



REPUBLIC OF KENYA

MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT

**MANDERA
DISTRICT DEVELOPMENT PLAN
2002—2008**

**Effective Management for Sustainable Economic
Growth and Poverty Reduction**

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FOREWORD

The 7th Mandera District Development Plan (DDP) for the period 2002-2008 was prepared by the District Departmental Heads of various Ministries under the coordination of the District Commissioner (DC) assisted by the District Development Officer (DDO) and members of the District Planning Team. The Plan is a product of broad-based consultations among various stakeholders undertaken in the district. It has been prepared in the backdrop of the theme of the 9th National Development Plan, which is "*Effective Management for Sustainable Economic Growth and Poverty Reduction*".

The Mandera DDP articulates medium term policies and objectives, which are further translated into short-term strategies and programmes to be implemented under the Medium Term Expenditure Framework (MTEF). The latter is part of the budgetary reforms undertaken to strengthen the linkage between policy, planning and budgeting.

The Rural Planning Department of the Ministry of Finance and Planning provided the overall guidance through seminars and training workshops and was responsible for the formulation of guidelines, editing and publication of the Plan.

The Plan is divided into four chapters as follows:

- Chapter One: Provides the background description of the district in terms of its area, administrative divisions and main physical features as well as a summary of data essential for making informed choices while planning.
- Chapter Two: Provides a review of the performance of the 6th Mandera District Development Plan for the period 1997-2001 and insight into the major development challenges and cross cutting issues to be tackled during the 2002-2008 Plan period.
- Chapter Three: Forms the core of the Plan and is prepared along the lines of the PRSP/MTEF sectors. It indicates the priorities, strategies and programmes proposed to overcome the constraints identified in Chapter Two. The proposals are in line with the people's aspirations as outlined during the Poverty Reduction Strategy Paper District Consultation Forums.
- Chapter Four: Introduces implementation, monitoring and evaluation mechanisms for the 7th Mandera DDP. It outlines the institutional framework for monitoring and evaluating the implementation of the 7-year Plan, the indicators and instruments to be used and sets out clear roles for all stakeholders.

District Planning is the cornerstone of the District Focus for Rural Development strategy (DFRD). This strategy is currently being revamped to ensure that an effective bottom up delivery system that facilitates two-way communication between the community and development partners through the administrative hierarchy in the district as well as at the national level is established. In order for this Plan to be more effective than before, communities will be actively and fully involved in the entire planning process from

selection, implementation, monitoring and evaluation. However, this requires huge investments in training and capacity building, particularly on participatory methodologies for the communities, and effective delivery of services closer to the people. In this regard, district information systems will be put in place, with District Information and Documentation Centre (DIDC) and District Planning Unit (DPU) playing a central role in the process. This will be actively pursued by the Rural Planning Department through the office of the DDO in collaboration with development partners.

**RURAL PLANNING DEPARTMENT
MINISTRY OF FINANCE AND PLANNING**

TABLE OF CONTENTS

FOREWORD	(iii)
TABLE OF CONTENTS	(v)
LIST OF ABBREVIATIONS	(vii)
LIST OF TABLES/MAPS	(ix)

CHAPTER ONE

DISTRICT PROFILE

1.0 INTRODUCTION	4
1.1 ADMINISTRATIVE, GEOGRAPHIC AND PHYSICAL DESCRIPTION	4
1.1.1 Administrative Boundaries	4
1.1.2 Physiographic and Natural Conditions	6
1.1.3 Settlement Patterns	6
1.2 DISTRICT FACT SHEET	8

CHAPTER TWO

MAJOR DEVELOPMENT CHALLENGES AND CROSS-CUTTING ISSUES

2.0 INTRODUCTION	13
2.1 OVERVIEW OF 1997 - 2001 PLAN	13
2.2 IMPLEMENTATION OF 1997 - 2001 DEVELOPMENT PLAN	13
2.3 DISTRICT DEVELOPMENT PLAN LINKAGES WITH THE 2002 - 2008 NATIONAL DEVELOPMENT PLAN AND OTHER POLICY PAPERS	15
2.4 MAJOR DEVELOPMENT CHALLENGES AND CROSS-CUTTING ISSUES	15
2.4.1 Population Growth	16
2.4.2 Poverty	19
2.4.3 HIV/AIDS	19
2.4.4 Gender Inequality	20
2.4.5 Disaster Management	21

CHAPTER THREE

DISTRICT DEVELOPMENT STRATEGIES AND PRIORITIES

3.0 INTRODUCTION	25
3.1 AGRICULTURE AND RURAL DEVELOPMENT SECTOR	25
3.1.1 Sector Vision and Mission	25
3.1.2 District Response to Sector Vision and Mission	25
3.1.3 Importance of the Sector in the District	26
3.1.4 Role of Stakeholders in the Sector	26
3.1.5 Sub-sector Priorities, Constraints and Strategies	27
3.1.6 Project and Programme Priorities	27
3.1.7 Cross Sector Linkages	32
3.2 PHYSICAL INFRASTRUCTURE	32
3.2.1 Sector Vision and Mission	32
3.2.2 District Response to Sector Vision and Mission	33
3.2.3 Importance of the Sector in the District	33
3.2.4 Role of Stakeholders in the Sector	33
3.2.5 Sub-sector Priorities, Constraints and Strategies	33
3.2.6 Project and Programme Priorities	34
3.2.7 Cross Sector Linkages	36
3.3 TOURISM TRADE AND INDUSTRY	36
3.3.1 Sector Vision and Mission	36
3.3.2 District Response to Sector Vision and Mission	37
3.3.3 Importance of the Sector in the District	37
3.3.4 Role of Stakeholders in the Sector	37
3.3.5 Sub-sector Priorities, Constraints and Strategies	38
3.3.6 Project and Programme Priorities	39

3.3.7 Cross Sector Linkages	40
3.4 HUMAN RESOURCE DEVELOPMENT	40
3.4.1 Sector Vision and Mission	40
3.4.2 District Response to Sector Vision and Mission	40
3.4.3 Importance of the Sector in the District	40
3.4.4 Role of Stakeholders in the Sector	41
3.4.5 Sub-sector Priorities, Constraints and Strategies	41
3.4.6 Project and Programme Priorities	41
3.4.7 Cross Sector Linkages	45
3.5 INFORMATION COMMUNICATION TECHNOLOGY	45
3.5.1 Sector Vision and Mission	45
3.5.2 District Response to Sector Vision and Mission	45
3.5.3 Importance of the Sector in the District	46
3.5.4 Role of Stakeholders in the Sector	46
3.5.5 Sub-sector Priorities, Constraints and Strategies	46
3.5.6 Project and Programme Priorities	46
3.5.7 Cross Sector Linkages	47
3.6 PUBLIC ADMINISTRATION, SAFETY, LAW AND ORDER	47
3.6.1 Sector Vision and Mission	47
3.6.2 District Response to Sector Vision and Mission	47
3.6.3 Importance of the Sector in the District	48
3.6.4 Role of Stakeholders in the Sector	49
3.6.5 Sub-sector Priorities, Constraints and Strategies	49
3.6.6 Project and Programme Priorities	49
3.6.7 Cross Sector Linkages	50

CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUATION

4.0 INTRODUCTION	53
4.1 INSTITUTIONAL FRAMEWORK FOR M&E SYSTEM IN THE DISTRICT	53
4.2 IMPLEMENTATION , MONITORING AND EVALUATION MATRIX.....	53
4.2.1 Agriculture and Rural Development	54
4.2.2 Physical Infrastructure	55
4.2.3 Tourism, Trade and Industry	56
4.2.4 Human Resources Development.....	57
4.2.5 Information Communication Technology	59
4.2.6 Public Administration, Safety, Law and Order	60
4.3 SUMMARY OF MONITORING AND EVALUATION IMPACT AND PERFORMANCE INDICATORS.....	61

LIST OF ABBREVIATIONS

AAH (UK)	Actions Against Hunger (United Kingdom)
AIC (DIGUNA)	African Inland Church (DIGUNA)
ALRMP	Arid Lands Resource Management Project
BQ	Bill of Quantities
BPI	Border Point One
CBDT	Community Based Distribution Targeting
CBO	Community Based Organization
CCK	Communication Commission of Kenya
CDTF	Community Development Trust Fund
CHWs	Community Health Workers
COMESA	Common Market for Eastern and Southern Africa
CRS	Catholic Relief Services
DALEO	District Agriculture and Livestock Extension Officer
DC	District Commissioner
DDC	District Development Committee
DDO	District Development Officer
DDP	District Development Plan
DEB	District Education Board
DFO	District Forest Officer
DFRD	District Focus for Rural Development
DHMB	District Hospital Management Board
DIDC	District Information and Documentation Centre
DMIS	District Management Information System
DPU	District Planning Unit
DSDO	District Social Development Officer
DVO	District Veterinary Officer
EPAG(K)	Emergency Pastoralist Assistance Group (K)
EWS	Early Warning Systems
FAWE	Federation of African Women Educationist
GOK	Government of Kenya
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immune Deficiency Syndrome
KBC	Kenya Broadcasting Cooperation
KMC	Kenya Meat Commission
KNCCI	Kenya National Chamber of Commerce and Industry
KPLC	Kenya Power and Lighting Company
KWS	Kenya Wildlife Service
LATF	Local Authority Transfer Fund
MED	Mandera Education Development Society
MOE	Ministry of Education
MOF&P	Ministry of Finance & Planning
MOH	Ministry of Health
MTEF	Medium Term Expenditure Framework
MYWO	Maendeleo Ya Wanawake Organization
NCWK	National Council of Women of Kenya
NDP	National Development Plan
NGO	Non-Governmental Organization

NORDA	Northern Region Development Agency
NPEP	National Poverty Eradication Programme
OCPD	Officer Commanding Police Division
OOP	Office of the President
OPD	Out Patient Department
OXFAM (GB)	Oxfam Great Britain
OXFAM (Q)	Oxfam Quebec
PRSP	Poverty Reduction Strategy Paper
SWAK	Society for Women and HIV/AIDS in Kenya
TBA's	Traditional Birth Attendants
THW	Technisches Hilfswerk
VSF	Veterinaries San Frontiers (Switzerland)
WFPD	Women for Peace and Development
WMSII	Welfare Monitoring Survey Two

LIST OF TABLES/MAPS

NO	TITLE	Page
Table 1.1	Administrative Units and Area	4
Table 1.2	Population Distribution and Density by Division	7
Table 2.1	Population Projections by Age Cohorts (1999-2008)	16
Table 2.2	Population Projections of Selected Age Groups	17
Table 2.3	Urban Population Projection (199-2008)	18
Map No 1	Location of the District in the Map of Kenya	3
Map No 2	District Administrative Boundaries	5

CHAPTER ONE
DISTRICT PROFILE

LOCATION OF MANDERA IN KENYA



Prepared by CBS, 1999 Pop. Census

This map is not an authority over administrative boundaries

1.0 INTRODUCTION

This chapter provides background information on geographical and natural conditions of the district that sets a basis for undertaking programmes for effective management for sustainable growth and poverty reduction. It gives details on the district's location, area, administrative divisions and physical description, settlement patterns and physiographic and natural conditions. The chapter also gives the district profile that depicts socio-economic conditions in the district in statistical terms, which show geographic features and natural resource base and the extent to which these resources have been exploited.

1.1 ADMINISTRATIVE, GEOGRAPHIC AND PHYSICAL DESCRIPTION

This section provides the background information on the location of the district and the main physical features and settlement patterns and other background information critical to the overall development strategy for this plan period.

1.1.1 Administrative Boundaries

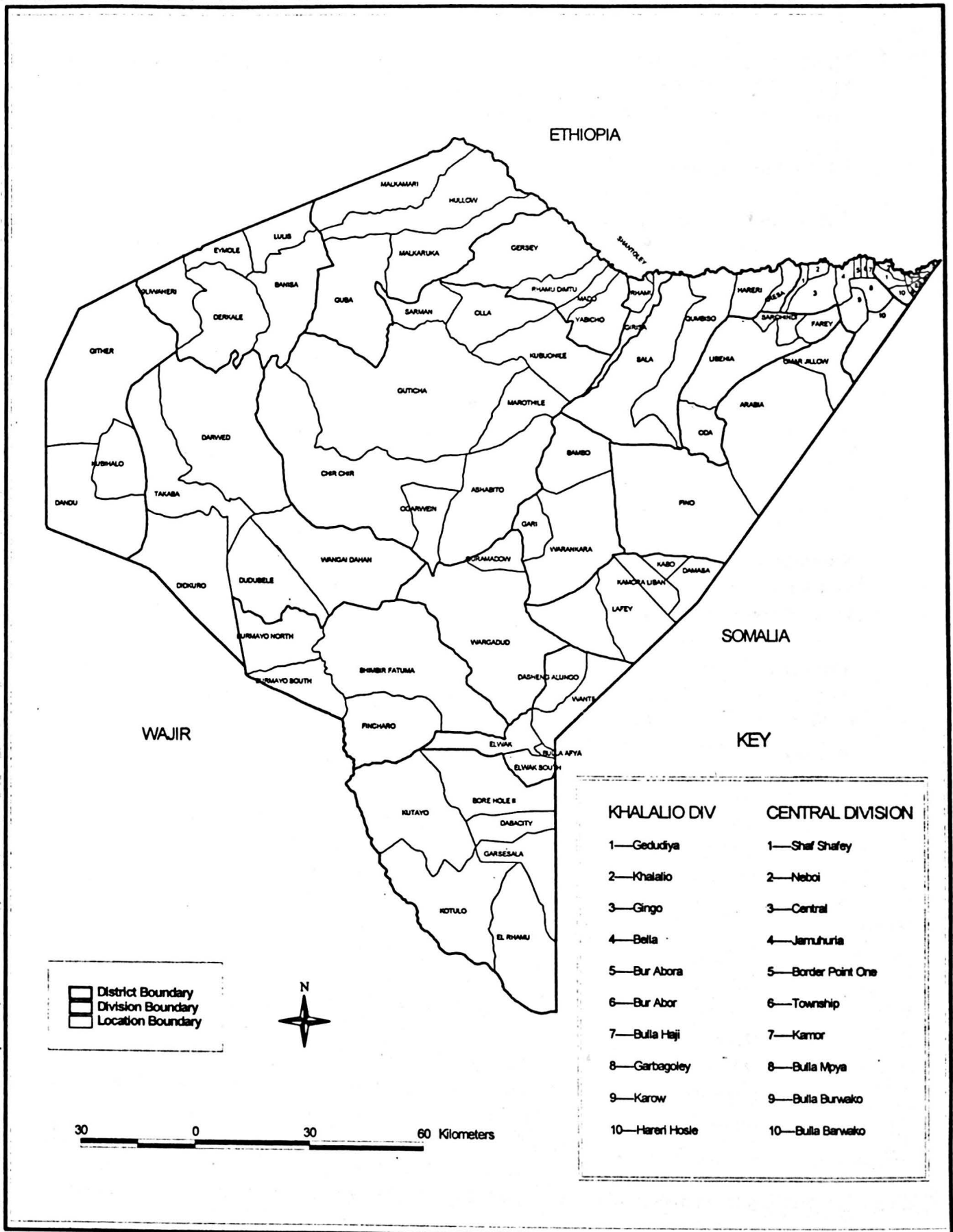
Mandera District is one of the four districts in North-Eastern Province located at the northeastern corner of Kenya. The district covers an area of 26,474 Km². It lies between latitudes 2° 11' north, and 4° 17' norths, and longitudes 39° 47' east and 41° 4.8' easts. It shares international boundaries with Ethiopia to the north and Somalia to the east. It borders Wajir to the south and southwest. Table 1.1 shows the administrative divisions, locations, sub-locations, and area of the district. The district has 18 divisions, 86 locations and 116 sub-locations.

Table 1.1 Administrative Units and Area by Division

Division	Area (km ²)	Locations	Sub-Locations
Central	102	9	12
Khalalio	510	9	17
Elwak	632	5	6
Wargadud	1,066	2	4
Shimbir Fatuma	1,878	4	4
Kotulo	2,483	6	8
Fino	1,883	3	3
Lafey	863	5	5
Hareri	1,213	4	4
Libehiya	670	4	7
Warankara	957	3	5
Rhamu	145	3	4
Rhamu Dimtu	935	4	5
Ashabito	4,509	8	8
Banissa	1,416	5	6
Malkamari	1,868	4	5
Takaba	3,165	5	6
Dandu	2,182	3	6
Total	26,474	86	116

Source: District Commissioner's Office, Mandera, 2001

MANDERA DISTRICT (Administrative Boundaries)



Prepared by Central Bureau of Statistics; 1999 Population Census

This map is not an authority over administrative boundaries

Ashabito is the largest division with an area of 4,509km² while Central is the smallest with 102km². Central and Khalalio Divisions have the largest number of locations. Khalalio Division has the largest number of sub-locations.

Mandera District has two Local Authorities namely, Mandera Town Council and Mandera County Council with 9 and 98 councillors, respectively. There are three constituencies namely; Mandera East, Mandera Central and Mandera West.

1.1.2 Physiographic and Natural Conditions

The district is characterized by low-lying rocky hills. The plains rise gradually from the south at Elwak towards Malkamari area in the north. The altitude of the plains rises between 400m and 970m above sea level. There are no perennial rivers except the seasonal river Daua that passes over half of the district's boundary with Ethiopia. The source of the rivers is from the south Ethiopian highlands flowing eastwards through Malkamari, Rhamu Dimtu, Rhamu, Hareri, Khalalio and Central Divisions into Somalia at Border Point One (BP1).

There are many dry riverbeds (laga), which get filled by run-off water during the rain season but dry up as soon as the rain ceases. These make road construction and maintenance difficult. The rocky hills, which dominate the district, consist of soft rocks, which cannot be used as building stones because they easily break into smithereens.

Rainfall is scanty and erratic with an annual average of 255mm. The long rains fall in the months of April and May while the short rains fall in October and November. There is high rate of evaporation, which causes withering to most vegetation before maturity.

Mandera District is one of the hottest districts in the country with a mean annual temperature of 30° c. The highest temperatures are experienced in the months of February to April and September to December. February, the hottest month has an average maximum temperature of 37° c.

1.1.3 Settlement Patterns

The district generally has a sparse population density, which fall below 35 persons per square kilometre except the Central Division, which has 436 persons per square kilometre.

Table 1.2 Population Distribution and Density by Division

Division	Area (km ²)	Density
Central	102	436
Khalalio	510	16
Elwak	632	26
Wargadud	1,066	8
Shimbir Fatuma	1,878	3
Kotulo	2,483	5
Fino	1,883	4
Lafey	863	9
Hareri	1,213	5
Libehiya	670	4
Warankara	957	3
Rhamu	145	75
Rhamu Dimtu	935	8
Ashabito	4,509	7
Banissa	1,416	27
Malkamari	1,868	7
Takaba	3,165	3
Dandu	2,182	8
District	26,474	9

Source: District Statistics Office, Mandera, 2001

Central Division had the highest population of 43,916 in 1999. This is attributed to its position as the district headquarters. It borders Ethiopia and Somalia, whose cross-borders are open. It has good social amenities compared to other divisions. Other opportunities that attract people are; cross border business, good communication network and the availability of electricity. Banissa with a population of 38,411 and Libehiya with 2992 were second and last in terms of population respectively.

In the district, water and pasture availability determines population distribution and density. Areas like Banissa Division, which has more permanent settlements and water sources have high population concentrations especially around boreholes and earth pans. In urban and rural market centres the density is high due to availability of social facilities and security.

Central division has the highest population density. This high density is due to the fact that it is the district headquarters and is served with social amenities. Takaba, Warankara and Shimbir Fatuma have the lowest population densities. This is attributed to the constant drought, which forces communities to abandon their settlements as they migrate to places with pasture and water. Those who remain are served water-by-water tanks provided by the government and development partners. These divisions have the highest percentage of poor people with Central Division leading. The majority of the poor are destitute and there is a rise in the number of street children due to the causes associated with war in the neighbouring centres.

Other divisions with high density are Rhamu, Banissa and Elwak, which have permanent water sources. Rhamu is a farming area lying along River Daua hence is supplied with food security.

A part from Mandera Town, which is fairly served with infrastructural facilities like electricity, piped water and telephones, all the other centres lack these facilities. Significant economic activities are therefore lacking except petty trading in livestock products and handcrafts, which provide a livelihood for some households residing in these centres.

Due to constant drought lack of market for livestock and unemployment most people are poor and depend entirely on relief food (maize rations and water). School dropout rate is about 6.5 per cent because of migratory nature of the people due to drought, insecurity, lack of school fees and early marriages.

1.2 DISTRICT FACT SHEET

The District Fact Sheet provides a wide range of information at a glance on the socio-economic profile and other factual information at the start of the plan period, which lays the basis for formulation of future programmes and projects in the district.

Area		
Total area		26,474 km ²
Arable area		1,308 km ²
Non arable land		25,166 km ²
Urban area		2,022 km ²
Topography and Climate		
Altitude:	Highest	970m
	Lowest	400m
Annual average rainfall		255mm
Temperature range	Highest	35 ^o C - 39 ^o C
	Lowest	22 ^o C - 24 ^o C
Average temperature range		30 ^o C
Population 2002		
Total population:		281,955
	Male	147,595
	Female	13
Male/female Sex ratio		100:110
Youth population (15-25)		70,118
Primary school going age (6-13)		74,332
Secondary school going age (14-17)		29,500
Total labour force (15-64)		134,529
Population Growth Rate 2002		3.96%
Population density		11
Highest density (Central Division)		427
Lowest density (Takaba, S/Fatuma, Warakama)		4
Rural population 2008		215,802
Urban Population		
Total urban population (2002)		86,965
Projected urban population at end of 2008		108,667
Demography		
Crude birth rate		11/1000
Crude death rate		Not available
Infant mortality rate		72/1000
Under five mortality rate		128/1000
Life expectancy		55 years
Fertility rate		7.8
Socio-Economic Indicators		
Total No. of households		45,522
Average household size		5.5
Female headed households		9,104
No. of disabled		1,200

Children needing special protection		1,246
Major clans		Gare, Degodia, Murule, Korner
Absolute poverty:	Rural	68%
	Urban:	32%
Contribution to national poverty (%)		1.3
Estimated poor (%)		76
Average household income (Kshs)		11,200
Household Income Contribution by Sector (%)		
Agriculture		10
Wage employment		3
Rural self employment		13
Urban self employment		4
Patoralism		68.4
Other		1.6
No. of unemployed		65,049
Employed persons		11,360
No. of dependants		52.3%
Agriculture		
Total no. of farms		10,880
Average plot sizes:	Irrigation belt	0.4 ha
	Dry land areas	1 ha
Number of people working in the agriculture sector		81,824
Main crops produced		Maize, sorghum, cowpeas, groundnuts, onions, simsim, bananas, mangoes, paw paw, tomatoes and kales
Average area under food crops		1300 ha
Main livestock Breeds (No.):		
	Cattle	209,500
	Goats	576,160
	Camel	182,700
	Poultry	200,000
	Donkeys	6,700
Cooperatives		
No. of active cooperatives		10
No. of cooperatives which have collapsed in the last 5 years		5
Total turnover (Ksh.)		628,286
Health Sector		
Most prevalent diseases (%):		
Malaria		55.2
Pneumonia		8.3
Urinary tract infections		8.3
Doctor/patient ratio		1:308,878
Number of hospitals:		
Sub-district hospital		1
No of dispensaries		16
Number of public health facilities		18
Number of private clinics		12
Average distance to nearest health facility		20 Km
Education Facilities		
Pre-Primary		
No. of pre-primary schools		66
Total enrolment rates %:	Boys	12
	Girls	6.7
Primary		
No. of public primary schools		60
Enrolment rates %:	Boys	30.8
	Girls	14
Drop out rates %		6.5
Teacher/pupil ratio		1:43
Average years of school attendance:	Boys	6
	Girls	4
Secondary		
No. of secondary schools		6

Enrolment rate %	Boys	7.3
	Girls	2.9
Dropout rates %		6.5
Teacher/pupil ratio		1:30
Average years of school attendance:	Boys	6
	Girls	2
Tertiary		
No. of other training institutions		4
No. of polytechnics		1
Adult Literacy		
Number of adult literacy classes		85
Enrolment by sex:	Male	1,019
	Female	842
Literacy level (%):	Male	48
	Female	18
Water and Sanitation		
No of households with access to piped water		4,865
No. of household with access to potable water		40,657
No. of wells/boreholes		30
No. of dams/pans		36
Average distance to nearest potable water point		20 km
No. of VIP latrines		104
Energy Sector		
No. of households with electricity connections		718
No. of trading centres with electricity		1
No. of households with solar power		15
Roads		
No of km of classified roads		1,579
No. of km unclassified roads		624
No. of airstrips (for light aircraft)		10
Communication Sector		
No. of households with telephone connections		539
No. of public and private organizations with telephone connections		25
No. of people with mobile phones		12
No. of households without telephone connections		44,983
No. of post/sub-post offices		3
No. of telephone booths		27
Trade and Commerce Sector		
No. of trading centres		32
No. of registered hotels		16
No. of registered companies		16
No. of informal sector enterprises		175
No. of licensed business		207
Banks and Financial Institutions		
No. of banks		1
No. of other financial institutions		1
Volume of credit		Not available

CHAPTER TWO

MAJOR DEVELOPMENT CHALLENGES AND CROSS CUTTING ISSUES

2.0 INTRODUCTION

This chapter gives an overview of the implementation status of the last District Development Plan, 1997-2001 and the constraints that hampered its implementation. It also provides highlights on major development challenges, cross cutting issues, and as well as lessons learnt during Plan implementation, linkage between the 2002 and 2008 Plan and other policy documents and how to harmonise its implementation with other Plans and form a base for identification of appropriate strategies and programmes for the current Plan whose theme is “Effective Management for Sustainable Economic Growth and Poverty Reduction”.

2.1 OVERVIEW OF 1997 – 2001 PLAN

The 1997-2001 Mandera District Development Plan addressed the strategies and programmes aimed at laying the foundation for rapid industrialization. The development objectives addressed by the Plan were; increase in food security, improvement of the road network to bitumen standard, improved marketing of both farm and non farm produce, improvement in information, improved transport and communication and water supply to address the chronic water shortages in far flung areas, security, administration of justice, law and order. These measures were supposed to ignite rapid industrialization of the district’s economy and spur economic growth by extension the effects were explored reduce the incidence of poverty.

Some of the objectives of the Plan included improved security, social services, health and education. However, some of what has been achieved in human resource development has been negated by the spread of the HIV/AIDS pandemic, while the Kotulo-Elwak Road was murramed and swept away completely by the El-Nino rains and requires rehabilitation in the next Plan period.

2.2 IMPLEMENTATION OF THE 1997-2001 PLAN

The GOK, NGOs and the community collaborated in the implementation of most of the activities in the last Plan. Table 2.1 gives the breakdown of implemented activities by departments. The road network is still poor, with most rural roads still being inaccessible especially during the rainy season. Some improvement on the road network especially the feeder roads were done through the Fuel Levy Fund, but there is still substantial work required to facilitate accessibility.

On water development the continuous drought affected the long term plans to develop water structures. Most funds were diverted to emergency water trucking and other activities to save lives.

There were 101 projects proposed during 1997-2001 Plans for all sectors. Over the plan period the district managed to implement 80 projects of which 44 were outside the plan. This represents 43.8 per cent of total planned projects implemented. Out of the 80 activities implemented 62 were completed, 16 are on going, while 2 stalled. Overall implementation rate was 72 per cent. Non-Governmental Organization as a result of emergency activities carried out the 44 projects implemented outside the plan in response to the government's appeal for international humanitarian assistance to assist drought stricken communities.

The district was able to receive four new NGOs (VSF-S), Oxfam (Q), AAH (UK) and Technisches Hilfswerk (THW). After THW accomplished their mission they left the area, but other donors increased their operations in the district i.e. EPAG (K), NORDA and AIC Diguna.

Alongside the NGOs, CBO's role is increasing gradually and growing in strength due to support from CDTF and Oxfam (GB) for example, the Women for Peace and Development. Other organizations still active are MYWO, SWAK, FAWE, NCWK, CRS, Habiba International and Advancement for Small Enterprise Programme. Because of popular support, CARITAS SPAIN, Catholic Relief Services and Norwegian have shown considerable interest to come to the district.

On public administration, law and order, the community policing and Community Service Order have helped a lot in improving security. Despite the support given, the overall level of poverty and famine has increased due to continued drought and unemployment. The major constraints experienced during the Plan period are as follows:

El Nino: The district suffered from the twin problems of the floods caused by the El Nino induced rains and the drought associated with La Nina. Due to this, planned activities were shelved and attention given to emergency activities.

Lack of market: Impassable roads, institutional rigidities and weak link with the outside markets hampered sale of goods and service. This resulted to under-valued sale of livestock hence deepening poverty.

Inadequate funding: The abrupt freeze of development funds, inefficiency of the District Treasury and donor dependency led to, some projects not being implemented at all or stalling.

HIV/AIDS Pandemic. Although HIV/AIDS prevalence in the district was relatively low during the Plan period, a situation that can be attributed to lack of data, it had, nevertheless, negative impacts on the Plan implementation. There has been high staff turnover associated to deaths, which disrupted continuity in the implementation of programmes and projects as well as provision of services.

In the course of implementing the 1997-2001 DDP, several valuable lessons were learnt which have been taken in consideration while preparing 2002 -2008 District Development Plans to strengthen Plan implementation. These are:

Participation: Increased involvement of all stakeholders in project cycle and management ensures that projects will be completed on time. Community participation ensures a higher implementation rate and sustainability of projects.

Coordination: Effective coordination and monitoring resulted in efficient use of scarce resources.

Funding: Partial funding of GOK projects and programmes led to most projects not being implemented or stalling all together. Projects fully funded were completed in time.

Monitoring and Evaluation. There was no clear follow-up on project implementation due to lack of funds.

2.3 DISTRICT DEVELOPMENT PLAN LINKAGES WITH THE 2002 – 2008 NATIONAL DEVELOPMENT PLAN AND OTHER POLICY PAPERS

The theme of the 2002 – 2008 DDP is “Effective Management for Sustainable Economic Growth and Poverty Reduction”. This means that during the Plan period, the district will strive to achieve the most prudent and effective means of utilizing its scarce resource to achieve a measure of economic growth and reduce poverty from the present level of 79% to 70%. This can only be achieved with proper coordination; monitoring of project implementation and most importantly, collaboration and inclusion of all development partners.

The Plan, which falls in the medium term horizon between the short term 3 year PRSP and the long term National Poverty Eradication Plan, incorporates priorities and strategies of development partners namely: NGOs, CBOs, donors, the local authorities and civil society, particularly those affected by poverty and other socio-economic factors. It also gives cognisance to policy papers, sessional papers and sectoral master plans.

The Plan, in particular, leans heavily on the outcome of the District PRSP consultation Forum carried out in 2001, utilising the identified interventions to develop specific programmes and projects to be incorporated in ministerial budgets under the MTEF, hence providing the link between the Plan and the budgetary system. This will go a long way towards ensuring that the 2002 – 2008 DDP will be widely owned among the communities and strengthen community participation in the implementation, monitoring and evaluation process.

2.4 MAJOR DEVELOPMENT CHALLENGES AND CROSS CUTTING ISSUES

During the Plan period the district will be facing a number of challenges like inadequate and poor infrastructural facilities, under developed human resources, inadequate and poorly developed local raw materials, inaccessibility to credit facilities, high school drop-outs rates morbidity and mortality, population growth and HIV/AIDS scourge. These challenges will be tackled both in the short and long term within the available resources. Other challenges include attainment of universal primary education and setting up of middle level colleges.

2.4.1 Population Growth

The demographic structures of population are important variables in the development process, since they determine the pattern of resource utilization. The analysis below gives the major demographic features in the district and their effects on development and the specifically the districts efforts to reduce poverty.

Population Structure: The number of males is more than that of females in most age cohorts except in the 25 to 40 years. This may be due to some females not very enumerated during the census. The reason being that, in most families where the head of the household is a man and was away, female respondents were not interviewed due to religious barriers.

Table 2.2 depicts the districts age/sex structure projected to the year 2008. From the table male/female ratio decreases gradually over the Plan period. Between 25 to 40 years of age males are fewer than females. This is attributed to the fact that males migrate to urban centres in search of employment. Others are herders and sometimes venture across the borders for pasture during severe droughts.

It is imperative to note that, the most affected by poverty are women and children who cannot move with herders. Special programmes like supplementary feeding and relief intervention are evident among the affected groups.

Table 2.1 Population Projections by Sex and Age Cohorts 1999-2008

Age Cohorts	1999		2002		2004		2006		2008	
	M	F	M	F	M	F	M	F	M	F
0-4	20,311	19,070	22,873	21,476	24,758	23,246	26,799	25,162	29,008	27,235
5-9	22,581	20,185	25,429	22,731	27,525	24,605	29,794	26,633	32,250	28,828
10-14	23,561	19,758	26,533	22,250	28,720	24,084	31,087	26,069	33,649	28,218
15-19	17,346	14,230	19,534	16,025	21,144	17,346	22,887	18,775	24,773	20,323
20-24	10,699	9,013	12,049	10,150	13,042	10,987	14,117	11,892	15,280	12,872
25-29	6,663	8,003	7,504	9,013	8,122	9,755	8,791	10,559	9,516	11,430
30-34	6,512	7,534	7,333	8,484	7,938	9,184	8,592	9,941	9,300	10,760
35-39	4,826	5,881	5,435	6,623	5,883	7,169	6,368	7,760	6,892	8,399
40-44	5,596	5,105	6,302	5,749	6,821	6,223	7,384	6,736	7,992	7,291
45-49	2,958	2,453	3,331	2,762	3,606	2,990	3,903	3,237	4,225	3,503
50-54	3,369	3,103	3,794	3,494	4,107	3,782	4,445	4,094	4,812	4,432
55-59	1,490	928	1,678	1,045	1,816	1,131	1,996	1,224	2,128	1,325
60-64	2,262	1,717	2,547	1,934	2,757	2,093	2,985	2,265	3,231	2,452
65-69	749	450	843	507	913	549	988	594	1,070	643
70-74	1,124	980	1,266	1,104	1,370	1,195	1,483	1,293	1,605	1,400
75-79	364	231	410	260	444	282	480	305	520	330
80+	651	669	733	753	794	815	859	883	930	955
Total	131,062	119,310	147,595	134,360	159,760	145,434	172,927	157,421	187,180	170,396

Source: District Statistics Office, Mandera 2001

Selected age group analysis is very important as it focuses on individual group needs, which requires specific intervention. Table 2.3 presents the districts population projection on selected age groups up to the year 2008. Age cohorts 6-13 (primary), 14-17 (secondary), 15-49 (reproductive age) and 15-64 (labour force) have been highlighted here due to their significance to the districts socio-economic development, and hence has a great bearing on the plan theme "Effective Management for Sustainable Economic Growth and Poverty Reduction".

These in age groups 6-13 (primary) and 14-17 (secondary) determine the amount of resources required for the establishment/improvement of educational, training and health facilities targeting children. The number of females in age groups 15-49 determines the districts fertility rate where as the population in age groups 15-64 represents the districts labour force.

Table 2.3 Population Projections on Selected Age Groups

Age Cohorts	1999		2002		2004		2006		2008	
	M	F	M	F	M	F	M	F	M	F
6-13 (Pri.)	37,407	32,723	39,651	34,681	41,896	36,650	44,514	38,940	47,507	41,558
14-17 (Sec.)	15,549	12,274	16,482	13,018	17,415	13,745	18,503	14,606	19,747	15,588
15-49 (fertility)	52,159		55,289		58,418		62,069		75,361	
15-64 (labour Force)	61,561	57,900	69,326	65,203	75,040	70,577	81,225	75,816	87,920	82,691

Source: District Statistics Office, Mandera, 2001

Primary School Age Group (6 – 13): This population is projected to have 39,651 males and 34,681 females as shown in Table 2.2. It is expected that by the end of the Plan period the population is projected to increase to 47,507 males and 41,558 females respectively.

The growth rate for this group is relatively high given the fact that the district has only 60 primary schools in place, coupled with the fact that the existing schools are scattered and ill-equipped, enrolment is expected to remain low and many children are bound to miss the chance of attending schooling. There are only two primary schools for girls in the entire district making it difficult for girls to find placement hence the cause of high school dropout. This leads to early marriage or opting to attend to domestic chores instead of schooling. To increase enrolment, which is currently too low, massive investment is required.

Secondary School Age Group (14-17): This population is projected to be 16,482 males and 13,018 females in secondary school age group. It is expected that there will be 19,747 males and 15,588 females by the end of the Plan period.

Currently the district has only one girl's secondary school, and five boys secondary schools. It is difficult for the one secondary school to absorb all the girls who qualify to join form one and want to study within the district. Hence there is need to establish at least three more girls secondary school and the existing boys secondary schools need to be equipped and staffed. Available statistics shows that holders of secondary school certificate who join either the diploma colleges, high institutions of training or universities are very few. This is partly due to low qualifications or lack of such facilities within the district to address their needs. This calls for the need to set up middle level colleges in the district focusing on industrial courses geared towards equipping the youth with education and knowledge relevant to the informal sector as a means of reducing unemployment and subsequently poverty.

Female Population Age Group (15 – 49): The population in the (15-49) age group is 55,289 as at the start of the Plan period. This is expected to reach 75,361 by the end of the

Plan period. With this increase, the district's population is set to increase considerably. This calls for improvement of maternity amenities and childcare services in the district hospital. The district need to set up maternity wings at all existing health facilities in the district and improve on maternal child health care services to cater for this group. An increase in this group, coupled with low adoption of contraceptive methods will lead to high population growth during the Plan period. This is one of the greatest challenges to attain the development strategies put in place as it means that much needed resource, will have to be diverted to ensure that the increase in population is adequately taken care of in terms of food, shelter and other ease needs

Labour Force Age Group (15-64): The population projection for the labour force in the year 2002 is 134,529 will be for both males and females. This will grow to 170,611 by the year 2008. The labour force is about 46 per cent of the total population. However, with high illiteracy levels the majority of the labour force comprises unskilled labour. Given that this is the productive age group, means of engaging them in productive employment to feed their dependants should be sought. This calls for a more concerted effort to start income generating activities and small-scale industries targeting unskilled labourers. During the plan period every effort should be focused on stocking small-scale industries to absorb the labour force.

The dependency ratio is 100:110 as per 1999 Population and Housing Census results. This ratio is expected to increase slightly over the Plan period as a result of anticipated increase in 0-6 age groups. This is due to anticipated low mortality as a result of improved nutritional status for both under fives and pregnant/lactating mother.

Urban Population: There are few urban centres in the district i.e. Mandera, Elwak, Banissa, Rhamu and Takaba Towns. Other market centres include Ashabito, Wargadud, Arabia, Lafey and Kotulo. Most of these centres serve as divisional headquarters. These also serve as input and output marketing centres for local products as well as sources for purchasing everyday necessities and services.

Table 2.3 Urban Population Projects, 1999-2008

Centre	1999	2002	2004	2006	2008
Mandera	43,916	49,456	53,532	57,944	62,720
Elwak	11,128	12,532	13,565	14,683	15,893
Banissa	10,034	11,300	12,231	13,239	13,239
Rhamu	7,437	8,375	9,065	9,813	10,621
Takaba	2,931	3,301	3,573	3,867	4,186
Total	77,445	86,965	93,970	101,552	10,667

Source: District Statistical Office, Mandera 2001

The projected urban population for the year 2002 is 109,578 people and is projected to reach 244,140 by the end of the plan period as shown in Table 1.3. This population is 30 per cent of total district population. This will call for the expansion of existing facilities e.g. education and health facilities, improvement in the provision of service e.g. electricity, telecommunication, sites for businesses, housing, water and sanitation and efficient waste disposal. The growth of the urban centres also comes with the challenges of growth of shanties, unless urgent action is taken in place to guide development of urban centres a responsibility which rests with the District Development Committee.

2.4.2 Poverty

Poverty is a situation where one fails to attain a certain minimum level of well being determined by the respective community. The concept of poverty as per the Somali community is defined by the word "firgri". A poor pastoralist household is one with less than 75 goats and 30 cows or camels and is unable to meet the basic needs; or one who cannot produce 20 bags of maize annually. According to the 1994 Welfare Monitoring Survey, (WMSII) report, the total number of poor in the district was 118,659 (55 per cent).

The wide spread incidence of poverty is caused by poor natural resource endowment, high population growth rate and limited employment opportunities outside the livestock sector. These problems are exacerbated by insecurity.

As per the estimates from the Early Warning System (EWS) and the on-going community based food aid targeting and distribution, about 76 per cent of the total population are poor i.e. 170,336 persons.

The pastoralistic are under constant threat of poverty during drought. Severe drought leads to livestock deaths, which are their main livelihood. Most pastoral communities' keep on moving with their herds in search of pasture and water. Due to these movements, people cannot settle down to do other activities. Pastoralists are also poor because of insecurity due to frequent attacks by cattle rustlers. Poor livestock markets contribute to low incomes as middlemen take advantage of the situation to offer very low prices.

Other poverty stricken groups are the female-headed households, orphans, widows, street children, beggars, disabled and the handicapped.

2.4.3 HIV/AIDS

The prevalence of HIV/AIDS in the district is highest among the working age group (15-64) which forms the districts labour force. Though there is no statistics available due to socio-cultural factors, unconfirmed data shows that about 8 per cent people are infected with HIV/AIDS including children. Most of these people do not know that they are infected because they have not developed symptoms. The underlying causes of faster spread are the influx of refugees from neighbouring war torn Somalia, business people from Ethiopia and high rate of divorce and polygamy.

If the spread of the pandemic is not controlled, the economic impact of the disease will be monumental. From the gender perspective, women are at higher risk as potential victims due to reliance on traditional health care providers. Other expected consequences of the pandemic are increased number of children headed families, declining school enrolments as children are forced out of school to care for the younger ones or their ailing parents.

The impact of HIV AIDS in the district is threatening to reverse the gains that have been achieved in the recent past. The education sector is threatened by shortage of teachers, while food security will worsen as a result of loss of the able and productive segment of the population to the scourge. Control of HIV/AIDS therefore is central to any effective poverty reduction strategy.

The factors that contribute to spread of HIV/AIDS include general moral laxity among the working class, idleness, unemployment, cultural belief of non-existence of HIV/AIDS and unsafe sex.

At the district level, strategies for mitigating the spread of HIV/AIDS includes mobilization of the entire society, to recognize their strengths and weakness in handling AIDS related concerns, stimulation of communities to identify and participate in community based groups and provide education and counselling and home vested care for people affected.

2.4.4 Gender Inequality

The female population is slightly lower than that of men (females 126,469 and males 138,926, years 2002 figures between the age group 25 – 40 years). However, women are the ones who are mainly involved in agricultural production and taking care of the family. Men are mostly involved in miraa business and various kinds of work in urban centres and thus are usually away from home.

Women in the district are disadvantaged because they have to do chores such as cooking food and collecting firewood and water. This heavy burden leaves little time for them to be engaged in other income generating activities. The ownership of land is a preserve of the men and thus women are not able to have access to title deeds that they can use for accessing credit.

Some pockets of the communities in the district are still practicing Female Genital Mutilation (FGM). This is inspite of concerted efforts to eradicate this retrogressive practice. It is mostly done secretly which makes it difficult to eradicate. Various other forms of discrimination against women exist such as giving lower priority to girl-child education. Girls' enrolment in schools is very low, being 4 per cent in primary and 2.9 per cent in secondary, which is associated with lack of school facilities for girls. The fact that there is one girls' secondary school indicates the parents' preference for education for boys over that of girls. Domestic violence and neglect of families by men further portray gender inequality.

To correct this gender imbalance, the following measures should be put in place: Carry out awareness creation campaigns to sensitise both men and women on the need to change cultural attitudes that promote gender bias, reduce walking distance to watering points and establishment of woodlots to reduce the burden on women of fetching firewood, enhance family planning and reproductive health campaigns so as to promote smaller family sizes and correct spacing of children, promote women participation in decision-making process by ensuring that at least 30 per cent of members of all committees are women, increase education bursaries towards girl-child education and give more opportunity to girls in tertiary institutions, sensitised the communities on the disadvantages of Female Genital Mutilation; and proved micro-credit to women involved in both agricultural farming and small-scale trading to help them boost their incomes as well as diversify their activities.

2.4.5 Disaster Management

Mandera District is a disaster prone area. It is vulnerable to hazards that slowly cause disasters. The common disasters are drought, wildlife menace, occasional floods, and human and livestock epidemics and diseases pests' infections. The hazards, when they occur are very costly hence the need to manage them at an early stage.

Through the early warning system the district is able to prepare for disaster mitigation to avoid disasters. Some of the measures are relief food distribution and water trucking.

The District Disaster Management Committee has however no resources allocated to it. It seeks resources from other stakeholders to handle disasters. During the PRSP consultancy, the committee recommended that funds be set aside to meet disaster expenses. The most affected areas are the riverine, western flank, Shimbir Fatuma and Arabia.

CHAPTER THREE

DISTRICT DEVELOPMENT STRATEGIES AND PRIORITIES

3.0 INTRODUCTION

This chapter provides the district strategies, programmes and projects proposed to reduce the current levels of poverty in the district from the present 76 per cent to 70 per cent by the end of the Plan period in line with the Plan them “Effective Management for Sustainable economic Growth and Poverty Reduction”.

In order to effectively manage the districts resources, the programmes and projects are drawn along the lines of the MTEF sectors. Each sector has a vision and mission, a district response to the vision and mission, an articulation of the importance of the sector in line with the PRSP District Consultations, clear stakeholders responsibilities to create and enhance ownership of the DDP and sector priorities, constraints and strategies. The sectors each identify specific programmes and projects to address the constraints to poverty alleviation.

Sectoral strategies have been developed under: Agriculture and Rural Development, Physical Infrastructure, Tourism, Trade and Industry, Human Resource Development, Information Communications Technology and Public Administration, Safety, Law and Order sectors respectively.

3.1 AGRICULTURE AND RURAL DEVELOPMENT

3.1.1 Sector Vision and Mission

The sector vision is “sustainable and equitable rural development for all” while the mission is “to contribute to poverty reduction through the promotion of food security, agro-industrial development, trade, water supply, rural employment and sustainable utilization of the natural resources”.

3.1.2 District Response to Sector Vision and Mission

The district aims to achieve overall food security by reducing the number of food aid targeted population from the current 70 per cent to 30 per cent. This will be done by increasing total land under irrigation from 1,050ha to 2,000ha, provision of farm inputs, machines and equipment to organized farming groups in both irrigation belt and rain-fed areas. Livestock improvement will be achieved through capacity building programmes geared towards service delivery and imparting technical skills to livestock keepers. A community-based approach targeting pastoral associations will be put in place to equip patoralists with access to credit and markets.

On agro-based industries every effort will be made to utilize the horticultural crops by setting up fruit since extraction and processing industries and accessing credit to small traders. The existing water facilities will be rehabilitated with gradual handing over of the water resource management to the communities. Digging of new boreholes and shallow wells, desilting of pans and excavation of new ones will be facilitated. The promotion of water harvesting through rock and roof catchment, conservation of catchment areas and building capacity for water management committees will be carried out.

3.1.3 Importance of the Sector in the District

The sector is the backbone of the economy of Mandera District. The district has a total of 10,880 farms whose average size is 0.4 ha in the irrigation belt and 1 ha. in the dry lands. Livestock farming takes the lions share with about 209,500 heads of cattle, 576,160 goats, 182,700 camels 6,700 donkeys and 200,000 poultry. The major crops produced include; maize, sorghum, groundnuts, onions, sim sim, bananas mangoes, paw-paw, tomatoes and kales.

The sector employs 81,824 people and contributes 78.4 per cent to household income of which 68.4 per cent is from livestock farming alone. Given the climatic conditions in the district, programmes targeting the livestock sub-sector will go a long way to fight poverty and spur economic growth.

As already indicated, the sector is the backbone of the district economy and over 90 per cent of the total population depend on it for income. Out of this 90.4 per cent depend on livestock sub sector for employment. The sector is therefore expected to create jobs and increase income during the Plan period for the growing population. The sector is very important in poverty reduction as the majority of the population who live in the rural areas including women and children depend on it.

Forestry is tied to the livelihood of the people in the district, as 90 per cent of the households use charcoal and firewood for heating and lighting. In addition all the household shelters are constructed using forest products. These products are also major fodder and forage for livestock (goats, camel, bees and wildlife). Other benefits from the forests are soil and water conservation. The water sub sector is very crucial in the district, being a semi arid area. The district livelihood depends on underground, ground and subsurface water sources. Dams are the only surface water source.

On trade, 95 per cent of the total goods and services consumed come from Somali. It is important to note at this juncture, that the promotion of cross border business has assisted people to get basic goods and services. The town can be developed to serve as a strategic town for COMESA on the northern side as it is the gateway to the Horn of Africa

3.1.4 Role of Stakeholders in the Sector

Stakeholder	Role
Agriculture and Livestock Department	Provide technical assistance to farmers through training and other stakeholders. Provide necessary farm inputs. Provide marketing information.
Veterinary Department	Livestock disease surveillance, control and treatment. Implement policies and regulatory services.
NGOs (EPAG(K), NORDA, AAH(UK) OXFAM (Q), MDM (S) , MSF (S)	Provide supplement support in terms of relief food, water mitigation and capacity building.
Department of Water	Provide technical assistance, carry out hydro geological survey, and construct water structures and handover water management to communities.

3.1.5 Sub-Sector Priorities, Constraints and Strategies

Sub-Sector	Priorities	Constraints	Strategies
Crop Development	Educate farmers and stakeholders in crop production and storage, marketing and utilization; Effective networking of agricultural information among all; Promote crop diversification; Intensive pest/disease control; Promote agro based cottage industries.	Poor extension services; Low farm income; Inadequate and poor infrastructure; Poor management marketing and distribution use of poor quality inputs; Low rate of adoption of new technologies; High incidences of crop pest and diseases.	Build effective and efficient participatory extension delivery system; Rehabilitate and strengthen irrigation programmes; Improve and develop farm access roads; Promote horticultural crop development and use certified seeds and modern farming techniques; Promote agro processing and reduce post harvest losses through improved storage.
Livestock Development	Marketing of livestock and their products; Dairy cattle improvement; Promotion of bulls scheme, beekeeping and dairy goats; Intensify disease and pest control; Promote AI services; Enhance meat inspection; Ensure high quality hides and skins.	Lack of market; Exploitation of farmers by middlemen; Collapse of essential government institutions like KMC; Inadequate funding; Tick control problem; Inadequate drugs; Hygiene problems.	Develop and provide appropriate livestock production technologies to farmers; Provide market information; Intensify extension services; Execute training of personnel on hides and skin; Routine compulsory vaccination.
Rural Water Supply	Supply adequate water for domestic, livestock and irrigation.	Inadequate funds for water development; Uneven distribution of water; Lack of proper coordination of the various actors in the sector; Lack of water master plan.	Rehabilitation of water structures; Develop Water Master Plan; Improve water sector inter linkages; Hand over water management to the communities.
Cooperative Development	Target existing cooperatives; Education to willing non members.	Mismanagement and frequent collapse of cooperative societies; Lack of knowledge on cooperative management.	Offer extension services to cooperative members and willing non- members; Revive dormant cooperatives.

3.1.6 Project and Programme Priorities

A: On-going Projects/Programmes: Crop Development

Project Name Location/Division	Objectives	Targets	Description of Activities
Soil and Water Conservation, Central Khalalio, Hareri, Rhamu, Dimta and Malkamari Divisions	Increase production of food crops to meet the district's food demand and improve incomes of farm households along River Daua farming area	Conserve 273 farms; 3,255 meter of gullies controlled; 87 farming groups to be provided with assorted hand tools	Construction of canals, terraces and control of gullies; Provision of hand tools and carry out intensive farmers training.
Procurement and Distribution of Farm Inputs	Introduce high yielding varieties of seeds to farming groups in river and rain fed areas; Improve food production and reduce food dependency and relief supplies.	About 10 MT of assorted seeds distributed to farmers along farming areas.	Procurement of assorted seeds, farming tools and distribution to farmers along the river and rain fed farms.

Provision of Hand Tools to Farmers Central, Khalalio, Hareri, Rhamu, Dimta and Malkamari Divisions	Open up more land for farming to increase food productivity.	535 farmers assisted with assorted farming hand tools.	Procurement and distribution of hand tools to selected farmers in dry land farming.
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A: On-going Projects/Programmes: Livestock Development

Project Name Location/Division	Objectives	Targets	Description of Activities
Restocking Project Bambo, Elwak, Khalalio, Dandu, Arabia, fino, Omar, Jilaw, Takaba, Gari Libehiya	To assist them come to their normal pastoral life style and increase their livelihood.	500 families to be assisted with 4,500 goats, 100 donkeys and donkey carts and 100 bulls.	Giving drought affected families with breeding animals (goats, donkey and bulls).
Destocking Elwak Sub district and Takaba Central Khalalio, Hareri, Rhamu, Dimta, Malkamari	To increase nutritional value to families.	1500 goats to be slaughtered.	To buy animals from pastoralist, slaughter them and give out as relief meat to affected families within the area.
Animal Health Capacity Building District wide	To empower communities to access drugs and veterinary services easily to improve animal health.	50 trainees for 5 days courses.	To train and provide drug kits to CAHW.

A: On-going Projects/Programmes: Irrigation Development

Project Name Location/Division	Objectives	Targets	Description of Activities
Purchase of Irrigation Pump Sets Malkamari and Rhamu Divisions	To increase food production. and household income.	22 pumps to be distributes to 22 farming groups.	Purchase of small irrigation (10HP) pump sets for farming groups engaged in farming along River Daua.

B: New Projects Proposal: Irrigation Development

Project Name Location/Division	Priority ranking	Objectives	Target	Description of Activities
Purchase of Irrigation Pump Sets Central, Khalalio, Hareri, Divisions	1	To equip farmers with modern equipment and technique to improve food production for self-sufficiency.	210 pump sets purchased; 10 pump attendants trained; 630 management committee members trained; 240 visit reports made by the year 2008.	Purchase 210 sets; Identify 210 group beneficiaries; Train 10 pump operators; Train management committees; Distribute the pumps; Follow up. Justification: To utilize the potential 10,000 ha of irrigation land
Purchase Assorted Tools and Seeds	2	Expand farming area, for the (irrigation belt and rain fed areas) raise income and improve food situation.	18 metric tonnes of seeds distributed; 5 metric tones of tools; 600 farmers assisted; 30 field days and demonstrations conducted by the year 2008.	Purchase of assorted seeds and tools; Identify the beneficiary groups; Conduct farmers field days; Conduce demonstrations; Distribute the seeds and tools; Follow up.

				Justification: The areas have good agricultural soils, food security will be enhanced and standard of living improved.
Build Capacity for Livestock Associations District wide	3	To improve the quality of livestock and pastoralist income.	700 livestock traders trained; 10 lobby groups formed; Security improved by the year 2008.	Conduct training workshops for livestock traders; Establish livestock market days and quota system; Lobby groups formed to advocate for camel marketing; Security of stock routes improved. Justification: Livestock is the backbone of the economy, hence if improved standard of living will improve.
Construct Slaughter House Takaba, Banissa and Lafey Divisions	4	Improve the quality of meat and reduce human disease.	3 slaughter houses constructed; 50 butcher men trained.	Identify the sites; To construct slaughter houses; Train butcher association members; Justification: There are no slaughterhouses in the said places and animals are Slaughtered on the ground, increasing danger of diseases
Surveillance and Control of Animal Diseases District wide	5	To reduce livestock losses due to disease outbreak and improve standard of living of the pastoralist.	About 100,000 herders trained; 20 CAHWS provided with drug kits and 1 million animals.	Conduct training supervision and advisory animal health care; Procure drugs and equipments; Solicit for funds for the exercises. Justification: Frequent animal disease outbreak due to nomadic lifestyle of the community and cross border movements.
Establish Agro-Processing Industries Central Banissa and Elwak Divisions	6	Improve farmers income and storage.	3 industries established by the year 2006.	One honey and food processing plants. Justification: A lot of fruits and honey goes to waste.

A: On-going Projects/Programmes: Rural Water Supply

Project Name Location/Division	Objectives	Targets	Description of Activities
Drilling Kokai Borehole Takaba Division	To supply clean water to Takaba Town community.	Drill one borehole and lay pipes for about 40 km.	Sinking and equipping of borehole; Pipe laying from Kokai to Takaba Centre
Drilling of Olla Borehole Ashabito Division	To supply water to Olla community.	Borehole drilled and equipped.	Sinking and equipping the boreholes.
Hydrogeioloical Survey for Drilling Damasa, Olla, Kutayu, Dabacity, Neboi, Marothile and El Rhamu Boreholes	Provide water to the said areas for domestic and livestock.	Produce report and sink 7 boreholes.	Sinking of replacement and new boreholes and equipping them.
Drilling/Equipping Fincharo Borehole	Provide water to the community.	One borehole drilled and equipped.	Complete the sinking of Fincharo borehole, which is stalled at about 40ft deep.
Desilting of Elele Pan Wargadud Division	Improve water retention level and increase volume.	One pan de-silted.	Scooping the silt; Construction of embankments.
Dabacity Shallow Wells Kotulo Division	Improve water quality and safety of the residents.	4 shallow wells capped.	Capping of 4 wells.
Support to Lafey Internally Displaced Persons Lafey Division	Improve sanitation and reduce lafey borehole water pressure.	1½ km pipe laid; One engine provided and 25 m³ tank constructed.	Laying of 1½ km water pipes; Handover one water pump; Construct one storage tank.

B: New Projects Proposals: Rural Water Supply

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Rehabilitation of Boreholes and Rural Water Generating Sets District wide	1	Improve water yield and reduce pressure on existing water facilities.	12 borehole and 18 gensets rehabilitated by the year 2005.	Cleaning, repairs and purchase and service of gensets with fast moving space. Justification: Most borcholes are overused during the drought reducing the yield and overworking the pumps.
Rehabilitation of Rural Water Facilities Under ALRMP District wide	2	To improve there yield and impound more water during the rains.	9 pans; 12 shallow wells; 11 bore holes.	Remove silt from the pans, wells and bore holes; Purchase fast moving spare parts for the generating sets. Justification: Currently most water facilities are silted and yield too low.
Build Office Capacity	3	To improve transport.	2 Land Rovers purchased for the Water Department.	Purchase vehicles. Justification: The department has no serviceable vehicle.
Drilling 10 Boreholes Shim, Fatuma, Elrhau, Wanganda, Barmayo, Ktanuy, Alanga, Guba, Olla	4	To reduce pressure on existing water facilities.	10 boreholes drilled and equipped by the year 2008.	Site identification, equipment and machine mobilization, commissioning and equipping the same. Justification: Most congested areas in terms of livestock.

Training of Community Borehole Technicians District wide	5	To improve pump performance and water availability.	18 people trained by the end of the year 2003.	Identification of trainees and venue, course and conducting the training. Justification: Department of water has no enough staff for the same and communities cover long distances to search for expertise.
Hydro Geological Survey Mandera West	6	To improve water supply and reduce water trucking.	One master plan produced for the area by the year 2003.	Carry out hydro geological survey to ascertain availability of underground water. Justification: Area with no permanent water source.
Desilting of 10 Pans and Dams (Rino, Arabia, Guba, Gasasera, Gari, Elele, Kutayu, Takaba, Banissa, Dandu)	7	To increase water retention capacity.	2 pans/dams desilted.	Removing silt. Justification: Most pans do not hold water for long due to silt.
Construction of Water Tanks District wide	8	To improve water storage.	10 water tanks constructed.	Construct water tanks. Justification: Lack of community storage tanks in water trucking areas.
Handing Over Water Facility Management District wide	9	To improve water management.	18 boreholes; 7 water pans; 3 urban water supplies.	Prepare the community through training. Justification: Government alone cannot manage the water resources.

A: On-going Project/Programmes: Land Administration Survey and Human Settlement

Project Name Location/Division	Objectives	Targets	Description of Activities
Land Allocation Central, Rhamu, Takaba, Baissa, Elwak, Fino Khallaliyo and Kotulo Divisions	To construct businesses premises, residential houses and market stall.	One market stall per market centre.	Local Authority allocation of parcels of land for construction.

B: New Project Proposals: Land Administration Survey and Human Settlement

Project Name Location/Division	Priority Ranking	Objectives	Target	Description of Activities
Service Centre Planning Selected Centres District wide	1	To improve quality of the rural life and reduce walking distance.	9 centres planned.	Preparation of base map data collection; Data collection; Stakeholders consultative meetings. Justification: Most centres haphazardly planned.

A: On-going Projects/Programmes: Cooperative Development

Project Name Location/Division	Objectives	Targets	Description of Activities
Rehabilitation of BP Irrigation Society Central Border Points	To revive the society to enable it meet its expanded goals.	100 members recruited; One pump issued and 50 farmers trained.	Revival of society; Training of members; Assistance with irrigation pump set and farm tools.

B: New Project/Proposals: Cooperative Development

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Cooperative Education and Training District wide	1	Improve the management and operation of societies.	100 key members trained.	Identify participants, resource persons and funds; Conduct a workshop for society members. Justification: Most societies collapsed over time due to mismanagement.
Jua Kali Cooperative Society Project Mandera, Rhamu, Elwak, Takaba and Banissa Divisions	2	To improve local resource base for credit to small scale traders.	260 members recruited.	Identify Jua Kali activities; Sensitise the public about the importance of Jua kali cooperative society. Justification: To create employment to youth.
Revival of Dormant Cooperative Societies District wide	3	To increase income and reduce poverty.	5 cooperatives revived.	Identify dormant cooperatives, for sub committee to revive them; Provide training skills. Justification: Resource and assets lying idle that needs to be used.

3.1.7 Cross Cutting Linkages

The Agricultural and Rural Development sector does not only require direct inputs for expansion but also indirect factors for it to develop. Peaceful coexistence, good physical infrastructure, adequate health and education facilities and improved information communication technology will boost its growth with adequate water supply along the riverine the farmers will increase their output hence boost trade and industry. These will result in increased earnings and employment generation.

3.2 PHYSICAL INFRASTRUCTURE

3.2.1 Sector Vision and Mission

The sector vision is “for enhanced and sustainable economic growth the sector will provide physical infrastructure through rehabilitation, improvement and effective management of the existing infrastructure facilities”. While the mission statement is that, “in the medium term, the sector will focus on measures aimed at improving both quality and quantity of facilities that are likely to generate greater economic impacts in the economy. In the long run, the sector is expected to be a leading input in the country’s overall goal of poverty alleviation by providing an efficient network of basic infrastructure such as roads, railways and ports that will stimulate industrial and agricultural development.”

3.2.2 District Response to Sector Vision and Mission

The district will aim at reducing poverty by making the Road B9 (Kotulo-Elwak-Rhama-Mandera) all weather road and housing, the existing E847 murramed and B9 Wargadud junction to Takaba and Rhamu and Banissa made passable at all times.

The ten (10) airstrips will be tarmacked while Rhamu, Elwak, Takaba and Banissa Division will be supplied with diesel power generators.

The Local Authority in collaboration with its development partners will provide resources for infrastructure construction and maintenance.

3.2.3 Importance of the Sector in the District

The provision of well maintained physical infrastructure is key to economic growth, employment generation and poverty reduction. Access to markets, health facilities and other social facilities entirely depend on good physical infrastructure.

3.2.4 Role of Stakeholders

Stakeholder	Role
Department of Public Works	Construction of roads; Maintenance of classified roads; Supervision of construction works.
Local Authorities	Prepare Master Plans for all urban centres and ensure that road reserves and public lands are protected; Maintenance of roads within their jurisdiction.
KP & LC	Installation and distribution of power.
KAA	Maintenance of existing airstrips.
Community	Provide labour and locally available materials.
Telkom Kenya	Provides telecommunication services.
Postal Corporation of Kenya	Provide postal services.

3.2.5 Sub-Sector Priorities, Constraints and Strategies

Sub-Sector	Priorities	Constraints	Strategies
Roads	Improve all roads to minimum gravel standards; Ensure regular maintenance for safety and reliability; Improve Mandera -Kotulo Road (B9) to bitumen standard (280 km); Improve Mandera- Elwak Road (E847) (160 km); Improve Rhamu-Banissa-Takaba Road to all weather; Improve Wargadual and Takaba Road to all weather.	Inadequate maintenance; Bad weather conditions.	Upgrade to bitumen standard; Improve other roads to gravel standard; Regular maintenance of all roads.

Air Transport	Provide adequate funds to improve the ten existing airstrips to bitumen standard; Expand Mandera Airstrip to enable landing of big planes.	Inadequate funds for repair and maintenance; Under utilization due to capacity to handle light aircrafts only; Lack of management authority.	Rehabilitate all 10 airstrips to bitumen standard; Expand Mandera, Elwak and Takaba airstrips to accommodate big planes; Kenya Airports Authority to take over airstrip management.
Energy	Improve power supply to all major centres.	Inadequate power supply; Obsolete power engine; Untapped solar energy.	All major centres be supplied with power; Replace old engine; Harness solar power.

3.2.6 Project and Programme Priorities

A: On-going Projects/Programme: Roads

Project Name Location/Division	Objectives	Targets	Description of Activities
Rehabilitation of Mandera-Arabia-Elwak Road (E847)	To improve the road previously affected by El Nino rains.	160 km improved.	Gravelling culverting drift construction, bush clearing and murraming.
Rehabilitation of Mandera – Rhamu-Elwak Road (B9)	Improve the road.	220 km improved.	Repair drainage works; culverts, drifts and gravelling
Mandera-Khalaliyo-Sala Road Central, Khalaliyo, Harein and Rhamu Division	Opening up of river line communication to establish road network.	78 km improved.	Grading of the rural access road and bush clearing.
Mandera-Kotulo Road Central, Khalaliyo, Harerei Rhamu, Ashabito, Warkara and Kotulo Divisions	Increase volume of goods and services flow from Nairobi to Mandera.	280 km improved.	Contracting tarmaking of the 280 km stretch.
Wargadud Junction Takaba-Edamnaba Road (E843 and D504) Wangadud, Takaba, and Dandu Divisions	Improve volume of livestock and commodity trade between Moyale, Wajir and Mandera.	Gravelling, grading and murraming entire length of road.	Gravelling, grading and murraming; Construction of road works.
Rhamu-Bamissa-Derkala-Takaba Road Rhamu, Rhamu Dimtu, Mallkamari, Bamasa and Takaba Divisions	Improve the road.	Upgrade road to gravel standard through its length.	Grading and gravelling plus construction of road works.
Classification of all Major Roads District wide	Improve the road.	Upgrade all classified roads.	Upgrading of unclassified roads to class C, D & E.
Rehabilitations of District Works Machines and Equipments District wide	To make the machines/equipment to be serviceable.	All machines and equipment.	Purchase of spare parts and report.

B: New Project Proposals: Roads

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Mandera-Rhamu-Elwak-Kotulo Road Central, Khalaliyo, Horeri, Rhamu, Ashabito and Warankara Divisions	I	Increase volume of goods and services flow from Nairobi to Mandera.	280 km of B 9 road tarmacked.	Contracting; Tarmacking of the 280 km stretch. Justification: This is a trunk road, which is over utilized.

				and the only link with other areas within and outside.
Wargadud Junction Takaba-Eldanaba Road Waradud, Takaba, Dandu Divisions	2	Improved volume of livestock and commodity trade between Moyale, Wajir and Mandera.	188 km of road (E843 & D504) improved.	Gravelling, grading and murruming; Construction of road works. Justification: The road is the alternative supply road once the Nairobi to Mogadishu is made passable.
Rhamu-Banissa-Derkale-Takaba Road Rhamu, Rhamu Dimtu, Malkamri, Manissa and Takaba Divisions	3	Increased volume of trade of livestock and services.	172 km improved.	Grading and gravelling plus construction of road works. Justification: Alternative security road.
Classification of all Major Roads District wide	4	Increase the number of accessible roads and improve transportation.	10 roads classified.	Upgrading of unclassified roads to class C, D and E. Justification: To quality for receiving funds for maintenance and development.

B: New Project Proposal: Communication

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Equip and Expand Mandera, Rhamu, Elwak, Takaba and Banissa Airstrips	1	Improve air transport to acceptable standards.	5 airstrips developed.	Extend the existing runways to required standards for big planes. Justification: Strategic runways for emergency delivery and security for north region and Horn of Africa.
Rehabilitate the Fino, Lafey, Kotulo, Arabia, Malkamari Airstrips	2	Improve transport.	5 airstrips improved.	Tarmarck the runway and install communication equipments. Justification: Important landing airstrips for emergency delivery.

A: On-going Projects Programme: Energy

Name of Project Location/Division	Objectives	Targets	Description of Activities
Community Training on Energy Saving Jikos District wide	To reduce time spend on cooking and wastage of fuel woods.	50 people trained from (selected households).	Train and identified communities on Maendeleo jikos.

B: New Project Proposal: Energy

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Replace Manderla Diesel Engine Manderla Town	1	To reach more consumers.	3 engines to be replaced.	Purchase and replace old diesel engines. Justification: The town has grown and requires big capacity engine.
Establish Power Station Elwak, Rhamu, Takaba and Banissa Divisions	2	To start small-scale industries.	4 engines installed.	Purchase and install engines. Justification: Growing urban areas requiring power.
Energy Saving Jiko Training Project District wide	3	To reduce time spent on domestic chores.	500 people trained.	Train households on energy saving jikos. Justification: Much time and resource wasted on domestic chores.

B: New Project Proposal: Transport

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Expansion, Repair and Equipping of Air Strips	1	To improve communication with the district and with the district and with the rest of the country.	Expand and repair all airstrips; Provide equipment to all by the end of the Plan period.	Expand airstrips, repair damaged areas; Purchase and equip airstrips with modern equipment.

3.2.7 Cross Sector Linkages

The provision of well-maintained and standard physical infrastructure is key to economic growth, employment generation and of improvement livelihood. Production cost and competitiveness, increased markets and access to health facilities and technology depend upon the quality of physical infrastructure. In areas/activities requiring labour intensive techniques like minor rural and feeder roads communities will be used to provide labour as sub contractors. The airstrips will be used to transport perishable goods and services while energy sector will improve performance of the business sector. The demand for local labour will be an avenue for provision of employment to local communities, boost rural economies and contribute significantly towards poverty reduction and economic growth.

3.3 TOURISM, TRADE AND INDUSTRY

3.3.1 Sector Vision and Mission

The sector vision is “contributing to socio-economic development of the country through facilitation of an enabling environment for sustainable growth and promotion of trade, tourism and industry and regional integration with a view to improving the welfare of all Kenyans.”

3.3.2 District Response to Sector Vision and Mission

The district will aim at accelerating the acquisition, processing and dissemination of data and information on industry, tourism and trade to consumers through seminars and workshops. Diversifying the export base to cater for more traditional exports and enhance promotional activities, improve on Joint Loans Board recovery and enhance transparency in issuance of loans, stimulate tourism as a means of encouraging local employment and a source of foreign exchange through promotion and developing of Maikamari Game Reserve and encourage establishment of small-scale industries through building capacities for the business community to diversify trading activities.

3.3.3 Importance of the Sector in the District

The sector is important in poverty reduction and improving the standard of living, but is not well developed. There are only 32 trading centres in the entire district. The number of registered companies is negligible as only 16 are registered with 175 informal sector enterprises. Overall, there are only 207-licensed business and 16 registered hotels.

The sector facilitates the creation of new employment through the development of small-scale enterprise and mobilization of organized informal sector activities. To enhance existing employment opportunities, entrepreneurs are assisted by imparting managerial skills through training and consultancy. Licensing of business assist in monitoring development and growth hence promoting development of trade and industry. It is also way of identifying investment opportunities and exportable products. The sector will also earn revenue through tourism.

3.3.4 Role of Stakeholders in the District

Stakeholder	Role
Financial Institutions	Provide credit at reasonable rates.
Department of Trade and Industry	Provides training and loans to entrepreneurs.
Communities	Provide the market for locally produced goods.
Local Authorities	Collection of revenue and provision of basic infrastructure.
KWS	Management of Malkamari Game Reserve.

3.3.5 Sub-Sector Priorities, Constraints and Strategies

Sub-Sector	Priorities	Constraints	Strategies
Trade	Training on financial and business management; Provision of loans for trade; Ensure safety of persons and private property.	Non availability of funds; Lack of collateral; Inadequate training; Inadequate marketing channels.	Involvement of all stakeholders; Develop training programmes; Strengthen business organizations; Strengthen loans board.
Tourism	Promotion of tourism; Encourage local tourism; Establishment of tourist	Poor roads network; Undeveloped game reserve; Insecurity; Lack of tourist	Upgrade roads leading to Maikamari Game Reserve; Encourage local investors;

	hotels.	promotion activities; No funding.	Promote local tourism.
Industry	Encourage agro-based industries.	Inadequate and poor infrastructure facilities; Underdeveloped human resources; Under utilized local raw materials; Inadequate funds; Underdeveloped markets.	Provision and development of infrastructural facilities; Develop human resources; Develop local raw materials; Access credit; Improve markets.

3.3.6 Project and Programme Priorities

A: On-going Project/Programmes: Trade

Project Name Location/Division	Objectives	Targets	Description of Activities
Joint Loans Board Funding District wide	Expand their business to absorb labour force.	32 businesses targeted.	Provision of small-scale enterprise.
Traders Courses District wide	Train entrepreneurs on basic management skills and technical advice.	To train 120 people.	Training of small business entrepreneurs on basic management skills, provide technical advice.

B: New Project Proposals: Trade

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Construction and Rehabilitation of Jua Kali Sheds Central, Rhamu and Elwak Divisions	1	Construct the jua kali sheds and rehabilitate the Mandera shed.	Promote the development of Jua Kali industries.	Construct sheds. Justification: To house the artisans when they are conducting their business.
Extension Services All Urban Centres	2	To provide and equip the traders with the necessary skills to improve their business.	200 traders reached in a year.	To visit market centres and advice the traders. Justification: The level of business entrepreneurship too low.
Training of Jua Kali Artisans/Traders Central Elwak and Rhamu Divisions	3	Improve their business.	160 artisans trained.	Training of five jua kali artisans on skills improvement and business entrepreneurship. Justification: Artisans lack quality product and skills.
District Joint Loans Board District wide	4	Improve their business.	160 traders.	Visiting traders and the loanees to give them guidance and other technical services. Justification: Lack of credit facilities to traders.
Loans Project Local Small Scale Business District wide	5	To improve business performance.	20 trips per year.	Visiting traders and loanees to given them guidance and technical services. Justification: To identify viable investment opportunities.
Construction of Office Block Central Mandera	6	Improve office space and efficiency.	4 rooms and one store.	Construction of four-roomed office and a store. Justification: Officers staying in a rented office.

A: On-going Projects/Programmes: Tourism

Project Name Location/Division	Objectives	Targets	Description of Activities
Wildlife Partners and Collaborators District wide	To reduce conflict between the communities and wildlife.	80 committees formed.	Identification and mobilization of wildlife partners and collaborators; Register them with social services; Form committees; Establish area of interest through memorandum of understanding.

B: New Project Proposals: Tourism

Project Name Location/Division	Priority Ranking	Objectives	Target	Description of Activities
Rehabilitate Maikamari Game Reserve Malkamari Division	1	Improve revenue collection and create employment in the district.	The game reserve operationalised.	Fence, improve road network and confine wildlife animals. Justification: Abundant wild animals unexploited.

B: New Projects Proposals: Industry

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Tanning Industry Mandera Town Central Division	1	Increase income.	1 plant constructed.	Construct a tannery processing plant. Justification: Abundant livestock products needed for tanning.
Honey Processing Banissa Division	2	Diversify incomes from livestock	Pastoralist in the Division.	Construct a honey-processing factory. Justification: A lot of honey produced goes to waste.

3.3.5 Cross Sector Linkages

For faster growth in trade, tourism and industry, there has to be good infrastructural facilities like roads and air transport to facilitate faster movement of goods and services. For investors to be induced to invest and maximize profits, peace and tranquillity must prevail with provision of adequate health and water services. The sector also relies on the availability of skilled labour able to provide the force for transformation. There has to be efficient and reliable information communication technology like e-mail fax and telephones. The print and electronic media plays a crucial role in marketing products and creating awareness. It is envisaged that during the Plan period, all sectors will interlink to develop this sector.

3.4 HUMAN RESOURCE DEVELOPMENT

3.4.1 Sector Vision and Mission

The sector vision is “to achieve sustainable development and utilization of human resources in order to attain a better quality life for all Kenyans” while the mission is “achievement of greater levels of human resource development through improved human capabilities, effective human power utilization and social cultural enhancement”.

3.4.2 District Response to Sector Vision and Mission

The district, through relevant stakeholders will undertake community involvement and participation on education programme, promotion of girl child education and early child development, improve education facilities and promote a sustainable school-feeding programme.

On health, the district will ensure that all essential basic equipments and drugs are provided in all service delivery points, reduce morbidity and mortality, rehabilitate existing facilities and improve accountability of cost sharing money at all service delivery points.

3.4.3 Importance of the Sector in the District

The sector addresses measure that is supposed to improve the quality of life of the people. The education sub sector will train people on important knowledge and skills essential for job creation and income generation.

The sector although important in poverty alleviation through improvement of quality of life of the people is not developed. There are only 18 health facilities and one district hospital. The district has 60 primary schools and 6 secondary schools and no institution for higher learning.

This sector needs to be vastly improved to enable the intended objectives to be realised.

3.4.4 Role of Stakeholders in the District

Stakeholder	Role
Ministry of Education	Formulation of curriculum; Provision of facilities, staff and equipment.
Ministry of Health	Promotion of curative and preventive health services; Provision of staff and equipment.
NGOs- MSF, MDM, AMREF, CRS, DFID & IDA	Provide the necessary logistical support in terms of rehabilitation of facilities and equipment and provision of drugs.
CBOs	Awareness creation and training.
Social Services	Mobilisation of communities and registration of groups.

3.4.5 Sub-Sector Priorities, Constraints and Strategies

Sub-Sector	Priorities	Constraints	Strategies
Education and Training	Enhance the learning capacity of children; Expand access to and retention in school education at all levels; Build capacities for all stakeholders; Intensify adult literacy campaigns.	Inadequate and ill equipped education facilities; Low enrolment for girls; Low completion rates; Harsh climatic conditions; Lack of high level training institutions locally.	Expand existing institutions; Provide feeding programmes; Discourage early marriages; Provide bursaries; Encourage Girl Child Education.
Health and Nutrition	Strengthen preventive and curative health services; Construction expansion and upgrading of health facilities.	Inadequate funds; Inadequate health facilities; Low immunization coverage; Inadequate supply of drugs; Lack of awareness.	Avail funds; Create awareness; Provide adequate drugs; Expand existing facilities.
Culture, Recreation and Sports	Mobilize local community for self reliance in basic needs; Train rural population on balanced diet to reduce malnutrition; Identify train and rehabilitate street children and disabled people; Encourage formation of groups and assist them to start income generating activities.	High divorce rates; Early marriages; Inadequate trained social workers; Vastness of the district coupled with lack of logistical support; Lack of herbalist data; Overburdening girls with domestic chores; Lack of cultural centres; Increasing number of street children and beggars; Lack of strong disabled movement; Increased number of orphans and widows.	Enactment/enforcement of law on custody/care of children; Train more social workers; Provide logistical support; Encourage herbalist practitioners; Establish girls boarding schools and special bursary for girls; Establish cultural centres; Rehabilitate street children and beggars; Mobilize and set up disabled organizations strong enough to advocate their views; Set up orphanage centres.

3.4.6 Project and Programme Priorities

A: On-going Projects/Programmes: Education and Training

Project Name Location/Division	Objectives	Targets	Description of Activities
Rehabilitation of Arese Primary School Hareiri Division	To create a conducive environment for learning to improve performance.	4 renovated, 5 new ones completed.	Rehabilitation of existing structures; Construction of four more classrooms and staff room.
Rehabilitation of Sala Primary School Hareri Central Division	Increase primary enrolment rate.	8 classrooms completed.	Rehabilitation existing structure and constructing of five more classrooms.
Rehabilitation of Kamar Primary School Kamar Central Division	Increase pupils' enrolment.	8 classrooms constructed and plastered.	Construction of 8 new classrooms.
Elwak Primary Schools Elwak Division	Provide necessary educational facilities in improved school enrolment	8 classrooms constructed.	Roofing of eight classrooms and plastering.
Mandera Youth Polytechnic Township Central Division	Provide more facility in the existing polytechnic and provision of equipments.	8 classrooms; 1 workshop; 1 computer room; 10 computers; 1 tailoring machines and 15 carpentry equipments.	Construction of leading lump, classrooms, computer laboratory, tailoring, toilets, fencing of compound.

B: New Project Proposals: Education and Training

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Improve School Facilities District wide	1	Improve performance in national exams.	20 primary and 6 secondary schools assisted.	Identify the schools; Mobilize resources; Support with necessary facilities. Justification: Facilities lacking and some not existing.
Establishment of Girls Secondary School Elwak, Rhamu and Takaba Divisions	2	To provide more opportunity to primary school leavers who want to learn within the district.	3 secondary schools set up by the end of the plan period.	Construction of classrooms, dormitories and provide and equip other learning facilities. Justification: Currently only one girls secondary school exist in the entire district which cannot absorb all the form one qualifiers.
Primary Boarding Schools Project Central, Rhamu, Elwak, Yakaba, Banissa and Fino Divisions	3	Improve retention and completion rates	7 primary schools set up and equipped with necessary facilities.	Identify the schools; Mobilize resources; Support with necessary facilities. Justification: No such facilities existing.
Textbooks and Learning Equipments Project District wide	4	Improve targeting with special emphasis on girl student and enhance education opportunities for all at secondary and tertiary level.	Provide textbooks and learning equipment for schools at all levels. Focus on the girl- child.	Identify needy students; Disburse funds to schools; Follow up. Justification: Most schools have no learning equipments.
Strengthening Education Linkages District wide	5	Improve pupil/textbooks ratio at all school levels.	Pupil/textbook ratio 3:1 at primary and 2:1 at secondary.	Identify the required books and equipments; Procure and distribute to schools. Justification: Improve stakeholders' linkages.
Advocacy, Mobilization and Education Awareness Campaigns District wide	6	Improve the school management and administration.	Three meetings, one workshop per school and two district forums.	Identify and strengthen linkages between PTA and school management hold meetings, seminar, facilitate discussion forums. Justification: No existing forums.
Assess Quality of Education District wide	7	Improve quality and management of education.	Improve quality and management of education.	Impact assessment on the management of schools and quality of education period. Justification: No report on quality.
Equipping School Workshops and Laboratories District wide	8	Improve the performance of practical subjects at schools and strengthen the teaching of science subjects.	Provide facilities and equipment to the needy schools.	Identify the schools with such facilities; Identify their requirements; Procure the requirements; Distribute and follow up. Justification: No facilities in most schools.

Revitalizing and Rehabilitating Adult Literacy Classes District wide	9	Improve girls performance and enrolment at secondary schools.	2 schools built.	Construct and equip the schools. Justification: High illiteracy level.
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A: On-going Projects/Programmes: Health and Nutrition

Project Name Location/Division	Objectives	Targets	Description of Activities
Elwak Sub District Hospital TB Manyatta Elwak Township	Ease congestion of Manderu T.B Manyatta.	5 separate houses construction.	Construct five well-ventilated T.B patient units.
Rhamu Health Centre T.B. Manyatta Rhamu Division	Ease congestion at Manderu T.B Manyatta.	5 separate houses constructed.	Construct five well-ventilated T.B. patients units.
Lafey Dispensary Lafey Division	Improve service delivery.	Renovating of the dispensary bloc and purchase of drugs and equipments.	Renovate the dispensary block, staff house and toilets.
Arabia Dispensary Arabia Location	Improve service delivery.	2 blocks and 4 toilets renovated.	Renovate the dispensary block, staff house and toilets.
Rhamu District Dispensary Rhamu Division	Improve services.	1 block and 4 toilets.	Rehabilitate the dispensary block and toilets.
Manderu District Hospital Central Division	Improve health service.	3 amenity wards, 1 tank and drainage works.	Construction work, equip and operationalise.
Khalaliyo Dispensary Staff House Khalaliyo Division	Improve accommodation.	1 staff house.	Completion of the stalled staff houses.
Shibui Fatuma Dispensary	Bring health near the settlement.	2 blocks completed	Completion of stalled dispensary at Shibui Fatuma and one staff house.

B: New Project Proposals: Health and Nutrition

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Supply of Drugs and Medical Supplies District wide	1	Increase coverage and accessibility of health service.	2 health centres, 15 dispensaries and one district hospital supplied.	Procurement and distribution to all health centres (facilities). Justification: Lack of essential drugs kits.
Establishment of Surveillance Centres Manderu, Elwak, Rhamu, Takaba, Banissa and Fino Divisions	2	Improve data collection and communicable diseases.	6 centres set up.	Provision and setting up of disease surveillance centres and equipping them. Justification: No such facility at the moment.
Upgrading of Health Facilities District wide	3	Improve service delivery and more coverage.	7 centres upgraded.	Upgrade Elwak Sub District Hospital; Upgrade Takaba, Banissa, Wangdind, Lafey, Arabia and Khalaliyo to Health centers status. Justification:

				To enable them get trained personnel and drug kit.
Capacity Building District wide	4	To improve service delivery; reduce infant and maternal mortality rates.	Community, Health Workers, TBAs and traditional medicinemen trained.	Train community health workers, TBA and traditional health healers on better health management and equip the CHW with drug kits. Justification: To breach the gap of inadequate medical personnel.
Control the Spread of Common Diseases District wide	5	Reduce human morbidity.	Malaria, diarrhoea, pneumonia, TB controlled in all the hard wet areas.	Train Community Health Workers; TBA and traditional healers on better health; management and equip the CHW with drug kits. Justification: Most prevalent diseases.
Primary Health Care Services District wide	6	Reduce mortality rates.	All children under 5 are immunization and drugs supplied to all committees.	Carry out immunization; Form committees; and supply drug kits.
Health Networking District wide	7	Improve resource utilization.	Form Health Committees in all the divisions.	Identify and mobilize health sector. Justification: No existing committees.
Campaign Against Malaria District wide	8	Reduce malaria related deaths.	Provide kits for combating malaria in all the divisions.	Introduce impregnated nets; knapsack sprays; and insecticide to the community. Justification: High malaria during floods.

A: On-going Projects/Programmes: Culture, Recreation and Sports

Project Name Location/Division	Objectives	Targets	Description of Activities
Formation of Groups District wide	Mobilize resource to improve their business.	100 groups formed.	Identification of viable groups, sensitisation and formation of groups through registration
Counselling and Guidance Manderu Central Division	To bring them to the mainstream of life and forget the past.	Divorces, street children, widows.	Registration, visiting and counselling of the affected people.

B: New Project Proposals: Culture, Recreation and Sports

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Street Children Rescue Centre Central Division	1	To reduce the number of street children in town and rehabilitate them.	1 centre constructed.	Construct a centre with necessary facilities. Justification: Lack of the same and many street children.
Shoe Shine Project	2	To engage the unemployed	Sheds put up.	Construct shed and equip

Township Central Division		youths in active work to reduce thuggery.		it with necessary tools for shoe shining. Justification: To observe the idle youths who have no work to do.
Family Life Centre Mandera Town Central Division	3	Reduce malnutrition and improve life expectancy.	1 centre put up.	Construction of training centre. Justification: To train rural population on improvement of maintaining a balanced diet.
Construction of Handcraft Centre Central, Fino and Takaba Division	4	Improve the quality of their products and find shed to cover themselves from the scorching sun.		Construction of handcraft centres for women. Justification: No such a centre in the entire district yet there are many women groups engaged in the activity.
Training Groups District wide	5	Improve the management of such groups.	50 group members trained.	Identify mobilize and train all groups on management skills. Justification: Most groups collapsing after a short time due to lack of managerial skills, which lead to group quarrels and coups.

3.4.7 Cross Sector Linkages

The sector does not work in isolation but relies on the performance of other sectors. To improve the quality of life, focus on the improvement of the physical infrastructure, trade, tourism and industry, agriculture and rural development, information technology, and public administration. With a favourable environment and good human resource development index the sector can spur growth of other sector hence reducing poverty.

3.5 INFORMATION COMMUNICATION TECHNOLOGY

3.5.1 Sector Vision and Mission

The sector vision is “for Kenya to be at the fore front in the use of Information Communication Technology to improve the quality of life and competencies” while the mission is “to promote and enable the society by developing a National Information Infrastructure (NII) and skills for all Kenyans regardless of their geographical or socio-economic status”.

3.5.2 District Response to Sector Visions and Missions

The sector has only 564 telephone lines with three post offices. The facilities are over utilised and require improvement. There are no centres for information communication technology and most people train outside the district.

3.5.3 Importance of the Sector in the District

Active community participation in reduction of poverty requires an informed society to make rational decisions on their destiny. Adoption of modern technology is expected to contribute significantly in development through easy access, affordable, reliable and cost effective means of communication to boost production, trade, income, employment and revenues.

3.5.4 Role of Stakeholders in the Sector

Stakeholder	Role
Government	Provide policy guidelines on Information Communication and Technology.
Private Sector	Provide training on ICT; Provide cyber cafes with internet, Email, E Commerce, E Trade, E Government facilities.
Telkom Kenya	Provide the necessary telecommunication facilities including mobile phone coverage.
Ministry of Finance and Planning	Establishment of District Information and Documentation Centres and operationalisation of District Management Information System.

3.5.5 Sub-Sector Priorities, Constraints and Strategies

Sub Sector	Priorities	Constraints	Strategies
Communication	Harness the power of information communication technology.	Expensive extension services.	Encourage use of information communication technologies.
DIDC	Serve as a resource and reference centre for development information.	Lack of trained personnel; Inadequate data and reports; Lack of necessary resources (finance).	Strengthen DIDC; Publicize the resource centre; Network with other agencies.
Information	Facilitate the efficient flow of information.	Lack of transport; Inadequate staff; Inadequate equipment.	Collect and disseminate information; Provide logistic support.
Kenya National Library Services	Increase coverage to include the whole district.	Poor reading culture; No facilitation.	Encourage setting up of community library.

3.5.6 Project and Programme Priorities

B: New Projects Proposals: Information Communication Technology

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
District Information and Documentation Centre (DIDC) Mandera Town	1	To have all information which stakeholders can use.	Increase the stock of information by 50% annually.	Collect store and disseminate information; Construct a hall. Justification: Mandera lacks the same facilities and is far from Nairobi.
District Management Information System (DMIS) Mandera Town	2	Computerize and update information from each sector.	Train 20 staff from various department and	Equip and train the DIDC officers in offices in computer management.

			install two computers.	Justification: Staff lacks the training.
KBC TV and Radio Boosters Mandera Town	3	Improve news coverage of print and electronic media.	2 boosters installed.	Install and equip TV and radio boosters. Justification: No reception of both national TV and radio station at all times.
Installation Telephone Booths Elwak, Takaba, Banissa, Lafey and Ashabito Divisions	4	Improve communication and dissemination of information.	Install STD facilities.	6 STD per year installed. Justification: Major centres lack the same facility.

3.5.7 Cross Sector Linkages

The provision of well maintained physical infrastructure is key to growth of ICT, which depend upon the quality of infrastructure. The current poor and inadequate infrastructure like roads, electricity supply, health and education facilities acts as major constraints on development ICT in the district.

The Government's role is to promote dissemination of information. The sector needs physical infrastructure and social services in order to grow. Thus the sector is linked to all sectors.

3.6 PUBLIC ADMINISTRATION, SAFETY, LAW AND ORDER

3.6.1 Sector Vision and Mission

The sector vision will be "prudent management and governance in order to maximize the welfare of all Kenyans", while the mission is "to promote socio-economic and politically stable development through provision of good and democratic governance and development of administration, efficient management of human resources and capacity building, visionary economic planning and prudent fiscal policies, ensuring overall macro economic stability and the creation of an enabling environment for economic growth and development".

3.6.2 District Response to Sector Vision and Mission

Maintenance of law and order is crucial to social economic development speedy and efficient administration of justice builds and enhances confidence amongst the citizens. The security arms of the government including the local communities through vigilante groups have striven to ensure the security of residents. However, due to widespread poverty and unemployment, the crime rates have continued to rise. Through local courts, the sub sector has continued to administer justice. Shortage of legal and costly legal charges has been some of the major challenges facing the sector. Through the District Development Committee, the sector has striven to coordinate project planning and implementation addressing poverty and unemployment issues.

The penal institutions like prison have continued to confine and offer rehabilitation services to convicts engaging in income generating projects thus earning revenue for the government.

3.6.3 Importance of the Sector in the District

Provincial Administration: The Provincial Administration plays important or vital role in coordination of various players in the development initiative in order to create a good environment free from insecurity. The provincial Administration provides an important link between the Government and community at the grass root level, the protection of life and property and ensuring law and order prevails in the district.

Judicial Department: It plays a very important role in determining or arbitrating on various disputes involving individuals or the state. By providing settlement of disputes and protection of the fundamental rights of citizens, the sector will undoubtedly contribute toward development by providing an enabling environment where people go about their day-to-day business without any interference. The Judiciary generates its revenue through civil litigation and by inflicting fines on offenders as alternative to custodial sentencing. Such revenue is used for provision of facilities required for rendering effective services to the people.

Probation: The department offers criminal correction services. Its duties entail providing pre-sentence reports to court to enable it consider the most appropriate treatment for the offenders. It endeavours to rehabilitate offenders to facilitate in particular, the re-settled and re-integration of ex- borstals inmates; long-term prisoners and special category criminals back to the community.

The department is also charged with implementation of Community Service Order (CSO), whose objectives are to decongest prisons, to punish institute alternative offender through doing unpaid public work within the community in which they reside. To rehabilitate the offender while they are in the community by ensuring that they maintains ties with their families and retain their jobs whilst performing work that benefits the community.

Prisons: The sub-sector serves as an institution or centre for rehabilitation for the offenders who have been convicted or sentenced to jail. While they serve custodial sentences, the prisoners are trained in various field, with the intention of making them become responsible citizens after completion of their sentences. They are trained to become carpenters, mechanics, masons, etc. and on various farming method e.g. horticulture, animal husbandry and bee keeping.

In addition the department generate a lot of revenue to the Government to the tune of approximately Ksh.300, 000/ per year as a result of crop production from the said farms, hence producing skills and creating self-employment to the district. It serves also a demonstration centre to the local rural farmers.

Police: In enforcing law and order, the Department plays a vital role in ensuring that people are doing their activities in a favourable environment free from any interference or disturbance whatsoever. This sector contributes to peace and security, which in turn enables people to engage in productive activities.

3.6.4 Role of Stakeholders in the Sector

Stakeholder	Role
Provincial Administration	Maintenance of law and order.
Judiciary	Administration of justice.
Community	Participate in community policing and assist in construction works.
Prisons Department	Custody and rehabilitation of offenders.
Children's Department	Rehabilitation and protection of children especially CNSP.
NGO's	Provide supplementary logistical support.

3.6.5 Sub-Sector Priorities, Constraints and Strategies

Sub Sector	Priorities	Constraints	Strategies
Probation	Rehabilitate drug addicts and offenders. Construct probation rehabilitation training centre in Mandera town.	Inadequate funds. Insecurity.	Guidance, counselling and starting income generating activities. Encourage people for surrender illegal arms.
Police	Equip the security personnel with modern communication and security equipments.	Increase in crime; Lack of transport.	Supply of modern ammunition to the security force and training them on community policing.
Children	Curb and control children placed in remand.	Petty offenders.	Build new office and staff quarters.
Probation	Supervise offenders placed on probation; Promote their rehabilitation and ensure that they do not revert to crime.	Proliferation of illegal firearms.	Motivate officers.
OOP	Construct Elwak Sub District offices and equip them.	Inadequate accommodation.	Provide adequate transport.

3.6.6 Project and Programme Priorities

A: On-going Project/Programmes: Provincial Administration

Project Name Location/Division	Objectives	Targets	Description of Activities
Renovation of Elwak Police Station Elwak Division	To improve office accommodation.	Police station renovated.	Rehabilitating the wall and roofing of the old building.
Peace Reconciliation Qofole, Eldanaba	To bring peace and tranquility between the two clans.	Gares and Anjuran reconciled.	Reconcile the Gares and Anjuran in Takaba, Dandu and Bure areas.
Setting up of Home Guards Border Locations	Reduce banditry and cattle rustling among neighbouring areas.	100 home guards to be recruited.	Recruit local people; Identify areas to be guarded; Train the guards and distribute them.

B: New Projects Proposals: Provincial Administration

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Communication Sets District wide	1	Improve security and easy communication.	Cover at least 10 divisions.	Installation of radio sets in all divisional headquarters. Justification: Lack of the same.
Training of Provincial Administrators District wide	2	Equip them with necessary skills desirable for changing environment.	86 Chiefs, 116 Assistants and 10 DOs.	Training of District Officers Chiefs and Assistant Chiefs. Justification: To go with new changes.
Construct Staff Houses District wide	3	Creating adequate and modern houses for officers.	7 divisions covered.	Construction of houses for APs and Kenya Police. Justification: No of houses for officers.
Construct DO's Offices Rhamu, Banissa, Takaba, Ashabito, Elwak and Fino Divisions	4	Improve office operation for the DOs.	6 offices build.	Construct DOs offices. Justification: None exist and officers operating from makeshifts.

A: On-going Projects/Programmes: Administration of Justice

Project Name Location/Division	Objectives	Target	Description of Activities
Construction of Mandera Law Courts Central Division	Enhance effective services to the community.	1 block completed.	Construction of offices, courtroom and magistrate chambers and equip it.

B: New Project Proposals: Administration of Justice

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Setting up of Mobile Court Rhamu, Takaba, Elwak and Bannissa Divisions	1	Bring services closer to the people.	Set up 4 mobile courts.	Establish mobile courts, purchase at least two vehicles. Justification: Long distances covered.

B: New Project Proposals: Probation

Project Name Location/Division	Priority Ranking	Objectives	Targets	Description of Activities
Social Investigation and Enquiries District wide	1	To conduct after care of the young offenders long term prisoners.	All cases heard.	Conduct court inquiries and produce reports.
Counselling and Guidance District wide	2	To integrate offenders in society.	All cases heard.	To counsel and guide probationers and after supervise them:

3.6.7 Cross Sector Linkages

This sector links with all sectors through provision of law and order, creating an enabling Environment for the development of physical infrastructure, agriculture and rural development, trade, industry and tourism and information communication technology. A health nation is one, which ensures a peaceful coexistence.

CHAPTER FOUR
IMPLEMENTATION, MONITORING AND EVALUATION

4.0 INTRODUCTION

The major reason behind the unsuccessful implementation of projects has been lack of a monitoring and evaluation framework in addition to lack of resources, inadequate involvement of stakeholders and ineffective institutional set up for coordination and implementation. This chapter is an attempt to strengthen use of monitoring and evaluation as a management tool for quality control and continuous assessment that enables timely feedback mechanisms. The framework will assist to ensure relevance, efficiency, effectiveness and corrective measures for problems encountered. An effective monitoring and evaluation system will be put in place to ensure projects are making progress, identify deviations from original plan, measure effectiveness of management through assessment of discipline, transparency and accountability, ensure that funds allocated are used for the intended purposes, provide a basis for communicating results to stakeholders and provide mechanisms for policy makers and managers for timely and accurate information on performance.

4.1 INSTITUTIONAL FRAMEWORK FOR MONITORING AND EVALUATION SYSTEM IN THE DISTRICT

The institutional framework for monitoring and evaluation includes monitoring tools, monitoring indicators and a timeframe among other parameters to be used to monitor projects progress and to execute relevant intervention at the right time. This will be done at various levels.

At the community level, the Project Management Committee will support the day-to-day implementation of projects by giving suggestions and recommendations based on assistance from technical experts. Therefore the response for preparing projects reports covering management, finance, implementation, constraints and proposing suggestions. The committees will visit all projects in their area of jurisdiction. The recommendations made will be used to modify the Community Action Plans (CAPS) and propose further guidelines.

At the divisional level there will be a Divisional Monitoring and Evaluation Committee (Div.MEC). The Committee will forward their recommendations to the district in the shortest time possible in case of any implementation constraints. The committee comprises all divisional stakeholders under the chairmanship of the District Officer.

The District Monitoring and Evaluation Committee (DMEC) will visit, evaluate and review project progress at the district level and will comprise all project stakeholders at the district level under the chairmanship of the District Commissioner.

4.2 IMPLEMENTATION, MONITORING AND EVALUATION MATRIX

The effective implementation of the District Development Plan will depend on clarity of measures, adequacy and proper allocation of resources and responsibilities and effective coordination. To facilitate systematic assessment of programmes and projects within the Plan period, an implementation plan in the form of a matrix has been prepared comprising project name, cost, time frame, monitoring indicators, monitoring tools, implementing agency and stakeholders responsibilities. It is envisaged that

implementation of programmes and projects will be closely monitored and evaluated to ensure maximum impact and timely delivery.

4.2.1 Agriculture And Rural Development

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agency	Stakeholders Responsibilities
Purchase of Irrigation Pump Sets Under ALRMP	42 m	2002-2008	Number of sets purchased; Number of groups assisted; Number of people trained.	Tender minutes; Delivery notes; Contract documents; Visit reports.	DALEO; DSDO; DDO.	Provide funds; Form farmers groups; Identify beneficiaries.
Build Capacity for Livestock Association Under ALRMP	3 m	2003	Number of people trained.	Payment vouchers; Training reports; Field reports.	DALEO; DVO; DSDO.	Provide funds; Identify participants.
Construct Slaughter House Under LATF	3 m	2003	Number of slaughterhouses constructed.	Contract documents; Tender minutes; Site inspection reports; reports; DDC minutes.	Local authority.	Provide funds; Provide locally available materials.
Surveillance and Control of Contagious Diseases	2 m	2001-2002	Number of animals vaccinated.	DVO reports; Beneficiaries register.	Veterinary Department.	Avail funds; Provide animals for vaccination.
Purchase of Assorted Tools and Seeds Under ALRMP	2 m	2003	Number of metric tons of seeds and no. of tools distributed; Number of beneficiaries.	Delivery notes; Beneficiary register.	DALEO.	Provide funds; Identify beneficiaries.
Rehabilitation of Water Facilities Under ALRMP	16 m	2002 – 2005	No. of boreholes and pans rehabilitated.	Site reports; Beneficiary register; Review mission reports.	Water Department.	Provide funds.
Drilling and Equipping of Boreholes	20 m	2003 – 2008	No. of boreholes drilled and equipped.	Inspection report; Audit report; DDC minutes; Project committee minutes.	Water Department.	Provide funds; Provide land.
Training of Community	0.5 m	2003	No. of participants trained.	Training report; Annual report.	Water; DSDO; DDO.	Provide funds; Identify Trainees.
Hydro Geological Survey	To be determined	2002	No. of sites surveyed.	Survey report; Master plan; Financial report.	Water Department.	Provide funds.

Construction of Water Tanks Under OXFAM (Q)	4 m	2002	No. of tanks constructed.	Contact document Beneficiary reports Site visits DDC minutes	Water Department.	Provide funds; Identify sites; Mobilize Local resources.
Handing Over of Water Management	0.2 m	2002 – 2003	No. of facilities handed over.	Site visit report; Handing over notes; Beneficiary registers; Review mission reports.	Water Department; DSDO; DALEO.	Provide funds from management committees.
Operationalise Lands Office		2002	No. of officers posted	Visitors books; Taking over notes.	Ministry of Lands and Settlement.	Provide support.
Service Centre Planning	To be determined	July 2003	No of centres identified; No of centres constructed.	Reports from sites; Contract documents.	Land officer.	Local Authority to provide land; Avail funds.
Cooperative Education and Training	0.5 m	2003	No. of people trained.	Training report; Financial report.	Cooperatives Department.	Identify participants; Provide funds.
Set up Jua Kali Cooperatives	0.2 m	May 2003	No. of Jua Kali Cooperatives set up.	Registration reports; Training Report.	DSDO; Cooperatives; DDO.	Provide funds; Identify beneficiaries.
Revival of Dormant Cooperative Societies	0.1 m	2002	No. of cooperatives revived.	Field visits; Annual reports.	Cooperatives Department.	Provide funds; Identify the dormant cooperatives.

4.2.2 Physical Infrastructure

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agencies	Stakeholders & Responsibilities
Tarmacking Mandera-Rhamu-Elwak-Kotulo Road (280)	1.4 b	2002 – 2004	No. of kilometres tarmacked.	Tender documents; Contract documents; Bills of quantities; Inspection reports.	Ministry of Works.	Provide funds; Provide design and specifications.
Wargadud-Junction Takaba-Eldanaba Road Graveling (188 km)	100 m	2003-2004	No. of kilometres gravelled.	DWO reports; Annual reports; Expenditure returns; BOQ/DDC reports.	Ministry of Works.	Provide funds and technical assistance.
Rhamu-Banissa-Derkale-Takaba Road Grading (172km)	50 m	2003 – 2003	No. of kilometres graded.	BOQ; Site reports; Annual reports; DDC minutes; DRC minutes.	Ministry of Works.	Provide funds.
Classification of all major Roads		2002	No. of roads classified.	DDC minutes; Annual DWO reports.	Ministry of Public Works; Local Authority.	Identify roads to be classified.

Expansion, Repair and Equipping of Airstrips		2002	No. of airstrips expanded, equipped and repaired.	Field reports; Site meetings reports; DDC minutes.	KAA; DWO; DDO; Kenya Army.	Provide funds and technical support.
Improvement and Installation of Power Generators			No. of power stations established; No. of engines installed.	Delivery notes; Site meetings reports; Financial reports; DDC minutes.	KPLC; Local Authority.	Provide land; Solicit for funds.
Energy Saving Jikos on Community Training	1 m	2002	No. of households trained.	Training reports; Expenditure returns; Annual reports.	MOE; DFO; DSDO.	Solicit for funds; Identify trainees.
Replace Manderia Diesel Engine	To be determined	July 2002	No. of engines replaced.	DDC minutes; Delivery notes and purchase orders.	KP & LC.	Provide funds and security; Apply for power connections.
Establish Power Station at Elwak, Rhamu, Takaba and Banissa	To be determined	July 2002	No of power stations installed.	DDC reports; Site inspection reports.	KP & LC.	Provide funds and security; The consumers to apply for the power.

4.2.3 Tourism, Trade and Industry

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agencies	Stakeholders Responsibilities
Construction of Jua Kali Sheds	1 m	2002	No. of sheds constructed.	Annual reports; Site meetings.	DSDO; DDO.	Provide land and funds.
Training of Jua Kali Artisans and Traders	0.5 m	2002	No. of people trained.	Training report; Financial returns.	DDO; DSDO.	Solicit for funds; Identify trainees.
Agro-Processing Industries (KIE)		2002	No. of small scale industries set up.	Contract documents; Site reports.	KNCCI; Trade and Industry.	Provide funds; Provide land.
Shoe Shine	0.3 m	2002	No. of sheds put up; Equipment bought and distributed.	Procurement documents; Field visits; Inspection reports; DDC minutes.	Social services.	Mobilize the youth to use the facility; Provide necessary support and materials.
Handcraft Centre	0.8 m	2003	No. of centres set up.	Field reports; DDC minutes; Delivery notes; Project memorandum; Cash book; Beneficiary register; Estimates specification and drawing; Bills of quantities.	Social services.	Provide funds; Provide logistics; Provide local available materials.

Joint Loans Board	3.2 m	2002	No. of traders assisted.	District Joint Loans Board minutes; Annual reports.	DTDO; DSDO.	Identify beneficiaries; Solicit for funds.
Extension Services (Trade)	0.2 m	2003 – 2003	No. of trips made; No. of traders visited.	Work ticket; Trip reports.	DTDO.	Provide funds; Participate in giving information.
Construction of Office Block	2 m	2002	No. of rooms constructed.	Tender minutes; Contract agreement; Site meetings reports; Annual report.	DTDO; DDO.	Solicit for funds; Provide land.
Wildlife Collaboration	2.5 m	2002	No. of collaborators identified; No. of meetings held.	Site report; Minutes of meetings.	KWS.	Identify collaborators; Solicit for funds.
Rehabilitation of Malkamari Game Reserve		2002	No. of km fenced;	Site meeting reports.	KWS; Local Authority.	Provide funds.
Tannery Processing Industry		2003 - 2005	No of plants constructed.	BOQ; Contract agreement; Site meetings reports/minutes.	DALEO; DDO.	Provide land; Solicit for funds; Solicit for potential investors.
Setting up Honey Processing Industry		2002	No. of beehives established.	BQS; Contract agreement; Site meetings reports.	DALEO; DDO.	Identify site; Provide land; Solicit for funds.

4.2.4 Human Resource Development

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agencies	Stakeholders Responsibilities
Improve School Facilities	20 m	2002 – 2008	208 classrooms and 144 toilets rehabilitated.	Field visits reports; Audit reports; Delivery notes; DDC/DEB minutes.	Ministry of Education.	Provide funds; Provide labour and locally available materials; Designs and drawings.
Establish 7 Boarding Facilities	12 m	2002 – 2005	Number of boarding facilities and dormitories established.	Delivery notes; Tender minutes; Field visits; School registers; Audit reports.	Ministry of Education.	Funds; Logistic support; Specifications.
Bursary Fund for Needy Students	3.2 m	2002 – 2008	Number of needy students assisted.	School registers; Bank statements.	District Education Board.	Provide funds; Vet the needy cases.
Provision of Textbooks and Equipment	18 m	2003	Number of textbooks and equipment purchased and distributed.	Delivery notes; Tender minutes; Annual reports; Inspection reports.	District Education Board.	Procure and deliver the textbooks and equipment; Provide logistic support.
Strengthen Education Linkages	1 m	2002 Continuous	Number of meetings and workshops held per year.	Meeting minutes; Annual reports.	District Education Board.	Willingness to provide participants and logistic support.

Advocacy, Mobilization and Education Awareness Campaigns	2 m	2002 Continuous	Number of awareness seminars held per term per zone; Number of participants.	Seminar reports; Expenditure returns.	District Education Board.	Provide funds; Mobilize the community.
Assess the Existing Education Quality	1 m	2002 - 2008	Number of studies.	Impact assessment reports; Expenditure returns.	District Education Board.	Provide information and logistic support.
Equip School Workshops and Laboratories	18 m	2003 -	No. of tools, equipment and machines distributed.	Audit reports; Payment vouchers; Statement of expenditure; Delivery notes; Inventory register.	District Education Board.	GOK and Donors - Funding.
Establish Girls Secondary School	16 m	2003 - 2004	No. of schools constructed.	Certificate of completion.	District Education Board.	GOK and Donors - Funding.
Supply of Essential Drugs and Medical Supplies		2002 - 2008	No. of drug kits procured and received.	Delivery notes.	MOH	GOK and Donors funding.
Surveillance Centres Established		2002	No. of centres opened.	Surveillance quarterly and annual reports.	MOH	GOK and Donors funding.
Upgrading of Health Facilities		2002 - 2008	Centres upgraded to health status; Centres upgraded to district hospital status.	MOH Reports	MOH	GOK and Donors funding.
Capacity Building	2.5 m	2002 - 2004	No. of TBAs, CHWS, others trained; No. of drug kits distributed.	Workshops/ seminars reports; Hospital supplies records; Audit reports; Field reports; Rapid Assessment reports.	MOH.	Facilitation; Provide funds; Provide technical support; Provide drug kits.
Control the Spread of Common Diseases	7 m	2002 - 2008	Reduction of mortality and morbidity.	Interviews; Mortality reports; Annual reports; DHMB reports; DDC reports; Field assessment reports; Expenditure reports.	MOH.	Provide funds and logistic support; Mobilize the communities.

Primary Health Care	3 m	2002 - 2008	No. of community health committees operationalised; No. of integrated nets distributed; No. of people trained; No. of VIP latrines constructed; No. of infiltration wells protected.	Training reports; Minutes of meetings; Annual reports; DDC minutes; Procurement documents; Financial expenditure reports.	MOH	Provide funds and local materials; Provide committed members.
Health Networking	0.5 m	2002	No. of health collaborators; No. of meetings/workshops held.	Seminar reports; List of collaborators; MOH reports.	MOH.	Provide information; Provide logistic support; Facilitate meetings.
Campaign Against Malaria	1 m	2002 Immediate	No. of malaria kits procured; No. of people attended to.	Delivery notes; OPD records; MOH reports; Field visit.	MOH.	Provide malaria kit; Sensitise the community on the need to curb malaria.
Training of Self Help Groups	0.5 m	2003-2004	No. of people trained.	Training manual and report; DSDO reports.	Social Services.	Facilitation and logistical support; Provide funds; Identify trainees.

4.2.5 Information Communications and Technology

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agencies	Stakeholders Responsibilities
District Information and Documentation Centre (DIDC)	10 m	2002-2005	No. of computers delivered; No. of rooms constructed.	Bill of quantities; Tender minutes; Payment vouchers; Delivery notes; Financial reports; DDC minutes; Inspection reports.	DDO (MOFP).	Provide adequate funds and logistical support; Procure and delivery of documents; Local Authority to provide land.
District Management Information System (DMIS)	2 m	2002	No. of staff trained; No. of computers installed.	Delivery notes; Field visits reports; Audit reports; Training reports.	MOF; DDO.	Provide funds and staff for the same.
TV and Radio Boosters	2 m	2002	No. of boosters installed.	Field visits reports; DDC reports.	KBC, CCK.	Provide land; Provide funds; Provide security
STD, Telephone Booth Installation		2002-2003-	No. of booths installed and operational.	Delivery notes; Audited reports; KPTC Annual Reports.	Telkom (K) Ltd.	Provide land and security for the same.

Communications Sets	5m	2002	No. of sets installed.	Delivery notes; Inventory/register; Audit reports; Supplies records.	OCPD.	Provide funds; Logistic support and technical assistance.
Television and Radio Boosters Installation	To be determined.	2002	No of boosters installed.	Delivery notes and inspection reports.	CCM and Ministry of Information, Transport and Communication.	Provide land, security and funds.
Installation of Public Telephone Booths	To be determined.	July 2002.	No of booths installed.	DDC reports.	Telkom (K) ltd.	Provide land and funds.

4.2.6 Public Administration, Safety, Law and Order

Project Name	Cost Kshs.	Time Frame	Monitoring Indicators	Monitoring Tools	Implementing Agencies	Stakeholders Responsibilities
Training of Provincial Administrators	44m	2002	No. of people trained.	Training reports; Expenditure returns; Delivery notes.	OOP.	Provide facilitators, training manual and funds.
Construct Staff Houses	14m	2002-2008	No. of homes completed.	Tender minutes; Delivery notes; Audit reports; Site inspection reports.	OOP.	Provide funds; Provide land; Provide design and technical expertise.
Construct DO's Offices	6m	2003	No. of offices completed.	Contract documents; Design drawing and bills of quantities; Delivery notes; Site inspection reports; DDC minutes.	OOP;	Provide technical expertise (design and drawings); Provide funds; Local Authority to provide land; Supervise the implementation.
Setting up of Mobile Courts	7m	2002 - 2008	No. of trips made; No. of cases heard; No. of mobile courts established.	Vehicles work ticket; Court register; Magistrate's report; Police reports; DSC minutes.	Judiciary.	GOK to provide security and funds; Local authority to provide land; Community to provides shelter.
Social Investigation and Enquiries	0.5 m	2002	No. of people interviewed; No. of enquiries heard.	Court registers; Probation reports; Prison records; Financial reports.	Probation.	Community to cooperate; Funds from GOK; Logistics support.
Counselling and Guidance	1 m	2002	No. of people counselled.	Probation reports; Court cases reports.	Probation.	Willing community to come for counselling; Logistic support.
Street Children Rescue Centre	6m	2003	No. of centres operating.	Delivery notes; Contract documents; Expenditure reports; Design and bills of quantities; Tender minutes.	Childrens' Department.	Provide funds and necessary equipment; Provide support; Mobilize street children.

Family Life Centre	1.4m	2002	No. of centres put up; No. of facilities distributed.	Tender documents; Annual reports; Supplies register.	Social Services.	Provide funds; Provide logistics; Provide local available materials.
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4.3 SUMMARY OF MONITORING AND EVALUATION IMPACT AND PERFORMANCE INDICATORS

The following performance indicators will determine the impact of project/programmes in various sectors.

Sector	2002 Present Situation	2004 Mid Term	200 End of Plan Period
Health			
Infant mortality rate	72/1000	70/1000	65/1000
Immunization coverage (%)	80	85	95
Doctor/patient ratio	1:308,878	1:118,423	1:94,020
HIV/AIDS incidence (%)	8	7	5
Education			
Primary school enrolment rate (%)	24	30	45
Primary school dropout rate (%)	6.5	5	3
Teacher/ pupil ratio	1:43	1:35	1:30
Secondary school enrolment rate (%)	5.1	6	8
Secondary school dropout rate (%)	6.5	5	3
Teacher/ pupil ratio	1:30	1:25	1:25
Roads (Km)			
Marrum/gravelled road	1,579	1,700	2,000
Water			
No. of household with access to potable water	40,657	45,000	50,000
Energy			
Households with electricity connections	1.6	2	5
Households using solar power	0.03	0.5	1
Households using kerosene/gas	3%	5%	7%
Households using firewood/charcoal	95.37%	92.5%	87%
Telecommunication Network (No)			
Automatic exchange connections	564	660	1,000
Manual	2	5	7
Public booths	27	40	57
Absolute poverty (%)	76	74	70