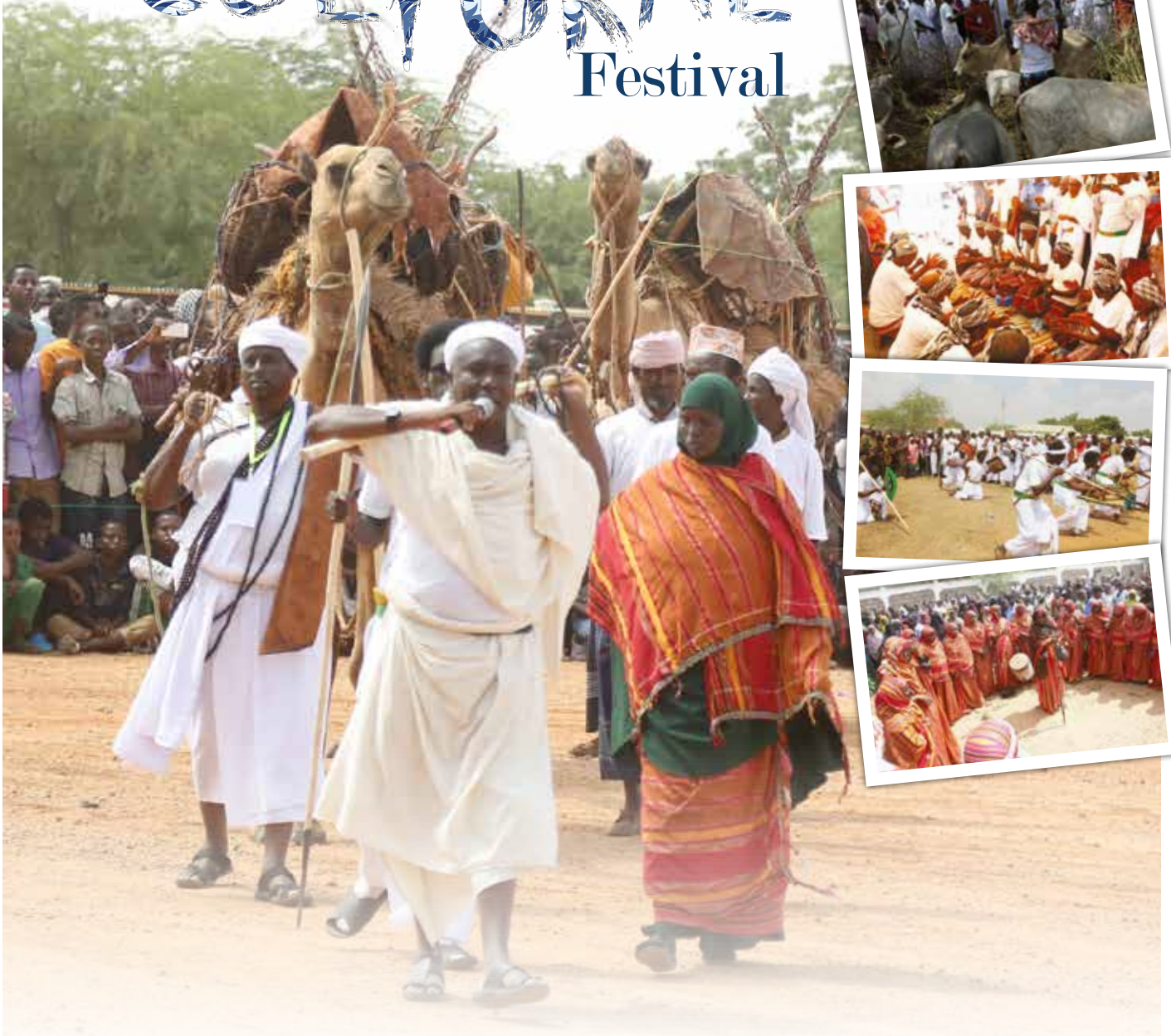
Many institutions and stakeholders work to support the livestock industry and on many occasions they usually come together at the District level in their respective Development Committees and County Steering Groups to share their plans; but there has not been a forum at the provincial level where stakeholders who operate in one or more districts can meet and interact. A provincial forum would therefore be most appropriate for a 'one stop shop' for sharing experiences/best practices and plans with an aim of building teamwork in our approach to development.

Uncoordinated planning and implementation of activities, short term interventions, mix-up and interference between emergency interventions and development initiatives, uninformed stakeholders including front-line workers and pastoralists, misunderstood pastoralists, inefficient utilisation of resources, duplication of efforts and now the need to start planning and implementation at the county level.■



COMING SOON

2023
MANDERA SOMALI
CULTURAL
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Mandera County Government
P.O. Box 13-70300
Mandera, Kenya
Tel: +254 0462104000,
+254 0462104000
Email: info@mandera.go.ke

Mandera County Liaison Office
P.O.Box 28855-01000
Nairobi
Email: nairobi@liaisonoffice@mandera.go.ke

www.mandera.go.ke