



## COUNTY GOVERNMENT OF MANDERA

MINISTRY OF LANDS, PHYSICAL PLANNING, HOUSING & URBAN DEVELOPMENT

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

2022 -2026



**APPROVAL**

**1. Elwak Municipality Board Chairperson**

Name.....

Signature..... Date.....

**2. Elwak Municipality Manager**

Name.....

Signature..... Date.....

**3. County Executive Committee Member - Lands, Physical Planning,  
Housing and Urban Development**

Signature..... Date.....

## **VISION**

Safe, livable, competitive and prosperous Municipality

## **MISSION**

To create and maximize opportunities for desirable socio-economic community development in attractive, clean, sustainable and secure environment

## **CORE VALUES**

Fairness

Integrity

Efficiency

Honesty

## **FOREWORD**

Elwak Municipality Integrated Development Plan (IDeP) provides strategic vision for sustainable socio-economic development in the Municipality. The IDeP has been prompted by the increasing effects of transformations brought about by rapid urbanization, uncontrolled expansion of built environment, climate change and the increasing demand for jobs in both formal and informal sectors.

The socio-economic and environmental dynamics necessitates adoption of approaches which embrace humanity, community well-being and sustainable development for intergenerational prosperity. In order to achieve these, we should be alive to factors such as climate change which have had devastating effects on pastoralism and other livelihood opportunities. Further, rural-urban migration accelerated by demand for urban bright-lights is on the rise. The result is increased pressure on existing infrastructure and the need to accommodate the immigrants into the urban economy. The Municipality must therefore come up with strategies to build resilience in social, economic and environmental sectors.

To ensure increased job opportunities, favorable environment for investment and sustainable development, the Municipality is putting a number of programmes in place, including those focused on environmental management, infrastructure improvement investment, partnership and inclusive economic growth and development. This IDeP is a roadmap that is going to guarantee informed decision making to fulfill the desire of the municipality to be a leading socio-economic hub.

**Salah Maalim Alio**

**County Executive Committee Member**

**Lands, Physical Planning, Housing,**

**Urban Development, Circular Economy,**

**Sanitation and Solid Waste Management**

## **ACKNOWLEDGMENT**

The preparation of Elwak IDeP is a collaborative effort of different actors from the County Government and Elwak Municipality. We would like to recognize in a special way the contribution of the County Executive Committee Member for Lands, Housing, Physical Planning and Urban Development, Mr. Salah Maalim Alio and Chief Officer for Housing and Urban Development Mrs. Zuleikha Osman for offering exemplary leadership in resource mobilization and coordination towards the realization of the IDeP.

This document could not have been realized without the support and leadership of Elwak Municipality Board members who provided the much needed support in all stages. The invaluable support of the technical team under the guidance of the Director of Physical Planning is very much appreciated. We also appreciate the contribution of Elwak municipality residents and other stakeholders who gave their valuable input during public participation.

To all who were involved in process either directly or indirectly but not mentioned, we salute your generosity in the achievement of this milestone.

**ABDI HASSAN ABDULLA**  
**ELWAK MUNICIPAL MANAGER**

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## EXECUTIVE SUMMARY

**Chapter One** of the IDeP highlights the background information of the planning area and illustrates the geographic location, physiography, population characteristics and administrative and political units. It highlights the planning methodology, planning process and the techniques for achieving the planning goals.

**Chapter Two** provides in-depth analysis of the existing situation in terms of physical and socio-economic environment, infrastructure services, population and land tenure with the aim of identifying the strengths, weaknesses, opportunities and threats. The chapter highlights the infrastructure facilities such as transportation, water and sanitation, education and health facilities and waste management among others. The chapter informs the proposals of the IDeP by justifying the socio-economic and environmental development gaps.

**Chapter Three** highlights the policy and legal frameworks upon which the preparation and implementation of the IDeP is anchored. The policies which have informed the IDeP include Sustainable Development Goals, Africa Agenda 2063, Vision 2030, National Spatial Plan and Mandera County Integrated Development Plan. The Constitution of Kenya, County Government Act and Urban Areas and Cities Act are some of the key legal frameworks anchoring the IDeP.

**Chapter Four** provides the municipality's development priorities, strategies and Programmes. It focuses on development proposals which are envisaged to steer the municipality's socio-economic development for improved livelihood opportunities. Projects have been identified basic infrastructure, transport, Economic investment, water and sanitation, spatial planning, climate change and environment and disaster risk management.

**Chapter Five** presents the development implementation framework. The strategies, implementation plans and budgetary allocation are discussed. It further includes institutions responsible for the actualization of the plan and a budget projection of financial resources required to implement Programmes and Projects. It indicates the

projected resources that are available, revenues from various sources and strategies for bridging the revenue gap during the entire plan period.

**Chapter Six** focuses on monitoring and evaluation framework for assessing and gauging the benefits of the projects. It highlights the importance of monitoring and evaluation on project success before highlighting the mechanisms of monitoring and evaluation.

## **LIST OF ABBREVIATIONS**

- CBD – Central Business District
- CECM – County Executive Committee Member
- CIP – Capital Investment Plan
- EWS – Early Warning Systems
- GDP – Gross Domestic Product
- GIS – Geographic Information System
- HDI – Human Development Index
- ICT – Information and Communication Development
- IDeP – Integrated Development Plan
- IDPs – Internally Displaced Persons
- ISUDP – Integrated Strategic Urban Development Plan
- ITS – Integrated Transport System
- KNBS – Kenya National Bureau of Statistics
- KPLC – Kenya Power and Lighting Company
- LPDPs – Local Physical Development Plans
- NMT – Non-Motorized Transport
- NUDP – National Urban Development Policy
- SDG – Sustainable Development Goals
- SMEs – Small and Medium Enterprises
- PFMA – Public Finance Management Act
- PRSP – Poverty Reduction Strategy Paper

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter highlights the background information of the planning area in terms of the location, size, population, physiographic and natural conditions, demographic profiles as well as the administrative and political units. It further provides the purpose, objectives, the planning methodology, process and the expected output. It also highlights the techniques used in the planning process to ensure compliance with the existing policy and legal requirements.

### **1.1 Project Background**

The preparation of Integrated Development Plan (IDeP) for Elwak Municipality (2022-2026) is backed by Urban Areas and Cities Act, 2011. The IDeP is a five-year policy guideline for socio-economic development and provides a basis for linking and coordinating sectoral programmes in the Municipality. The Constitution of Kenya and the Urban Areas and Cities Act, 2011 bestows enormous responsibility of managing cities and municipalities upon the boards of Cities and Municipalities. This responsibility calls for these boards to adopt integrated and strategic thinking that allows them to focus on projects that generate significant development impact and multiplier effects if the boards are to achieve any tangible development during their five-year tenure. Elwak Municipal Board is the planning authority responsible for the preparation of plans.

The name *Elwak* is derivative of local Somali language, 'El' meaning 'Wells' and 'Wak' meaning God, hence 'wells of God'. The area is characterized by water wells and hence name as depicted in local dialect. The water wells contributed largely to the development of the town as they were used by herders from the surrounding areas. Recently, apart from the water wells, the Municipality has developed rapidly due to increased commercial activities bolstered by its location at the confluence of major transportation routes such as Mandera-Isiolo road, Elwak-Takaba Road and Elwak-Arabia Road. Further, the location of the municipality along the Kenya-Somali border gives it comparative advantage in terms of international trade.

The development of Elwak municipality is also stimulated by important development assets such as Elwak Ultra-modern SME market and the airstrip. There are also various educational facilities ranging from primary to tertiary institutions in addition to sub-county, National and County Government headquarters and the sub-county referral hospital. Consequently, Elwak Municipality is the second largest in terms of urban primacy in Mandera County. The Somalis are the natives of the Municipality.

## **1.2 Elwak Municipality Integrated Development Plan**

### **1.2.1 Purpose**

The Integrated Development Plan (IDeP) is the principal development strategy for Elwak Municipality. This plan identifies key strategic projects that will be completed during the plan period. These projects are in tune with the aspirations of the local development plans and policy frameworks such as the CIDP and Governor's Manifesto. In essence therefore, this integrated plan seeks to steer the Municipality in a clear direction as it charts a common destiny for various development pursuits of the line ministries, departments and agencies. It communicates to residents, businesses and investors the Municipality's long-term vision and the strategies to achieve them.

### **1.2.2 Objectives**

- i. To assess the current social, cultural, economic and environmental situation in the municipality
- ii. To safeguard spatial integration and inclusivity
- iii. To promote sustainable socio-economic development that enhances job creation
- iv. To promote environmental protection and conservation
- v. To provide strategies for basic and salient infrastructure for effective service delivery

### **1.2.3 Scope**

This is a five (5) year Plan (2022-2026) covering Elwak Municipality with an area of approximately 814.11km<sup>2</sup>. The IDeP focuses on among other issues: improved accessibility, enhanced waste management services, adequate physical and social

infrastructure facilities and services, environmental protection and conservation, climate change resilience and adaptation and enabling environment for business growth and wealth creation.

### 1.3 Planning Context

#### 1.3.1 Geographical Location

El-Wak lies between coordinates 2°48'34" North and 40°56'9" East within Mandera South Sub-County, Mandera County. It is approximately 200km from Mandera town and approximately 910 km from Nairobi. El-Wak is about 1250 feet above sea level and lies along the Kenya-Somali border.

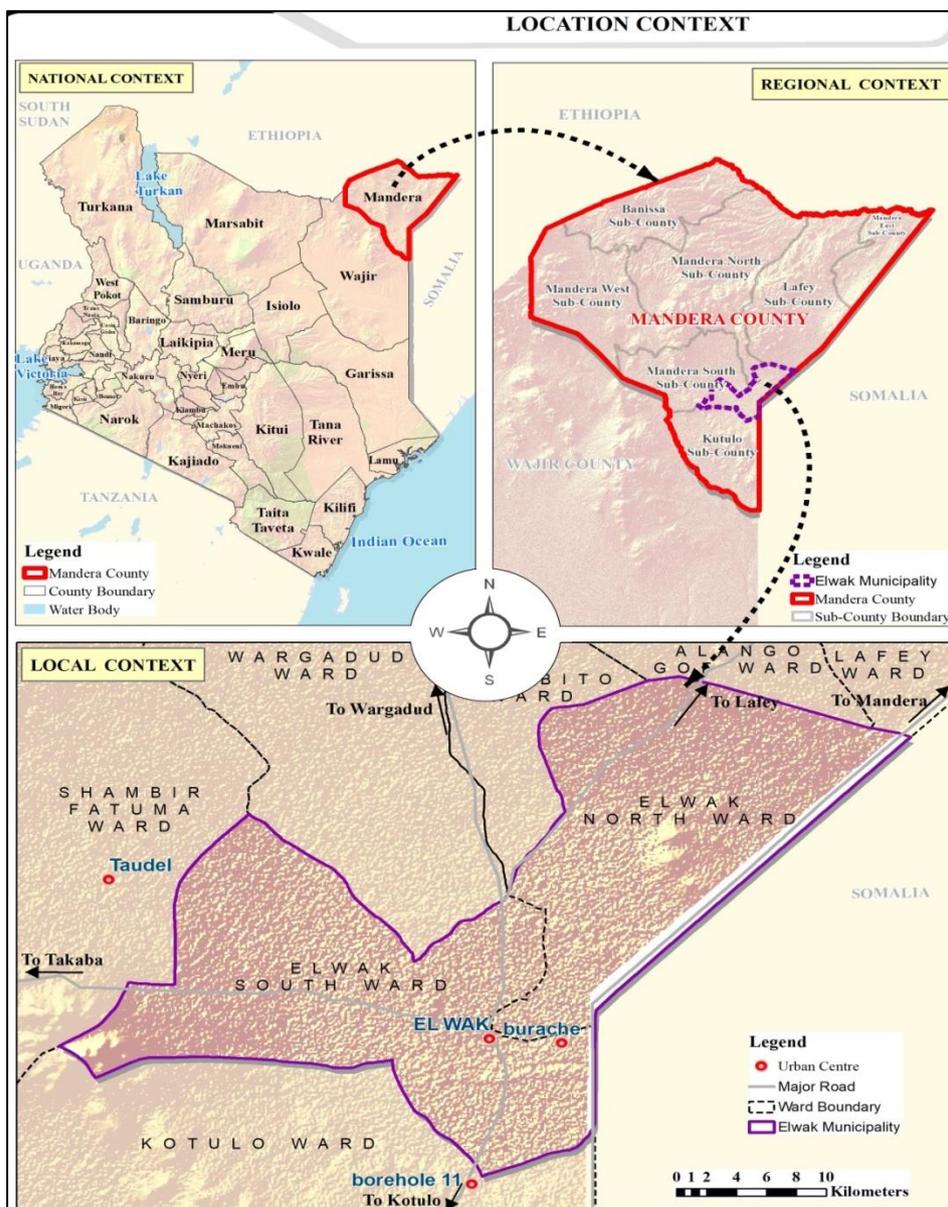


Figure 1: Planning Area in the National and Local context

### 1.3.2 Administrative Units

The planning area covers two wards namely Mandera North and Mandera South with an area of approximately 814.11km<sup>2</sup>. The sub-locations include Bulla Afya, Wante, Elwak Township, El-Adi and Elwak South. Some of the existing neighborhoods/ssates include Bulla South C, Bulla El Agarsu, El-Wak Township (Qoroboshanan and Bulla El-Adi), Bulla Afya (Bulla Nguvu and Bulla Lafey), Bulla Dana (Tawaka, LMD, Qoroboini and Udhole), Bulla Elsafara, Bulla Power, Bulla Aluteibi and Bulla El-Hache.

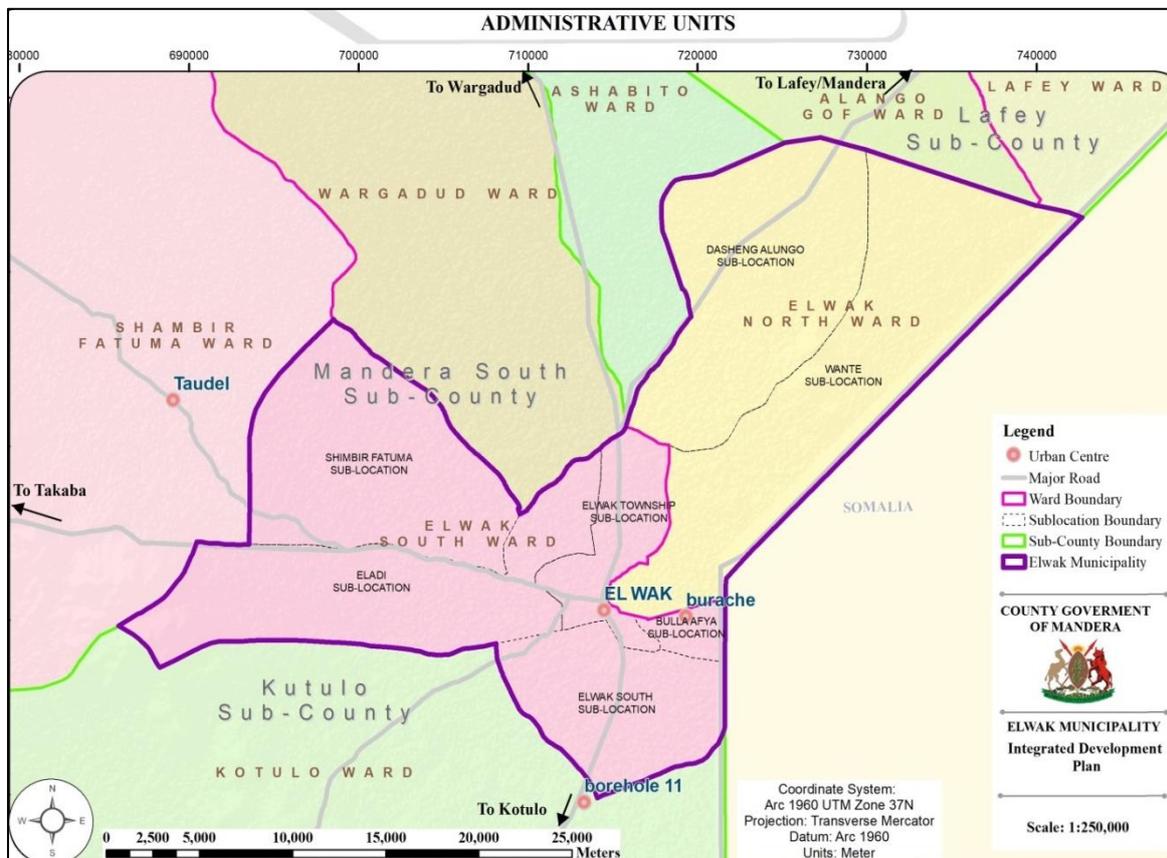


Figure 2: Map of planning Units

### 1.3.3 Administrative Structure and Functions

The National and County Governments are the main administrative arms found in Elwak Municipality. The National Government is represented by the sub-county administrators such as the deputy County Commissioner, Chiefs and the security organs. The County Government on the other hand is represented by various administrative arms with offices located in the Municipality. The County Government has 10 departments comprising of the executive arm headed by County Executive

Committee Members (CECM) and assisted by the Chief Officers who manage the day-to-day administrative affairs of each department. These departments are;

- i. County treasury, economic planning, special programmes, ICT and e-governance
- ii. Lands, Physical Planning, Housing and Urban Development
- iii. Public service conflict management and devolved units
- iv. Agriculture, livestock, fisheries and irrigation
- v. Health services
- vi. Roads, transport and public works
- vii. Water, energy, environment and natural resources
- viii. Education, sports and culture
- ix. Trade, investment, industry and cooperative development
- x. Youth, gender and social services

The Municipality is managed by the Board which is the authority vested with preparation and approval of plans to guide sectoral development. The specific functions of Elwak municipality include but not limited to;

- i. Promotion, regulation and provision of refuse collection and solid waste management services.
- ii. Construction and maintenance of storm water drainages and flood controls
- iii. Construction and maintenance of street lighting
- iv. Construction and maintenance of walkways and other non-motorized transport infrastructure
- v. Promotion, regulation and provision of municipal sports and cultural activities
- vi. Environmental protection and conservation/greening/tree planting
- vii. Protection of open spaces and other public spaces

#### **1.3.4 Planning Outputs**

The main planning output of the project is a five-year Integrated Development Plan (IDeP) for Elwak Municipality. It sets out the broad planning framework for the growth of the Municipality with specific focus on key issues such as protection of the environment, waste management, storm water drainage, traffic movement and

connectivity of the municipality to the hinterlands, the scale, pattern and broad location of future development. The output components are discussed below.

### **Environmental protection & Climate Change Management Plan**

The Environmental component of the IDeP seeks to ensure environmental sustainability and to come up with a win-win situation for society and environment. With environmental planning, the society wins by being able to utilize resources in productive ways and the environment wins by being able to sustain itself for future generations. Broad proposals are provided to conserve and protect the natural environment with efforts to restore destroyed ecosystems. Climate change mitigation measures are provided with specific attention given to issues such as solar energy and afforestation to replace the diminishing vegetation cover.

### **Integrated Transportation Plan**

The plan is aimed at addressing issues and challenges within the transport sector by establishing an integrated transportation network with efficient capacity and linkages based on anticipated needs over the plan period. The plan included motorized and non-motorized transport systems and the related furniture such as parking areas and waiting bays.

### **Disaster Risk Management Plan**

Critical and essential features of the disaster risk management approaches help determine the type of programs that should be taken. The growth and development of Elwak Municipality is expected to result into increased incidences of natural hazards such as floods mainly caused by the area's topography especially during the rainy seasons. Additionally, incidences such as pandemics, fire breakout and pollution may occur and hence the IDeP provides a Disaster Management Plan. The purpose of the Disaster Management Plan includes identification of disaster prone areas, mitigation of human induced disasters and exploration of available options for Early Warning Systems.

### **Trade and Enterprise Development Plan**

Provision of serene environment for business growth is at the heart of Elwak Municipality. Consequently, the IDeP identifies key areas of interventions such as

construction of markets and provision of requisite infrastructure for enhanced business opportunities.

## **Spatial Development Plan**

Spatial planning is an important tool for promoting and managing socio-economic development as well as sustainable use of resources. The IDeP provides for preparation and implementation of spatial plans in the Municipality. The expected outputs which include Municipality Spatial Plan, sectoral plans and action area plans are meant to provide specific spatial intervention measures for physical and socio-economic development.

### **1.4 Planning Methodology**

#### **1.4.1 Planning Approach**

The preparation of the IDeP involved the following techniques:

**Strategic** - The IDeP focuses on priority areas of planning and challenges facing the municipality in the delivery of services.

**Integrated Planning** - The plan integrates all aspects within the municipality by bringing on board all sectors and actors in development policies and proposals.

**Collaborative** - The preparation of the IDeP was an all-inclusive process that saw active participation by stakeholders including Mandera County Government, National Government agencies, Faith Based Organisations, Community Based Organisations, business and local communities.

**Participatory and Consultative** - Preparation of the IDeP was highly consultative. This was necessary to enable proper consensus building, articulation of issues and ease of implementation.

#### **1.4.2 Planning process**

The process began in December, 2021 with a meeting of Municipality staff and in which the Board was informed about the need to prepare the IDeP. A concept note was prepared to pave way for the subsequent phases.

The plan was systematically executed in four broad phases;

- i. **Inception** – involved preliminary office discussions, entailed reconnaissance, preparation of work plan and defining the methodology. It also involved formation of technical working team.
- ii. **Awareness and mobilization** – it involved stakeholders mapping and analysis jointly by the County Government and municipality team. This was undertaken to identify key projects, stakeholders and actors. Public notices for intention to plan were issued through public display on notice boards. Later the awareness and sensitization workshop was organized with an aim to disseminate information relating to the plan. During this workshop the development vision for the municipality was formulated. The vision developed provided guidance on the proposed planning interventions.
- iii. **Data collection** - It involved collection of secondary and primary data. Secondary data was obtained from existing legal and policy frameworks such as the Constitution, Vision 2030 and Mandera County Integrated Development Plan (CIDP). Primary data was obtained through key informant interviews, face to face meetings with the public and field observation. The data obtained from the two sources was crucial in prioritizing the projects for the IDeP period.
- iv. **Situational Analysis** - It involved analysis of the existing situation on thematic areas such as the physical environment, socio-economic, infrastructure and services, environmental and structural aspects. The data obtained was thematically analyzed and was used to inform the development projects for the Municipality.
- v. **Draft Plan** – the draft plan was prepared based on the situational analysis and aspirations obtained from various stakeholders.
- vi. **Final Plan**- The draft plan was ultimately prepared after validation meetings with the public and other key stakeholders including the Municipality Board and the County Executive Committee.

## **CHAPTER TWO**

### **ANALYSIS OF EXISTING SITUATION**

#### **2.1 INTRODUCTION**

Elwak Municipality has experienced steady growth of population and development of the built environment. The development trend is directly attributed to devolved system of governance which has resulted into adequate resource allocation for improvement of local economies. This chapter provides an analysis of the existing of the physical and socio-economic environment of the Municipality such as the natural environment, infrastructure services, population and land. The existing situation is discussed according to thematic areas namely; Natural Environment, Population, Economy, Infrastructure and Services and Land.

#### **2.2 Natural Environment**

##### **2.2.1 Climate**

El-Wak municipality experiences semi-arid climatic conditions characterized by scanty and erratic rainfall with an annual average of 255mm. The temperatures are regularly above 35<sup>0</sup>C while the minimum temperatures rarely go below 20<sup>0</sup>C. The weather patterns have remained unpredictable over the years and the rainfall have become increasingly scanty (see figure 3 below). The climatic conditions show that Elwak experiences extreme weather conditions which negatively affect the socio-economic activities such as agriculture. Droughts for example are increasing ly becoming common resulting in significant loss of livestock and crops.

Even though the extreme weather conditions have negative impacts on some sectors of the economy, the long hours of sunshine with minimal cloud cover provide high potential for exploitation of solar energy wich can be used to drive other sectors at a bare minimum cost.

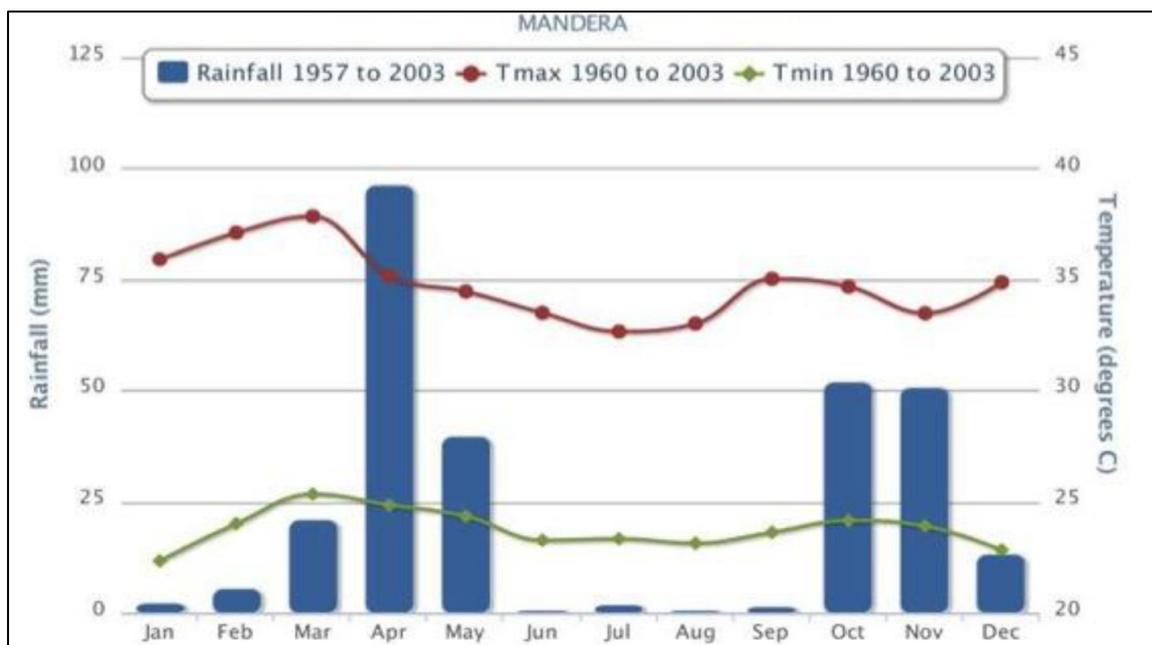


Figure 3: Temperature and rainfall distribution  
 (Source: Mandera Municipality Diagnostic report)

The trend analysis indicates an overall decrease in annual precipitation as well as changes in the onset of both short and long rainy seasons. It also gives indications that rainfall will continue to be highly variable, and drought events are likely to increase in severity. Generally, there may be an end of the reliability and predictability of the rainy seasons.

### 2.2.2 Hydrology and Drainage

The Municipality has high potential for ground water resources. This is extracted through boreholes, wells, and earth dams to provide water in most parts of arid areas. Wells and boreholes have defined the development patterns by attracting permanent settlements and increased livestock population. There are no permanent rivers and the existing seasonal streams locally known as *lagahs* are only active during the rainy seasons but dries up shortly after the rains. The natural drainage channels are generally shallow and not well developed.

### 2.2.3 Geology

The geology of the area is dominated by sedimentary rocks which are a product of weathering and sedimentation. The soils in the area include: alluvial sand, silt and brown to reddish sandy soils with some contents of clay particles and stones.

## 2.2.4 Topography

The topography is generally low lying, ranging between 353 to 391m above sea level. Most parts of the Municipality and its environs are virtually flat up to the western area where there are isolated hills and ridges. The town's gradient is less than 10% thus contributing largely to cases of flooding during the rainy season. The low-lying nature of the topography makes construction of drainage channels and other infrastructure such as sewerage system a challenging task.

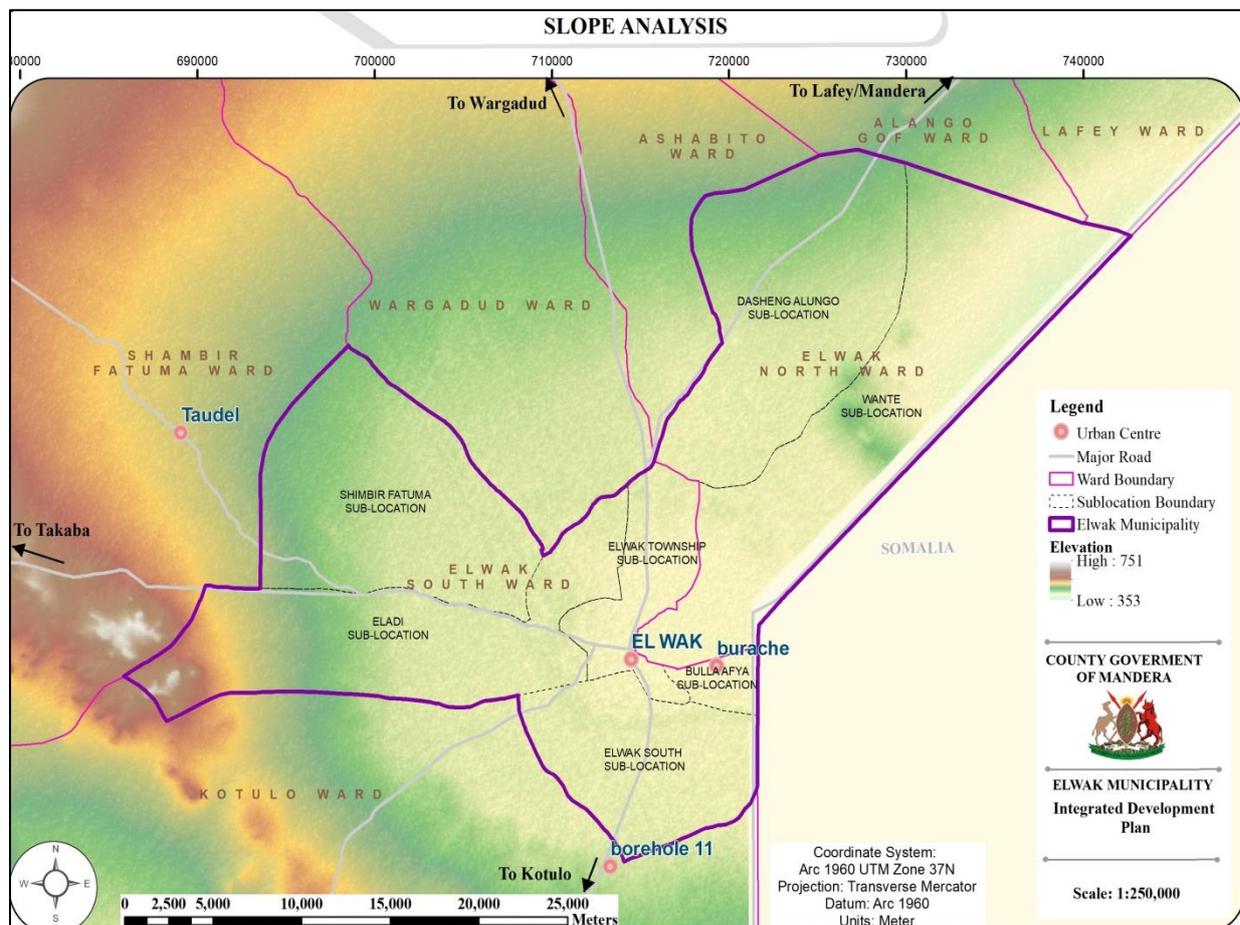


Figure 4: Municipality Slope Analysis Map

## 2.2.5 Vegetation

The vegetation is characterized by short thorny shrubs together with scattered grass cover. There are several species of acacia and scattered trees such as the famous *Mader* and *Mathenge* trees. The raised areas are characterized by denser vegetation with thorny shrubs of savannah type. The vegetation encourages pastoralism which is the main economic activity.

### **2.2.6 Environment and Climate Change**

Environmental management and conservation is at the heart of the Elwak Municipality strategic plan. The planning area is characterized by *lagahs*, water systems, wildlife and vegetation which need to be protected, conserved or rehabilitated. Recognizing the value of this, the Municipality is prioritizing healthy and sustainable environment through environmental and biodiversity management. The efforts are also aimed at combating the effects of climate change.

### **2.2.7. Spatial Character of the Municipality**

Elwak Municipality is a rapidly growing urban centre and its character is influenced by various key developments:

- Existing sub-county government offices which makes it the administrative centre.
- Existing iconic modern SME market which has the capacity of accommodating about 3000 traders and adequate parking spaces.
- Operational airstrip which provides quick regional connectivity for domestic and international flights.
- The Municipality's locational advantage along major transport corridors like Elwak-Takaba highway and Isiolo-Mandera highway has had significant impacts to its development.

## **2.3 Population**

The population of El-Wak Municipality is steadily increasing and this is attributed to various factors such as locational advantage along major transport corridors, cross-border trade, water availability (wells) and sub-county and Municipal Headquarters. The physical and social infrastructure have enhanced efficient service provision and commercial activities and hence the current population influx.

According to the 2019 Population Census, Elwak Municipality has a population of 84,115 and a density of 72 persons per square kilometer. The highest population concentration is in Elwak town accounting for 31.7% of the municipality's population. The population density is shown in the map below.

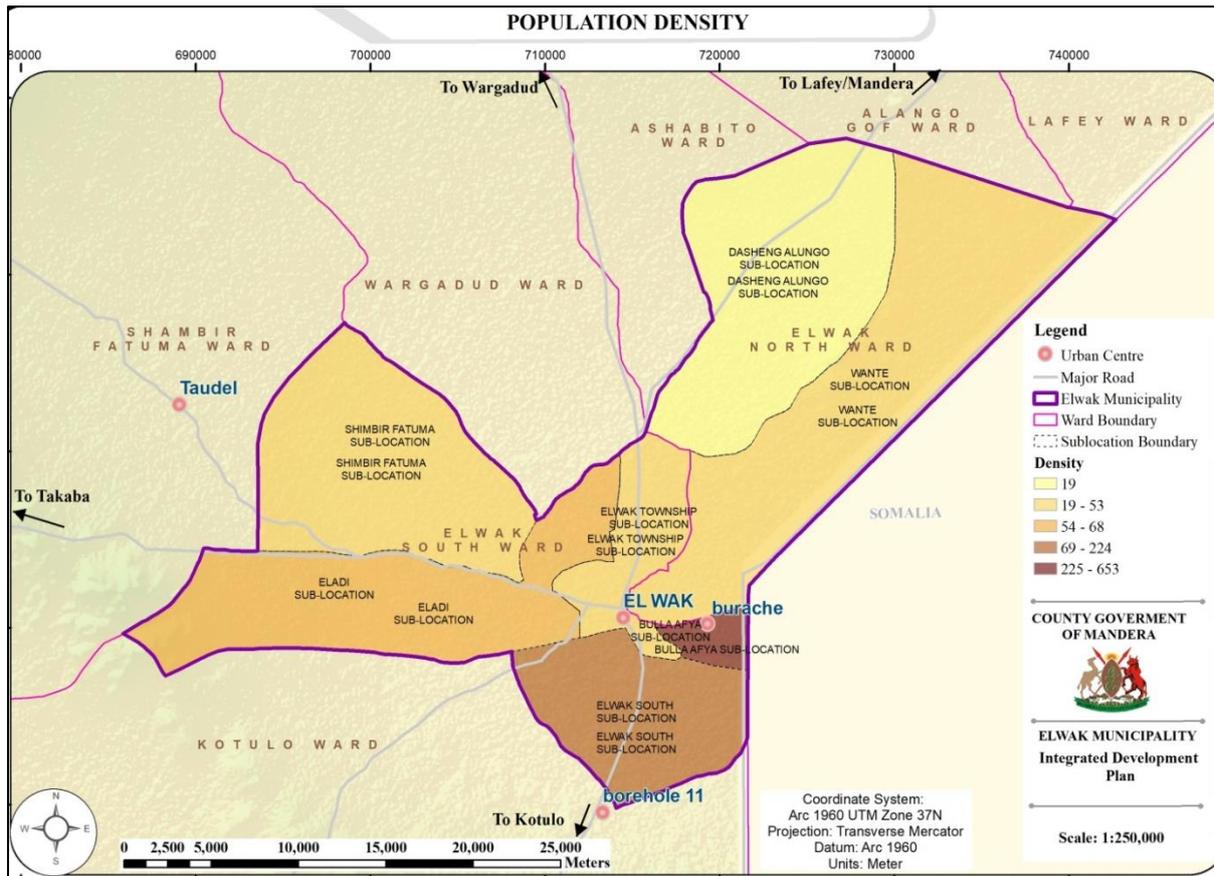


Figure 5: Population Density Map

### 2.3.1 Population Projection

According to the projected population, Elwak will experience an increase in population which is expected to result into increased demand for infrastructure services. The projected population is expected to hit 112,483 persons by the year 2027 as shown in the table below.

Table 1: Population Projection

Year	2022	2024	2026
Population	93800	100,868	108,470

### 2.3.2 Urban Population by Sex and Age Structure

According to the 2019 Census, the population of Elwak town was at 26,681. The population by sex indicates high number of female (14,100) compared to male at 12,581. The high number of women in Elwak town is attributed to the nature of economic activities in the Municipality where most women in the town are involved

in commercial activities while men are mostly herders or in formal employment. This has important ramifications for future planning of the town in terms of basic social services, physical facilities as well as infrastructure services.

### **2.3.3 Human Development Approach**

The human development approach is a tool used to measure the levels of social and economic development based on four criteria, namely; life expectancy at birth, mean years of schooling, expected years of schooling and gross national income per capita. Human development in the Municipality is pegged on general indicators in the Mandera County. This can be assessed based on Human Development Index (HDI), County Development Index (CDI) and Poverty Index

The Human Development Index (HDI) include education and literacy; healthy living and access to social amenities; the position and condition of women; proxy for gross domestic product; and estimates of earned income by gender. The HDI makes it possible to track changes in development levels over time. The County has a lower HDI compared to the average national HDI, which is at 0.555 as per Kenya National Human Development Report 2016.

Despite massive interventions in various sectors, Mandera still has high levels of poverty with a poverty incidence of 38.9% as per KNBS Economic Survey Report of 2018. This calls for more deliberate efforts targeted at lifting populations out of poverty. The IDeP therefore focuses largely on priority areas aimed at poverty eradication in the municipality to improve the HDI rating.

## **2.4 Economy**

Elwak Municipality has locational advantage and many infrastructure assets that give its economy a comparative advantage in economic development. These include its location along Kenya-Somalia border which provides opportunities for cross-border trade. The road network, functional airstrip, information and communications technology (ICT) and electricity make Elwak a vibrant economic hub. The administrative function of Elwak Municipality also contributes immensely to its economic development.

Availability of vast land in the Municipality and its hinterlands supports livestock farming which make up a good percentage of income and food sources for the local communities and beyond.

Despite the existing strategic advantages, economic growth in the municipality has not managed to keep pace with the growing population and the ever increasing demand for services. The situation has been made worse by cases of insecurity which has scared away potential investors. Further, the economy has been greatly affected by the effects of climate change such as extensive drought seasons which have resulted to massive loss of livestock and a shift of population migration from rural to urban areas. Even though the impacts of Covid-19 and other pandemic have hit the area and the effects have been felt in most of the sectors in the municipality, both the National and County Governments have responded well to mitigate the impacts.

According to Kenya National Bureau of Statistics, Mandera County was ranked lowest in terms of Gross Domestic Products (GDP) contributions. Considering the current challenges faced in the County, Elwak Municipality's GDP is still very low due to depressed economic situation and the IDeP is tailored to address the situation.

#### **2.4.1 Key Economic Sectors and Employment**

Sectors which have grown rapidly and provide employment opportunities include trade and commerce, construction industry, formal employment (County National and County Government and NGO's) and transport and hospitality industry. The business sector absorbs the largest number of population due to limited opportunities in formal sectors. The business sector is a safety net for the rural-urban immigrants especially those affected by climate change or those who are disadvantaged to find employment in the formal sector.

In order to boost the business sector as the key driver of the local economy, the County government has constructed an ultra-modern Small and Medium Enterprise (SME) market in Elwak town. The market provides adequate space with 216 ultra-modern stalls, 128 open table shades, parking lot for more than 200 vehicles, modern rows of toilets including for persons with disability and fire-fighting

equipment. It is tailored towards economic empowerment to women, youth, people with disabilities and special category of people. It puts Elwak Municipality firmly on the platform of increasing own source revenue through improved local and cross border trade with neighboring regions.



Figure 6: Elwak Ultra-modern SME Market

Although unemployment rate in Elwak Municipality has remained high, operationalization of the market and the economic trickle-down effects is expected to improve employment rate by 30% and hence contribute immensely to reduced poverty levels. The construction sector has also gained momentum and currently employs a good number of youth.

With increased investment by private developers and government interventions, the Municipality's economy is advantaged to benefit from improved services, employment and revenue generation.

## **2.5 Infrastructure and Service Delivery**

The infrastructure developments in Elwak Municipality include water and sanitation, transportation, health, waste removal, energy supply and community facilities. Since the advent of devolution and elevation of Elwak to Municipality status, access to

basic services has generally improved. Investing in physical and social infrastructure is one way in which the Municipality stimulates growth and supports inclusive economic development. It is also a catalyst for spatial integration and improves access to socio-economic opportunities that can lift the residents out of poverty.

### **2.5.1 Infrastructure Development**

#### **Transportation**

The Municipality has a network of roads among them being the Mandera-Isiolo road(class A13) which is partially tarmacked, Elwak-Takaba Road (Class B18), Elwak-Arabia Road and Elwak-El Kala Road which are all murrum. Elwak town has other urban road connectivity in the CBD but they are not well developed in terms of surface improvement, capacity to hold large volume of traffic and road furniture such as signage and sheds. Public way leaves, footpaths and storm water drainages are poorly developed in the Municipality.

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

The Municipality has a functional Airstrip located in Elwak South Ward and is accessible via Elwak-Takaba Road. The airstrip receives two flights every week and has improved transport and business efficiency in the Municipality. Other mass-transit services such as use of buses are not well organised hence the residents rely largely on private vehicles (*taxi*) for local transport.

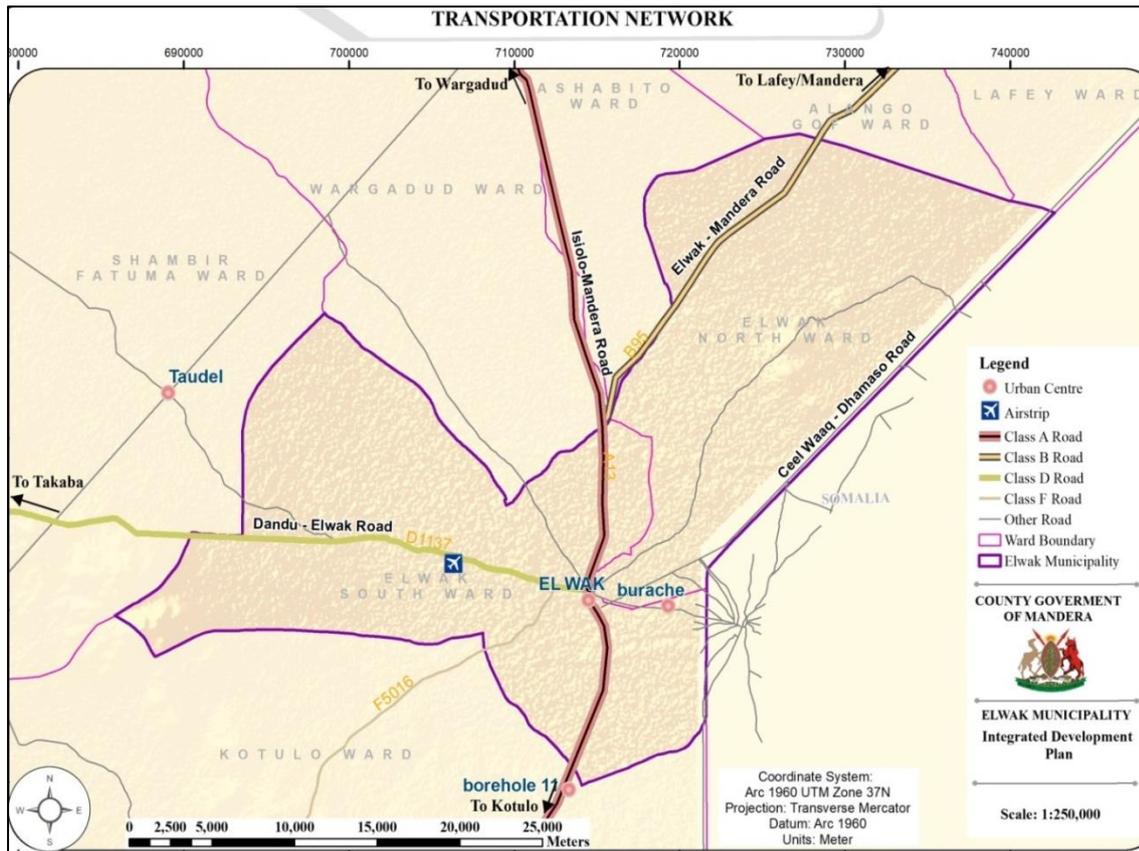


Figure 7: Map of existing transportation network

Challenges facing transport sector include;

- Poor road conditions rendering them impassable during rainy season
- Narrow and inadequate access roads
- Encroachment into road reserve by developers
- Poor maintenance

### Water and sanitation

One of the functions of the Municipality is to ensure adequate supply of water and sanitation services to the residents. Water supply in the Municipality is mainly from wells, boreholes or rainwater. Wells are predominant because the water table in the municipality is very high.

Elwak town exhibits highest water demand accounting for more than 60% of the available supply due to its high population and several socio-economic activities. The projected water demand for the year 2015 based on 2009 population census was 5,177m<sup>3</sup>/day. The current and projected demand is shown in the table below;

Table 2: Projected water demand

<b>Year</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Population</b>	93800	100,868	104,600	108,470	112,483
<b>Demand(m<sup>3</sup>/day)</b>	9,380	10086	10460	10847	11248

The supply is currently below demand and the situation is exacerbated by prolonged periods of drought which have adversely affected the area over the last three years. The level of supply and access is also affected by poor reticulation network. The residents rely mostly on water vendors for their daily supplies. Sanitation infrastructure remains poor since there is no sewer line for liquid waste management.

The current increase in demand for water supply and sanitation systems require greater diversification and timely interventions.

### **Solid Waste Management**

Provision of waste management services to households and commercial premises is one of the functions transferred to the Municipality. As a result, the Municipality has provided designated waste collection points and bins and skips which are regularly emptied at the designated sites. The Municipality has also employed about 133 sanitation casuals who provide cleaning services.

The existing challenge in waste management is the inadequate waste management machinery such as skips and loader. Rapid increase in urban population and the related pressure on the available infrastructure is a factor the municipality must adequately address.

### **Information Communications and Technology**

The municipality and its environs is fairly supplied with ICT infrastructure such as telephone and mobile telecommunication networks, television, radio transmission stations, print media, internet and postal services. Basically, the area is served by a post office, cyber cafes and local mobile operators which include Safaricom, Airtel and Orange. The locals also take advantage of the roaming Hormud network from the neighboring republic of Somalia.

The introduction of mobile telephone has increased both internet and communication within the Municipality and the coverage currently stands at about 70%. This has greatly revolutionized the way people communicate and improved efficiency in business service delivery. The installation of fiber optic cable has greatly improved communication and information sharing.

### **Energy Access**

Elwak Municipality is not connected to the national hydro-electricity gridline. However, electricity supply comes almost entirely from Kenya Power and Lighting Company (KPLC) diesel generator located in Elwak town. The use of diesel generator is however not a viable option for heavy manufacturing industries and the increase in population is likely to load the system. In order to supplement the current supply and reduce consumption costs, the Municipality is encouraging exploitation of solar energy. As result the County has installed solar street lights while a good number of households have installed solar panels.

For household, wood fuel is predominantly used providing over 70% of energy consumed for cooking. This has led to commercial sale of wood for fuel thus contributing to massive destruction of the environment.

### **Housing**

Elwak Municipality is characterized by different housing typologies. About 40% of the housing are permanent and characterized by either brick or stones especially in Elwak town. About 60% of the houses commonly known as *manyatta* are temporary and constructed of materials such as grass, wood and polythene.

A growing population in the municipality has resulted into significant increase in housing demand. However, there is little intervention in the housing sector by private developers and the government.

### **Community Facilities**

Community facilities include health centres, schools, religious centres and recreational/open spaces.

### *Health services*

Elwak Municipality boasts of hosting the sub-county referral which is located in Elwak town. The County Government has improved the capacity of the hospital by constructing modern emergency and maternal units and by employing additional medical staff.

There current statistics indicate that the Municipality has a total of 6-public hospitals including and 9-private clinics. In terms of staffing, there is 110 medical staff in the municipality but this is still inadequate considering the rapid growing population.

It is important to point out that most of the health facilities especially the private owned are concentrated in Elwak town. This makes it difficult for the residents in peripheral areas to seek emergency medical services. According to the existing standards the location of a health facility should be within a radius of 3km and easily accessible.

### *Education facilities*

Elwak Municipality has a significant number of learning institutions. However, the distribution is not evenly spread as most of them are found in Elwak town. The table below shows the distribution of the learning institutions.

Table 3: Education facilities in Elwak Municipality

<b>Institution</b>	<b>Available No.</b>	<b>Recommended Distance</b>
ECDE	24	300m-500m
Primary	24	500m-2km
Secondary	5	500m-3km
Tertiary (TVET)	1	-

Most of the ECDE centres are located within the public primary schools. There is need for additional learning institutions to conveniently serve the residents of Elwak Municipality.

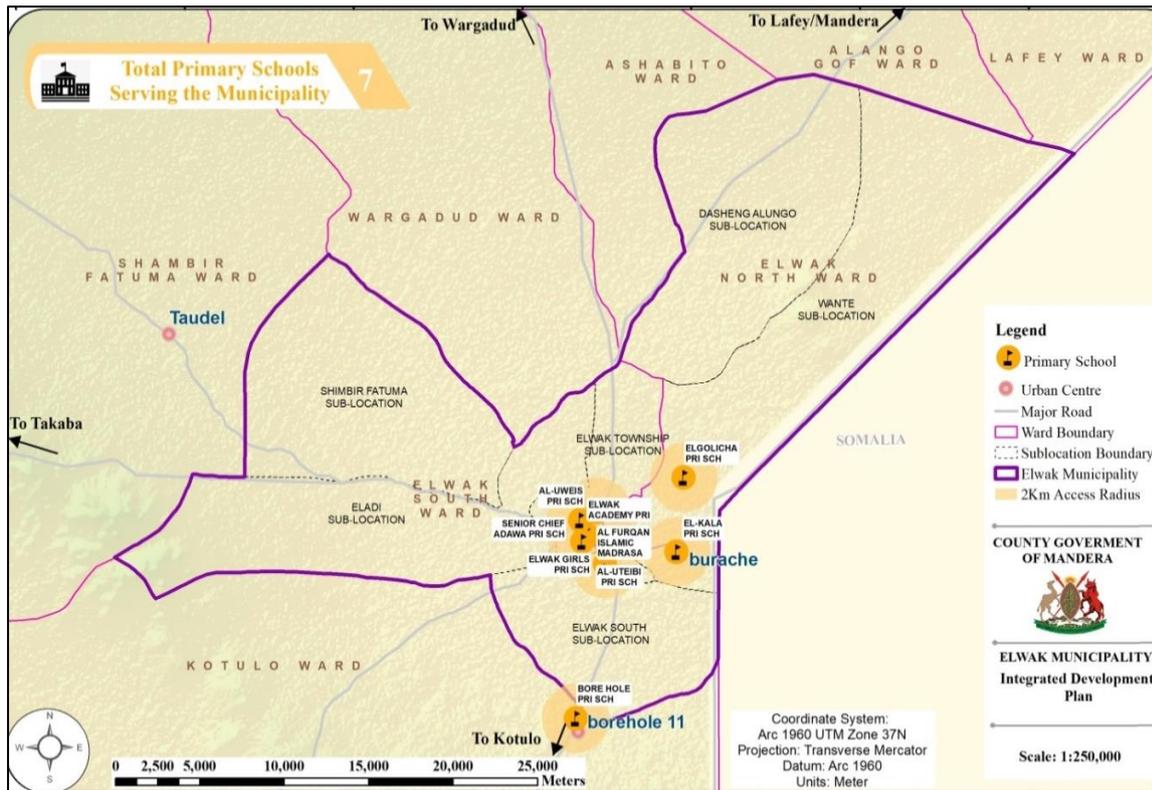


Figure 8: Distribution of primary schools in Elwak Municipality

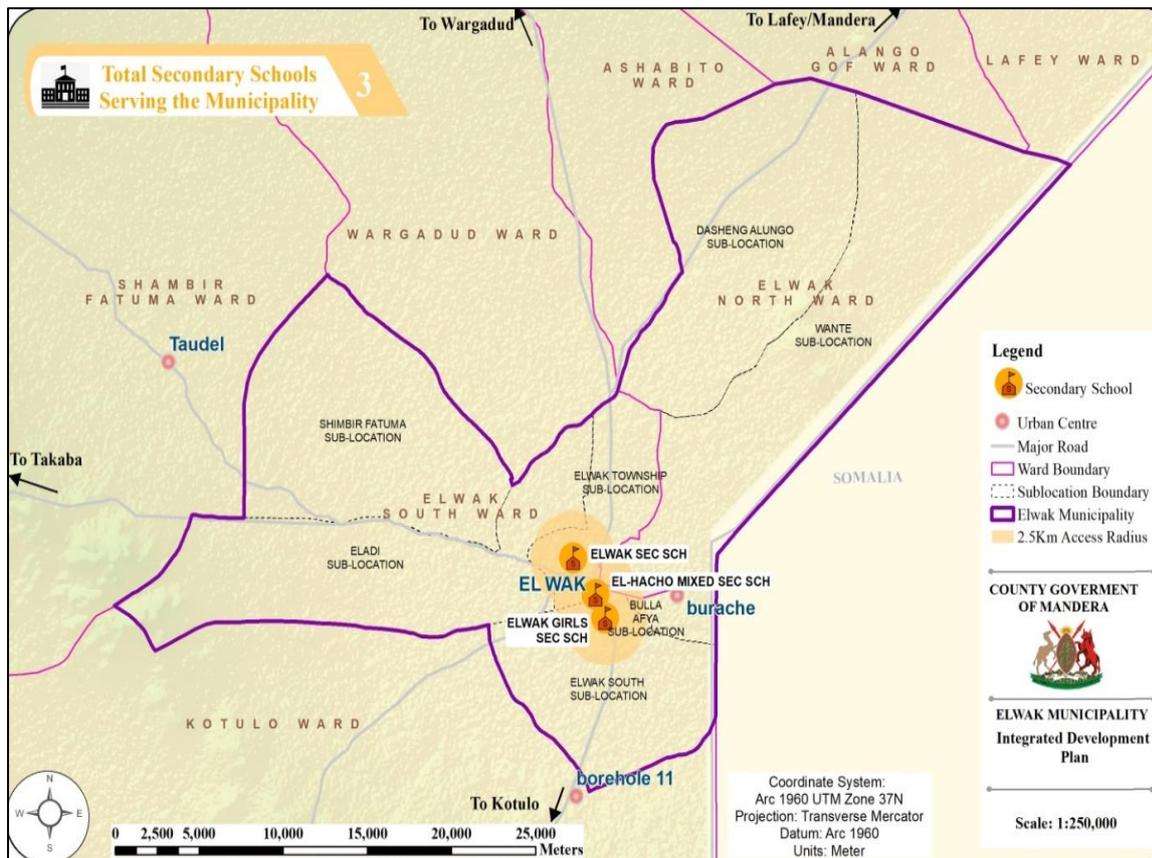


Figure 9: Distribution of Secondary schools in Elwak Municipality

### *Open spaces and socializing facilities*

Elwak Municipality has inadequate designated open spaces, playground and community centres. There is one Baraza Park located in Elwak town while playgrounds are found in learning institutions and do not therefore serve the general public for social activities.

## **2.5.2 Issues and Challenges of Infrastructure and Service Delivery**

- Poor drainage leading frequent flooding and destruction of properties
- Lack of connection to national electricity gridline
- Poor housing condition (*manyattas*) makes it difficult for electricity connections
- The high demand for wood fuel and timber for construction is threatening vegetation cover
- Increased cost of water supply for domestic and livestock use
- Lack of sewer reticulation system risks underground water contamination and disease outbreaks
- Insufficient resources for waste collection leading to illegal dumping and potential pollution of air, water and soil
- Rapid population growth leading to increased pressure on infrastructure
- Security threats by terror groups creating fear among investors and professional employees

The Integrated Strategic Urban Development plan has been prepared to address the socio-economic challenges experienced in Elwak town. The IDeP is the development blue-print that will enable Elwak Municipality address the issues and challenges beforehand.

## **2.6 Land use**

### **2.6.1 Land Ownership Categories/ Classification**

Land ownership in Elwak Municipality has not been fully regularized. The Municipality boundary covers areas which were initially classified under community land but the elevation of Elwak Municipality status dictates reclassification of existing properties. Most of the residents who own land are locally registered but

such properties are yet to be surveyed and ownership category defined as either leasehold or public.

### **2.6.2 Land Holding Size and Security of Tenure**

The holding sizes vary across the municipality but the minimum percentage from land records office shows 0.045Ha for residential use. Elwak ISUDP also provides for a minimum holding size of 0.045Ha in areas which have previously developed as high density areas such as Bulla Afya. The plan proposes minimum size of 0.1Ha for high density residential and 0.4Ha for low density residential.

The Security of tenure is at risk since almost 100% of land parcels in Elwak Municipality are not titled. However, the municipality does not have significant cases of Landlessness. About 400 Internally Displaced Persons (IDPs) were settled by the County Government in Aluteibi area, Elwak South Ward.

### **2.6.3 Settlement Patterns**

Settlement patterns within the municipality are influenced by the availability and distribution of infrastructure, nature of land use, water resources and natural features. Settlements for example are concentrated around Elwak Central Business District (CBD) due to availability of basic services and opportunities for trade. The settlements are also dense along major traffic corridors and around the wells. Settlement patterns have also been influenced by government policies such as enforcement of development control standards and regulations. The map below shows the settlement patterns.

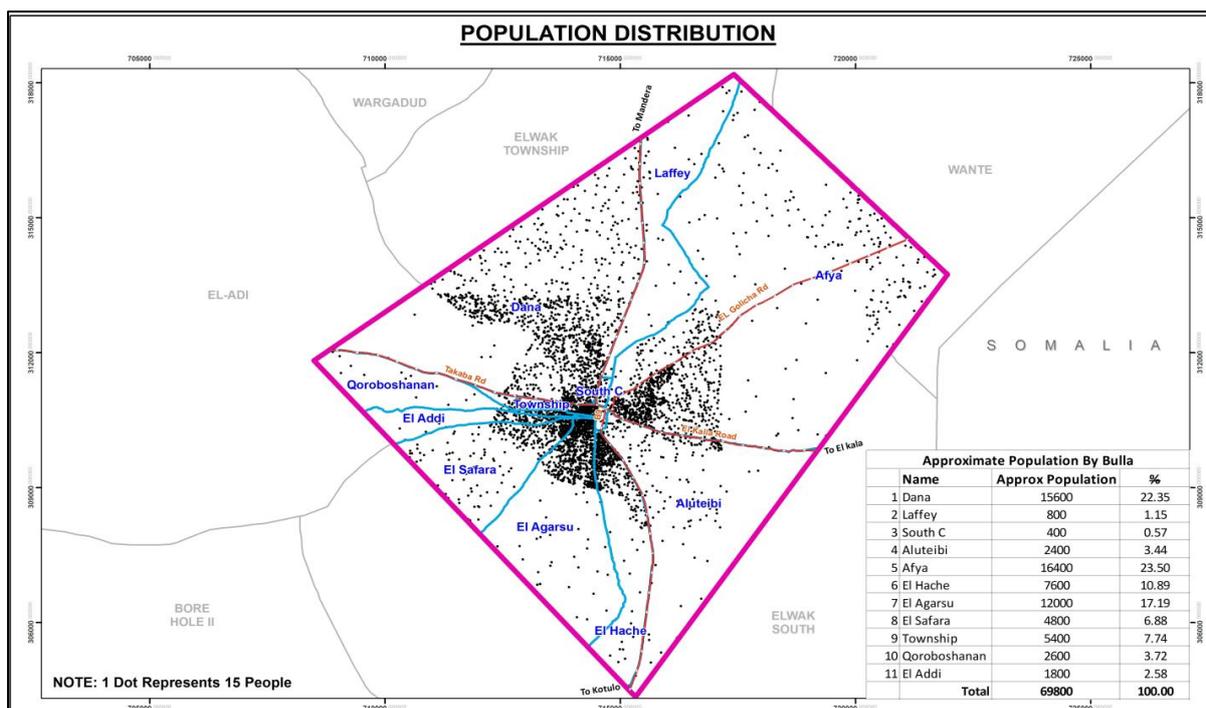


Figure 10: Population distribution map  
(Source: Elwak ISUDP Elwak)

## 2.6.4 Development Issues, Constraints and Opportunities

The table below shows some of the development issues, constraints and opportunities identified during the situational analysis.

Table 4: Development issues in Elwak Municipality

Development Issues	Cause(s)	Constraints	Opportunities
Poor storm water management	<ul style="list-style-type: none"> <li>• Encroachment by developers</li> <li>• Blockage of drainages by garbage</li> <li>• Inadequate storm water management infrastructure</li> <li>• Low lying terrain</li> <li>• Lack of adequate road reserves for drainages</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds for roads construction and maintenance</li> <li>• Lack of plant machinery for maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of donor fund (i.e. World Bank Africa Development Bank).</li> <li>• Willingness of community for construction of drainages</li> </ul>
Inadequate environmental conservation and	<ul style="list-style-type: none"> <li>• Lack of awareness on environmental conservation</li> <li>• Increased</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate environmental management instruments</li> <li>• Inadequate funding</li> </ul>	<ul style="list-style-type: none"> <li>• Existing tree nurseries</li> <li>• Existing Partners e.g KFS</li> </ul>

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
management plans	<p>environmental pollution</p> <ul style="list-style-type: none"> <li>• Weak enforcement of policies</li> <li>• Deforestation</li> <li>• Destruction of fragile ecosystem</li> </ul>	<p>to formulate &amp; enforce environmental by-laws</p> <ul style="list-style-type: none"> <li>• Unreliable weather patterns</li> <li>• High level of poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Nature based enterprises</li> <li>• Climate resilient technology</li> </ul>
Under-exploitation of Renewable energy resources.	<ul style="list-style-type: none"> <li>• Inadequate technical know-how on harnessing solar energy</li> <li>• Inadequate technical and financial support</li> <li>• High cost of installation</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• High cost of installation</li> <li>• Lack of designated space for solar power substation</li> </ul>	<ul style="list-style-type: none"> <li>• High sunlight intensity</li> <li>• Support for green energy from development partners and the national government.</li> </ul>
Inadequate access to Solid Waste Management, Sanitation & Hygiene Services.	<ul style="list-style-type: none"> <li>• Inadequate and undesignated waste collection sites</li> <li>• Irregular collection and disposal of waste</li> <li>• Indiscriminate dumping and burning</li> <li>• Inadequate machinery waste management</li> <li>• Lack of pit latrines</li> <li>• Non –Compliance to Public Health standards</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of appropriate dumping site</li> <li>• Inadequate sanitation equipment and personnel.</li> <li>• Inadequate sensitization of the public on waste management</li> <li>• Inadequate waste management policies/by-laws</li> </ul>	<ul style="list-style-type: none"> <li>• Governors manifesto on promoting recycling</li> <li>• Support from development partners</li> <li>• Advanced technology in waste management i.e., waste recycling</li> <li>•</li> </ul>
Poor transportation infrastructure	<ul style="list-style-type: none"> <li>• Lack of bus park</li> <li>• Lack of organised public transport services</li> <li>• Poor road surfaces and network</li> <li>• Encroachment of development on to road reserves</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funding support</li> <li>• Lack of designated parking sites</li> <li>• Inadequate personnel to enforce development standards</li> <li>• Lack of passenger sheds/waiting bays</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of partnership with road authorities i.e. KENHA, KURA AND KERRA)</li> <li>• Availability of external support e.g World Bank and National Government</li> </ul>
Lack of Disaster Management, Preparedness and response	<ul style="list-style-type: none"> <li>• Inadequate disaster management equipment and personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Unskilled and Untrained Personnel.</li> <li>• Lack of disaster management policy</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of donor support</li> <li>• Availability of Disaster</li> </ul>

<b>Development Issues</b>	<b>Cause(s)</b>	<b>Constraints</b>	<b>Opportunities</b>
plan.	<ul style="list-style-type: none"> <li>• Inadequate community awareness on disaster management strategies</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of acquisition and maintenance of disaster/fire equipment</li> </ul>	Management Fund.
Inadequate access to trade and investment	<ul style="list-style-type: none"> <li>• Inadequate or poor market infrastructure</li> <li>• Lack of enough capacity building for traders on business skills</li> <li>• Insecurity local by militia (Al-shabab)</li> <li>• High inflation rate</li> <li>• Lack of security lights in trading areas</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of constructing standard markets</li> <li>• Inadequate public spaces for construction of markets</li> <li>• Lack of tri-border stakeholder forums to address business barriers</li> <li>• Inadequate financial support</li> </ul>	<ul style="list-style-type: none"> <li>• Significant increase in number of market constructed since devolution</li> <li>• Potential funding from national government and other donors</li> </ul>
Low cultural preservation and heritage	<ul style="list-style-type: none"> <li>• Inadequate cultural promotion and infrastructure</li> <li>• Unmapped historical and cultural sites</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate investment</li> <li>• Untapped talents in arts &amp; music</li> <li>• Inadequate Human resource capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Community support</li> <li>• Existing annual cultural festivals and events</li> </ul>
Low own source revenue collection	<ul style="list-style-type: none"> <li>• Lack of revenue enforcements mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Poor public good will</li> </ul>	<ul style="list-style-type: none"> <li>• Cross border trade</li> <li>• Revenue automation system</li> </ul>
High incidences of animal cruelty	<ul style="list-style-type: none"> <li>• Cruelty to animals e.g donkeys</li> <li>• Lack of sensitization of the public on animal welfare</li> <li>• Greed to gain commercial benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate personnel to enforce welfare policy</li> <li>• Lack of animal monitoring and welfare centre</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of policy (Mandera County Animal Welfare Act, 2014)</li> </ul>
Uncontrolled urban development	<ul style="list-style-type: none"> <li>• Slow implementation of existing plans</li> <li>• Lack of municipality spatial plan</li> <li>• Lack of Municipal Land Information Management System (LIMS)</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in plan approval</li> <li>• Lack of spatial plans</li> <li>• Lack of awareness of on importance of development control</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of an development plan for Elwak town</li> <li>• Existing GIS lab for data capture and spatial analysis</li> </ul>

## **CHAPTER THREE**

### **POLICY AND LEGAL FRAMEWORK**

#### **3.1 Introduction**

This chapter highlights the policy and legal frameworks upon which the preparation and implementation of the IDeP is anchored. These include local, national and international frameworks.

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

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

Prior to the lapse of the Millennium Development Goals (MDGs), negotiations on the Post 2015 Development Agenda began in January, 2015 and ended in August 2015. A final document was adopted at the UN Sustainable Development Summit in September 2015 in New York, USA. The 17 new goals that were adapted were referred to as the "Sustainable Development Goals (SDGs)".

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

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

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

Elwak Municipality IDeP has proposed local intervention strategies, cutting across several SDGs that will stimulate development. The strategies are based on local strengths and opportunities that will attract investment, create jobs and promote environmental conservation.

### 3.2.2 Africa Agenda 2063

Africa Agenda anchors the Sustainable Development Goals. The IDeP has also taken into account the relevant goals and an aspiration of Africa Agenda 2063 as follows;

<b>Goals</b>	<b>Priority Areas</b>
<b>(1)</b> A high standard of living, quality of life and well-being for all citizens	<ul style="list-style-type: none"> <li>• Incomes, Jobs and decent work</li> <li>• Poverty, Inequality and Hunger</li> <li>• Social security and protection including Persons with disabilities</li> <li>• Modern and livable habitats and basic quality Services</li> </ul>
<b>(3)</b> Healthy and well-nourished citizens	<ul style="list-style-type: none"> <li>• Health and nutrition</li> </ul>
<b>(4)</b> Transformed economies	<ul style="list-style-type: none"> <li>• Sustainable and inclusive economic growth</li> <li>• Manufacturing/Industrialization and Value Addition</li> <li>• Economic diversification and resilience</li> <li>• Hospitality/Tourism</li> </ul>
<b>(5)</b> Modern Agriculture for increased productivity and production	<ul style="list-style-type: none"> <li>• Agricultural productivity and production</li> </ul>
<b>(7)</b> Environmentally sustainable and climate resilient economies and	<ul style="list-style-type: none"> <li>• Sustainable natural resource management and biodiversity conservation</li> <li>• Sustainable consumption and production patterns</li> </ul>

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

### 3.2.3 The Kenya Vision 2030, 2008

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

- i. **Economic pillar** - Aims to achieve an average Gross Domestic Product (GDP) growth rate of 10 percent per annum and sustain the same till 2030 in order to generate more resources to reinvigorate the economy to meet its envisaged goals and aspirations. The key sectors in this pillar include: tourism, agriculture and livestock, manufacturing, wholesale and retail trade, Business Process Outsourcing (BPO) and financial services.

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

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

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

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

The NSP has eight thematic areas namely;

- a. Enhancing county competitiveness
- b. Modernizing agriculture
- c. Diversifying tourism
- d. Managing human settlements
- e. Conserving the natural environment
- f. Transport network
- g. Providing appropriate infrastructure
- h. Industrialization

The IDeP has domesticated the NSP aspirations by integrating the thematic areas for local socio-economic development agenda.

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

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

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

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

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

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

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

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

### **3.2.9 National Urban Development Policy (NUDP)**

The NUDP seeks to create a framework for sustainable urban development in the country and addresses the following thematic areas: urban economy; urban finance;

urban governance and management; national and county urban planning; land, environment and climate change; social infrastructure and services; physical infrastructure and services; urban housing; urban safety and disaster risk management; and marginalized and vulnerable groups. The IDeP has been guided by the aspirations of the NUDP.

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

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

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

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

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

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

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

### **3.3 Legal Framework**

#### **3.3.1 The constitution**

The Constitution is the supreme law governing planning for purposes of achieving safety, public order, public health, public morality and land use, utilization of land and land-based resources. The Constitution provides the foundation for preparation of various plans which are effected through other laws and institutions.

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

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

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

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

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

The IDeP is therefore aligned to the address the provisions of the PFMA

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

The Act emphasizes the need for 5-year Integrated Development Planning and the need to align annual budgeting to the plan. Section 36(1) states that, “every city and municipality established under this Act shall operate within the framework of an

integrated development plan". This integrated development plan binds, guides, and informs all planning for development and decision-making and ensures comprehensive inclusion of all functions.

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

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

The development of this integrated development plan took in to consideration the provisions of this act bearing in mind that some of the proposed interventions include development of physical and land use plans for the municipality, development of municipal by laws to aid in development control as well as implementation and enforcement standard guidelines of the physical and use plans.

## CHAPTER FOUR

### DEVELOPMENT PRIORITIES, PROGRAMMES AND PROJECTS

#### 4.1 Introduction

The Integrated Development Plan is a five-year plan with strategic projects for implementation in Elwak Municipality. This chapter highlights the initiatives which are aimed at driving and realizing the strategic objectives for socio-economic development. The initiatives are aligned to the Policy and Legal Frameworks at national, county and local level.

#### 4.2 Strategic Issues

The IDEP is tailored to address the key issues summarized in the figure below;

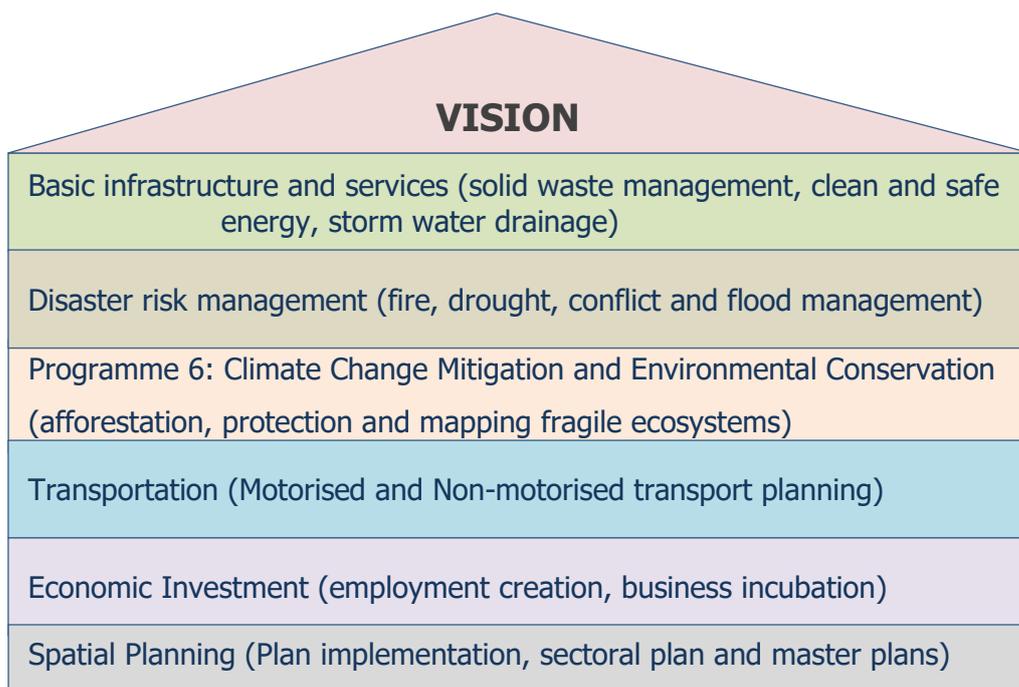


Figure 11: IDEP Strategic Issues

##### 4.2.1 Basic Infrastructure and Sanitation Services

**Objective:** *To improve access to quality infrastructure services*

Economic growth and development is directly dependent on the quality of infrastructure services and the health of the resident population. It therefore implies that availability of reliable and safe water supply, sanitation and clean energy forms

the basis for rapid economic growth. Elwak Municipality is committed to providing quality infrastructure services for its residents in order to spur economic growth. The following are the strategic areas of commitment;

#### **4.2.1.1 Storm water management**

Flooding is a recurrent disaster that continues to wreak havoc on the lives of Elwak residents every rainy season. This has led to loss of lives and properties, disease outbreaks such as cholera and disruption of socio-economic activities in the Municipality.



Figure 12: Municipality Manager assessing the flooding situation at South C Village

Tackling poor drainage, therefore, is critical in addressing communities' vulnerability to flooding and its consequential negative impacts.

## **Strategic Measures**

- Storm Water Drainage & Protection works (gabions)
- Development control to prevent blockage of watercourses
- Rain/storm water harvesting
- Opening blocked drainage channels and dredging of waterways
- Construction of box culverts on major access roads

### **4.2.1.2 Solid Waste Management**

Urban population in Elwak municipality is rapidly growing and waste management is increasingly becoming a challenge. Waste collection services are concentrated in the CBD where the Municipality has solid waste management casuals and trucks to render the service. The available infrastructure and personnel for waste management services are inadequate and there are no designated waste collection and dumping sites.

In order to improve waste management services, the County Government has created the Department of Circular Economy to ensure future sustainability in waste management services and to integrate the principles of a circular economy for increased economic opportunities and environmental benefits. The following strategies have been identified to effectively manage solid waste in the municipality.

## **Strategic Measures**

- Community sensitization on solid waste minimization and recycling
- Purchase of waste collection bins
- Purchase of garbage collection trucks and skip loaders
- Recruitment of additional sanitation workers
- Construction of waste collection points at strategic points in commercial and residential areas
- Development of Municipal by-laws to govern waste management
- Establishment of waste segregation, transfer and recycling centres
- Allocation of adequate land for sanitary landfill

### **4.2.1.3 Clean and Reliable Energy**

Elwak Municipality currently relies exclusively on diesel energy supply from KPLC despite the existing potential for solar energy. Demand for energy is outstripping supply and electricity costs continue to increase. The high demand, cost and low voltage capacity of the diesel power generators are a major hindrance to large-scale economic investments. Additionally, domestic and industrial use of fossil fuel contributes to air and noise pollution and hence the need for sustainable, clean and reliable sources of energy.

It is imperative to point out that the municipality has got very high potential for wind and solar energy and the following strategies have been identified towards harnessing of solar and wind energy in the municipality.

#### **Strategic Measures**

- Allocate and secure adequate land for solar energy sub-stations
- Promote use of Green Energy at household, public institutions and commercial enterprises.
- Installation of solar street lights along major roads and markets
- Repair and maintenance of the existing solar street lights
- Promote public-private sector partnership in development and supply of renewable energy (solar and wind).

For effective management of basic infrastructure services, the Municipality will formulate and enforce the following policies;

- ❖ Solid Waste Management policy
- ❖ Environmental Management policy
- ❖ Energy Management Policy

### **4.2.2 Disaster Risk Preparedness and Management**

***Objective:*** To enhance disaster preparedness, Response & mitigation measures

Elwak Municipality is faced with several disaster risks emanating from artificial and natural factors. It is envisaged that the severe effects of climate change will continue to expose the municipality to threats such as flooding, diseases, conflict over resources and increased fire incidences among others. The threats require

adoption of measures aimed at preventing any disaster and also to build resilience among the population. Some of the key measures involve environmental management and improving emergency preparedness and response. An integral component involves Early-Warning systems (EWS) which enables governments, institutions and individuals to take timely action to reduce harm or loss. The following are the strategic commitment for disaster risk management;

#### **4.2.2.1 Fire Risk Management**

Elwak Municipality faces increased risk of fire outbreak due to rapid expansion and density of built environment. Congestion in residential and commercial areas as well as investment in other industrial sectors increases the risks of fire disasters.

##### **Strategic Measures**

- Purchase of fire-fighting equipment including trucks and cylinders
- Improve accessibility in the neighborhoods by opening access roads
- Prevent overcrowding or congestion through development control measures
- Building staff capacity through employment and training on fire-fighting skills

#### **4.2.2.2 Flood management**

Elwak municipality suffers from perennial flooding due to the low-lying topography, soil structure and lack of drainage channels. Destruction of infrastructure and disease outbreaks is prominent during rainy seasons. Flooding is exacerbated by human activities which have resulted into blockage of water channels and increased volume of storm water in residential areas.

##### **Strategic Measures**

- Construction of adequate storm water drainage systems and other infrastructure such as bridges and culverts.
- Maintenance of existing storm water drainage systems
- Enforcement of development control standards and regulations to prevent encroachment and blockage of drainages
- Strengthening early warning systems for monitoring and forecasting.

#### **4.2.2.3 Drought and Famine Management**

Elwak Municipality is susceptible to drought and famine due to high temperatures and inadequate rainfall throughout the year. The effects of drought and famine are devastating to the socio-economic environment. Overreliance on rainfall for livestock and crop farming has exacerbated the incidences of famine especially during prolonged periods of drought.

#### **Strategic Measures**

- Construction of water pans and reservoirs for animal and domestic use
- Public sensitization on drought and famine mitigation measures
- Supply of drought resistant seeds for subsistence crops and fodder to small-scale farmers
- Planting more trees to increase success of precipitation
- Promote application of modern technology in livestock and crop production
- Collaboration and partnership to combat drought and famine
- Strengthening EWS for monitoring and forecasting

#### **4.2.2.4 Disease Management**

As the population increases, the burden of disease outbreaks is expected to increase. The level of disease vulnerability will be worsened by environmental factors such as flooding, drought and pollution. The social and economic trauma inflicted by outbreak of Covid-19 pandemic for example cannot be easily wished away. The outbreak exposed the level of governments' unpreparedness to tackle pandemics especially in overcrowded urban areas. Outbreaks of animal diseases have also wreaked havoc in the municipality leading to loss of thousands of livestock.

Elwak Municipality must therefore develop strategic blueprints to prevent future pandemics and mitigate their severity.

#### **Strategic Measures**

- Establishment of Livestock Disease Control Centre in the Municipality
- Institute effective surveillance and response systems

- Recruit and training of additional healthcare workers
- Community sensitization and awareness
- Regular inspection of institutions and commercial enterprises to ensure compliance with health and safety standards

In order to achieve the objectives of the sub-programmes, the Municipality will take the following policy actions;

- ❖ Develop fully equipped Disaster Management Centre
- ❖ Formulate Disaster Risk Management Policy
- ❖ Formulate Social Welfare Policy
- ❖ Formulate Urban Agriculture Policy

#### **4.2.3 Economic Investment**

The strategic locational advantage of the municipality at the confluence of major transportation routes, airstrip and Ultra-Modern SMEs Market and water wells provide opportunity for rapid economic growth. However, there is need for establishment of an investment-friendly environment through improved infrastructure services and social security.

#### **Strategic Commitments**

- Establish Business Incubation Centres for entrepreneurship skills development
- Construction of climate-friendly market stalls for informal traders
- Construction and renovation of markets
- Installation of floodlights in all the markets for extended business hours
- Provide tax relief or subsidies to potential investors
- Create an environment of inclusivity where informal businesses can thrive and women and youth enjoy equal opportunities

#### **4.2.4 Integrated Transportation Infrastructure**

**Objective:** *To provide an integrated, efficient, affordable, and safe transport system*

Providing high quality transportation services is key to promoting social and economic benefits to the community. It is the foundation on which on which urban

become more connected livable and economically prosperous. However, the poor conditions of transportation services in Elwak Municipality have adversely affected movement of people, goods and services. It is important to point out that the entire Municipality has less than 30km of tarmacked roads.

The IDeP focuses on improvement of both motorized and Non-Motorized Transport (NMT) as well as development of relevant transport furniture.

#### **4.2.4.1 Non-Motorized Transport**

The use of NMT such as walking and cycling is vital in creating livable urban areas by providing interconnected spaces where people can freely interact by walking and cycling. Other significant benefits of NMT include affordability, clean air and minimum traffic congestion.

In Elwak, NMT largely involves walking and use of donkey carts to transport goods and offer various services. However, the use of NMT faces greater challenges due to prioritization of motorized transport infrastructure. A key priority for the Municipality is to promote NMT as a catalyst for healthy environment. The following strategic measures have been identified towards improving NMT;

#### **Strategic Measures**

- Installation of streetlights
- Construction of pedestrian sheds
- Construction of pedestrian walk lanes along main streets
- Formulation of Non-Motorised Transport Policy

#### **4.2.4.2 Motorized Transport**

Motorized transport involves use of motor vehicles or motorcycles and other fuel or electric driven machines, whether private or public. It is imperative to point out that the Municipality has no properly organized form of public transport system. The available public transport is basically for regional connectivity and they mainly ply Manderla-Nairobi route. The residents using other routes for commercial activities or residential destinations have to endure the cost implications of either walking, using private taxicabs or donkey carts.

Motorized transport especially public transit in the Municipality is affected by other factors such as poor road conditions, encroachment on to road reserves, security threats and lack of appropriate furniture such as parking areas. The Municipality is committed to improve the motorized transport sector through various strategies.

### **Strategic Measures**

- Purchase of plant machinery (excavator, grader and vibrator) for road maintenance
- Construction of a central bus terminus
- Rehabilitation of existing roads to bitumen standards
- Public private partnership to create an organized public transport system
- Construction of passenger waiting bays
- Partnership and collaboration to strengthen other modes such as air transport
- Formulate Integrated Transport System Policy

#### **4.2.5 Spatial Planning**

**Objective:** *To promote orderly urban development*

A Spatial Plan provides a detailed depiction of land use. The plan provides strategic long and short term intervention measures to ensure public order, convenience, health and environmental protection and conservation. The Integrated Strategic Urban Development Plan (ISUDP) for Elwak has been completed and it provides the basis for implementation of development initiatives in the town. However other urban centres in the municipality have no spatial plans to guide development.

The three pillars of spatial planning in the IDeP include;

- Resilience-** the plan provides an environment that will enable individuals, communities, institutions and businesses to thrive even in the face of acute shocks such as extreme weather conditions or pandemics. Vision 2030 provides key concepts of resilience which feature in the environment, urbanization, and poverty elimination.
- Integrated-**the plan brings together all aspects of social, economic and environmental development. It is within this context that the IDeP assist in generating ecosystems where employment and quality lives thrive. Integrated

planning lays emphasis on sustainable functional spaces with efficient infrastructure.

- iii. **Inclusive**-the IDeP provides for a socially and economically inclusive urban area with an aim of creating synergy and benefit to the broader community. An inclusive city focuses on the vulnerable groups, gender, smart infrastructure and governance.

## **Strategic Measures**

### **a) Preparation of Elwak Municipality Spatial Plan**

This is a development blue-print which provides spatial structure that defines how the space is utilized. It is aimed at guiding spatial development in the Municipality for a period of 10-years.

The main objective of the Municipality Spatial Plan is to create a spatial context that promotes economic efficiency and promotes competitiveness, balanced regional development for County, integration and cohesion, optimizing utilization of land and natural resources for sustainable development. It the basis upon which other sectoral or lower level plans in the Municipality is prepared and implemented.

### **b) Preparation of Local Physical and Land Use Development Plans (LPDPs)**

The preparation of ISUDP for Elwak town has been completed and the municipality's focus is on preparing LPDPs for other urban centres within its jurisdiction. The LPDPs are vital in anchoring the Municipality's physical, social and economic aspirations.

### **c) Preparation of Sectoral Plans**

The Municipality will collaborate with other sectors to identify development issues in various sectors and prepare sector specific plans to achieve set goals and objectives. Some of the key sector sectors include;

- Transport
- Energy
- Water and sanitation
- Health
- Education and sports
- ICT and Trade

The preparation and implementation of the plans will be the core drivers of socio-economic development in the Municipality.

## **4.2.6 Climate Change mitigation and Environmental Management**

**Objective:** *To promote resilience through innovation, conservation, and sustainable use of natural resources*

Climate change continues to threaten the social and economic gains in various sectors of the economy. Challenges such as food insecurity, poverty, conflict over resources, pandemics, and malnutrition are on the rise. Households whose livelihoods revolve around the informal business sector and subsistence agriculture are the most affected.

The future of Elwak Municipality in contributing to climate change mitigation measures is based on the ability to provide necessary resources and appropriate policies to support green economy and environmental conservation. The following are the key areas of focus in managing climate change and environment.

### **4.2.6.1 Green Economy**

Green economy is an innovative approach that puts human well-being at the centre of development. It includes approaches such as green infrastructure and commitment by governments to the Principle of Sustainable Development for healthy urban and rural environments.

The Green Economy Strategy (2016-2030) in Kenya for example aims to strengthen the resilience of economic, social and environmental systems to the adverse effects of external shocks.

#### **Strategic measures**

- i. Renewable/green energy – The municipality has high potential for wind and solar power and it will provide necessary support to harness the sources for domestic and commercial use.
- ii. Green buildings - encourage use of environment friendly materials, alternative source of energy and greening in the housing sector

### **4.2.6.2 Environmental Conservation and Protection**

Environmental conservation and protection of ecologically sensitive areas not only ease climate change risks but guarantees ambient abode critical for investment and

health benefits. Consequently, Elwak Municipality has recognized and appreciates the role of environmental conservation in promoting green economy. For effective management of the environment the Municipality will strive to embrace the principles of conservation which include responsible production, consumption, recovery and re-use.

### **Strategic Measures**

**Zero waste principle** –The municipality will employ the following mechanisms to ensure zero or minimum waste materials are discharged into the environment;

- i. Reject production of certain waste materials
- ii. Use of efficient infrastructure in waste management
- iii. Re-use/recycle waste
- iv. Decompose waste for use as organic fertilizer where applicable

**Afforestation and green spaces** - Green spaces provide carbon sinks and create micro-climate. Elwak municipality is committed to undertake the following;

- i. Establish tree nurseries and support planting of trees
- ii. Allocate land for green spaces such as green parks and town gardens
- iii. Partner with youth and women groups to promote tree planting
- iv. Employ additional staff in charge of greening programme
- v. Collaborate with other government agencies such as NEMA and Kenya Forest services to protect and conserve the ecosystem



Figure 13: Greening project initiated by County Government in Elwak Town

**Mapping and planning ecologically sensitive areas** - Protection of ecologically sensitive areas is critical for quality environment. The Municipality is endowed with physical features such as flood plains, natural trees, wells, steep slopes and wildlife habitat. In order protect these ecologically sensitive ecosystems and achieving quality environmental character, the municipality will map and protect such areas

**Polluter-pay-principle** – this involves enactment of policies and by-laws which will compel polluters to bear the cost of pollution. This will put polluters at the centre of pollution prevention and control and ensure the environment remains in a sound state.

**Municipality Climate Fund** – the Municipality is committed to collaborate and partner with other agencies to establish a special kitty for addressing the negative impacts of climate change. This is a priority and is inspired by the exponential increase in climate change disaster risks.

#### **4.3 Programmes and Implementation Strategy**

The table below highlights the municipality programmes and details of annual implementation for the IDeP period 2022-2026. The programmes are aligned to the local, national, and international policies such as Mandera CIDP, Vision 2030, Africa Agenda and the SDGs. They are further aligned to the Constitution of Kenya and other legal requirements governing physical, social and economic development.

Table 5: Elwak Municipality Priority Programmes and Projects

<b>Programme 1: Municipal Storm Water Infrastructure and clean environment</b>														
<b>Objective: To improve access to quality infrastructure and sanitation services</b>														
<b>Outcome: Reduced cases of flooding and pollution free environment</b>														
Sub-Programme	Key Outputs	Key Performance Indicators	Planned Targets and Indicative Budget (Kshs Mn)										Total Budget (Ksh Mn)	
			Year 1		Year 2		Year 3		Year 4		Year 5			
			Target	Cost	Target	Cost	Target	Cost	Target	Cost	Target	Cost		
1. Storm water management	Storm Water Drainage & Protection works Constructed	KMs of Storm Water Drainage & Protection works	3	10	5	15	5	15	5	15	10	30	<b>85</b>	
	Box culverts constructed	No of culverts constructed			5	20	5	20	5	20				
	Water pans/water reservoirs constructed	No. of reservoirs constructed			2	8	2	8	2	8	2	8		<b>32</b>
	Kilometers of waterways dredged	KMs of waterways dredged	20	15	20	15	20	15	20	15	20	15		75
2. Solid waste management	Waste recycled & composed	No. of tons of waste recycled & composed	15,000	10	15,000	10	20,000	13	20,000	13	25,000	16.25	<b>62.25</b>	

	Garbage collected	Tons of garbage collected	50,000	20	60,000	24	75,000	30	90,000	36	110,000	44	154
	Public sensitized on waste segregation	No. of Persons sensitized on waste segregation	1,000	2	1,000	2	1,000	2	1,000	2	1,000	2	10
	Garbage trucks purchased.	No. of Garbage trucks purchased			2	30			1	15	1	15	60
	Waste collection points constructed	No. of Waste collection points constructed	3	3.6	3	3.6	3	3.6	3	3.6	3	3.6	18
	Skip loaders purchased	No. of skip loaders purchased	2	30	1	15	0	0	1	15	0	0	60
	Liter bins purchased	No. of Liter bins purchased	20	2	20	3	20	3	20	3	25	3.5	15.5
	Land allocated for sanitary land fill	Size of land allocated (Ha)			50	60							60
	Waste segregation centres	No. of waste segregation centres			1	60	1	60					120

	established	established											
3. Clean reliable energy	Solar energy adopted	No. of public institutions installed with solar energy	2	10	2	10	2	10	2	10	1	5	45
		No. of Households supplied with solar energy	1000	50	1000	50	1500	75	1500	75	2000	110	360
		No. of solar street lights rehabilitated	200	19.4	224	21.7	224	21.7	224	21.7	200	19.4	103.9
<b>Sub-total</b>				<b>172</b>		<b>347.3</b>		<b>276.3</b>		<b>252.3</b>		<b>271.75</b>	<b>1319.65</b>
<b>Programme 2: Environmental protection &amp; Climate Change Management</b>													
<b>Objective: To enhance environmental conservation and mitigate climate changes effects</b>													
<b>Outcome: Enhanced environmental conservation and resilience to climate change effects</b>													
1. Climate change management action plan	Climate Change Fund established	Annual amount allocated for climate change		5		10		10		10		10	45
	Climate change Risks assessment conducted	No. of wards assessed on Climate change Risks	0	0	1	4	1	4	1	4	0	0	12
	Public awareness on climate Change	No of Public awareness on climate Change effects	2	1.5	2	1.5	2	1.5	2	1.5			6

	effects conducted	conducted											
1. Greening	Tree nursery constructed	No. of tree nursery constructed	1	3	0	0	0	0	1	3	0	0	6
	Trees planted and nurtured	No. of trees planted	5,000	33.2	5,000	33.2	10,000	66.6	10,000	66.6	10,000	66.6	266,200
	Green parks established	No of green parks established	0	0	1	15	0	0	1	15	0	0	30
3. Training of women and youth on forestry and tree value chain development	Youth and women trained on forestry and tree value chain development	No. of women and youth trained	300	3	300	3	0	0	300	3	500	4	13
				<b>45.7</b>		<b>66.7</b>		<b>82.1</b>		<b>103.1</b>		<b>80.6</b>	<b>378.2</b>
<b>Programme 3: Disaster Preparedness and Response</b>													
<b>Objective:</b> To enhance disaster preparedness, Response & mitigation measures													
<b>Outcome:</b> enhanced disaster preparedness, response & mitigation measures													
1. Fire risk management	Fire station constructed	No. of fire stations constructed			1	150							150
	Firefighting trucks	No. of trucks purchased			2	75					1	35	110

	purchased												
	Firefighters employed and trained	No. of staff employed and trained			10	5	10	5			10	5	15
2. Drought and famine management	Water reservoirs constructed	No. of water reservoirs constructed	2	10	2	10	2	10	2	10	2	10	50
	Awareness & sensitization conducted	No. of sessions held	2	1.5			2	1.5			2	1.5	4.5
	Early Warning System Centre established	No. of EWS centres established			1	30							30
3. Human and animal disease management	Disease Control Centre established	No. disease control centres established			1	75					1	75	120
	Regular health inspection conducted	No. of annual inspections conducted	3	1.5	3	1.5	3	1.5	3	1.5	3	1.5	7.5
	Public health awareness & sensitization	No. of awareness and sensitization done annually	2	1.5	2	1.5	2	1.5	2	1.5	2	1.5	7.5
<b>Sub-total</b>				<b>14.5</b>		<b>348</b>		<b>19.5</b>		<b>13</b>		<b>129.5</b>	<b>524.5</b>
<b>Programme 4: Trade and Enterprise Development</b>													

<b>Objective: To create an enabling environment for business growth and wealth creation</b>													
<b>Outcome: Increased trading and investment activities</b>													
Municipal market development	New Markets constructed	No of markets constructed	0	0	1	40	0	0	0	0	1	40	80
	Business incubation centres constructed	No. of Business incubation centres constructed	0	0	1	30	0	0	0	0		0	30
	Existing markets rehabilitated	No of markets rehabilitated	1	10	0	0	0	0	1	10	0	0	20
	Business stalls constructed	No. of operational stalls			50	20	50	20	50	20	50	20	100
	Floodlights installed in all markets	No. of floodlights installed	2	3.5	2	3.5			2	3.5			17.5
<b>Sub-total</b>				<b>13.5</b>		<b>93.5</b>		<b>20</b>		<b>33.5</b>		<b>60</b>	<b>220.5</b>
<b>Programme 5: Integrated Infrastructure Development</b>													
<b>Objective: To provide an integrated, efficient, affordable, and safe transport system</b>													
<b>Outcome: Enhanced Urban Connectivity and Accessibility to Economic opportunities within the Municipality.</b>													
Municipal Roads development & maintenance	Plant machinery for road maintenance purchased	No. of machinery purchased			1	15	1	15	1	15			45
	Designated parking areas developed	No. of parking areas developed	1	10	1	10	1	10	1	10	1	10	50

	Designated bus stop developed	No. of designated bus stop developed	5	15	5	15	5	15	5	15	1	3	63
	Municipal Roads Upgraded to Bitumen standards	KMs of roads upgraded to Bitumen standard	1	60	1	60	2	120	1	60	0	0	300
	Non-motorized roads developed	KMs of walkways developed	10	30	10	30	15	45	10	30	5	15	150
	Existing roads repaired & maintained	KMs of roads repaired & maintained	5	25	5	25	10	15	5	25	5	25	150
	Culverts constructed & maintained	No. of Culverts maintained	5	3	5	3	5	3	5	3			12
<b>Sub-total</b>				<b>143</b>		<b>158</b>		<b>223</b>		<b>158</b>		<b>53</b>	<b>735</b>
<b>Programme 6: Spatial Planning</b>													
<b>Objective: To promote sustainable use of land and land-based resources</b>													
<b>Outcome: spatial order and sustainable use of land and resources</b>													
<b>Orderly Spatial Development</b>	Municipality Spatial Plan prepared	1 No. plan prepared					1	30					<b>30</b>
	Urban developmen	Number of urban	0	0	2	10			2	10	-	-	<b>20</b>

	t plans prepared	development plans prepared											
	Elwak ISUDP implemented	No. of Action Area plans prepared	5	15	5	15	10	35	5	15	-	-	<b>80</b>
		No. of Sectoral Plans prepared	-	-	2	5	2	5	2	5	2	5	<b>20</b>
	Public land secured	No. of public land and open spaces secured	10	5	10	5	10	5	10	5	10	5	<b>25</b>
<b>Sub-total</b>				<b>20</b>		<b>35</b>		<b>75</b>		<b>35</b>		<b>10</b>	<b>175</b>
<b>Grand Total Municipality Programmes Cost</b>				<b>408.4</b>		<b>1048.5</b>		<b>695.5</b>		<b>594.9</b>		<b>604.85</b>	<b>3352.15</b>

## **CHAPTER FIVE**

### **IMPLEMENTATION FRAMEWORK**

#### **5.1 Introduction**

The Chapter outlines the implementation framework that includes institutions responsible for the actualization of the plan and a budget projection of financial resources required to implement Programmes and Projects activities for the next five-years. The Chapter also indicates the projected resources, revenue from various sources and strategies for bridging the revenue gap.

#### **5.2 Institutional Framework for Implementation**

Implementation of projects in the IDeP require strong and well-coordinated institutional framework. As a result, Elwak Municipality will work hand-in-hand with other government agencies through a well-established structure to ensure the objectives of the IDeP are met.

The institutions/agencies in the project implementation include;

- i. National Government
- ii. County Government
- iii. Non-Governmental Organizations
- iv. Development Partners
- v. Civil Society Organizations
- vi. Local communities
- vii. Religious organisations/institutions

In order to ensure effective coordination, the Municipality will form the following committees with membership drawn from different sectors. The committees will be mandated to oversee implementation of various projects.

##### **5.2.1 Project Steering and Coordination Committee**

The Project Steering and Coordination Committee (PSC) will comprise of senior management team from County Government and will be critical in performing the following roles;

- i. Mobilize resources for preparation and implementation of IDeP projects
- ii. Facilitate the activities of the Project Technical Committee (PTC)

- iii. Approve TORs, Work Plan and Budget for delivering the projects
- iv. Approve decisions made by PTC and or Consultant(s)
- v. Clear projects for approval by the Municipal Board

The membership of PSC will include the county executive committee, Municipality Board Chairperson and Municipality Manager.

### 5.2.2 Projects Technical Committee

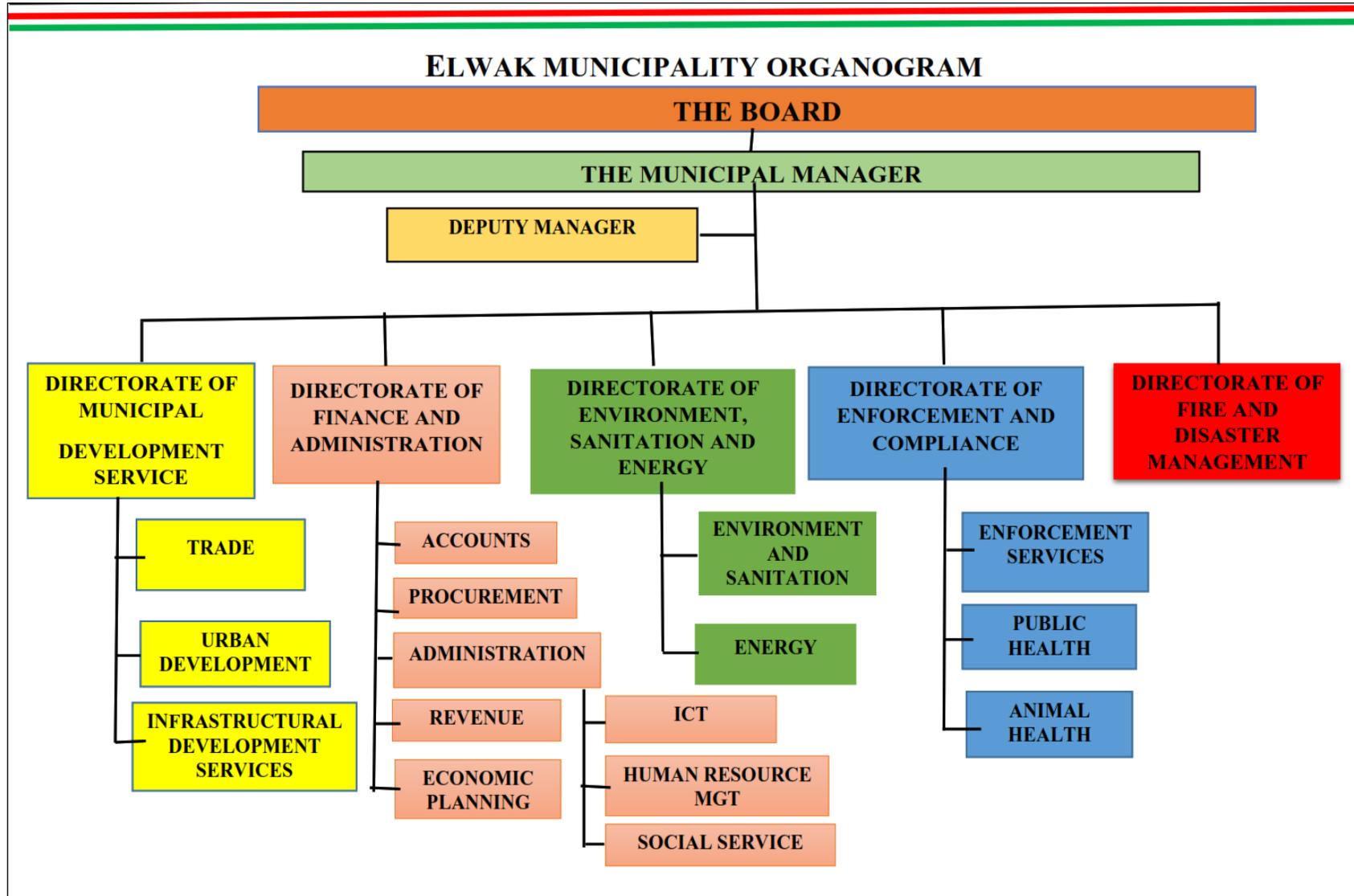
The PTC comprise of technical experts drawn from various sectors/government agencies. Their main role will be to provide technical support in;

- Preparation of ToRs, work plan and budget
- Undertake project design and supervise implementation
- Provide technical advice to the PSC on projects being undertaken

Table 6: Membership of the PTC

<b>Institution</b>	<b>Actors</b>
Elwak Municipality	All Municipality directorates Municipality Manager Board Chairperson
County Government	All County Government Directorates
National Government	Relevant Ministries/departments
National and County Government service providers	Kenya National Highways Authority (KeNHA)
	Kenya Rural Roads Authority (KeRRA)
	Rural Electrification and Renewable Energy Corporation
	Kenya Power and Lighting Company
	Communication Network Service Providers
Community representatives	National Environment Management Authority (NEMA)
	Representative from Civil Society Organization
	Representative of women, youth, PWDs and minority
	Faith Based Organizations
	Representative from business community
	Representative from Jua Kali Sector

Elwak Municipality Organogram



### 5.3 Public Participation

The Constitution of Kenya, County Governments Act, 2012, Urban Areas and Cities Act, 2011 and Physical and Land Use Planning Act, 2019 give emphasis on public participation for effective realization of project objectives. Embracing Public participation in the implementation of the IDeP is beneficial for the following reasons;

- i. Helps in identification and prioritization of project
- ii. Improved stakeholders understanding of their role in the project
- iii. Promotes community sense of project ownership and reduces chance of rejection
- iv. Promotes transparency and accountability in utilization of resources
- v. Provides room for quality decision making
- vi. Promotes meaningful communication between project team and beneficiaries
- vii. Ensures compliance through increased ownership of a solution

Elwak Municipality is committed to undertake public participation in all phases of the proposed projects.

### 5.4 Resource Mobilization and Management Framework

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

#### 5.4.1 Municipality Resource Requirement

This entails projected financial resources for the Municipality during the five-year plan period. The summary information for the budget requirement is presented in the table below.

Table 7: Municipality Resource Requirement

<b>Resource Requirement (Ksh. Million)</b>					
<b>FY2022/23</b>	<b>FY2023/24</b>	<b>FY2024/25</b>	<b>FY2025/26</b>	<b>FY2026/27</b>	<b>Total</b>
408.4	1048.5	695.5	594.9	604.85	<b>3352.15</b>

### **5.4.2 Revenue Sources for the IDeP**

This section presents various Municipality revenue sources as summarized below.

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

**External and internal borrowing-** Elwak Municipality is a body corporate with perpetual succession and a common seal and shall, in its corporate name, be capable of:

- i. Suing and being sued;
- ii. Taking, purchasing or otherwise acquiring, holding, charging or
- iii. Disposing of movable and immovable property;
- iv. Borrowing money or making investments;
- v. Entering into contracts; and
- vi. Doing or performing all other acts or things for the proper performance of its functions in accordance with the act or any other written law which may lawfully be done or performed by a body corporate. The board of the Municipality can therefore approach financial institutions for loans to undertake various developments initiatives.

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

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

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

and any other tax authorized by an Act of parliament, as well as charges for the services they provide.

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

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

Table 8: Revenue Projections

Type of Revenue	FY2021-2022	FY2022/23	FY2023/24	FY2024/25	FY2025/26	Total
Conditional grants (County Government)						
Conditional grants (Development Partners)						
Own Source Revenue						
Public Private Partnership						

### 5.4.3 Estimated Resource Gap

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

Table 9: Estimated Resource Gap

FY	Requirement (Ksh. M)	Estimated resource projection (Ksh. M)	Variance (Ksh M)
FY2021/22	408.4		
FY2022/23	1048.5		
FY2023/24	695.5		
FY2024/25	594.9		
FY2025/26	604.85		

#### **5.4.4 Resource Mobilization and Management Strategies**

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

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

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

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

#### **5.5 Asset Management**

Elwak Municipality will establish an Asset Management Department to ensure all assets acquired are well managed. In order to discharge their mandate effectively, the staff will be trained on asset management system.

#### **5.6 Risk Management**

The implementation of the projects proposed in the IDeP is anticipated to face challenges with risks that may hinder the implementation. Potential risks, implications and proposed mitigation measures to enhance sustainable development are presented in the table below;

Table 10: Potential risk, Risk implication and mitigation measures

<b>Risk Category</b>	<b>Risk</b>	<b>Risk Implication</b>	<b>Risk Level (Low, Medium, High)</b>	<b>Mitigation Measures</b>
Financial	Revenue Leakage	Loss of revenue	Medium	Revenue Automation
	Misappropriation of funds	Loss of Municipality funds	Medium	Enhance internal control system process
	Delaying in disbursement	Stall projects	High	Improve own source collections
Environmental	Climate change – Floods and drought	-Food shortage and -Loss of life and property	High	-Afforestation and adoption of irrigation -Drought resistant crops Storm water management
Organizational	Inadequate Financial resources	Inefficiency in service delivery	High	Municipality to look for resources through; - Strategic partnerships - Borrowings

## **CHAPTER SIX**

### **ENVIRONMENT AND SOCIAL IMPACT ASSESSMENT**

#### **6.0 Introduction**

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

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

#### **6.1 Legal Framework**

Article 66 of the Constitution states that the State may regulate the use of any land, or any interest in or right over any land, in the interest of defence, public safety, public, order, public morality, public health, or land use planning. The Constitution also gives provision for preparation and enactment of policy and legal frameworks aimed at safeguarding the environment.

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

#### **6.2 Methodology of ESIA**

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

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

### **6.3 Environmental and Social Action Plans**

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

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

The implementing authorities and institutions will ensure all the audits and inspections during the implementation of the projects are followed by clear Environmental and Social Action Plan. This is aimed at improving the project's environmental, social and economic performance.

Table 11: Environmental Management Plan

<b>Environmental Impact</b>	<b>Mitigation or management measures</b>	<b>Goal</b>	<b>Responsibility for implementation</b>	<b>Timeframe</b>	<b>Cost Estimate</b>
Reduced cases of flooding	<ul style="list-style-type: none"> <li>• Construct adequate drainage channels</li> <li>• Enforcement of development standards and regulations</li> <li>• Establish Early Warning System</li> </ul>	To curb perennial flooding	Elwak Municipality County government of Mandera	3-years	25,000,000
Improved Climate resilience	<ul style="list-style-type: none"> <li>• Establish Early Warning System</li> <li>• Public awareness and sensitization</li> <li>• Planting of trees</li> <li>• Prevent unnecessary destruction of trees</li> </ul>	To reduce climate extremes	Elwak Municipality Development partners Local Community		
Improved Sanitation and hygiene	<ul style="list-style-type: none"> <li>• Regular collection of waste</li> <li>• Hazardous waste from project sites should be dumped away from watercourses</li> <li>• All waste should be separated and recycled where possible</li> <li>• Disposable waste to be approved by authorized agents</li> </ul>	To maintain sound waste management practice	-Elwak Municipality -Private Service providers -County Government	Continuous	10,000,000
Enhanced disaster preparedness, response and	<ul style="list-style-type: none"> <li>• Establish Early Warning System</li> <li>• Public awareness and sensitization</li> <li>• Provide public hotline number for emergency response</li> </ul>	To enhance public safety in the neighborhoods	-Elwak Municipality -Local Community	1-year	3,000,000

mitigation measures	<ul style="list-style-type: none"> <li>Establish fully equipped fire station</li> </ul>				
Enhanced Urban Connectivity	<ul style="list-style-type: none"> <li>Upgrading of access roads</li> <li>Construction of adequate NMT infrastructure</li> </ul>	Improve road safety	Elwak municipality KURRA County Government	3-years	150,000,000
Improved public health	<ul style="list-style-type: none"> <li>Provide adequate healthcare services</li> <li>Provide adequate PPEs to workers</li> <li>Create awareness on HIV/AIDs and other related diseases</li> <li>Promote use of renewable energy (solar and wind)</li> <li>Regular human and animal disease surveillance</li> <li>Establish emergency response centres</li> </ul>	To reduce incidences of injuries and disease outbreaks	Elwak Municipality Public Health Officers County Government of Mandera (Department of environment)	2-years	15,000,000
Orderly Land Use Development	<ul style="list-style-type: none"> <li>Increase public sensitization and awareness on development control</li> <li>Regular surveillance of development trends</li> <li>Enforcement of development control standards</li> </ul>	Prevent unplanned development	Elwak Municipality Development Partners County Government of Mandera	Continuous	25,000,000

Table 12: Social and Economic Management Plan

Environmental Impact	Mitigation or management measure	Goal	Responsibility for implementation	Timeframe	Cost Estimate
Improved Community	<ul style="list-style-type: none"> <li>Encourage gender inclusivity in all</li> </ul>	Encourage sense of	Elwak Municipality	Years	10,000,000

Participation	<p>decision making level</p> <ul style="list-style-type: none"> <li>• Encourage employment of minority/vulnerable groups as opportunities arise</li> <li>• Encourage and facilitate interested and affected persons to participate in planning, implementation, operation and maintenance activities</li> <li>• Provide favourable infrastructure for the disabled</li> </ul>	project ownership	Development partners Local level community groups		
Improved Community cultural and heritage conservation	Support the community to preserve the community resources and the social and cultural connections ascribed to them (indigenous groups)	Preserve cultural values	Elwak Municipality	2-years	5,000,000

## **6.4 Mechanisms for Strengthening ESIA**

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

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

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

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

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

### **c) Financial resources**

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

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

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

### **e) Public participation**

The proposed projects are likely to affect the local communities and this will require them to adjust to the new life conditions. As a result the communities will be fully

involved in all stages of projects development to ensure they are fully informed of both the negative and positive impacts.

## **6.5 Grievance redress mechanism**

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

### **6.5.1 The Grievance Management Process**

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

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

### **6.5. 2 Grievance Redress Procedure**

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

The procedure for managing grievances will be as follows:

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

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

## **CHAPTER SEVEN**

### **MONITORING AND EVALUATION**

#### **7.1 Introduction**

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

##### **7.1.1 Importance of Monitoring and Evaluation**

The Constitution requires adherence to the principles of good governance and transparency in the conduct and management of public programmes/projects. Monitoring and evaluation anchors the constitutional requirements by enabling the municipality to collect, analyse and share data in order to achieve the following;

##### **a) Informed decision making**

The M&E frameworks help to establish how the programmes are being implemented, the benefits to the beneficiaries and, cost effectiveness and its strengths and weaknesses. This will inform the municipality on the possible direction of action in mitigating or advancing the positive impacts of project intervention.

##### **b) Transparency and accountability**

Tracking, analysis and sharing data will promote transparency and accountability in resource use and build trust between the Municipality agencies, the local communities and development partners.

##### **c) Detect problems and take corrective measures**

Keeping track of project progress and gauging the impacts will help detect problems early enough and enable the management to take corrective measures before a lot of resources are committed.

#### **d) Efficient use of resources**

Embracing M&E in every stage of project development will help the Municipality to detect and prevent wastage in resource use. Resources will also be employed for the intended and relevant use.

#### **e) Sense of project ownership**

The M&E process will involve participation of the community to identify the strengths and weaknesses of the projects anticipated in the IDeP. Active participation of the residents promotes sense of ownership and enable the stakeholders to commit resources towards the success of the project.

### **7.1.2 Monitoring and Evaluation Mechanism**

Elwak municipality will take the lead in monitoring and evaluating the impacts of the programmes and projects identified in the IDeP. Other directorates from both National and County Government will also take part in examining the progress and effectiveness of sectoral plans. The community/beneficiaries will play critical role in providing relevant information to the M&E team

The following techniques will be used to collect data;

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

### **7.1.3 Monitoring and Evaluation Unit**

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

## **7.2 M&E Outcome Indicators**

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

Table 13: M&amp;E outcome indicators

Key output indicators	Baseline Year	Baseline value	Target		Source of data	Responsibility
			Mid-target	End-target		
<b>Outcome 1: Reduced incidences of flooding and pollution free environment</b>						
<b>Output 1.1</b> KMs of Storm Water Drainage & Protection works	2022	0	15	30	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.2</b> No of culverts constructed	2022	0	8	15	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.3</b> No. of reservoirs constructed	2022	0	4	8	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.4</b> KMs of waterways dredged	2022	0	40	100	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.5</b> No. of tons of waste recycled & composed	2022	0	50,000	95	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.6</b> Tons of garbage collected	2022	0	200,000	385,000	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.7</b> No. of Persons sensitized on waste segregation	2022	0	2,500	5,000	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.8</b> No. of Garbage trucks purchased	2022	0	2	4	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.9</b> No. of Waste collection		0	8	15	Elwak	Elwak Municipality

points constructed					Municipality	Manager
<b>Output 1.10</b> No. of skip loaders purchased		0	2	4	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.11</b> Size of land (Ha) allocated for landfill		0	25	50	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.12:</b> No. of waste segregation centres established		0	1	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.13:</b> No. of public institutions installed with solar energy		0	4	9	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.14:</b> No. of Households supplied with solar energy		0	3,500	7,000	Elwak Municipality	Elwak Municipality Manager
<b>Output 1.15:</b> No. of solar street lights rehabilitated	2022	200	600	1,075	Elwak Municipality	Elwak Municipality Manager
<b>Outcome 2: Enhanced Environmental Conservation and Resilience to Climate Change Effects</b>						
<b>Output 2.1:</b> Annual amount allocated for climate change (Kshs Millions)	2022	0	20	45	Elwak Municipality	Elwak Municipality Manager
<b>Output 2.2:</b> No. of wards assessed on Climate change Risks	2022	0	1	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 2.3:</b> No of Public awareness on climate Change effects conducted	2022	0	4	8	Elwak Municipality	Elwak Municipality Manager
<b>Output 2.4:</b> No. of tree nursery	2022	0	1	2	Elwak	Elwak Municipality

constructed					Municipality	Manager
<b>Output 2.5:</b> No. of trees planted	2022	0	20,000	40,000	Elwak Municipality	Elwak Municipality Manager
<b>Output 2.6:</b> No of green parks established	2022	0	1	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 2.7:</b> No. of women and youth trained	2022	0	600	1,400	Elwak Municipality	Elwak Municipality Manager
	2022					
<b>Outcome 3: Enhanced Disaster Preparedness, Response &amp; Mitigation Measures</b>						
<b>Output 3.1:</b> No. of fire stations constructed	2022	0	1	1	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.2:</b> No. of trucks purchased	2022	0	2	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.3:</b> No. of staff employed and trained	2022	0	10	20	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.4:</b> No. of water reservoirs constructed	2022	0	6	10	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.5:</b> No. of awareness and sensitizations	2022	0	4	6	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.5:</b> No. of EWS centres established	2022	0	1	1	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.6:</b> No. disease control centres	2022	0	1	2	Elwak	Elwak Municipality

established					Municipality	Manager
<b>Output 3.7:</b> No. of annual health inspections conducted	2022	0	6	15	Elwak Municipality	Elwak Municipality Manager
<b>Output 3.8:</b> No. of awareness and sensitization done annually	2022	0	6	10	Elwak Municipality	Elwak Municipality Manager
					Elwak Municipality	Elwak Municipality Manager
<b>Outcome 4: Increased trading and investment activities</b>						
<b>Output 4.1:</b> No of markets constructed	2022	0	1	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 4.2:</b> No. of Business incubation centres constructed	2022	0	1	1	Elwak Municipality	Elwak Municipality Manager
<b>Output 4.3:</b> No of markets rehabilitated	2022	0	1	2	Elwak Municipality	Elwak Municipality Manager
<b>Output 4.4:</b> No. of operational stalls	2022	0	100	200	Elwak Municipality	Elwak Municipality Manager
<b>Output 4.5:</b> No. of floodlights installed	2022	0	4	6	Elwak Municipality	Elwak Municipality Manager
<b>Outcome 5: Enhanced Urban Connectivity and Accessibility</b>						
<b>Output 5.1:</b> No. of plant machinery purchased	2022	0	2	3	Elwak Municipality	Elwak Municipality Manager

<b>Output 5.2:</b> No. of vehicle parking areas constructed	2022	0	3	5	Elwak Municipality	Elwak Municipality Manager
<b>Output 5.3:</b> KMs of roads upgraded to Bitumen standard	2022	0	4	8	Elwak Municipality	Elwak Municipality Manager
<b>Output 5.4:</b> KMs of walkways developed	2022	0	20	35	Elwak Municipality	Elwak Municipality Manager
<b>Output 5.5:</b> No. of KM of roads repaired and maintained	2022	0	25	40	Elwak Municipality	Elwak Municipality Manager
<b>Outcome 6: Spatial Order and Sustainable Use of Land and Resources</b>						
<b>Output 6.1:</b> Municipality Spatial Plan prepared	2022	0	1	1	Elwak Municipality	Elwak Municipality Manager
<b>Output 6.2:</b> No. of urban development plans prepared	2022	1	2	4	Elwak Municipality	Elwak Municipality Manager
<b>Output 6.3:</b> No. of Action Area plans prepared	2022	0	3	5	Elwak Municipality	Elwak Municipality Manager
<b>Output 6.4:</b> No. of Sectoral Plans prepared	2022	0	4	8	Elwak Municipality	Elwak Municipality Manager
<b>Output 6.5:</b> No. of public land and open spaces secured	2022	0	30	50	Elwak Municipality	Elwak Municipality Manager

### **6.3 Municipality Monitoring and Evaluation Policy**

The Municipality will formulate M&E Policy to guide the implementation of Monitoring and Evaluation. The Policy will address the issues of implementation and coordination in order to improve management for development results. The Policy will also lay emphasis on building strong linkages with all stakeholders and promote transparency, accountability and efficiency in resource utilization.

### **7.4 Municipality Strategic Environment Assessment**

A Strategic Environmental Assessment (SEA) is a systematic process for assessing how a proposed policy, plan or programme may adversely affect the environment and climate resilience. It provides means for inventing adequate response to social, economic and environmental and climate change–related challenges. In order to play an effective role in addressing environmental and climate challenges, it is advisable that SEA is integrated into the policy, plan or programme from its early stages of preparation.

The following are the strategies the Municipality will employ in formulating and enforcing SEA to address the effects of climate change for a resilient community;

- Preparation of Municipal SEA Framework
- Build internal capacity for SEA by employing additional staff
- Entrenching SEA in all the Municipality Policies, Plans and Programmes
- Subjecting all projects to SEA at the earliest stage possible
- Public participation in formulating an effective SEA.

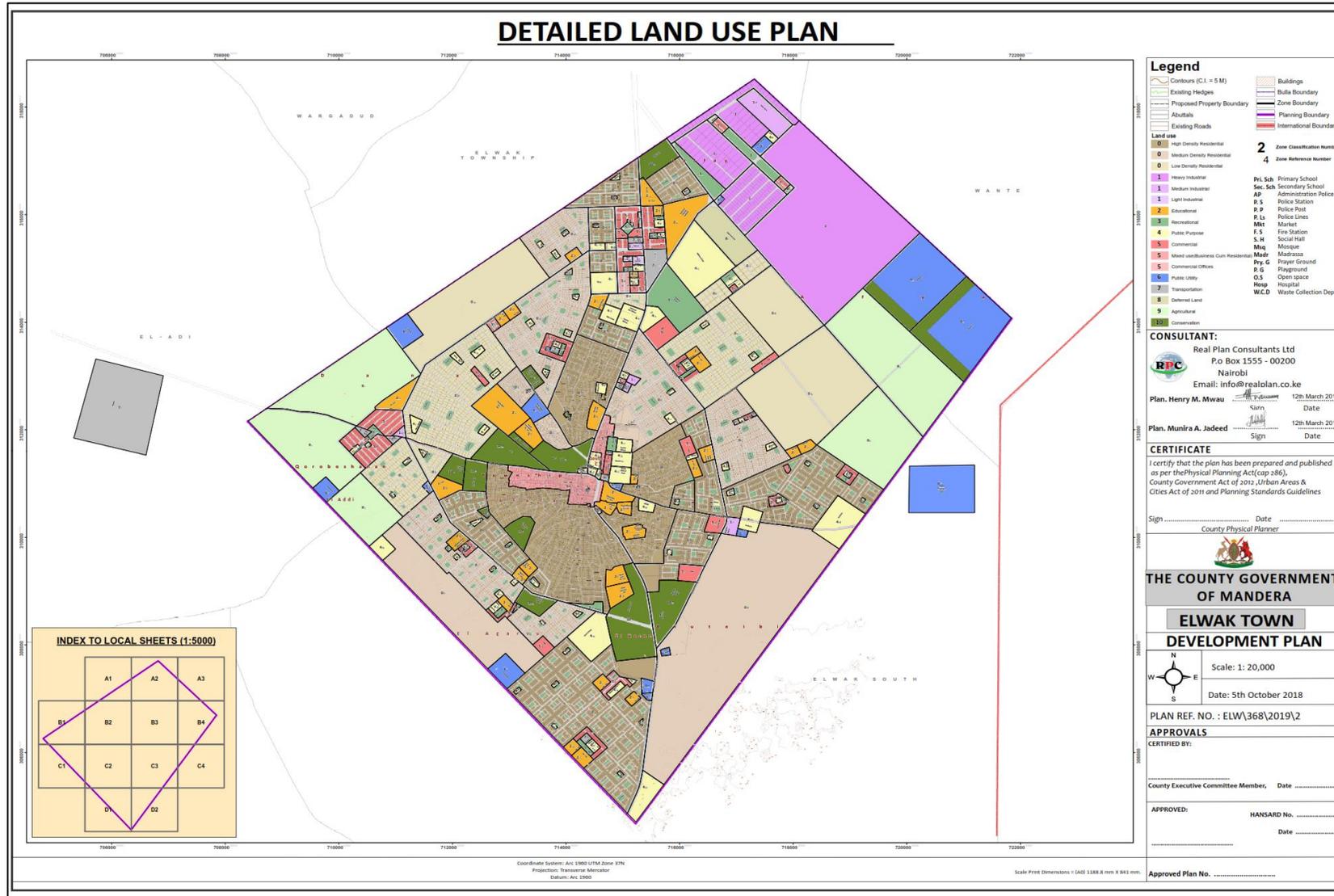
### **7.5 Conclusion**

This plan has been prepared to address the physical, social and economic challenges experienced in Elwak Municipality. It seeks to optimally utilize the available resources and opportunities. The project and programme proposals have been guided by the data obtained during the situational analysis. The proposed interventions have also been developed and adjusted by stakeholders during workshops, thematic and focus group discussions.

Finally, the participative approach taken during the formulation of the IDeP proposals is also advocated for during their implementation, monitoring and evaluation stage. Therefore, this plan ensures the involvement of stakeholders with special attention to community members to contribute in the actualization of the set goals and objectives.

# ANNEXES

## Annex 1: Elwak Integrated Strategic Urban Development Plan



## ANNEX 2: Photos of Public Participation



*Public Participation at the Municipality Hall, Elwak Town*