

Kalobeyei Infrastructure Corridor Development Plan

*Stakeholder Workshop on Mobilizing Investments:
3-4th March 2020, Lodwar-Turkana County*

Workshop Report



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Acronyms

CIDP	County Integrated Development Plan
ISUDP	Integrated Strategic Urban Development Plan
KISED	Kalobeyei Infrastructure Socio-Economic Development Plan
LAPSSET Corridor	Lamu Port-South Sudan-Ethiopia-Transport Corridor
LED	Local Economic Development
LSLBI	Large-scale land-based investments
NUDP	National Urban Development Policy
PPP	Public Private Partnership
SDHUD	State Department of Housing and Urban Development



1. Overview

On 25th September 2019, the County Government of Turkana, in partnership with UN-Habitat, initiated planning for the land adjacent to the Kalobeyi Settlement, and the A1 Road connecting Kenya and South Sudan. This transportation link is part of the Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor. The planning area covers community land owned by the Turkana community living in the area (Kakuma-Kalobeyi).

Since the inception of the planning process, the partners have undertaken the project inception activities which have included hosting consultative meetings with community and local leaders, conducting land identification and approval processes, initiating partner mobilization processes, as well as community action planning.

As part of the stakeholder engagement activities, the partners organized a workshop on “Mobilizing Investments”. Investments play a critical role for the plan to be realised. This will require the active participation and collaboration with the private sector members, financial institutions, and organizations that support enterprise development. The workshop was organised to achieve the following three objectives:

1. To create awareness, and to set out the objectives and scope of the Kalobeyi Infrastructure Corridor Development Planning project;
2. To explore how planning for this area can support the County Government of Turkana in addressing anticipated influxes of migrants into the Turkana-West area, specifically Kalobeyi ward, due to the establishment of Kalobeyi Settlement;

3. To identify potential opportunities for Local Economic Development (LED) that are linked to the establishment of Kalobeyi Settlement and the on-going LAPSSSET investments in the Turkana-West area.

Completed Project Activities
<ul style="list-style-type: none"> <input type="checkbox"/> Agreements of Engagement <input type="checkbox"/> Agreed Planning Boundary and Terms of Reference for the Planning process <input type="checkbox"/> Finalized Approach <input type="checkbox"/> Stakeholder Mapping & Mobilization <input type="checkbox"/> Consultative meetings with local community and leaders <input type="checkbox"/> Community action planning process <input type="checkbox"/> Budgeting and Resource Mobilization <input type="checkbox"/> Kick-off of the Planning process

Figure 1: Completed project activities

Source: UN-Habitat

1.1 A brief on the Kalobeyi Infrastructure Corridor Development Plan Project

a. Background

In a bid to depart from the way refugee camps were developed and managed traditionally, the Kenya National Government, together with the County Government of Turkana, allocated 1500 hectares of land to UNHCR and the Refugee Affairs Secretariat (RAS) in Kalobeyi ward¹ for the establishment of a new refugee settlement. This was after an agreement to develop the Kalobeyi Integrated Socio-Economic Development Programme (KISED), which is a multi-sectoral and multi-partner initiative that would promote the socio-economic integration of refugees and the host community by leveraging on the opportunities emanating from the refugee settlements. This was proposed through the ability to stimulate economic growth through the formation of 'urban-like' conditions – and associated benefits of agglomeration.

1 <http://www.unhcr.org/55fff7026.pdf>

At the same time, to prevent another form of unplanned urbanization taking shape, which had been the case in Kakuma, the county and partners embraced spatial planning as one of the tools to manage refugee settlements in the area. UN-Habitat has been supporting this function as technical lead of the Spatial Planning and Infrastructure Development thematic working group of KISDEP. The thematic sectoral group has been tasked with the role of providing spatial planning support to Kalobeyi Settlement and its implementation, as well as supporting urban development in the larger Turkana-West sub-county.

b. Project Context

Well-managed urbanization is critical to accelerating socio-economic development in the Turkana-West area, which has a unique context mainly attributed to the sub-county's role in hosting refugees. Currently, there are two refugee settlements in the sub-county i.e. Kakuma Camp and Kalobeyi Settlement. The presence of refugees is associated with rapid urbanization in the area, and the continued influx of migrants, especially in Kakuma Town. However, effective urban planning has been lacking for many years. For instance, both Kakuma Camp and the adjacent Kakuma Town have grown spontaneously - in absence of a proper spatial development framework, and with piecemeal investments in infrastructure and adequate housing. Kakuma Town currently has a population of 22,984 (2019 Kenya census)², and Kakuma Camp and Kalobeyi Settlement currently has a combined population of 196,050 (April 2020). The challenges that have come with this type of settlement formation includes poor land-use management, environmental degradation, housing and infrastructure challenges, and socio-economic challenges such as inequalities and poverty.

2 <https://www.knbs.or.ke/?wpdmpromo=2019-kenya-population-and-housing-census-volume-iii-distribution-of-population-by-age-sex-and-administrative-units>

Part of the efforts to address the on-going developmental challenges, as well as to leverage the opportunities, is the establishment of a plan-led development system in the Turkana-West area. Subsequently, the County Government of Turkana, Government of Kenya and partners i.e. UN Agencies and Non-Government Organizations working in the county, formulated KISED. KISED aims to shift how humanitarian and development assistance has been undertaken in Turkana-West area. This framework stresses the need for an integrated approach which targets both hosts and refugee communities. Urban planning is recognized as a key component of KISED and the County Integrated Development Plan (CIDP) (2018-2022)³. The Spatial Planning and Infrastructure Development thematic working group coordinated by the Planning Department within the County Government

of Turkana, have now moved to the planning of the adjacent areas in anticipation to land developments that will likely emerge in the area. The county intends to establish a municipal management for the wider area which the thematic group is advising moving forward.

c. The planning area

The initial Kalobeyei Settlement Plan envisioned land development in the area surrounding Kalobeyei Settlement. The planning area has been identified as the section that is near the southern part of the settlement, along the LAPSSET corridor. Part of the site is settled by the host community in three villages: Esikiriait, Elelea and Ayanae-Angidapala Villages. The site is located on GPS coordinates 34°44'0"E; E: 3°47'60"N, along the A1 road. It is located approximately 20 km from Kakuma Town, and 5 km from Kalobeyei Town.

3 <https://drive.google.com/file/d/1NW4R2tC0Pdgo5ALHaUpw6et-OTX1fBwiJ/view>

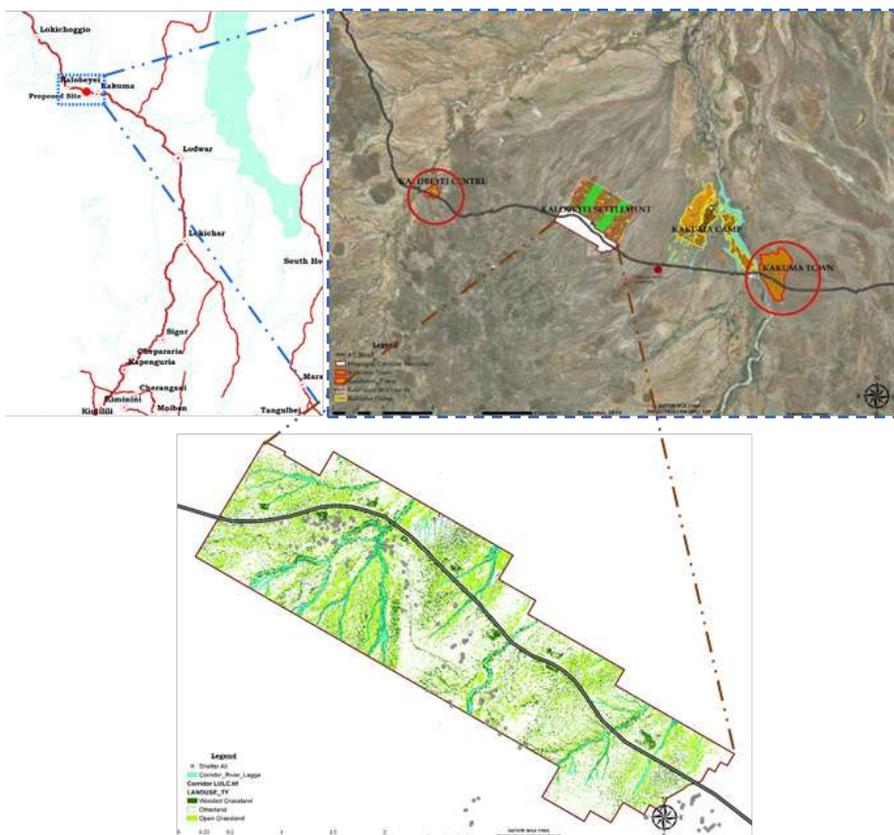


Figure 2: Corridor Planning Area and Surrounding Contexts
Source: UN-Habitat

2. Stakeholder Workshop

2.1 Participants

1. Turkana County Government:
 - a. Department of ICT;
 - b. Department of Urban Development;
 - c. Department of Lands, Housing, Physical and Urban Planning;
2. National Government:
 - a. Urban Development Department (UDD)
 - b. LAPSET Corridor Development Authority;
 - c. Kenya Export Promotion and Branding Agency (KEPROBA);
 - d. Refugees Affairs Secretariat;
3. United Nations UN Agencies:
 - a. United Nations Human Settlements Programme (UN-Habitat);
 - b. United Nations High Commissioner for Refugees (UNHCR);
 - c. World Food Programme (WFP);
 - d. United Nations Food and Agriculture Organisation (FAO);
4. Private Sector
 - a. International Finance Corporation (IFC);
5. Non-Government Organizations (NGOs)
 - a. Action Africa Help International (AAHI);
 - b. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ);
6. Local Businesses
 - a. Host Community Business Representative
 - b. Refugee Community Business Representative

2.2 Workshop Summary

2.2.1 Day One - 3rd March 2020

Introduction

The presentations from Day One were mostly focused on the Turkana County Integrated Development Plan (CIDP) and its integration with the Kalobeyei Integrated Socio Economic Development programme (KISED). The County Government of Turkana highlighted the general coordination framework with its partners, as well as the County's urban development strategy. Other presentations introduced the Kalobeyei Infrastructure Corridor Development Plan and the area's functional relationship with the Kalobeyei Settlement, Kakuma Camp and Kakuma Town. To ensure the effective implementation of the plan, partners also discussed land tenure issues and the potential energy solutions that need to be addressed in the short term.

Presentation I: Turkana County Integrated Development Plan (CIDP)

Edoken David (Turkana County Ministry of Lands, Housing, Energy and Urban Areas Management) provided an overview of the current County Integrated Development Plan (CIDP). This is a comprehensive 5-year plan that outlines the county investments and areas where partners can support towards the realisation of various development goals. The CIDP also includes Kalobeyi Integrated Socio Economic Development Programme (KISED P). Kalobeyi is a 15-year plan focusing on promoting socio-economic integration of refugees and the host community in Turkana-West. It was highlighted that the programme has 4 main objectives:

1. To create a conducive environment to attract investment from the private sector and financial service providers to promote the local community;
2. Invest in basic socio-economic infrastructure, producing sustainable models and strengthen capacities for enhanced and inclusive national service delivery;
3. To enhance innovative aid delivery and increase financial inclusion for the refugee and host communities to increase self-reliance and reduce poverty;

4. Increase access to higher and specialised education and support market driven skills and capabilities of refugees and host communities to take part in the local economy.

KISED P is a collaboration of various stakeholders, including National and County Governments, UN agencies, development actors, bilateral donors and the private sector, actively working and investing into the Kalobeyi ward and greater region. The thematic working groups in KISED P consist of 7 components which are aligned to the CIDP for Turkana County, as reflected in Figure 3.

Reactions to the Presentation

Comment: Yuka Terada (UN-Habitat) mentioned that KISED P was an ongoing process, and this planning exercise intends to engage all stakeholders in planning. She emphasized on the importance of a shared vision in mobilizing investments needed to implement the plan.

Turkana CIDP Structure	KISED P Structure
<ul style="list-style-type: none"> • Health and Sanitation • Education, Sports and Social Protection • Trade, Gender and Youth Affairs • Water, Environment and Mineral Resources • Infrastructure, Transport and Public works • Lands, energy, Housing and Urban Areas Development • Public Service, and Disaster Management • Agriculture, Pastoral Economy and Fisheries • Tourism, Culture and Natural Resources • Finance and Economic Planning 	<ul style="list-style-type: none"> • Component One: Health • Component Two: Education • Component Three: Water, Sanitation and Hygiene (WASH) • Component Four: Protection • Component Five: Spatial Planning & Infrastructure Development • Component Six: Agriculture, Livestock, and Natural Resource Management • Component Seven: Sustainable Energy Solutions • Component Eight: Private Sector & Entrepreneurship

Figure 3: Turkana CIDP Structure and KISED P Structure

Source: KISED P

Presentation II: Introduction to the Planning of Kalobeyei Infrastructure Corridor

Baraka Mwau (UN-Habitat) provided a brief background on the planning of Kalobeyei Settlement. An advisory development plan was formulated to guide the establishment of the Kalobeyei Settlement. The new settlements cover 15 sq.km of land. The land was allocated to UNHCR by the host community, County Government of Turkana and the Government of Kenya for the resettlement of refugees and hosts. The planning process began by conducting a socio-economic mapping survey, which provided important planning data and information, including the socio-economic issues affecting both refugees and host communities in the Turkana-West area.

Drawing lessons from Kakuma Town, whose growth is intertwined with the establishment of the Kakuma Camp, the presentation forecasted a similar scenario for the Kalobeyei Settlement. However, unlike Kakuma Town, the on-going Infrastructure Corridor Development Planning has been initiated ahead of land developments that are anticipated in the planning area. This is the premise for planning the Kalobeyei infrastructure corridor - to

help prevent unplanned developments near Kalobeyei Settlement, and promote local economic development by leveraging its locational advantage being in proximity to the LAPSSSET corridor route.

The presentation stressed that the planning area is currently inhabited, with 3 host community villages; hence, the participation process must involve the existing community and ensure that needs of this community are fully addressed, including undertaking the necessary social safeguards. The presenter also outlined the planning process to involve various phases and emphasised its participatory approach.

Reactions to the Presentation

Comment: Kahin Ismail (UNHCR) emphasised the importance of planning the area near the corridor, given the challenges experienced in Kakuma. He further stated that the unregistered land tenure for the private sector is a key barrier to investments in the area, which needs to be addressed in the planning process.

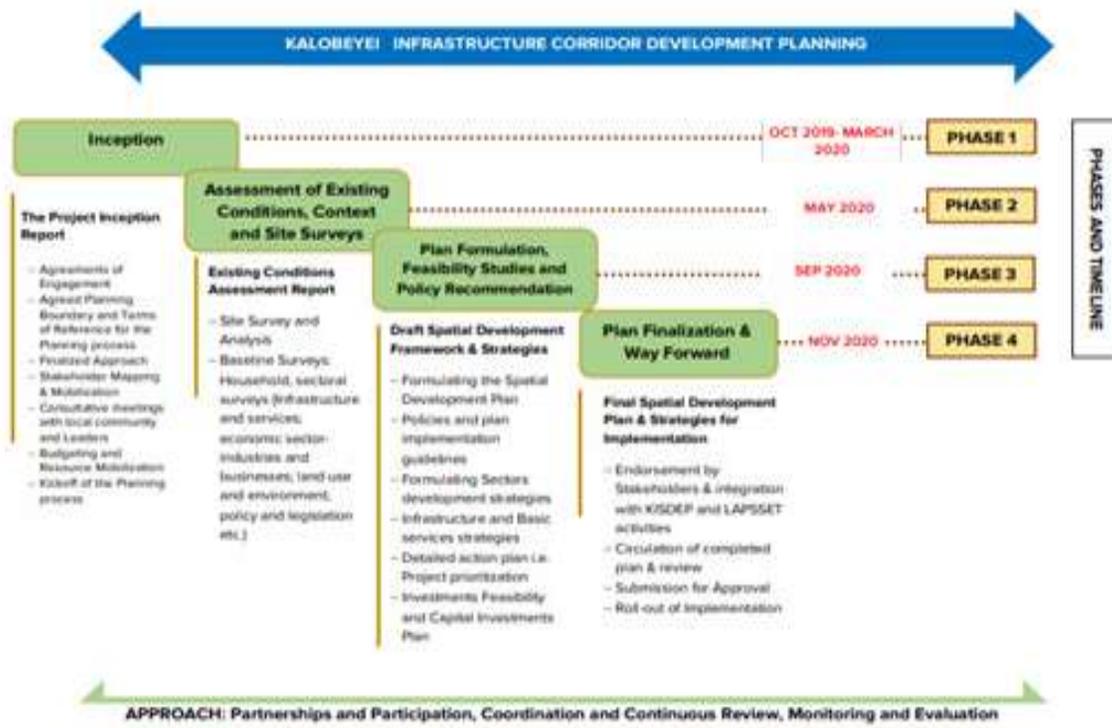


Figure 4: Flow Diagram of the Planning Process

Source: UN-Habitat

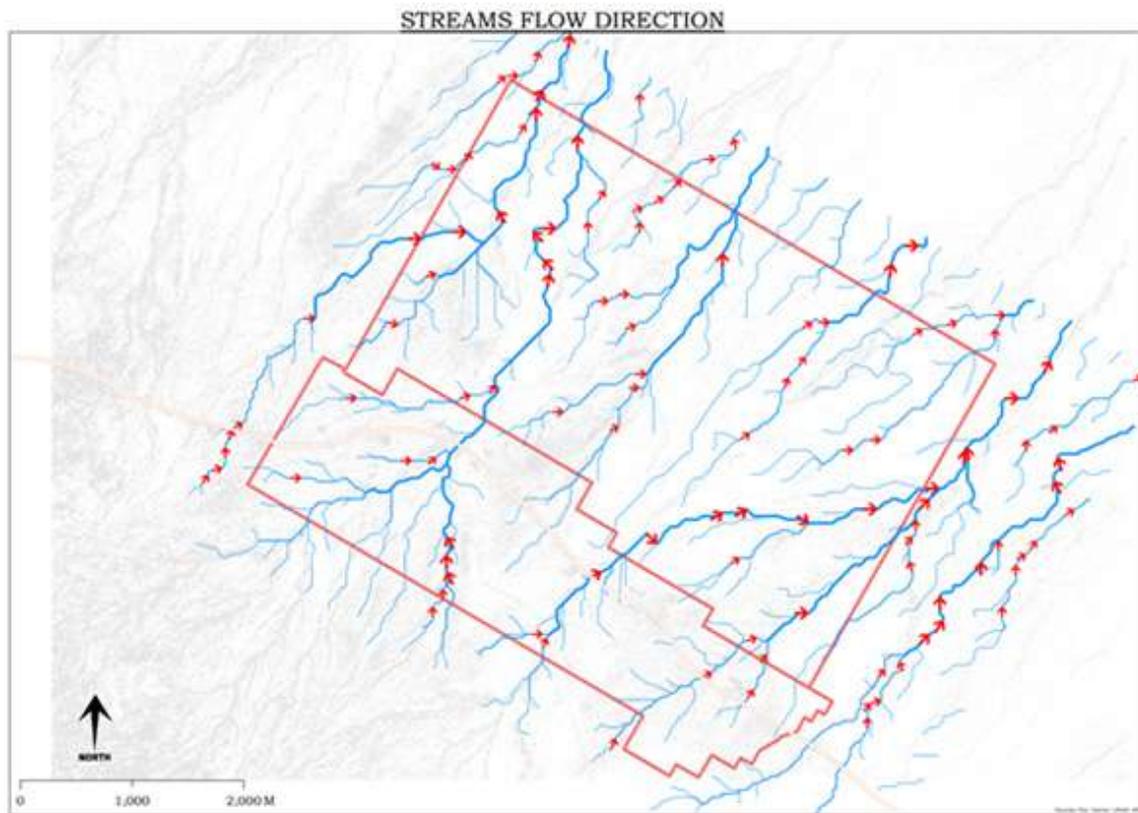


Figure 5: Topography Map

Source: UN-Habitat

Presentation III: KISED P III

Kahin Ismail (UNHCR) focused on presenting the KISED P strategic plan and particularly how it has provided a better coordination framework for the County, National Government, UN agencies, Private sector, NGOs and INGOs, civil society organizations, as well as the host and the refugee community. Both National and County Government have also shown a high commitment towards promoting development and socio-economic integration of both refugees and refugee communities. This has been demonstrated by the County Government of Turkana's inclusion of refugees in the county planning processes, and particularly in the County Integrated Development Plan (CIDP). Refugees have also been included in the Kenyan education and health care system.

The present or also shared how UNHCR has

also involved in urban development of the area. The agency has a shelter program that has built over 3000 durable shelters for both the host and the refugee communities. This programme has been implemented through cash-based interventions in which refugees and the host community receive cash transfers to purchase building materials and labour to construct houses for themselves.

The agency was also involved in supporting the financial inclusion of refugees and the host community through business development strategies. With over 2500 businesses in Kakuma Camp, and Kalobeyei Settlement, the agency is working with IFC to launch the Kakuma Kalobeyei Challenge Fund (KKCF) – a USD 25 million fund to promote businesses opportunities and improve access to jobs for all.



Photo 1: Kahin Ismail addressing the participants and explaining the importance of working under KISED P.

Source: UN-Habitat

Presentation IV: Kenya Urban Support Programme (KUSP)

Solomon Ambwere (State Department of Housing and Urban Development (SDHUD)) presented on the National Government's overall response to Kenya's urban development challenges, articulated in the National Urban Development Policy (NUDP). The NUDP, approved by the Cabinet in 2016, intends to contribute towards the realization of the broader urban development goals. The SDHUD has designed the Kenya Urban Support Programme (KUSP) as a vehicle to implement the NUDP, working together with County Governments. Financed by the World Bank, KUSP will support counties to address urban development challenges, such as the establishment of urban management structures (municipalities), and empower counties to put in place effective urban planning and management systems that deliver infrastructure and supporting services.

So far, in Turkana County, Lodwar is the only town to be conferred a municipality status. Kakuma Town, which includes the Kalobeyi infrastructure Corridor Development Planning area, will be the second town to attain the status, and subsequently qualify to receive urban Institutions grants from the same programme. The presenter also highlighted

the need for the county to leverage on the LAPSSET corridor to promote urban development. He also emphasized the resultant economic opportunities that will emerge after the development of the road, railway, pipeline and the outer economic corridor.

Reactions to the Presentation

Question: Edith Ingutia (UNHCR) asked a question concerning the involvement of partners during the review of Kakuma Town eligibility for the municipal status.

Answer: Esther Aremoni (Lodwar Municipality) mentioned that the County has conducted a boundary delineation procedure of the proposed Kakuma-Kalobeyi Municipality. The County will coordinate with the National Government to ensure that all the relevant information and data will be submitted before the planned review of towns in June 2020. The presenter encouraged the County Government to expedite the process.

Presentation V: LAPSSET Infrastructure Corridor

Raymond Ogalo (LAPSSET Corridor Development Authority) provided a brief history of LAPSSET and the various components of the project. The LAPSSET project is intended to provide seamless infrastructure connectivity, by enhancing trade and logistics within the region by providing an additional corridor to the Northern Corridor that links Mombasa Port and Central African Countries. LAPSSET is a strategic corridor that will connect the landlocked neighbouring countries of Ethiopia and South Sudan, with Lamu Port in Kenya. Turkana County is among the counties with the longest stretch of this corridor.

The Corridor is designed to be 500-meters-wide, including a highway, the railway, the oil pipelines, airports and utilities. Furthermore, 50 kilometres on either side of the corridor has been mapped as the outer economic corridor. This economic corridor will include urban development – such as new and existing towns, Special Economic Zones, as well as Agricultural and Irrigation schemes. The master planning of the outer economic corridor is being developed in partnership with the World Wildlife Fund (WWF) and in consultation with the County Governments and relevant partners. The presenter stressed the need for more collaboration and coordination with all the stakeholders to ensure the effective implementation of the LAPSSET project.

Reactions to the Presentation

Question: Two questions were asked concerning the possibility of the LAPSSET Corridor Development Authority to share more information on the progress of the project.

Answer: The presenter confirmed so far that they have completed the Isiolo Moyale Road. A consortium is working with the Authority to develop the road section between Lamu and Isiolo. Other projects like the pipelines, international airports and resort cities will be developed in the medium and long-term.

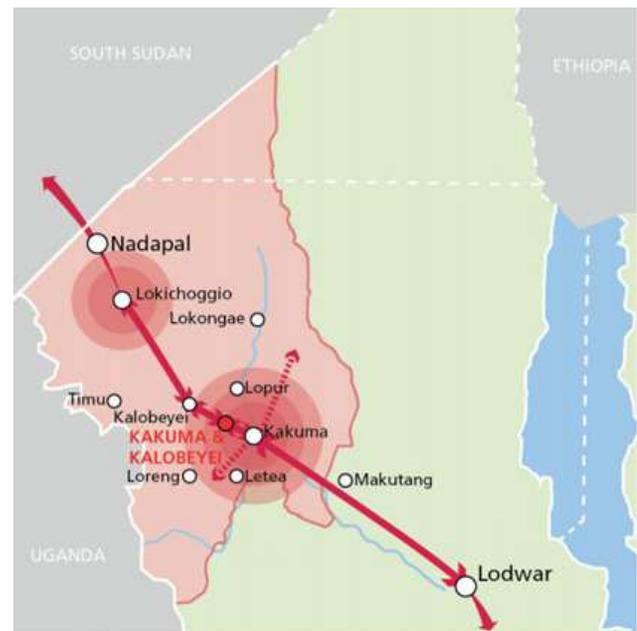


Figure 6: Map of Kenya showing the LAPSSET Corridor

Source: UN-Habitat

Presentation VI: Land Governance in Turkana County

Zembi Odera (FAO) highlighted the key principles of large-scale land-based investments (LSLBI) from international, national and regional points of view, and touched on the related legal and policy issues. She noted that the potential areas identified for such investments in the County are likely to be in agricultural-forestry, infrastructure, extractive projects, renewable energy, or tourism. These areas are also aligned to Kenya Vision 2030, Big 4 Agenda, as well the Counties' 5-point Transformative Agenda especially for water, food and agricultural production, as well as private-public partnerships.

The land in Turkana County remains under unregistered community land tenure, with several large and medium scale land investments pushing for a transfer in land-use rights. Issues of land grabbing and other forms of land injustices remain as key challenges. For example, to conduct land investments without regard to local community land rights can highly disrupt the existing land-use patterns for the local community, which is predominantly pastoralist.

The key concerns that the presentation also raised on Land Governance in Turkana County are:

- Communal land ownership and its implications to private sector investments;
- Defining occupants of goodwill, considering the nomadic nature of the

pastoralist communities;

- Ensuring that the agreements are held between the community and the investor;
- Community capacity development, especially for vulnerable and marginalized to negotiate benefits, compensation and other terms of agreements.

The presenter provided these key recommendations for LSLBI for Kalobeyi Infrastructure Corridor Development Planning and the county at large:

- Evidence-based acquisition of land through land use planning;
- Promotion of lease based LSLBI to achieve free and informed consent;
- Community participatory meetings and negotiations to contribute to the formulation of benefits, compensation and the other terms of agreements.

Reactions to the presentations

Comment: A member of the Lodwar Municipality cautioned the partners, National and the County Government about the protection of the community in LSLBI to ensure that the vulnerable communities are not taken advantaged of when formulating land leases. The member encouraged the County Government of Turkana to educate the community about their rights to land - especially now, when the County has numerous opportunities for land based investments.

Presentation VII: Renewable Energy Solutions In Turkana County

Mutonga Jackson (GIZ) introduced energy planning at the National and the County level and detailed the various responsibilities of both National and County Governments. Currently, the NGO is supporting the County Government of Turkana to develop an energy master plan, as well as energy sectoral plans, strategies and policies, which support the capacity building for the coordination of energy activities in Turkana-West, through the KISEDIP coordination framework.

GIZ, in collaboration with UNHCR, has implemented a mini solar grid of 60 kW in Kalobeyei Settlement to support business, institutions and households. This project will be expanded to the remaining areas in the settlement to provide services to the 36,000 households in the settlement. The implementation of the project has been effective because of the existing Advisory Development Plan by UN-Habitat, which has helped to define the allocated land area for utilities and infrastructure. The same energy project was also implemented in the host community, but with a solar mini grid of 20kw. The variation in the Kilowatts for the two areas stems from the difference in population size between the two settlements.

Reactions to the Presentation

Question: Yoel Siegel (UN-Habitat) asked about the possibility of the County Government to set up a power supply company. This would be based on the County Government's mandate in energy production, and how communities could be engaged in planning for and the production of energy utilities.

Comment: Bernard Osawa (Sawa Consultancy, renewable energy consultant for GIZ) emphasised the need for the County to have an energy sector plan to showcase the energy needs for the County, the kind of interventions needed, and the initial investments that would be needed to deliver the energy plans to answer to the wide range of energy needs.

Comment: Kahin Ismail (UNHCR) shared that the agency is changing the modalities for firewood distribution to refugees with cash-based interventions, which can provide refugees an opportunity to choose and utilise cooking energy solutions of their choice.

Question: Taale S. Ekiru, the principle secretary, Turkana County Ministry of Lands, Housing, Energy, and Urban areas Management(?) raised concerns on the management of e-waste from the use of solar panels and batteries.

Answer: Mutonga Jackson mentioned that GIZ will develop a socio-economic and environmental impact assessment plan, which will include E-waste management. This will be linked to the County Government's waste management strategy.

2.2.2 Day Two - 4th March 2020

Introduction

The second day's meeting aimed at creating understanding for key opportunities and ease of doing business in the thematic area, challenges in trade facilitation. During the thematic group discussions, the participants were also given an opportunity to make proposals for potential investments needed, policy and legal framework architecture as well as urban governance and institutional requirements for the implementation of the Kalobeyi infrastructure corridor.



Photo 2: Participants present their ideas for visioning of the Corridor Planning.

Source: UN-Habitat

Presentation I: Corridor Development and Local Economic Development in Northern Mozambique

Yoel Siegel (UN-Habitat) presented on the necessary conditions for developing economic corridors. He drew lessons from a case study for a corridor development project in Northern Mozambique, where the Country had set out to harness the potential of their local economy and incorporate it into urban development. However, the production and value chain management were conducted at the macro level, and without the participation of the local economies, resulting in failures

The presenter shared that the major lessons learnt from the Northern Mozambique corridor development are:

- Low value-addition to micro, small and medium businesses;
- Poor connectivity to National and International value chains;
- Weak access to capital for local entrepreneurs and lack of capacities;
- Tax benefits and concessions are usually aimed at foreign or large scale investors and lost to local economies.

The presenter's recommendations made for the Kalobeyi Infrastructure Corridor Development Plan based on the failures of Mozambique corridor development included:

- Creating the conditions for entrepreneurship;
- Creating the mechanisms to link private initiatives to local development; and
- Setting the rules for managing shared resources: natural, human, and economic.

The National and County Governments were encouraged to facilitate the creation of an enabling business environment and to put in place mechanisms for private sector contribution to the local economy. It would be imperative for local entrepreneurs to leverage on the opportunities that will come with the implementation of the LAPSET corridor.

Reactions to the Presentation

Comment: A County Government official encouraged participants not to use the term 'refugee', given that the host community has accepted them as part of their community, and that KISEDIP has provided both communities a platform to build socio economic integration.

Answer: Edith Ingutia mentioned that while the integration of refugees and the host community is being facilitated, the term 'refugee' is still mentioned within binding government laws regarding refugees.

Presentation II: World Food Programme Cash Based Transfer Programmes

Thomas Chika (WFP) shared WFP's Cash Based Transfer Programmes, where WFP injects 50 million Kenya shillings per month into Kalobeyi Settlement through a cash-based transfer system known as Bamba Chakula (Hold Your Food), a key innovation that provides refugees greater choice on their food purchases. The UN agency also empowers host community and refugee traders in the settlement to provide the needed food and non-food items.

He noted that a key challenge thus far has been the local production of fresh produce; the area continues to rely on supply from Kitale (Trans Nzoia county), with Turkana County predominantly supplying only meat products. While the skill sets necessary for agricultural production are available in both the refugee and the host community, the lack of adequate resources, such as water, has been a major setback. The presenter encouraged partners that their support towards local production means will be useful in ensuring that the cash provided by WFP circulates in the local economy. Currently, WFP and the Food and Agriculture Organization (FAO) in collaboration with the County Government of Turkana, are actively promoting innovative models to promote self-reliance and the integration of the host and refugee communities. This has been done through the construction of a new dam to support commercial agriculture and provide water for animal and domestic use.

Reactions to the Presentation

Question: A question was asked whether the lack of local food production was also due to the lack of technology, lack of skills for agribusiness, or lack of organisation on top of water and resources.

Answer: The presenter highlighted that there is still a big gap in the host community for participating in agribusiness, as the community is largely pastoralist. WFP conducted a value chain analysis that could be used by the County to link local meat markets with National and International markets.

Comment: The presenter added that based on a recent County value chain analysis, meat production, especially from goats, was identified as a potential business opportunity that the County Government of Turkana can focus on. The price of one kilogram of meat in Turkana, based on the WFP report, is kshs. 600, while in Nairobi, the retail price is kshs. 400. The presenter therefore emphasised that the development of the LAPSET corridor presents an opportunity for the County Government to put in place policies and regulations that ensure the meat market remains competitive.

Comment: Jackson Nakusa (County Government of Turkana) noted that the lower prices of meat in Nairobi is because meat is a perishable commodity, which loses quality and value when transported over long distances.



Figure 7: WFP and FAO Dam in Kalobeyei Settlement

Source: Baraka Mwau (UN-Habitat)

Comment: Baraka Mwau (UN-Habitat) noted that pastoral communities in Isiolo and Garissa countries are the major suppliers of meat in Nairobi City-with strong value chains and informal markets. The LAPSET transport infrastructure presents similar opportunities to Turkana County, although that can be determined by other factors such as if the Turkana pastoral community upscale

commercial livestock production, solving issues of insecurity during transportation as well and making improvements in handling of meat along the value chain.

Comment: Yoel Siegel (UN-Habitat) added that exporting live animals has less commercial value than selling value-added meat to Nairobi.

Presentation III: UNHCR Livelihood Strategy

Edith Ingutia (UNHCR) presented on the need for coordination between partners, and community involvement. The presenter also suggested that it is important for partners to begin changing ways of working from small-scale, siloed projects, to partnership and collaborative implementation of projects that will have the highest impact on the refugees and host community. In addition she also emphasized the need to understand the skills sets that are available in Turkana west to ensure the proposed initiatives can benefit the host and the refugee community as a priority.

In terms of planning, implementation, monitoring and evaluation of projects done in the sub-county, the presenter noted that most agencies work independently. She therefore

encouraged the participants that all the initiatives have to be harmonised and linked to Community Based Organisations(CBOS) for sustainability.

Reactions to the Presentation

Comment: One businessperson from Kakuma cited the unhealthy business competition between poultry farmers in the Kakuma area and farmers from West Pokot County. The chicken produced in Kakuma is more expensive than the imported chicken, due to the high cost of transporting chicken feed from Trans Nzoia county. A request was made to the County Government of Turkana and partners to support local agribusiness to make them more competitive in the region.

Presentation IV: “Kakuma as a Marketplace” by International Finance Corporation

Daniela Henrike (IFC) shared the work of International Finance Corporation (IFC) in the region, which is mostly geared towards attracting private sector investments and actors to Kakuma-Kalobeyi. They have done so through supporting the identification of private sector solutions and opportunities for refugee and host community entrepreneurs, such as through the creation of more employment opportunities, goods and services, product choices, and reducing the costs of doing businesses.

Based on the findings from a recent survey¹ conducted by IFC, Kakuma and Kalobeyi were identified as a big marketplace. Currently, IFC has a programme known as Kakuma Kalobeyi Challenge Fund (KKCF) to provide financing for scaling up the operations of existing private companies and small and medium scale enterprises.

¹ <http://documents.worldbank.org/curated/en/482761525339883916/pdf/125918-WP-Kakuma-as-a-Marketplace-PUBLIC.pdf>

Reactions to the Presentation

Question: A question was asked as to why IFC was supporting big companies through the KKCF, instead of small businesses which make up the majority in Kakuma. Small businesses lack the avenues and capital to grow their businesses, whereas bigger, more established companies from Nairobi can access larger capital reserves. In Kakuma-Kalobeyi, this means that SMEs may be overwhelmed by larger players.

Answer: The presenter clarified that the fund will support the whole range of private sector players -from small and medium enterprises, to big companies (i.e. textile companies) which have the capacity of creating more job opportunities for host and the refugee communities.



Photo 3: Participants raised concerns on protecting the host community, among others.

Source: UN-Habitat

2.3 Break-out Group Activities

The participants were organised into three groups covering the following thematic areas:

1. Mechanisms for the Corridor Development initiative and Management (2.3.1)
2. Policies and Legislative Frameworks (2.3.2)
3. Spatial Planning and Design Aspects (2.3.3)

2.3.1 Group : Mechanisms for the Corridor Development initiative and Management

[Group Reporting - Yuka Terada (UN-Habitat)]

Discussion Points:

- Land ownership and control
- Financing for development/financing for small and medium enterprises;
- Venture structuring PPP and land-based partnerships;
- Oversight;
- Land disputes and conflict management mechanisms;
- Product development, quality control and joint marketing;
- Further recommendations.

Feedback:

1. Land ownership and control

Creation of a County-Community Land Management entity:

The discussion surrounded the creation of a County-Community Land Management Entity capable of ensuring the land rights/compensation-leveraging of the community, ensuring land rights necessary for investors-developers-business, and generating a source of revenue for the county government and municipality. This would need to be done in tandem with the introduction of clear planning procedures in the County Government in keeping with the PULPA 2019.

2. Venture structuring of PPP and land-based partnerships

The Establishment of a Kalobeyei Corridor Development and Management Authority:

In keeping with the changes on development based on national programs set by national priorities, the County Government should take the lead in setting up a Corridor Management Authority. The Authority can be structured as a subsidiary company owned by the County Government of Turkana, in cooperation with the Host Community, local CBOs, Refugee Affairs Secretariat and local opinion leaders. This will enable leveraging large tracts of land suitable for development that can support business development and employment. Furthermore, the Corridor Development Authority will have the responsibility of ensuring the high-quality maintenance of public Infrastructure. Thus, the fees and taxes from businesses will contribute as a source for county revenue, and can ensure the upkeep and maintenance of infrastructure used by the businesses.

Functions of a Corridor Development and Management Authority

This Authority would have the overall responsibility for the development and ongoing management of the Corridor, through the following considerations:

- Promote the development of the Corridor through all phases
 - Programmatic Plan, Lay-out Plan, Infrastructure Development Plan;
 - Formalizing the Corridor status as a Special Enterprise Zone;
 - Detailed Engineering Plans;
 - Financing in cooperation with IFC among other partners;
 - Marketing;
 - Providing space for local business

- development;
- Land leasing arrangements and joint venture promotion;
- Active community engagement.
- Manage Corridor operations
 - Providing sanitation and other public services;
 - Providing supportive services;
 - Ensuring compliance with rules and regulations of the Corridor;
 - Maintenance of infrastructures;
 - Collection of taxes and fees on behalf of the County Government;
 - Ensuring logistics – transportation;
 - Promoting marketing of products and services.

3. Financing Alternatives

Joint Venture with a private developer

This option would be designed as a bid to a development company that would be given the rights to undertake infrastructure development. The company would receive all the development fees/taxes and a percent of the land tax revenues to be guaranteed to the winner of the bid for 10 years. The bid would be for the overall development cost and the lowest percent demanded of the land taxes. This option is appealing to the County since it frees them of any financial risks.

The other option will be the Establishment of a Trust Fund for the host community to be supported mainly by the private sector.

4. Product development, quality control and joint marketing

Establishing Economic Enterprise Zones

As proposed by the group, the business centre will provide business support, foster employment, and promote new innovations to improve the local economy, leveraging the Kalobeyei Infrastructure Development Corridor. The project will create job opportunities and promote the economic development of the region.

A Livelihood and Innovations Centre

A critical factor in the successful establishment of a Livelihood and Innovations Centre is the anchoring of a supportive framework that can provide the management and public support for operations. The Kalobeyei Infrastructure Development Corridor as the site for the centre is predicated upon the expectation that it will become an integral part of the Corridor's operation. It is expected that this will also serve to mobilize further support from the National Government to the County and region. Of equal importance is the commitment of leaders from future business communities along the Corridor, who can provide guidance and start-up support to the centre.

Box 1: Further Recommendations

Based on the proposals made by the participants in Group: Mechanisms for the Corridor Development initiative and Management, these are more in-depth descriptions and elaborations on specific key recommendations to provide more clarity to stakeholders, to support the effective implementation of the Kalobeyei Infrastructure Development Corridor Plan.

a. Establishing a Livelihoods and Innovation Centre

The aim of the centre is to provide business support, foster employment, and promote new innovations to improve the local economy, leveraging the location and opportunities along the Development Corridor. The project will serve to create job opportunities and promote economic development in the region.

The Livelihoods and Innovation Centre will serve as a demonstration model, to be replicated in other locations. It is expected that this will also serve to mobilize further support from the national government. Of equal importance is the commitment of leaders from the future business community in the Corridor, who can provide guidance and start up support for the centre.

- The Components of the Centre

The Centre will have two primary components: A Business Support Centre, and an Employment Promoting Service.

The Business Support Center

This model of a business support center is based upon four elements:

- Providing information about business opportunities;
- Providing professional guidance at the individual level and in training courses;

- Providing access to affordable sites for their businesses; and
- Increasing people's accessibility to financial resources to establish and operate their businesses.

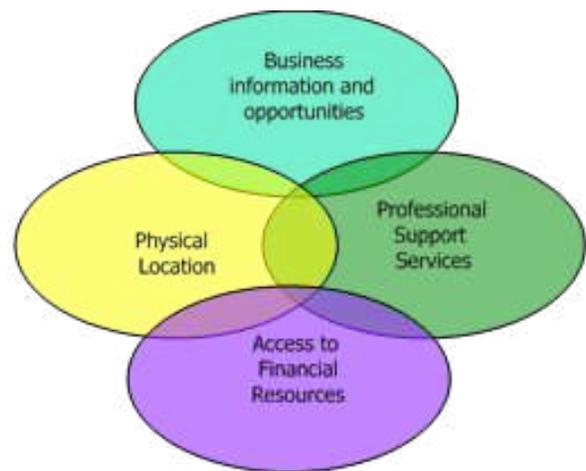


Figure 8: Components of the Business Centre

Source: Yoel Siegel (UN-Habitat)

The centre's operations will be built from a small core of professional staff and several external consultants and volunteers (lawyers, accountants, businesses etc.). It will develop strong ties to local and national frameworks and resources. The services to be provided by the business support centre will include the following:

- Professional training and support to micro businesses:

This will include a combination of individual counselling/mentoring sessions and follow up of 50-80 hours per business. It will be completed through structured courses in different areas of business management, such as in financial planning, marketing, taxes and legal issues. It would help potential entrepreneurs through the following ways:

- Develop a business plan and measure the feasibility of the business venture;
- Provide information regarding the demands, opportunities, and difficulties of establishing a business;
- Review alternative business models (i.e. partnerships, self-employment);
- Accessing investment funds – loans, investors, guarantees/collateral.

The intention is to establish a professional unit within the business support centre that will work to promote cooperation between the business community and emerging local businesses. It will act to focus efforts and develop programs to ensure community and corporate responsibility by businesses, and serves as a proactive business network. The forum of large business and SMEs would be able to address common issues facing members within the business community. Similarly, it will present a meeting platform to explore cooperative ventures including the operations of an information bank of opportunities.

b. Accessing loan funds and investment resources:

The business support center will develop working relations with financial institutions to improve the access of start-up business to sources of credit and potential investors. Furthermore, the center will establish a loan guarantee fund for small businesses

c. Low cost “rental of premises” for 10-15 developing businesses:

The business support centre will establishment a business incubator that can house start-up businesses in their first phases of operations and provide reduced rental costs and shared office services and equipment.

d. Marketing services:

The business support centre can act as a mechanism for joint-marketing. It will be used to conduct analyses, as well as assisting in the establishment of frameworks for collective marketing of goods and services.

e. Research and Monitoring:

The business support centre will act as an important source of information related to the establishment and operation of micro businesses which can include the following activities:

- Analysis of regional business trends;
- Identifying economic areas with good potential for micro business development;
- Assessing social and structural obstacles to initiating and sustaining business ventures, such as employment practices – especially for the handicapped.

The Center will develop and maintain ties with:

- Banks;
- Major local businesses and industries (for mentors);
- Vocational training frameworks (for mobilization of candidates and consultants);
- Potential funding sources (e.g. USAID);
- Relevant government ministries and municipal agencies.

Since the implementation of devolution, County Governments have taken up leadership and have become active players in areas that were formerly under the national government’s leadership. For instance, they have taken on the role of providing public platforms – physical and organizational infrastructures – that afford the residents of urban, peri-urban,

and rural areas the foundations for meeting their specific needs and aspirations. This means that they have could innovate new functions that can demonstrate the planning and management of shared regional resources.

County Governments have also become the primary social and governance institutions in larger cities and in rural and peri-urban regions. This has made regional governments the leading force in planning and infrastructure development upon which economic and housing growth depends on. Only 10-15 years ago, these types of activities were considered outside the purview of County Government.

As is the case of the Kalobeyi Infrastructure Development Corridor, Kenya is very much witnessing and experiencing the effects of globalization along with its neo-liberal economics and its growing social and economic gaps that accompany this trend. Especially in this context, the significance and role of the County Government for sustaining/improving people's wellbeing is of considerable importance. The County Government of Turkana and its actors hold a critical task in balancing international economic interests with the local community's pastoral economy and land traditions.

As globalization continues, communities themselves become more exposed to the social, cultural and economic forces beyond their country's borders. This exposure can act as the multiplier of both opportunities for and threats against local people's aspirations. Thus, the capacity for effective collective action, in each community's own terms, is a primary factor in the ability of people to enjoy the goods and services essential to their welfare.

Thus, the local government has taken on the role of promoting infrastructure development - roads, water, sewage, and others as needed by industrial factories and plants. This has traditionally been done by lobbying the

national government for development funds. The strategy has been to expand the economic base of these rural and peri-urban regions to include not only an agricultural economy, but also non-agricultural economic enterprises that open new employment possibilities and generate secondary businesses.

The County Government of Turkana will need to create new institutional mechanisms in land development, which will include everything- from infrastructure in new rural neighbourhoods to the management of regional industrial parks especially along the Development Corridor.

b. The Establishment of a Kalobeyi Corridor Development and Management Authority

In keeping with the change from development based upon national programs set by national priorities, the county government will take the lead in setting up a Corridor Development Authority. The Authority can be structured as a subsidiary company owned by the County Government of Turkana, in cooperation with the host community. This will enable leveraging land suitable for development that can create places of business development and employment. Furthermore, the Corridor Development Authority will have the responsibility to ensure the maintenance of public Infrastructure. Fees and taxes from businesses will be a course for County revenue, and contribute to the upkeep of the infrastructures used by businesses.

This Authority would hold the overall responsibility for the development and ongoing management of the Corridor, such as through [promoting the development of the Corridor through all its phases and managing the corridor operations.

i. The Challenge

The key challenges/requirements facing the County Government of Turkana in setting up a Corridor Development Authority includes the following:

- Requires a change in thinking and a willingness to take on a different role for County Government beyond that of service provider and regulator;
- Requires the legal and professional understanding of how to use the statutory authority of the County Government as a strategy for promoting local economic development, and specifically on how to structure the appropriate by-laws. This includes using the expertise both of legal counsel and of a private engineering firm capable of providing accurate information regarding infrastructure costs as prerequisites to legislating suitable by-laws with accurate development and management fees.
- Requires creating the mechanism for interim financing – during the time

gap between the investment needed to introduce the infrastructure, and period for collecting the taxes and fees needed to recoup the investment;

- Requires establishing the organizational and professional mechanism to support economic development ventures.

ii. Financing Alternatives

To enable construction and operation of businesses in the Corridor, there is a minimal development required of 30%-40% of infrastructure (land works, roads, sewage, water, electricity, and drainage). The forecast is for a 10-year period to reach full occupation of the Corridor.

There are three possible categories of alternative finance:

- **Loan from the World Bank:** This would be at 5-6% interest and would require the approval by the National Government. The primary source of revenue would come

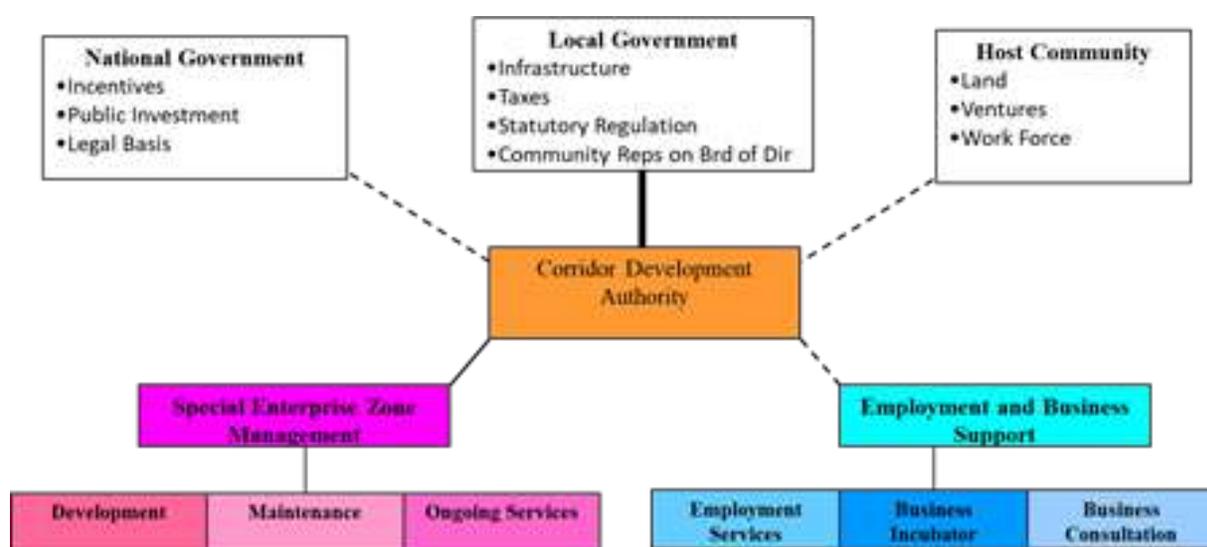


Figure 9: The Structure of Corridor Development Authority

Source: Yoel Siegel (UN-Habitat)

from the payment of development taxes/fees by the businesses as they enter the Corridor. The secondary source of revenue would be from land taxes that would cover the difference between the development costs themselves, and the financing costs for the initial investment to be paid out over the course of ten years.

- **Municipal Bond:** This would be a 5.5% interest bearing bond to the public, which would cost less to the County Government, but would require approval from the National Government, and would also face competitions with another bond offers. Furthermore, this option is not yet part of County financing mechanisms in Kenya and would be a precedent, facing all related complexities and bureaucratic procedures.
- **Joint venture with a private developer:** This option would be designed as a bid to a development company that would be given

the rights to undertake the infrastructure development. The company would receive all the development fees/taxes and a percent of the land tax revenues to be guaranteed to the winner of the bid for 10 years. The bid would be for the overall development cost and the lowest percent demanded of the land taxes. This option is appealing to the County since it frees them of any financial risks.

These alternatives for financing can also be done in cooperation with some level of a National Government Development Grant.

iii. The Organization – Legal Structure

The legal mechanism for implementing this strategy of development is the establishment of a Joint County Government Development Corporation for the development and management of the Corridor.

2.3.2 Group: Policies and Regulations

[Group Reporting - David Kitenge (UN-Habitat)]

Discussion Points:

- 'Refugee' status and change;
- Legal regulations and policies;
- Linkages to regional and local economic development;
- Planning procedures-building permits and approvals;
- Land rights;
- Social well-being;

Feedback:

1. 'Refugee' status and change

The Refugee Act 2006 still restricts the free movement of refugees and their participation in the local labour market. While such concerns were raised during the drafting of the new Refugee Bill of 2019, the new refugee rights and privileges will be known once the bill is enacted. The group suggested that while these inequalities may hinder refugees from doing business, and accessing formal employment along the Kalobeyi Infrastructure Development Corridor, there could be reforms to change wages paid to the refugee incentive workers. The Corridor would also play a key role in reducing the cost of transportation through greater transportation infrastructure and options-eventually refugees and the host community could access goods and services at lower costs.

2. Legal regulations and policies

The policy context of this is that it will be used in the planning process and will consider the existing laws and policies at the National and County level, and additional guidelines from UN charters/resolutions on refugees.

The policy framework will be used to support the following areas during the planning process:

- Engendering public participation in planning, development and the management of Kalobeyi infrastructure corridor;
- Enhance connectivity and networking of the Government, communities and private sector players to promote trade, investment, knowledge and information exchange, innovation and good governance;
- Supporting an urban system that equitably serves both the host and the refugee community;
- Promoting an integrated land and environmental management practices that meet the needs of inclusive urban development;
- Protecting the lives of the vulnerable through equitable access to resources and opportunities;
- Promotion of good urban governance in the management of the Kalobeyi Infrastructure Development Corridor.

3. Linkages to regional and local economic development

The Kalobeyi Infrastructure Development Corridor Plan will be a Local Area Plan within Kakuma-Kalobeyi Municipality. The plan therefore will be aligned with the municipality Integrated Strategic Urban Development Plan (ISUDP), the County Spatial Plans, Regional Development Plans, National and International Development Plans and Strategies.

4. Planning procedures-building permits and approvals

The building permits will be provided by the County Land Use Management Committee that consists of various ministries. The County Ministry of Lands, Housing, Energy and Urban Areas Management will lead the plan

formulation in partnership with UN-Habitat, while the plan approvals will be conducted by the County Assembly. However, once Kakuma attains its municipality status, the role of plan formulation and implementation will be under the Municipal Boards which should be formed through the Urban Areas and Cities Act 2019.

2.3.3. Group: Spatial Planning and Design Aspects

[Group Reporting - Baraka Mwau (UN-Habitat)]

Discussion Points:

The group proposed the following to be included in the plan:

- Establishment of an industrial park where industries would be constructed;
- Allocation of a definitive residential area;
- Allocation of public spaces in the settlement;
- Integration of the community's livelihoods (such as the fact that most of them are heavily invested in livestock production. In this aspect livestock processing plants and value addition for the by-products);
- Energy needs of the new settlement;
- Water supply system;
- Establishing a definitive waste management system;

1. Proposed land uses

The group members highlighted that the plan primarily should address the urban planning and design component which advocates for promoting integration by creating a well-connected settlement, that links to the the corridor with kalobeyei refugee settlement and neighbouring towns. It should also support the development of diversified, socially equal and economically thriving communities, fostering local employment, production and consumption.

2. Energy needs of the new settlement

The group proposed a decentralised / micro energy generation and interconnected grid which would allow energy provision for the short term, which can be up scaled as needs increased. This would include a diversification of energy sources to leverage on solar and wind.

For the Kalobeyei Settlement and the Corridor, the hypothetical planning population was estimated at 80,000 people or about 16000 households. The energy needs for the two settlements was estimated at 3.02MGW with a per capita consumption of 400KWh/hh. For business, utilities, market facilities and institutions, it was estimated that they will need approximately 700kw.

3. Water supply system

Water is still seen as a great challenge in the area, hindering industrial development and larger scale agricultural productions. The group proposed that Kalobeyei Settlement and the proposed Development Corridor area will require about 17.5 million litres of water per day to meet the commercial, industrial and domestic needs. The Red Cross Society and the county government have initiated to construct a dam in the upstream of Terach River, which was identified as one the major solutions.

To address the water deficit, the following recommendations were also made:

- Investing in a strategic and reliable water production for the entire Kakuma-Kalobeyei Area, and wastewater treatment plant to serve the area. Boreholes are not an option-they are short-term intervention and unreliable to sustain a functional municipal or industrial development;

- Installing a 'smart' water vending system in the strategic residential area;
- Integrated rainwater harvesting in buildings and surface runoff in the area.

4. Waste Management

Using the estimated planning population of Kalobyei Settlement and the Development Corridor area, the production of liquid waste will be at 70% of the clean water supplied.

The following approaches were highlighted:

- Two decentralised waste treatment plants for households and industrial use;
- Solid waste management strategy which will include separation at source, collection, transportation, disposal and recycling;
- Planning for the establishment of a waste recycling plant;
- Storm water reticulation.

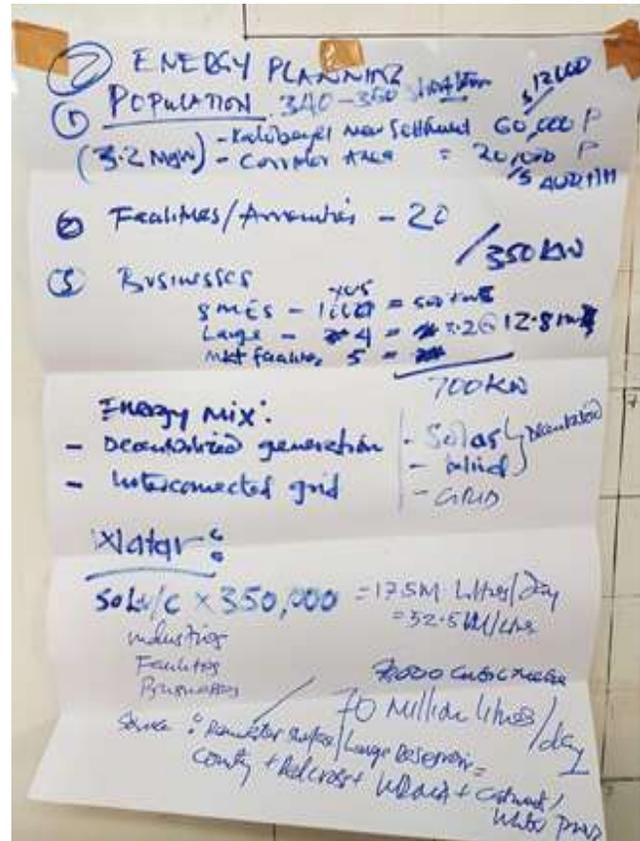


Figure 10: Group Discussion Points
Source: UN-Habitat

Box 2: Key Emerging Issues

Kakuma-Kalobeyei's Unique Context: Refugees-Host communities' Co-existence

Kakuma-Kalobeyei has a unique context that sets it apart from other urban centres and municipalities currently being planned in Turkana County. Per the County Government of Turkana's County Integrated Development Plan 2013 – 2017 (CIDP), there are three main urban centres: Lodwar, Kakuma, and Lokichoggio – of which only Kakuma has a refugee camp and settlement. The IFC's report 'Kakuma as a Marketplace' shows that Kakuma has a vibrant economy with over 2000 refugee and host community owned businesses and a consumption economy of estimated \$ 56 million.

Throughout the workshop, this unique context has been continuously discussed in various forms:

1. The need to integrate the refugees into the socio-political scene, such as in policies and planning;
2. The need to integrate host communities into the economy, supported by massive humanitarian aid; and
3. The need to focus less on refugees and increase consideration of host communities.

However, a common theme among these forms of discussions is the need to leverage this unique context of Kakuma-Kalobeyei to enhance local economic development, cross border trade and attracting external investments.

Protection of Community Land Rights and Making Land Accessible to Private Investments

As the county is preparing to give Kakuma-Kalobeyei Municipality status, the Land registration and adjudication process needs to be tailored to a Pastoral Economy and Communal Lands that both secure local land rights and enable private sector investments. There were concerns over how a balance will be created with regards to 'supplying land for private sector investments' and persevering land as a public good owned by the community for traditional livelihoods – livestock/grazing and agriculture. It was noted that land speculation in Turkana County has created tension and threatens the established way of life i.e. pastoralism.

Considering this situation – a combination of incoming development opportunities with increasing interests in land and a lack of understanding on the land tenure rights awareness for the host communities, can facilitate enormous inequalities and marginalization.

As noted by FAO, land is a very important resource and hence land rights are a great concern in Turkana County. Therefore, it is critical for the Turkana community to have a clear understanding of any proposed land dealing, and agreements for conversion and appropriation of land for non-pastoral uses. This means that (1) the agreement must be made public and the community (residents and owners of land) actively involved, and (2) the community must be equipped to understand the agreement and adequately represent themselves in the agreement. These considerations will help to ensure that the community is not excluded because of their nomadic nature; and is supported to be involved in the process such that the community is well-

represented in the agreements.

It was further noted that the delays in operationalizing the Community Land Act compounds the challenge of land dealings in communal land areas. The County Government also needs legislative land use through the County Spatial Plan, which can be a powerful tool in designating and optimizing land uses.

Proximity to the Borders and its potential

Kakuma-Kalobeyi has the benefit of being located close to the borders of South Sudan, Uganda, and to some extent Ethiopia. Both the State Department of Housing and Urban Development, and LAPSSET participants stressed on the opportunities that come with cross-border trading and noted that growth is inevitable and planning needs to be anticipated for it.

3. Conclusion

Developing Kalobeyei Settlement will need to consider certain conditions about the uniqueness of the context. The development of LAPSET corridor coupled with the presence of Kalobeyei Settlement will influence a rapid unplanned development in the settlement's hinterlands. Factors like the demographic and cultural characteristics of the area were also seen as very important. This includes the needs of almost a ¼ million of refugees and the pastoral economy that rests upon traditional communal land ownership. The initiative should serve the needs of the three different target groups, which in themselves are not homogenous; the host community, the refugee communities, local business and companies.

The planning and implementation process should also consider establishing a physical, economic and governance structure that can evolve over time and ensure the long-term sustainability of the Corridor Development area and Kalobeyei Settlement. This should be done in a strategic and effective planning and implementation in a participatory, collaborative and coordinated manner across the activities and partners. This will require a 'strong oversight' through "strong institutional response" in the form of municipal boards, town committees, and market committees.

Successful implementation therefore will require meeting the investments in infrastructure, land and urban governance needs of the area. A comprehensive water and energy mapping is vital, to develop realistic and sustainable strategies to address immediate and future water and energy needs. Finding durable solutions in these two areas was highlighted as important in shaping the ability of individuals, households, and communities to meet their socio-economic needs through income-generating activities. The County Government of Turkana also will need to

leverage on private public partnerships among other financing options to develop the primary infrastructure needed in the corridor to provide a good investment climate, predictability and confidence for private sector investments.

Finally, land governance is still a great challenge especially due the existence of unregistered community land. Once Kakuma and Kalobeyei Settlements are conferred municipality status, land adjudication will be done and the County Government of Turkana will facilitate lease arrangements for local and international investors. This will be done in consideration of communal land rights and protection of ecological and pastoral land.

Partners



Turkana County Government | Lodwar Municipality | GIZ | Sawa Consulting | RAS | LAPSSET Corridor Authority
| Urban Development Department | Kenya Urban Support Programme | WFP (Kakuma Field) | AAHI | Kakuma
Camp | Turkana Region | UNHCR | FAO | Kakuma Host Community | IFC | Kenya National Government

