



MAKUENI COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





MAKUENI COUNTY COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY 2020/21-2022/23



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FOREWORD

The advent of COVID-19 in Kenya elicited a proactive response by the whole of the Government of Kenya, at both tiers strengthening inter-governmental relations. We the leaders of the National and County Governments immediately came together and quickly established practical and effective responses to this Pandemic that were geared towards safeguarding the lives and livelihoods of our people.

Acting on the basis of the recommendations and advice given to us by medical and public health professionals, we issued directives that established policy platforms and institutional mechanisms that would mitigate the adverse local effects of this global pandemic. To drive a concerted and coordinated multi-agency response, the National Emergency Response Committee on the Coronavirus Pandemic was established vide Executive Order No. 2 of 2020; bringing together all relevant government departments and agencies so that they would act in unison and synergistically pursue harmonious and complementary agenda, in line with their particular areas of mandate and expertise.

Many Kenyans have demonstrated their patriotism and sense of responsibility through adherence to the social distancing protocols, wearing face masks in public spaces and observing hygiene measures. The compliance to the containment measures demonstrate the individual and collective civil responsibility to protect ourselves, family members and other citizens. As a result, we have, together, contributed to slowing the spread of the coronavirus.

The pandemic has also taught us that as a country, we need to forge partnerships and collaboration within the country and with the rest of the world. Through extraordinary summits, organized for the National and County Governments, we discovered our synergy and commitments in responding to the needs of the citizens, in timely and appropriate manner. Through the use of technology, the National Government has kept a robust diplomatic engagement with our partners in the East African Community (EAC), Inter-Governmental Authority on Development (IGAD), African Union (AU), and Organization of the African, Caribbean and Pacific States (OACPS), in implementing joint measures to curb the spread of the virus across international borders. As a government, we have also held virtual bilateral and multilateral talks and consultations with our partners on **post Covid-19 economic recovery plans**.

The resolve of the government to expand our healthcare infrastructure through installing new and more medical equipment, recruiting additional healthcare workers, training of healthcare labour force on Covid-19 and increasing the testing capacity, is already bearing the expected outcomes. This notwithstanding, the Covid-19 pandemic will accelerate the realization of the national endeavor to achieve Universal Health Coverage.

The effects of Covid-19 on various sectors of economy cannot be gainsaid. Tourism, trade, manufacturing, Micro and Small Enterprises (MSEs), transport and education, to name but just a few, have been adversely affected. Many Kenyans have lost their jobs and livelihoods. The government has implemented various intervention measures to cushion the vulnerable Kenyans from shocks of the Covid-19, and going forward, enhancing our social protection system that is increasingly supporting the elderly, PWDs, orphans and other vulnerable households in the country, is a priority.

Among the welfare measures and interventions instituted to protect the economy include 100 per cent tax relief for persons earning gross monthly income of up to Ksh. 24,000; reduction of Income Tax Rate (Pay-As-You-Earn) from 30 per cent to 25 per cent; reduction of Resident Income Tax (Corporation Tax) from 30 per cent to 25 per cent; reduction of the turnover tax rate from 3 per cent to 1 per cent; temporary



suspension of the listing with the Credit Reference Bureau (CRB); and reduction of the VAT from 16 per cent to 14 per cent, effective 1st April 2020. I am also aware that counties have collectively and individually taken measures that complement the efforts to **protect lives and livelihoods of Kenyans**.

The government, in addition to the tax relief measures, rolled out the National Hygiene Programme (*Kazi Mitaani*) for job creation to the youth and to keep our environment clean and healthier. Further, the government has supported MSEs to manufacture basic medical equipment for both domestic use and export. The resilience and entrepreneurial spirit of this country have come out strongly as Kenyans seize the opportunities provided by the Covid-19, to demonstrate that we can expand our manufacturing by exploiting the significant amount of capabilities in the sector. Today, MSEs are producing masks, Personal Protective Equipment (PPEs), hand sanitizers and soap, among other products. This tells us that there are many other potential areas where we can locally produce or manufacture what we need rather than rely on imported goods and services.

During my fourth Presidential Address on the Coronavirus Pandemic in April 2020, I assured the People of Kenya that their government would formulate and implement a vibrant post COVID-19 economic recovery plan. The National and County Governments have been engaging all stakeholders including the private sector, academia, research institutions and development partners; towards the development and re-engineering of socio-economic recovery strategies in the wake of this pandemic. These strategies aim not only at dealing with the present challenges but are also aimed at enhancing Kenya's resilience and response capability in the face of future challenges of a similar nature.

We are taking into account the need to respond to both internal and external shocks arising from significant crisis situations; with a view of formulating enhanced protections for our priority areas of manufacturing, agriculture, tourism, Information and Communication Technology (ICT), housing, transport, education, health and social protection. The two levels of government are committed to transforming the economic and governance systems so as to ensure that the systems are more responsive to citizen needs, especially those of the youth, women and vulnerable members of the society.

The present pandemic situation has underscored the urgent need for Kenya to revitalise her welfare system; and establish a more progressive, effective, agile and sustainable system that meets the fast-changing needs of both current and future generations.

Together we prosper.

UHURU KENYATTA, C.G.H.,

PRESIDENT OF THE REPUBLIC OF KENYA, AND
COMMANDER-IN-CHIEF OF THE DEFENCE FORCES



TOGETHER WE ARE STRONGER

The promulgation of the Constitution of Kenya 2010 brought forth several reforms, key among them a devolved system of governance. Article 10 of the Constitution illuminates the National Values and Principles of Governance, Article 174 espouses the objectives of devolution and the Fourth Schedule articulates the distribution of functions between the National and the County Governments. While the last eight years have seen significant progress with devolution, the COVID-19 pandemic serves to provide more impetus to strengthen the devolved system of governance in achieving inclusive development.

The pandemic has presented an opportunity to critically reassess, rethink and review the existing systems and structures in securing the welfare of Kenyans in a devolved system of governance. This is particularly important considering the critical role of the County Governments in ensuring the delivery and implementation of the Big Four Agenda and the Kenya Vision 2030. The COVID-19 pandemic has also clearly highlighted the essential role of regional economic blocs and the opportunities that can be leveraged in post-COVID-19 to strengthen the devolved system of governance. In spite of the prevailing challenges, the potential in establishing joint regional development blocs to deliver shared services promises a more effective post-COVID-19 recovery strategy.

In responding to the pandemic, counties have come up with county-specific COVID-19 prevention guidelines and strengthened community surveillance while implementing the COVID-19 prevention measures, including social distancing and general hygiene. County Governors also moved to protect their people through movement restrictions, setting up quarantine and isolation facilities in county rooms in hospitals; launching nutrition support systems; and even specifying protocols for funerals and last rights.

The 47 County Governments are committed to continue working together in harnessing their synergies and working closely with the National Government to recover from the COVID-19 pandemic and progress further to ensure realization of national development goals. This requires further deepening of the principles of intergovernmental relations as espoused under Article 6(2) of the Constitution, which provides that the National and County Governments are to conduct their mutual relations on the basis of consultation and cooperation. Thus, in discharging their constitutionally defined roles or functions and in addressing the COVID-19 pandemic, both levels of Government have been guided by these two key principles of intergovernmental relations.

The recommendations emerging from the County COVID-19 Economic Re-engineering and Recovery Strategy and Specific County Strategies will go a long way in informing the policy process, ultimately strengthening the devolved system of government in the post-COVID period.

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

The outbreak of Covid-19 is an eye opener on our levels of preparedness for pandemics and calamities that may threaten the existence of our society. If country borders are closed and restricted movement of goods and persons all over the world were to remain in place for much longer, one important question each country would ask is for how long each society would survive. Thus, exploiting opportunities for enhanced self-reliance becomes essential for survival of societies.

The collective response of both the national and county governments to this pandemic demonstrates the importance of interdependence of the two levels of government. Establishing policies, institutions and safeguards that can effectively respond to and mitigate such pandemics is vital. In that regard, the Council of Governors initiated a study by KIPPRA on its behalf to examine county and national policies in the context of the COVID-19 experience and its aftermath. I was privileged to chair the team that undertook this study.

As part of this preparedness is the domestic capacity to produce materials: intellectual, technical and equipment, needed at such times as much as possible.

We in Kenya should realize that the policy of Import Substitution Industrialization (ISI) that we threw out of the window in the 80s with the advent of the Washington Consensus may need to be re-examined in view of our experience with this pandemic.

With Covid-19, we have seen the importance of having: a well-functioning health care system to serve the population; proper functioning medical research institutions to develop vaccines; and a good planning of our cities, transport systems, education system and housing to offer services in the midst of the pandemic notwithstanding the threat of being left alone with the closure of international transport highways. We have also seen the importance of good government systems for continued provision of public service in difficult times, proper utilization of resources for longevity of our societies, and socio-economic sustainability in securing livelihood.

The pandemic therefore highlights the need to promote innovations and adopt modern technologies in the path to enhancing self-reliance. Our young population showcased their capabilities with innovations to help in responding to the pandemic. It takes our commitment as government to nurture innovations by re-energizing our institutions of technical training, science, technology and engineering to maintain the momentum for innovation to the level of being commercialized. This also presents an opportunity for our research and policy institutions to relook at the kind of innovation model the country and counties require in economic transformation.

What has happened in the area of health shows the relevance of research as governments and individuals have had to rely on evidence for solutions. Pharmaceutical companies, universities and research institutions all over the world have been actively engaged in research to understand the virus and help come up with vaccine, while others are actively providing evidence to inform policy formulation with the effects of Covid-19. Thus, highlighting the importance of strengthening the link between research and decision making.



We in Kenya and the East African Community need to invest even more robustly in research to be capable of implementing evidence-based policies. Evidence is an important tool in forging economic recovery strategies in view of the effects of Covid-19.

This calls for a realistic and appropriate budgeting to support our academic and research institutions. It also calls for the political class to formulate strategic laws and regulations governing our economic and social activities in all sectors of our society. For example, our taxation policies that have led to high costs of energy have not only retarded investment in our economy but also put many counties in jeopardy in the provision of services and creating enabling environment for investments.

Covid-19 has shown the importance of paying more attention and committing more investments to preventive, promotive and public health. "Cleanliness is indeed next to Godliness". During this period of the pandemic, diarrheal diseases and other water borne diseases went down considerably. This is attributed to the access to sufficient portable water both for consumption and hygiene. We could probably reduce our public health bill by investing effectively in water and hygiene.

Studies on economic recovery strategies have shown that counties are vital for the growth of the nation as frontiers for production and provision investments. Deliberate investments should be focused in the areas of food production targeting the weak and vulnerable small holder. The pandemic, however, demonstrated that without a strong value chain, the resilience of our small holder farmers can easily be jeopardized, thereby threatening the very basic foundation of our society.

Finally, the informal sector, provided with enhanced market access as a whole, can contribute even more to the counties and national economy.

H.E. PROF ANYANG' NYONG'O
GOVERNOR, KISUMU COUNTY



STATEMENT

The COVID-19 pandemic has taken a toll on both lives and livelihoods in Kenya. The National and County Governments quickly adopted a multipronged approach that help to safe protect many citizens from the pandemic. Firstly, was to respond; second, is to allow for recovery; and thirdly, is to allow for thriving. Several measures were instituted at both National and County Government levels to curb the spread of the disease including social distancing, hand hygiene, and preparation of facilities for care and treatment of confirmed cases. As the country progresses to recovery and allow the economy to thrive, County Governments found it necessary to develop a socio-economic strategy to facilitate re-engineering and recovery of their economies from the impact of COVID-19.

As part of KIPPRA's mandate to provide advisory and technical services to the government, the Institute supported the Council of Governors (COG) in jointly developing the COVID-19 County Socio-Economic Re-Engineering and Recovery Strategy (CCSERS) and 47 County Specific COVID-19 County Socio-Economic Re-Engineering and Recovery Strategies. With the spirit of *Thinking Policy Together*, the process involved robust, independent yet consultative evidence-based research and policy analysis which saw collecting views from a wide range of stakeholders including: various committees at Council of Governors such as; health, agriculture, trade, manufacturing, cooperatives, and education, youth, sports, gender and culture. Other committees included; transport, housing, urban development and energy and tourism; and natural resources, water, forestry and mining. Consultative engagements were also carried out with all the County Governments which offered great insights that informed the development of the recovery strategies. Equally, in depth literature review and secondary data was collected, collated and analysed to inform the strategies.

County Governments have the potential to make their economies recover and thrive by leveraging on the following five pillars: Boosting private sector activity; Policy, legislatives, and institutional reforms; Strengthening County Government's preparedness and response to pandemics and disasters; Enhancing Information Communication Technology (ICT) capacity for business continuity; and Investing in human resource development. It will also be critical to institutionalize monitoring, evaluation, regular reporting and communication of the strategies up to grassroots level and across all communities and institutions in the counties.

DR ROSE NGUGI
EXECUTIVE DIRECTOR
KENYA INSTITUTE FOR PUBLIC POLICY RESEARCH AND ANALYSIS (KIPPRA)



ACKNOWLEDGEMENT

The Council of Governors extends its gratitude to all those who participated in the preparation of the County Socio-economic Re-engineering and Recovery Strategy. The development of this Strategy was a combined effort of Council of Governors, County Governments, researchers, development partners, and sector stakeholders. Special thanks go to all County Governments for their active participation and providing data and information that was used in preparation of the Combined COVID19 County Re-engineering and Recovery Strategy and County-Specific Strategies.

We acknowledge the steering committee led by H.E. Hon. Prof Anyang' Nyong'o, H.E Prof. Kivutha Kibwana and H.E. Ndiritu Muriithi who conceptualized and guided the development of this strategy.

We would like to thank the Kenya Institute for Public Policy Research and Analysis (KIPPRA) for providing the technical lead throughout the preparation of these Strategies. Specifically, we wish to thank KIPPRA's Executive Director Dr Rose Ngugi for guiding the process.

We are also grateful to the COG County Socio-economic Re-engineering and Recovery Committee under the technical leadership of the Chief Executive Officer for their strategic and policy guidance, and the team of reviewers who provided insightful inputs towards the finalization of the Strategies.

We also greatly appreciate the county staff and stakeholders who participated in data and information collation and consultations, and others who verified the contents of various drafts of this Strategy.

Finally, we would like to thank the UNDP for financial support and technical input towards the assignment; and World Bank, UN-WOMEN and GIZ for the technical assistance in quality assurance of this strategy.

This strategy will guide County Governments in bouncing back from the impact of the COVID-19 pandemic through planning and budgeting of the policy interventions in the re-engineering and recovery phase.

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

This County COVID-19 Re-Engineering and Recovery Strategy 2020/21-2022/23 embeds the principles of response, recovery and thriving. The counties will continue to respond to the crisis while dealing with the immediate effects of the pandemic to contain it, treat the affected, flatten the curve of new infections, and ensure immediate financial assistance and restructuring of County Integrated Development Plans. Towards recovery, counties are mitigating socio-economic impacts as the pandemic is controlled, while also preventing a second wave. To thrive, the re-engineering and recovery strategies are aimed at long-term interventions to prevent or address future disasters and support sustained development across counties. The Strategy also envisages the revitalisation of the county regional blocs in the recovery and re-engineering processes.

Measures by County Governments to Mitigate the Effects of COVID-19

The Council of Governors through its mandate established under Section 19 of the Intergovernmental Relations Act 2012 has provided a central point for coordination of County Governments' COVID-19 response measures. The COVID-19 pandemic adversely impacted on various sectors particularly tourism, transport, trade, industry (manufacturing and construction) and agriculture. The pandemic has particularly affected micro and small enterprises that form a significant proportion of the establishment and many vulnerable households in the counties have been pushed into poverty. Many vulnerable households depend on farming and informal wages.

The County Governments came up with plans to tackle the COVID-19 pandemic including: Treatment of confirmed cases (recruitment of health workers, procurement of personal protective equipment (PPEs), expanding intensive care units, establishment of quarantine, isolation and testing capabilities); Preventing the spread (COVID-19 prevention guidelines, community surveillance strengthening of border disease surveillance by counties, enforcement of market guidelines, initiating production of face masks at vocational training centres in various counties); Supporting the vulnerable with formation of County Food Security War Rooms; and Raising finance by setting up COVID-19 emergency funds.

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

The private sector is dominated by microenterprises (89.2%) and small farm holders (99.0%) majority of whom were adversely affected by the pandemic. As the engine that drives economic activity, it is important to get the private sector thriving by creating an enabling environment at county level. This will facilitate counties in enhancing their contribution to the national cake and expand the basket for own source revenue. To improve the business environment, there is need to:

- (i) Enhance access to affordable credit: For the MSEs, initiate and strengthen self-sustaining funds dedicated and easily accessible to MSEs; promote tailor made financial literacy programmes; and establish frameworks for micro-leasing; utilize the SMEs credit guarantee scheme.



- (ii) Provide for worksite: Develop adequate, cluster-informed and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans, and provide machines and safety gear.
- (iii) Enhance access to intermediate goods: Enhance and promote local manufacture of affordable tools and machinery including strengthening the Numerical Machine Complex.
- (iv) Improve infrastructure and security: Provide for connectivity to roads, electricity, water and drainage and enhance security to reduce crime in continuing to improve Kenya's global Ease of Doing Business ranking.
- (v) Enhance access and diversification of markets for private sector production both locally and regionally including by developing county regional bloc value chains and consolidating markets within economic integration value chains. Also increase market access with greater use of e-commerce to move transactions to the digital economy.
- (vi) Encourage formalization of informal sector with appropriate incentives to provide more sustainable income, stable employment and sustained innovation.

2) **Strengthening ICT Capacity**

Less than 15 per cent of households in rural areas use internet and only 5 per cent have gadgets such as desktops, laptops and tablets. As a result, even with 90 per cent of public primary schools being installed with digital literacy infrastructure and devices, continued learning from home is a challenge because only 12.8 per cent of households have access to internet. Further, only 50 per cent of counties are fully connected to the Government Common Core Network (GCCN). Enhancing Information and Communication Technology (ICT) capacity in the public sector and households will enable business continuity and build resilience to future disasters and pandemics. This includes:

- (i) Complete the County Connectivity Project to the Government Common Core Network (GCCN)¹.
- (ii) Enhance connectivity of businesses to ICT by extending the National Optic Fibre Backbone Infrastructure (NOFBI) in trade centres, public buildings and public spaces to boost e-commerce.
- (iii) Enhance household access to reliable, stable and affordable internet connectivity through Public-Private Partnerships (PPPs) between County Governments and ICT service providers such as the Goole Loon and Telkom Kenya partnership.
- (iv) Promote household access to and use of ICT by providing devices such as smartphones that are 4G enabled and affordable.

1. The County Connectivity Project <http://icta.go.ke/county-connectivity-project-ccp/>



3) **Human Capital Development**

Investing in human resource development enhances productivity which supports long term growth and development at county level. With the COVID-19, workers across various sectors reported reduced working hours and only a few who managed to provide new and expanded goods and services during the period managed to enhance their income. As such, human resource development will entail addressing health and education risks exposed by COVID-19. The interventions include:

- (i) Extending the scope of Universal Health Coverage to collectively finance health services for all, including uninsured workers and their families; and investing in community and public health.
- (ii) Investing in technical education, training and skills development to create more employment opportunities.
- (iii) Establishing a pool fund to finance a seasonal public works or employment guarantee scheme.
- (iv) Promoting safety at workplaces with enforcement of guidelines to reduce the exposure of all workers including informal workers to the virus.

4) **Policy, Legislative, and Institutional Reforms**

The Constitution gives the National Government the role of policy development, and thus County Governments rely on policy and legislative frameworks passed at the national level for activities in various sectors. Counties also develop their policy frameworks and it is important to improve inter-governmental relations to facilitate the integration and coordination of policies at national and county levels. With the pandemic, there is need reforming the following aspects in various sectors:

- (i) Review the Public Health Act, Cap 242, to consider modern public health trends, developments, challenges and emerging opportunities.
- (ii) Harmonization and rationalization of the various laws on agriculture to streamline operations between the National and County Governments.
- (iii) Enact appropriate legal and regulatory frameworks to regulate and control the protection of data and status of individuals who are confirmed, suspected or recovered cases of COVID-19 and other future pandemics or public health outbreaks that may occur in future.
- (iv) Develop regulations for protection and regulation of information shared, recorded or documented through online platforms including video conferencing platforms and mobile applications.
- (v) Review the Employment Act 2007 to protect patients, or suspected patients, of COVID-19 from discrimination, harassment, unlawful disclosure of their status, stigmatization, reprisals or termination of employment due to fear of COVID-19, infectious disease or on grounds of their health status.



5) Strengthening County Government's Preparedness and Response to Pandemics and Disasters

The county governments have a weak disaster management framework. A robust, comprehensive and well-coordinated policy and institutional framework for disaster management leveraging on regional bloc synergies is critical in mitigating any losses. This will include:

- (i) Developing a Disaster Risk Management Policy that covers unforeseen disasters that may occur in future.
- (ii) Linking the Disaster Risk Management Policy to policies in relevant sectors given the cross-cutting nature of disaster interventions.
- (iii) County Governments to develop a legal and regulatory framework to provide the legal foundation for a collaborative partnership in institutional participatory management of disasters, including mobilization of the essential resources necessary for the management of all disasters.
- (iv) Developing a legal and regulatory framework that applies to infectious diseases, including catering for medical costs.
- (v) Review of procurement laws including the Public Procurement and Asset Disposal Act 2015 to have clear provisions on emergency procurement and procurement in times of urgent needs and disclosure of information in the case of direct procurement.
- (vi) Ensuring accountability in the use of funds, and development of legal and statutory requirements for audit of the financial statements of emergency funds.

Support to Key Sectors

1) Agriculture

As the sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, counties should aim at building back better especially for the smallholders through:

- (i) Enhancing agro-processing and value addition capacities of counties by adopting appropriate regulations, policies and legislations.
- (ii) Greater exposure to market access by pointing out alternative markets and marketing channels to farmers. Regional blocs can provide greater market access and synergies.
- (iii) Improving disaster surveillance at county level and mitigate risks associated with disasters, such as those related to floods, disease and pest invasion.



- (iv) Facilitating access to quality and affordable inputs including certified seedlings, water, animal feeds, Artificial Insemination (AI) services, fertilizers, livestock vaccination and ploughing services by county tractor hire services.
- (v) Facilitate access to affordable formal finance and advisory and information services.
- (vi) Train and build capacity of farmers on modern agricultural technologies, including integrating best practices.
- (vii) Enhance the role of agricultural cooperatives through development of more sustainable models of financing and customized training of cooperative members. County governments play a vital role in cooperative development through the effective stakeholder engagement and the implementation of well-designed cooperative policies.

2) Water and sanitation

COVID-19 has placed high demand on water for hand hygiene, and this has compelled counties to ensure continuity in provision of water. To enhance connectivity of households, there is need to:

- (i) Expand and rehabilitate the existing piped water connection infrastructure to increase access to water.
- (ii) Expand sewer infrastructure to accommodate more households; currently there is low access to piped sewer.
- (iii) Promote the importance of handwashing and construct water and sanitation (WASH) facilities to increase access at the household level.
- (iv) Provide waste collection services at households, promote and facilitate regular waste collection, and embrace environment clean up exercises at neighbourhoods and in towns.

3) Urban development and housing

Urban areas have emerged as hot-spots for the spread of the COVID-19 pandemic. For example, Nairobi and Mombasa and the surrounding urban areas have recorded the highest confirmed positive cases of the pandemic. Tied to this is the role that adequate housing plays in the home-based care strategy of treating COVID-19 patients. Opportunities and areas of focus for re-engineering and recovery strategies will include the following:

- (i) Promote a National Home Ownership Policy; this would cushion households from future shocks that impede payment of rent.



- (ii) Designate and approve urban areas of different cadres and undertake urban planning as an opportunity to boost investment and stimulate economic activity in the modern sectors. Ensure this is accompanied by appropriate road, water and electricity infrastructure.
- (iii) Fast-track affordable housing in counties through provision of public land to improve housing conditions and improve the turnaround period for transactions for land and construction.

4) **Transport**

There is need to enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities. Towards this goal, there is need to:

- (i) Use labour-based and local resource-based approaches for road development and maintenance.
- (ii) Improve and expand infrastructure for Non-Motorized Transport (NMT) and intermediate transport modes which will also enhance environmental sustainability.
- (iii) Adopt climate-smart road engineering designs to address the problem of floods that destroy roads and bridges and ensure harvesting of storm water for domestic and commercial use.
- (iv) Develop better synergies between car, bus, rail, non-motorised transport and between public and private transport and select the most environmentally friendly solutions.

5) **Tourism**

The impact of COVID-19 pandemic on tourism sectors has been substantial. Re-engineering strategies for the sector include:

- (i) Allocating resources for investment and rehabilitation of tourism-supporting infrastructure, including sports stadia, modern meetings, incentives, conferences and exhibitions (M.I.C.E) venues, and roads leading to the physical tourist attraction sites including cultural heritage sites.
- (ii) Diversify tourism products across all counties to include cultural, sports, agro-tourism, M.I.C.E, nature-based, community-based, adventure, culinary and beach-based tourism products; jetties and floating facilities; amusement parks; and construction and development of public beaches.
- (iii) Develop tourism information and data centres.
- (iv) Upgrading medical facilities to promote medical tourism.
- (v) Construct modern theatre and art gallery to support development of talent in music, visual and performing arts, and upgrading of sports stadia to develop talents in sport across counties.



- (vi) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments to ensure business continuity.
- (vii) Developing products specifically tailored to enhancing domestic tourism which is less susceptible to shocks. Such products to be affordable, and packages designed to maximize domestic tourist utility. Leverage on regional blocs for joint marketing of tourist attractions.

6) **Health**

The COVID-19 has implications on healthcare systems (public hospitals, isolation centres). The healthcare system will need to strengthen COVID-19 response, and all the other healthcare services. Recovery of the sector calls for collaboration between the National and County Governments for the following:

- (i) Strengthen coordinated mechanism to facilitate care and treatment of confirmed cases of COVID-19.
- (ii) Identify training gaps among the health providers and make available targeted training.
- (iii) Proactively address the mental health needs, including those of the health workforce.
- (iv) Invest in research and development to spur innovation in health sector, including in the area of medicine.
- (v) Legislate and equip health workers and Community Health Volunteers (CHVs) to adequately provide community health and counselling on appropriate maternal, infant and young child nutrition practices amidst the pandemic.
- (vi) Mainstream family health training in medical training colleges curriculum as well as in university medical training programmes.

7) **Education**

The education sector was totally disrupted with closure of all schools, which has led to loss of learning time and teaching time. Recovery of the sector will require significant collaboration between the National and County governments in:

- (i) Preparing guidelines for schools reopening, improving WASH facilities and providing adequate personal protective equipment for teachers, learners and other employees in the schools.
- (ii) Protecting the poorest and most vulnerable learners and enable them to continue learning, such as through targeted conditional cash transfers and learning vouchers.



- (iii) Supporting back to school campaigns and supporting educators on the utilization of computerized devices by giving internet data when they are required to live-stream lessons.
- (iv) Promoting monitoring and addressing psychosocial well-being of students, teachers and education officers and educating them on how to mitigate the spread of coronavirus.
- (v) Carrying out large-scale assessment to identify learning gaps and inform remedial programming and learning opportunities so that all students catch up due to the learning time lost during the pandemic.
- (vi) Strengthen ICT integration in teaching and learning in the education sector by facilitating production of radio, television and online teaching and learning materials and extending the existing distance learning programmes to all rural areas. Hybrid learning encompassing a blend of face to face and digital learning at all levels of education to be encouraged in the education sector.
- (vii) Strengthen collaboration between county and non-state not-for-profit institutions including faith-based organizations in delivery of pre-primary education across counties.
- (viii) National and county governments to review boarding vs day schooling models in guiding areas to promote investments.

8) Social protection

Kenya has an estimated 918,00 PWDs (2.2% of the total population) and 1,870,443 older persons aged 65 years and above (representing 3.9% of the population). Social protection interventions require collaboration between the National and County Governments and will include:

- (i) Supporting businesses to access credit guarantee for people whose occupations or employments have been disrupted by the pandemic.
- (ii) Ensuring effective access to essential healthcare and other basic social services, in particular population groups and individuals who have been drawn into vulnerability due to the pandemic.
- (iii) Supporting Child Help Line initiatives and other partners to provide counselling services, address mental health and psycho-social support targeting children and youth in their homes, community and in institutions and quarantine/isolation centres.
- (iv) Facilitating coordination with health, WASH, nutrition and other sectors to ensure that COVID-19 prevention services are accessible to the hard to reach children (in informal settlements, arid and semi-arid counties and other care institutions).
- (v) Use this opportunity to continue efforts to reviewing the more expansive and inclusive safety nets.



9) Gender and youth

The interventions to address emerging gender issues with the pandemic include:

- (i) Designating gender safe spaces to provide accommodation for Gender-Based Violence (GBV) survivors and create space in County Referral Hospitals to serve as GBV recovery centres.
- (ii) Promoting use of alternative means of Gender-Based Violence safe outreach and awareness-raising that limit direct contact; that is, using traditional methods such as town criers and use of loud-speakers.
- (iii) Supporting gender champions and sign language interpreters to activate and communicate an 'alert chain' to reach GBV survivors or those in imminent danger of injury and harm.
- (iv) Strengthening inclusive community outreach strategies to ensure GBV messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services and COVID-19 information among differently able persons.
- (v) Bringing on board key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/AIDS and COVID-19 prevention measures.



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1 INTRODUCTION

1.1 County Context

Makueni County is one of the Counties in the South Eastern Economic Bloc (SEKEB). The county has a population of 987,653 people of whom 49.6 per cent were male and 50.3 per cent female (KNBS, 2019) as indicated in table 1. Of the population 36,369 (or 4.1 per cent) are persons with disabilities of whom 59.8 per cent are female. The youth constituted 4.8 per cent of the population of whom 48.8 per cent were female. The county has a population density of 121 per km². About 92.2 per cent of the population live in rural areas of whom 50.5 per cent are female. The elderly population (age 65 year and above) made up 0.8 per cent of the total population of whom 58.1 per cent were female. The population in school going age group (4-22 years) was 44.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Makueni County was 35 per cent against the national poverty rate of 36.1 per cent. In addition, 30.6 per cent of the population were living in food poverty and 67.2 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 25.1 per cent of the children were stunted compared to 26.0 at national level.

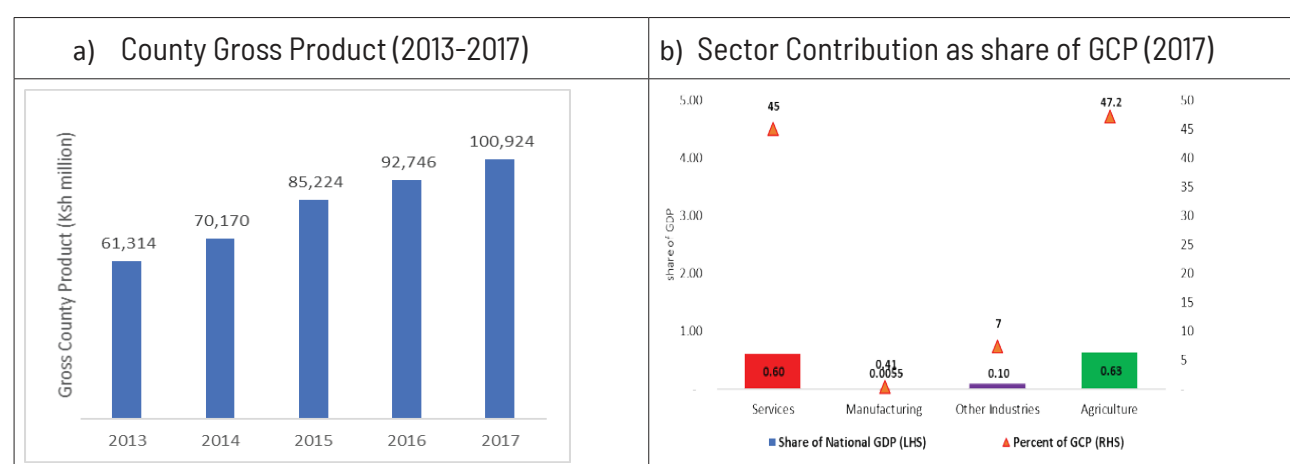
Table 1: Development indicators in Makueni County

	County	National
Estimated County Population (KNBS, 2019)	987,653	2.1% of total population
Males	489,691	49.6%
Females	497,942	50.3%
Intersex	20	0.02%
Estimated Population Density (persons/km ²)	121	82
Persons with disability	4.1%	2.2
Population living in rural areas (%)	92.2%	68.8%
School going age (4-22 years) (%)	44.7%	68.7%
Youth (%)	48	36.1%
Elderly population (over 65-year-old)	0.8	3.9%
Number of Covid-19 cases (as at 11th September 2020) (MOH); National cases were 35,232	181	0.5% of the National cases
Poverty (2015/2016) (%)	35%	36.1%
Food Poverty (2015/2016) (%)	30.6%	31.9%
Multidimensional Poverty (2015/2016) (%)	67.2%	56.1%
Stunted children (KDHS 2014)	25.1%	26%
Gross County Product (Ksh Million)	100,924 (2017)	1.3 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017) (%)	12.4 %	15.3 %

Data Source: KNBS (2019)

Makueni County Gross County Product (GCP) accounted for 1.3 per cent of total Gross Domestic Product (GDP) as at 2017 (figure 1). The GCP increased from Ksh. 61,314 million in 2013 to Ksh. 100,924 million in 2017 representing an average annual growth rate of 12.4 per cent. The agriculture sector contributes 47.2 per cent of GCP while service sector and other industries share constituted 45 per cent and 7 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming (cash crops and food crops), livestock keeping (dairy and beef cattle, goats, and poultry), bee keeping and fishing activities while industry is mainly dominated by agro industrial, handcraft centers and ceramic industry.

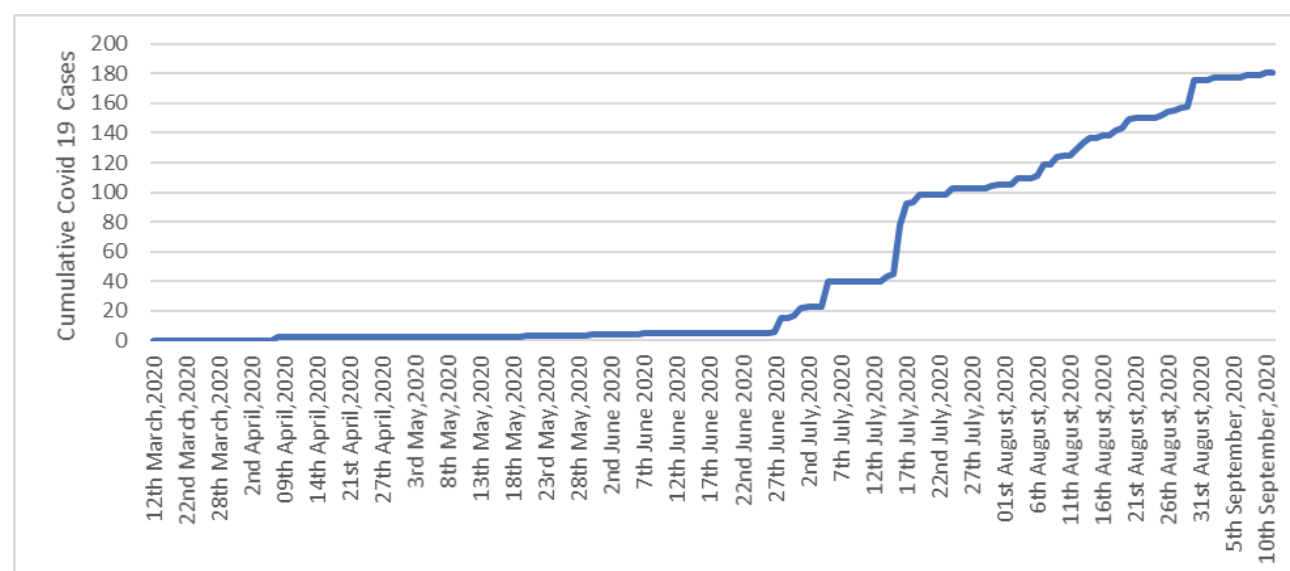
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 7th April 2020. Since then the number of confirmed cases increased to 181 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

Figure 2: Cumulative number of Covid 19 Cases (March-September 2020)



Data Source: MOH

1.2 County Fiscal Position

Makueni county expected a total revenue of Ksh. 11.2 billion in FY 2019/20 to finance its budget. This comprised of Ksh. 7.4 billion (66.2%) as equitable share, Ksh. 994.8 million (8.9%) conditional grant, Ksh. 655.2 million (5.9%) generated from own source revenue (OSR) and Ksh. 1.7 billion (15.1%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 9.2 billion which accounted for 88.4 per cent of the expected revenue. This comprised of Ksh. 6.8 billion equitable shares, Ksh. 801.4 million as conditional grants and Ksh. 735 million as cash balance from FY 2018/19. With the outbreak of COVID-19 pandemic, the county's revenue streams were affected following the disruptions of various economic activities. This was reflected in the OSR performance for FY 2019/20, where the county registered 8.9 per cent decline from Ksh. 511.7 million realized in FY 2018/19 to Ksh. 465.9 million generated.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 11,186.3 million consisting of Ksh. 6,379.1 million allocation for recurrent expenditure and Ksh. 4,807.2 million for development expenditure. Of the recurrent expenditure, Ksh. 3,699.8 million was meant for compensation of employees while Ksh. 2,679.3 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 8,603.3 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 69.2 per cent of the total spending, with development expenditure accounting for only 30.8 per cent. This translating to absorption rate at 76.9 per cent for the overall budget, 93.3 per cent recurrent expenditure and 55.1 per cent development expenditure. Health sector expenditure accounted for 35.4 per cent of total spending with an overall absorption rate of 88.5 per cent. Absorption rate for health sector recurrent expenditure stood at 91.4 per cent while that for development expenditure stood at 76.5 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 281.6 million consisting of Ksh. 244.1 million and Ksh. 37.5 million in respect of development and recurrent expenditures respectively.

1.3 County fiscal response, interventions and budget re-allocation

Following the outbreak of COVID-19 Makueni county undertook varied measures to contain the spread

The County established the Makueni County Coronavirus Emergency Response Committee. The role of the committee was to coordinate and ensure effective communication of interventions that mitigate the adverse effects of the Coronavirus in the county.

Budget reallocation. Through the County Assembly, a supplementary budget of Ksh. 45.0 million was passed to help in the fight against COVID-19. Out of the Ksh. 45 million, Ksh. 20.0 million was set aside for water trucking, training of health workers and community sensitization. The County also restructured the FY 2020/21 budget to be responsive to the effects of COVID-19 pandemic by allocation of Ksh. 20 Million to support MSMEs in coping with effects of the pandemic.

The county prepared for treatment of confirmed cases. It established and operationalized COVID-19 treatment centers at Makindu and Makueni County Referral Hospitals with a combined bed capacity of over 312 beds. The county also continued with cross border surveillance where a total of 189,559 persons were



screened at border entry point at Mito Andei and Kibwezi.

Training of health sector personnel and selected members of the community. The County trained its health workers and equipped health facilities with PPEs to respond to the pandemic. In addition, over 50,000 opinion leaders, community health volunteers, community resource volunteers, area development committee members and youth groups were trained on COVID-19 and related measures. In addition, the county got support from national government in hiring 252 additional healthcare personnel of all cadres to boost the human resource capacity.

County undertook COVID-19 awareness creation campaigns. Various channels including radio, TV and community level campaigns were used to create awareness. 3,643 persons underwent through the Training of Trainers (ToTs) at the community through the development committees while another 1,220 youth were trained on COVID-19 related issues. These cumulatively reached out to over 250,000 households in awareness creation. Another 320 youth as ToTs worked with the community along the Mombasa-Nairobi Highway to create awareness on COVID-19.

In addition, the county promoted COVID-19 safety guidelines issued by the National Government. This included 50 per cent reduction in the seating capacity for passengers per vehicle to observe social distancing; hand hygiene; fare collection using mobile money payment systems, the dusk to dawn curfew, and the cessation of movement in and out of Nairobi, Mombasa and Mandera. In addition, the county suspended all market days, night club operation hours; all liquor licensed outlets to operate 5pm-11pm including weekends. All social gatherings such as funerals, weddings, sporting, leisure, *muguka* and *miraa* (khat) chewing joints among others, were suspended. Learning in all institutions including Early Childhood Development Education (ECDE) centers and County Technical Training Institutes (CTTIs) was also suspended.

The county undertook to promote hand washing and hygiene. Public transport including Boda-Boda riders were guided to observe hygiene, use hand washing facilities with preferably liquid soap or alcohol-based hand sanitizers at the bus-stop or stages. It was also guided that all public places to have hand washing facilities – markets, shops, hotels, supermarkets, malls, places of work, public gyms, among others.

Social protection for the vulnerable groups was enhanced. The county supplied over 46,000 masks to vulnerable groups. In addition, 1,647 elderly persons were supported through food provisions. The county had a counselling unit for handling gender-based violence among other issues arising from domestic violence, and a safe home for victims of violence.



2 SOCIO-ECONOMIC EFFECT OF COVID-19

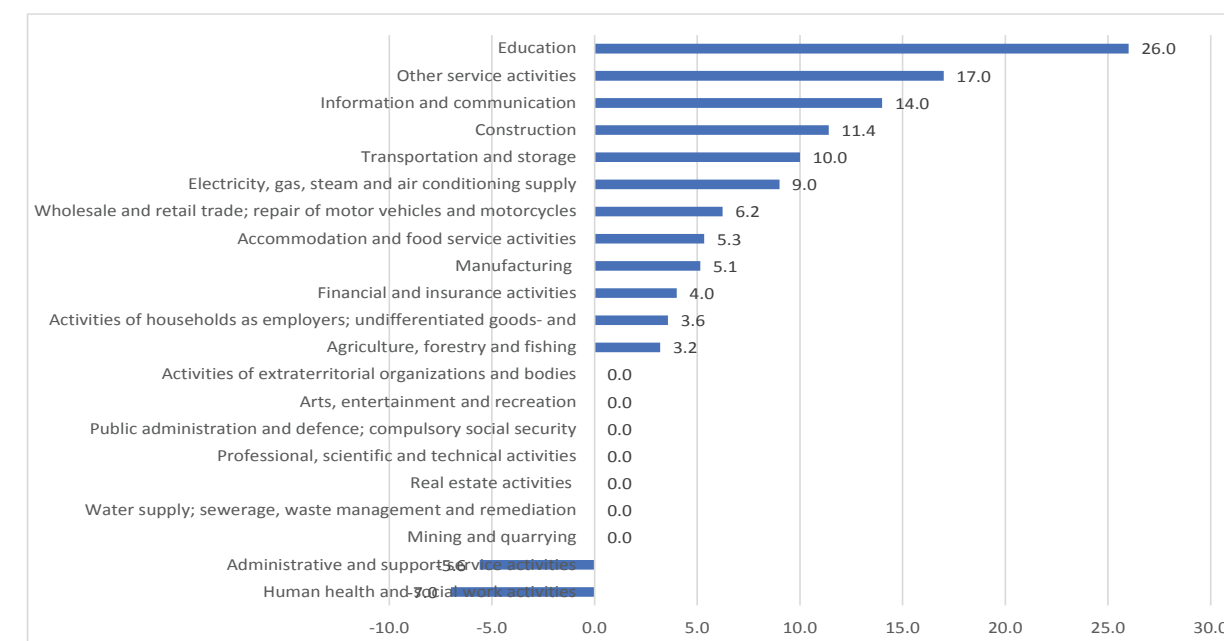
As the country was hit by the Covid-19 pandemic, other shocks in the county included: floods and desert locusts.

a) Labor participation

According to the May 2020 KNBS COVID-19 Survey, workers in education sector lost an average of 26.0 Hours worked in a week, while workers in information and communication sector lost an average of 14.0 hours worked in a week. Workers in transportation and storage sector lost an average of 10.0 hours worked while workers in wholesale and retail trade, repair of motor vehicles and motorcycles lost an average of 6.2 hours in a week. Further, workers in accommodation and food services lost an average of 5.3 hours in a week while workers in financial and insurance activities, manufacturing and construction sector lost an average of 4.0 working hours in a week, 5.1 working hours in a week and 11.4 working hours in a week. There was a negative effect on county economy from hours lost in main economic activities of the county such as other service activities (17.0 hours in a week) and agriculture sector (3.2 hours in a week). Further, the hotel industry in the county laid off some staff due to low profits.

The labor participation rate in Makueni county declined significantly as a result of the pandemic. According to the KNBS, Covid-19 survey 2020, the regular worktime declined by 36.3 per cent. The pandemic disrupted the workflow as a result of curfews and requirements for people to stay at home. The average number of hours of work available per week for employees declined in almost all sectors of the county economy (figure 3).

Figure 3: Difference between usual hours worked and actual hours worked during COVID 19 period



Data Source: KNBS Covid-19 Survey, 2020



Following the containment measures put in place by both national and county governments, some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. As a result, majority of workers (51 per cent) reported decrease in income due to the COVID-19. According to the May 2020 KNBS Covid_19 survey, only 1.0 per cent of people reported to have experienced increased income. The water sector indicated no loss in working hours because water was essential in mitigating the spread of the pandemic.

b) **Agricultural and Livestock**

National and County government measures aimed at containing the spread of the Covid-19 pandemic resulted to decline in market operations and ability of farms to sustain their existing workforce. Farms have been forced to either send workers on unpaid leave or lay off workers. In addition, movement restrictions and directives minimizing the physical contact and crowding of people are likely to have resulted to labour disruptions in the sector.

According to the May 2020 KNBS Covid_19 survey, 16.8 per cent of the households in Makueni county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (46 per cent) and concerns about leaving the house due to outbreak (41.4 per cent). A key concern was that the food groups affected most were the nutritious food categories -vegetables and fruits -which were necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 71 per cent of households in Makueni county indicated experiencing an increase in food prices. From the KIHBS 2015/16, it is important to note that 46.6 per cent of households purchased food products from general shops and 29.2 per cent from open-air markets. Further, 58.7 per cent of the total valued food consumed was from purchases, 32.5 per cent from own production, 5.4 per cent from own stock and 3.4 per cent from gifts and other sources. As such, increases in food prices are likely to have significant implications on household budgets.

Low marketing activity led to loss of income for fruits, livestock and grain farmers, and increased farm and post-harvest losses. For instance, market days in the county were stopped in adherence to the social distancing guidelines and protocols. Further, there was no specific market for livestock, hence it was not easy for households to go to the markets and find ready buyers therefore traders were greatly affected.

Further, there was a decline in labor participation in the sector. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicated food processing and related trades workers recorded the highest difference of 8 hours between the usual and actual hours worked in a week. Other affected sub-sectors in the county were agricultural, fishery and related labourers and subsistence agricultural and fishery workers who recorded a difference of 4 hours and 1 hour respectively between the usual and actual hours worked in a week.

The Covid 19 pandemic effects on the sector were worsened by livestock diseases and floods affecting 1.2 per cent and 10 per cent of households in Makueni County during the pandemic period.

c) **Services sector**

The outbreak of Covid-19 had a devastating impact on tourism sector at the county, for some instances,



according to Kenya Wildlife Services (KWS), there was an escalation in bush meat poaching and associated crime in Makueni which affected the wildlife tourism in Tsavo West national park and Chyulu hills national park, and the number of international visits at the Yatta Plateau (the world's longest lava flow) decreased after restrictions of international travels by Government of Kenya. In addition, there was reduced number of visits in major tourist attractions centres including the religious sites at Kalamba, Chyulu and Nzau hills which have been decorous for hiking, birdwatching adventures, and sightseeing.

The closure of schools led to disruption of education sector due to loss of learning and teaching time. According Kenya Population and Housing Census (KPHS) (2019), only 4.0 per cent of households in Makueni County owned Desktop Computer/ Laptop/ Tablet, also only 9.4 per cent of household had access to internet connectivity. This indicates distance-learning had not reached most of the students in the county, and those without internet access or adult supervision had been disadvantaged. The school feeding programmes in ECDE and primary schools were discontinued after the closure of schools in March 2020. This was likely to result into malnutrition especially among learners in vulnerable groups that depended on the programme; ultimately having adverse long-term effects on human capital in the County.

d) **Micro Small and Medium Enterprises (MSMEs) sector**

Most Micro, Small and Medium Enterprises (MSMEs) in Makueni County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (57.5 per cent); manufacturing (13.8 per cent); accommodation and food services (11.4 per cent); arts, entertainment and recreation (8.1 per cent); and financial and insurance activities (5.2 per cent). A focus on these sectors re-engineering and recovery of the County is crucial, since they were most affected by the pandemic.

MSMEs in Makueni County are mainly located in commercial premises (86.2 per cent). This implying that most of the businesses in the County faced challenges in meeting their rental obligations due to income disruptions occasioned by Covid-19. According to the May 2020 KNBS Covid_19 survey, 79.6 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings while 20.4 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, all attributed the same to delayed incomes/earnings.

From the May 2020 KNBS Covid_19 survey, the wholesale and retail trade sector lost 6.2 hours in usual and actual hours worked while accommodation and food services lost 5.3 hours. This indicating the adverse effects of the pandemic on the service sector in the county. The manufacturing sector was the worst affected and lost 9.1 hours per week.

Regarding access to markets, only 0.1 per cent of the MSMEs in the County depend on export markets, while none of the MSMEs reported to import their material inputs. Therefore, disruptions in the external markets may have little or no implications to MSME operations in Makueni County, either for exports or in sourcing inputs for production. That said, this also implies that the MSMEs in the county have a limited scope of market for their products.

e) **Infrastructure and housing**

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. The county administration made effort to reduce license fees for public service vehicle (PSV) operators to cushion against lost revenue. As a result of the COVID-19 pandemic, the passengers reliant on public



transport services witnessed an increase in expenditure of 56.8 per cent. Residents responded by changing their travel patterns with 33.2 per cent of the population traveling less often, while 1.5 per cent were unable to travel due to the pandemic. Further, people engaged in the transport and storage industry reported a 10-hour reduction from usual working hours per week on account of the pandemic.

The county administration deployed a portal which helps in tracking activities in the county and allows interaction with residents on key issues. The county administration had further adopted open contracting in the county through the portal. Further, the county administration rolled out a fixed assets system to help track all the county's assets. Approximately 99.9 per cent of public primary schools are installed with Information and Communication Technology (ICT) capacity under Digital Literacy Programme. That said, only 9.4 per cent of the conventional households in the county 'own' internet with 4.0 per cent owning a desktop, computer laptop or tablet. Further, only 2.0 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.5 per cent) than women (1.6 per cent). Further, there is a gender divide in use of internet where 18.0 per cent male and 14.3 per cent of the women using internet.

Majority of households (81.3 per cent) own the housing units they occupy while 18.7 per cent of the households are under rental tenure. Individuals are the primary providers of rental housing at 89.2 per cent, followed by private companies (5.1 per cent); and National Government (2.3 per cent). With the advent of Covid-19 pandemic households' ability to pay rent was affected, with 15.9 per cent of the population indicating inability to pay rent on the agreed date. The main reason that made households unable to pay rent was attributed to reduced incomes /earnings, reported by 58.0 per cent of the population.

f) **Water and sanitation**

The county had to incur additional cost to ensure continuity in provision of water and sanitation services, this including reallocation of 23 per cent of the total county's budget. Hand washing points were established in public areas such as markets in towns as well as water tracking in areas with shortages. The county also put in place a budget towards managing the environment which is key in promoting conservation of water in the county.

Water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This could affect the delivery, development and rehabilitation of WASH services in the County.

g) **Gender and youth**

During the pandemic, the county witnessed increased cases of gender-based violence. Approximately 25.5 per cent of respondents had witnessed or heard of domestic violence in their communities since the National Government instituted measures to contain Covid-19. In response, the County Government partnered with the Gender Violence Recovery Centre (GRVC) of Nairobi Women's Hospital to develop, promote and strengthen joint actions and collaboration towards prevention and response to GBV and other forms of violence within Makueni County. The county administration trained 320 youth to work with the



community on awareness creation on Covid-19, and further trained 3,643 Training of Trainers (ToTs) at the community through the development committees and 1,220 youth and cumulatively reached over 250,000 households. A further 3,004 young people from across Makueni County were recruited to the Kazi Mtaani National Hygiene Program (NHP), which is targeted to benefit the youth with a total of Ksh 94 million wages by the end of six and a half months. The county plans to re-design road and water civil works to provide labor services to the youth and enhance internship and apprenticeship opportunities. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.



3 KEY PILLARS OF THE RECOVERY STRATEGY

The foregoing discussion provides a basis for urgent responses to address the social and economic effects of the Covid-19 pandemic in Makueni County. This will help the County to recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity; promoting human capital development and strengthening agriculture.

3.1 Boosting Private sector Activity

The private sector plays a critical role in the Makueni County economy in reducing poverty through income generating opportunities for the vulnerable households. According to the KNBS 2016 survey, most of the private sector activities (57.5 per cent) are in the services sector with only 13.8 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (97.5 per cent), 2.4 per cent are small, and 0.1 per cent medium enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Makueni County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (57.5 per cent); manufacturing (13.8 per cent); accommodation and food services (11.4 per cent); arts, entertainment and recreation (8.1 per cent); financial and insurance activities (5.2 per cent).

Covid-19 has disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. In general, majority of the MSMEs (59.2 per cent) in Makueni County get their raw materials from their peer MSMEs within the County and from individual suppliers (29 per cent). Equally, they sell their products to individual consumers (93.7 per cent), within the county. This means that when some firms are adversely affected spreads fast and adversely affect the private sector.

MSMEs face various challenges in the County. This including financial and technical capacity, market environment, and worksite and related infrastructure (KIPPRA 2019, KNBS, 2016). On worksites, MSEs face inadequate and unequipped worksites, lack of public toilet facilities, lack designated areas for waste disposal, poor road infrastructure, frequent power interruptions. On technical capacity MSEs are characterized by low levels of innovation, lack of training and apprenticeship programme for artisans, fragmentation due to multiplicity of players who offer training and capacity building, and lack of monitoring and evaluation of training programmes. With the market environment, MSEs face inadequate market for their local products; stiff competition among themselves; and unfair trade practices which manifest through; contract enforcement, counterfeiting, dumping (substandard goods) and misrepresentation (through weight, price, ingredient). MSEs also face bottlenecks related to; insecurity; multiple licenses and permits; numerous procedures for obtaining licenses; and shortage of raw materials.



The Covid-19 pandemic offers an opportunity to address the Makueni County's structural issues, through private sector development and collaboration and design new growth models such as – industrial/manufacturing development and innovation and participation in national and global value chains:

- (i) Agro – processing for value addition with important areas of focus including Mango maize, citrus, passion, tomato value chain poultry and textiles production and processing. The county has also installed a juice plant.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the domestic and export market.

In strengthening the private sector, efforts are targeted at improving the business environment in the County through:

- (i) Promoting access to affordable financing with emphasis on strengthening the Tetheka Fund and other self-sustaining funds dedicated and easily accessible to MSMEs in the County.
- (ii) Promoting tailor made financial literacy programmes for MSMEs and establishing a framework for micro-leasing for the MSMEs.
- (iii) Enhancing skills for MSMEs by strengthening the link between curricula and practical skill sets required in the industry in all learning institutions and centres for vocational training in Makueni County.
- (iv) Providing access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (v) Providing for worksite and related infrastructure through partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced. Worksites and market centres to have adequate waste disposal and toilet facilities for use by MSEs to maintain hygiene and health standards.
- (vi) Harmonizing the number of licenses and permits obtained by MSEs so as to streamline the operational requirements and improve the business environment.
- (vii) Establishing partnerships with neighbouring counties to facilitate trade and widen the market scope.
- (viii) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.



3.2 Policy, legislatives, and Institutional reforms

Makueni County has an advanced County legislative framework with a number of Acts enacted and a number of bills and policies introduced at the County Assembly to regulate and govern various functions of the County. The County has a number of bills awaiting approval that focus on various sectors including water, reproductive health, transport, cooperative societies, fruits development, persons with disability, public participation and administration.

- (i) While Makueni County offers the best practice in public participation, with the pandemic it has not been possible to have social gatherings. Thus, the Makueni County Public Participation in Governance Bill need to include additional guidelines for conducting public participation to ensure accessibility and effective participation of a wide number of residents (including the disadvantaged, illiterate and persons with disabilities) while adhering to regulations on Covid-19.
- (ii) Develop mechanisms to conduct public participation digitally through online mediums such as the official County website, social media and email and other means which can be easily and conveniently accessed by a diverse and wide range of stakeholders within the County. Makueni County Public Participation in Governance Bill also to include regulation of public participation conducted through online platforms to ensure protection of information or views provided through such platforms.
- (iii) Review the various bills and policies which are yet to be approved and passed to consider the impact of Covid-19 and the potential for a pandemic occurring in future.
- (iv) The County to exploit opportunities in the regional economic bloc, South Eastern Kenya Economic Bloc (SEKEB) including maximizing on shared resources among member counties and collectively benefiting from unique resources found within the region. This to be supported and guided by an appropriate legal framework guiding the operations, management and functions of the regional block.
- (v) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

3.3 Strengthening county government's preparedness and response to pandemics and disasters

Makueni County has enacted the Makueni County Climate Change Fund Regulations, 2015 to address issues concerning climate change. Nonetheless, it is noted that disaster risk management is a cross-cutting issue affecting humans, the environment and the economy and a comprehensive framework ought to be developed to provide for disaster preparedness and disaster risk mitigation measures. In this regard, the following strategies will be implemented to strengthen the County's Disaster Preparedness and Risk Mitigation:

- (i) The County will review a legal and regulatory framework for disaster risk management which covers various categories of disasters including catastrophes, calamities, grave occurrences



arising from natural or manmade causes, by accident or negligence which results in substantial loss of life or human suffering, causes human, material, economic or environmental loss or damage to, and destruction of property, or damage to, or degradation of environment.

- (ii) While the County has enacted the Climate Change Fund Regulations 2015, it needs to review a framework for provision, administration, use and management of a county disaster management fund.
- (iii) The County to ensure it makes an allocation of its annual budget to fund disaster management and related programmes and activities stipulated in law.

3.4 Enhancing ICT capacity for business continuity

The status of ICT access and use in the county is low, especially among the households. Approximately 49.0 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. While approximately 98 per cent of the internet users in the county rely on mobile phone for connectivity. The high cost of internet service and cost of ICT equipment are identified as impending factors that explain why households lack internet connection. In the new normal driven COVID-19, the County administration will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters by:

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 49.0 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (ii) Adopt programmes to ensure ubiquitous access to reliable and affordable internet to boost household use of internet in daily activities.
- (iii) Support the development of ICT competence and skills among the citizenry to enhance uptake of ICT in households.
- (iv) Enhance connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions. This will complement the CIDP project aimed at enhancing e-government services by ensuring provision of 70 per cent of government services online.
- (v) Review and implement ICT policies and procedures to mitigate the cyber threats and collaborate with the national Computer Incident Response Team(CIRT) and the Communications Authority(CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation. This is aligned to the CIDP project to develop

1. Universal access to mobile telephony: <http://www.itu.int/itunews/manager/display.asp?lang=en&year=2007&issue=07&ipage=universal-telephony>



a policy framework on ICT to support the provision of e-government services, development of ICT systems, usage and safe storage of ICT equipment among the various departments and institutions.

- (vi) Make ICT a standalone sector for budget allocation distinct from finance and planning. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Make ICT a standalone sector for budget allocation distinct from finance and planning. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.

3.5 Promoting human capital development

COVID-19 had implications on Makueni County human resource. The pandemic brought with it a lot of anxiety and fear among the employees in both formal and informal sectors. According to the May 2020 KNBS COVID_19 Survey, 51.0 per cent of workers in Makueni county recorded having lost income and 19.9 per cent recorded working as unpaid workers. Further, 16.0 per cent of county residents did not attend to work as a result of covid-19 related issues, while 1 per cent recorded not working due to closure of businesses as a result of the covid-19. The County population aged 15-64 years (labour force) was estimated at 488,307 people of whom 456,299 were working and 32,008 were seeking work representing an unemployment rate of 6.6 per cent (Kenya Population and Housing Census, 2019).

The average years of schooling was 7.9 years out of the target of at least 12 years if entire population was to attain basic education up to complete secondary education (KIHBS 2015/16). Human development index was 0.49 compared to 0.52 at national level and maximum of 1. The HDI at county level measures extent to which the counties can mobilize the economic and professional potential of the citizens. With the rating of 0.49 it means the county lost about 51 per cent of her economic potential due to limited education and health. About 25.1 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 27.4 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 89.7 per cent as compared to the average national level at 74.9 per cent. The data indicated most of children in the county were immunized against preventable diseases such as polio and measles. The pandemic also brings an opportunity of enhancing levels of innovation and development of skills relevant to all the sectors of economy such as service and agriculture sectors. The recovery and re-engineering strategies in building and exploiting human capital include, the County will;

- (i) Promote implementation of stronger labour market interventions and policy reforms that drive employment creation. In addition, build capacity in areas related to marketing, operations,



finance, and human resource development to enhance the chances of survival of SMEs.

- (ii) The County will deepen technical education, training and skills development; and investments within the key sectors of manufacturing, agriculture, infrastructure, tourism, technology and innovation for enhanced job creation for the youth.
- (iii) Promote training of workers in the informal sector by pursuing innovative job creation interventions and combination of non-contributory and contributory pension schemes to ensure income security even during time of crisis.
- (iv) Strengthen the capacity of workers and the employer's organizations to enhance their knowledge base and understanding of ICT skills amidst Covid-19 pandemic.

3.6 Exploiting Agriculture

Agriculture sector accounts for significant contribution (47.2 per cent) to Makueni's economic activity. Despite large parts of the county being arid and semi-arid, considerable number of households engage in crop farming and livestock production. While majority of farming households in Makueni county are categorized as medium-large scale farmers (71.9 per cent), the county has a significant share of small-scale farmers (28.1 per cent)². The county government has comprehensive strategic intervention measures to enhance agricultural productivity. The value chain approach to modernize agriculture sector include production, value addition, trade and commercialization. Other measures to enhance productivity include adoption of appropriate technology, agricultural mechanization, promotion of irrigated agriculture and smart climate change farming. The county has also developed various intervention measures to enhance productivity in dairy farming, poultry, apiculture, aquaculture and post-harvest loss management. Only 5.48 per cent of households have used irrigation for farming, where the main source of water for irrigation is river at 55.93 per cent, water from well 12.30 per cent and water from springs at 12.31 per cent. For the county to optimize agricultural productivity the following interventions will be implemented;

- (i) Modern technology adoption: Support of farmers to uptake of digital technologies to support:
 - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level and improving access to innovative support services including credit and insurance services. Digitization of agricultural operations will complement the county's goal in the CIDP to enhance the livelihoods through agriculture by reaching every ward and every village thus supporting farmers and ensuring their produce reaches the market. Digitization will particularly support the county's program on extension services and create a platform for the farmers to connect with experts to get feedback on issues such as marketing, branding and issues concerning veterinary services.
- (ii) Provision of subsidized inputs by developing/strengthening partnership with the National Government, NGOs, Research Institutions and the Private sector in provision of subsidized

2. The strategy follows the FAO criterion on land size to identify small holder farmers as those producers that "fall in the bottom 40 per cent of the cumulative distribution.



inputs. Access to quality and affordable inputs including certified seeds, water, animal feeds, AI services, fertilizers, livestock vaccination and ploughing services by county tractor hire services is important. This will reduce the cost of production, ensure high productivity and improve competitiveness of the farm produce.

- (iii) Develop partnership with the National Government, NGOs, Research Institutions and the Private sector in:- establishing, upgrading, and reviving agro-processing plants/industries particularly in horticulture, poultry and grain processing plants; construction of abattoirs; and construction of meat and leather processing plants; storage and cooling facilities; construction of multi-purpose dams and roads. This will enable the agriculture sector to develop and grow due to an enhanced and efficient value chain.
- (iv) Enhance market access and product development by linking farmers to product markets beyond the county level for instance, through formation and strengthening of existing cooperatives like the mango cooperative. This allows for production in economies of scale and access to wider markets both locally and internationally. Trading through cooperatives/factories offers crucial interventions/information's for the farmers starting with standards and market requirements for different markets.
- (v) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vi) Enhance multi-sectoral approach with establishment of county multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors. For instance, enhanced county's infrastructure, to include upgrading of the road infrastructure (e.g. upgrade of 2, 000km of rural roads) and development of urban centers and markets (such as lighting, access roads to markets and water facilities) as envisioned in the 2018-2022 CIDP strategy are likely to spur market activity and economic growth of the agricultural sector.



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 0.4 per cent to the Makueni Gross County Product (GCP). Manufacturing in Makueni County include food products (35.8 per cent), wearing apparel (35.1 per cent), furniture (9.9 per cent), and fabricated metal products, except machinery and equipment (8.1 per cent). Important products driving value addition and the manufacturing activity in Makueni County include; mangoes, citrus fruits, passion, avocados, watermelons, cassavas, pixie oranges, sorghum, tomatoes, dengue, dairy, leather, beef, maize and poultry. Other products that can be exploited for value addition include silkworm and cotton processing. In that regard, manufacturing sector is important in turning around the economy of Makueni County from the effects of Covid-19 pandemic because of its strong forward and backward linkages. The county will therefore take the following measures:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Fast track establishment of an industrial park in Mtito Andei along the SGR line.
- (iv) Promote the sisal cottage industry.

4.2 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of Covid-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. Majority of households (74.1 per cent) had access to water and soap at 74.1 per cent while 94.8 per cent of the households did not have a designated handwashing facility in their households.

Water production by county is at 14,489.911 m³/day against a demand of 40,794.39m³/day leaving a water deficit of 26,304.47 m³/ day. This translates to a water coverage of 35.6 per cent against national water



coverage of 52 per cent³. The supply is also likely to diminishes in times of reduced rains and droughts thus leading to insufficient water supply in households, making households unable to observe hand hygiene. There is low access to piped water which stands at 11.4 per cent rural, 17.3 per cent urban, 4.6 per cent peri urban. Access to improved sources of water⁴ is below average which stands at 43.7 per cent rural, 52 per cent urban and 29.9 per cent for peri urban. This implies most households have low access to clean and safe water that is likely to compromise their health standard. Additionally, sharing of a toilet facility with other households is common in the county which stands at 28.1 per cent rural, 86.4 per cent urban and 32.5 per cent peri urban. Toilet sharing puts households at risk of contracting Covid-19, and other infectious diseases in cases where proper toilet hygiene is not maintained.

The county 2018-2022 CIDP intended to achieve increases access to water through; water harvesting, storage, treatment and distribution. The County Government will:

- (i) Increase piped water supply in households, institutions and public places through drilling of boreholes in all the sub-counties. To increase access to water the county government can partner with private sector, donor agencies, local communities and NGOs to help develop water infrastructure.
- (ii) Integrate public private partnerships arrangements to enhance water provision in the county.
- (iii) Upscale the construction of water pans and dams as well as round water, since the county is water insufficient in order to increase access to water, especially during dry seasons. This will help to increase water supply in households, institutions and public places.
- (iv) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increased to water access and to reduce distance taken to water sources.
- (v) Increase water storage capacity to store harvested water during rainy seasons
- (vi) Undertake water trucking during times of prolonged drought and water shortages and emergencies to households.
- (vii) Involve communities including men and women water management and governance and in protection of water catchment areas.
- (viii) Rehabilitate existing water infrastructure to reduce water leakages to reduce water losses.

3. Makueni County 2018-2022 CIDP

4. Improved sources of water included water from the following sources: Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, Tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring). This is according to WHO and UN classification of sources of water.



- (ix) Implement the county water master plan and water harvesting policy.
- (x) Establish water supply monitoring system for efficiency water supply and management.
- (xi) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to clean safe water.
- (xii) The county government to undertake chlorination of water sources through provision of chlorination tablets across the county.
- (xiii) Expand sewer infrastructure to accommodate more households, currently there is low access to piped sewer among households which is less than 3 per cent both in rural urban and peri-urban areas. Low connectivity to piped sewer denies the county the much-needed revenue from sanitation services as well as access to safe sanitation.
- (xiv) Improve access to safe and improved sanitation⁵ in schools, health care facilities, workplaces and public places. Increased access to sanitation can be achieved through collaboration between county government, national government, development partners and Public Private Partners to expand sewer infrastructure and to accommodate more households.
- (xv) Support households in building WASH facilities in homes, communities' marketplaces and in public places to help increase access at the handwashing. Increased access to WASH can be achieved through collaboration between County Government, Non-Governmental Organizations, local community and the media

4.3 Urban development and Housing

The county has relatively good quality of the housing stock. Approximately 87.3 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 12.7 per cent constructed using rudimentary materials. However, the County experienced low investment and urban development due to the pandemic effects. With regard to primary energy source for cooking, 90.8 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the County will:

- (i) Fastrack implementation of the affordable housing programme with a focus on improving living conditions and building quality applying finished materials for walls, floors and roofing.
- (ii) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental.

5. Improved sanitation include the following -Flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab) while access to unimproved sanitation include-Composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field, others. This is according to WHO and UN classification of sanitation

- (iii) Fastrack designation of Emali, Wote and Makindu as urban centers pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (iv) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.4 Transport

The county has a total of 12,878.49 Kilometers of classified road network. Approximately 52.9 per cent of the paved road network was in good condition, 45.4 per cent in fair condition and 1.6 per cent in poor condition. While 6.4 per cent of the unpaved road network is in good condition, 63.0 per cent was in fair condition and 30.3 per cent in poor condition.

The main means of transport used in the County is walking at 58.2 per cent, followed by motorbike 20.7 per cent and PSV matatus at 10.1 per cent. On average, residents travel 1.6 Kilometers to their workplace which means Non-Motorised transport is a priority. Over 93.3 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities, the County will:

- (i) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁶.
- (ii) Focus on increasing the share of unpaved roads in good and fair condition to above 62 percent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (iii) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁷.

4.5 Tourism

The county has diverse tourist attractions sites including archaeological sites and caves (Kisula Leviathan Caves); Mudanda rock, Makongo valley and Umani springs in Kibwezi. Undoubtedly, there are inadequate structures tourism accommodation facilities since the county does not have a star-rated provision. Sports tourism is underdeveloped due to limitation of resources and dilapidation of infrastructure for example the Wote stadium. The county has potential for enhancing tourism in the following areas which remains unexploited; Geotourism and Ecotourism this can be achieved with strong political support to remove policy bottlenecks and mobilise resources for the tourism sector. The County Government of Makueni can

6. Roads 2000 programme <http://krb.go.ke/our-downloads/roads%202000%20strategic%20plan.pdf>

7. Sustainable Mobility for All: <https://sum4all.org/implementing-sdgs>

create an attractive environment for investors and tourists by repairing roads and bridges connected to umani springs, chyulu and nzaui hills, the county to also consider upgrading major tourist centres like Yatta Plateau, Tsavo west national park and Chyulu hills national park. On the recovery strategy; the County government will;

- (i) Increase allocation of annual total budget to tourism development to enable construction of modern theatre and art gallery to support development of talent in music, visual and performing arts; marketing of sculpture and handicrafts; and upgrading of sports stadia to develop talents in sport.
- (ii) Enhance investment in infrastructural development to promote more conducive environment for the housing sector particularly in the tourist attraction centres.
- (iii) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments in order to ensure business continuity.
- (iv) Conduct research on potential areas for investment in tourism to catalogue information on existing and potential tourism products in each sub county; branding and marketing tourism products; hosting promotional events such as annual tourism and trade investment expos and M.I.C.E events.
- (v) Ease charges in the sector by repealing both the tourism and catering levy and other charges that impact the tourism sector.
- (vi) Promote public-private partnerships in conservation and investment. Consider collaboration with the National Museums of Kenya and Non-governmental organization for construction of heritage centers and museums, the re-landscaping of open cultural and natural sites, construction of botanical gardens, organizing cultural festivals and fairs, the identification, documentation, mapping and gazettement of important heritage.
- (vii) Allocate resources for investment and rehabilitation of tourism-supporting infrastructure, including sports stadia, modern M.I.C.E venues, and roads leading to the physical tourist attraction sites.

4.6 Health

The County has one County referral hospital, 6 Sub-County hospitals, 21 health centers, 113 dispensaries and 11 private clinics. The bed capacity in the county stands at 616. The Government of Kenya has hired 252 healthcare personnel of all cadres for Makueni County to boost human resource capacity. The county recorded 1.6 per cent of the total health workers having been infected by covid-19. A resilient and



sustainable recovery strategy for health system include, the County to;

- (i) Revamp, expand, modernize and adequately equip health facilities, including, Wote and Makindu hospital. This intervention is in line with the County's 2018-2022 CIDP of adequately equipping existing medical facilities.
- (ii) Implement a comprehensive human resource health management system including undertaking training needs assessments and information system to ensure skilled and motivated health care workers and equitable deployment.
- (iii) Recruit additional public health officers and community health workers to strengthen preventive and primary health systems.
- (iv) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities with Makueni County. This intervention is in line with county's CIDP 2018-2022 of accelerating performance, improvement and integration of intervention approaches in Water, sanitation and hygiene (WASH), Community Led Total Sanitation (CLTS) and medical camps outreaches.
- (v) Enhance supply of medical products and any other health care commodities to all health facilities as envisioned in County's CIDP 2018-2022.
- (vi) Proactively address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs, economic downturns, uncustomary care and burial of affected relatives.

4.7 Education and training

Makueni county has about 1,418 ECDE centers, 887 Public primary schools of which 99.9 per cent have access to digital learning programme and 254 secondary schools. The county has a total enrolment of 395,627 students of whom 13.4 per cent, 59.4 per cent and 22.9 per cent are enrolled in ECDE centres, Primary and Secondary schools, respectively while about 2.1 per cent and 1.9 per cent of total students are enrolled in VTCS and Universities, respectively. Labour force in the education sector in the County lost an average of 26 hours per week during the COVID 19 period while students lost close to one-year equivalent of learning time. Recovery strategies include:

- (i) County government working with private providers and non-state actors such as faith-based organisations in provision of ECDE services while enforcing public health protocols in schools including provision of WASH and PPEs in the County.
- (ii) Hosting different groups of learners at all levels in double track model where some learners continue learning when others are on holiday, is likely to be a cost-effective intervention towards managing small classes and ensuring social distance during the learning process in the short-term while recovering lost learning time.



- (iii) The County to consider deployment of teacher assistants from teacher training colleges in the region to co-teach basic education classes; and ensure provision of internet and ICT support among households to support continued learning while out of school.
- (iv) The county Education Department in collaboration with health authorities to establish safety of school buildings and their surroundings before reopening; provide adequate water and sanitation facilities and enhanced school feeding programme; and promote monitoring psychosocial wellbeing of students, teachers and non-teaching staff as well as educating them on how to mitigate spread of coronavirus both within the learning environments and at community level.

4.8 Social Protection

The County has an estimated number of 36,369 PWDs and 8,339 older persons aged 65 years and above. This represents 4.1 per cent and 0.8 per cent of the population, respectively. The county has in place an elaborate program to support the orphans, elderly and other vulnerable groups through food supplies. Through this program, the county has been in position of supporting 1,647 elderly persons. The county has plans of constructing children home as rehabilitation centre for street children at Emali town. The county has a counselling unit for handling gender-based violence among other issues arising from domestic violence and a safe home for victims of violence.

Amid the covid-19 period, the County will continue to implement the key county plans for Social Protection sector in the current CIDP (2018-2022), including enhancing allocation of Tetheka Fund, enhancing psychological support to addicts recovering from drugs and substance abuse, providing alternative livelihood programmes for drug addicts, peddlers and commercial sex workers, upscaling and sustaining health care intervention and older persons care and support.

Additional Covid-19 Recovery Strategies are:

- (i) Strengthen synergies across Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training, also design and implement a disability grant to all those who are severely disabled.
- (ii) Promote mainstreaming, protection and response against gender-based violence and involvement in all sectors; build resilience and promote affirmative action for addressing challenges facing vulnerable groups through implementation of special programs.
- (iii) Support existing social protections programs like Tetheka fund through additional funding.
- (iv) Protect vulnerable groups of the population from health costs by increasing coverage of NHIF, improving knowledge of the existing insurance scheme (NHIF) to improve uptake and subsidizing NHIF premiums for targeted populations.



4.9 Gender and Youth

The county government has established a Makueni Gender Based Recovery Center at Wote Referral hospital to enhance comprehensive management of GBV services and strengthen functional referral mechanisms. The county government has also established a safe haven in the form of a rescue and recovery centre for victims of domestic, sexual and gender- based violence in the wake of the increased cases during this period of Covid 19 pandemic. The center has a bed capacity of 14 people, divided into two wings; six beds for male and eight for female. The County also has Youth Policy that aims at supporting youth empowerment and entrepreneurship initiatives. Additional interventions include:

- (i) Enhance community awareness and sensitization on gender inequalities, gender-based violence reporting and prevention and reproductive health.
- (ii) Supporting the village youth polytechnics to spur local production of farm mechanization equipment, facemasks and fabrication of hospital beds.

4.10 Environment and natural resources management

The county's ecosystem is made up of forests, rivers and hills, the ecosystem is highly exposed to degradation due to by deforestation, soil erosion, encroachment. The major sources of energy for cooking used by households are firewood at 83.5 per cent, charcoal 9.3 per cent, liquified gas at 2.3 per cent. This has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste as follows 77.0 per cent dump in the compound, 4.4 per cent dump in the open field/plot, 9.5 per cent burn in the open, 9.9 per cent, 2.2 per cent is collected by the county government for disposal and 1.4 per cent by private company for disposal. 20 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

The county plans to to conserve the water towers and wetlands and enhance the county forest cover from 10 per cent to at least 15 per cent by putting in place measures to mainstream environmental and climate change in County planning and budgeting processes with aim of strengthening disaster risk mitigation measures and reducing damages caused by natural hazards like droughts. Additional strategies to enable Country to recover from effects of COVID 19 include;

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Reclaim land forest land and water catchment land that's under encroachment
- (iii) The county to support afforestation by providing tree seedlings to communities, schools and households.



- (iv) The county to implement its policy on environment and natural resources conservations.
- (v) Strengthen community forest associations.
- (vi) Provide waste collection services at households.
- (vii) promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (viii) Develop and implement solid waste management master plan.
- (ix) Cushion households from the adverse effects of droughts by having in place disaster management strategy.



5 ECONOMIC STIMULUS PROGRAM (ESP)

5.1 Economic stimulus Package

To re-engineer and put the Makueni County economy on upward growth trajectory, it is important to enhance the existing programmes or create new ones which have multiplier effects to productivity and employment creation. The following are priority areas to be considered by the County when designing stimulus packages:

- (i) Waivers/concessions – cess, single business permits, parking stickers, water bills, market fees;
- (ii) Create a Covid-19 revolving recovery Fund utilizing structures such as table banking, self-help groups and MFIs to small scale traders and businesses in the informal sector;
- (iii) Subsidize farming inputs – certified seeds, fertilizers and mechanized inputs such as tractors;
- (iv) Infrastructure – targeting roads, water and electricity;
- (v) Information and communication Technology (ICT) – a greater enabler for business continuity during and after Covid-19;
- (vi) Provide extension services and market creation for Agriculture.

5.2 Financing Economic Stimulus Package

Resource mobilization for implementation of the economic stimulus shall entail collaborations between National and County Government; support from development partners; public private partnerships and non-state actors including NGOs.



6 IMPLEMENTATION FRAMEWORK FOR THE ESP

All stakeholders in the County will be involved in the implementation of the County COVID-19 Re-engineering and Recovery Strategy through adequate resource mobilization over the 2020/21 – 2022/23. These include the national and county Governments; Development partners; NGOs and Civil Society, faith-based organizations, private sector and individuals. The Annex presents proposed action plan for the County.



7 MONITORING, EVALUATING AND REPORTING

The overall purpose of monitoring, evaluation (M&E) and reporting is to track progress of the County Covid-19 re-engineering and recovery strategies. Monitoring will be done periodically to track the implementation of the work plans while evaluations will be undertaken to measure effectiveness, impact and sustainability in meeting the strategic priorities. Some of the M&E activities will include documenting actions, resources, outputs and measure the impacts on expected outcomes.

Monitoring will be undertaken on a continuous basis and reporting on a quarterly basis, at mid-year, annually and at the end of the plan period leading to progress reports. The monitoring framework will track the achievements, assess use and delivery of resources and accomplishment of deliverables.

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation shall therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a program modality or design innovation will reach its intended outcomes.⁸ The criteria for evaluation of related projects, and programmes shall focus on the evaluation principles of relevance, effectiveness, efficiency, impact and sustainability.

The County Covid-19 re-engineering and recovery strategies reporting will be informed by annual work plans. All implementing departments will be expected to prepare M&E frameworks for each activity (see sample; the Annex). The quarterly progress reports will include information on key indicators against set targets for the quarter.

For accountability purposes, county governments through the Monitoring and Evaluation Departments (MED)s will review their existing M&E policy to include the County COVID-19 re-engineering and recovery strategies. These strategies will also inform county performance contracting targets and human resource performance management systems. The technical capacity of the M&E unit (focal persons and/or champions) in each County department, on the County Integrated Monitoring and Evaluation System (CIMES) will be enhanced to monitor and evaluate the implementation of these re-engineering strategies. CIMES guidelines on County Monitoring and Evaluation Committee (COMEC) will also play a key role and responsibility on how county governments implement these strategies.

Furthermore, the M&E reports will always inform decision making at all county levels including County assemblies to contribute to a strong and sustainable county results-oriented M&E system.

At the end of each financial year annual performance reports will be drafted highlighting key achievements, challenges, lessons learnt and recommendations on the way forward.

8. https://elibrary.worldbank.org/doi/10.1596/978-1-4648-0779-4_ch2



8 COMMUNICATION CHANNELS

Communication⁹, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development¹⁰ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹¹ are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID-19 Survey, majority of Makueni residents received information about coronavirus through radio (86 per cent) and television (41 per cent). This was closely followed by friends and family at 34 per cent. The survey was not specific whether mobile included both written short text messages (SMS) and verbal (calls). Nevertheless, 29 per cent of Makueni citizens received corona virus information from their mobiles (29 per cent) and social media (15 per cent). Newspapers, Health Care Workers, Non-Governmental Organization (NGO) workers and Government sources had 3 per cent and below frequency in receiving information. Since the county has advanced information, communication and technology (ICT) efforts in developing an online portal which helps in tracking activities in the county and allows interaction with residents on key issues the following channels of communication will be utilized:

- (1) Written communication such as: posters, digital (SMS) and online communications (social media).
- (2) Verbal communication for instance: radio, telephone, and face to face meetings.
- (3) Non-verbal communication for example: sign language.
- (4) Visual communication that is: television (TV).

The effectiveness of the different channels would vary depending on the circumstance and the characteristics of the communication. Therefore, to increase buy-in from the members of the public on the county socio-economic recovery strategies, opportunities, interventions and to encourage positive feedback, table 2 below shows the channels of communication.

9. <https://books.google.co.ke/books?id=QVnnHUSAL7cC&printsec=frontcover&dq=creating+understanding+what+is+communication&hl>

10. https://www.unicef.org/publications/files/UNICEF_2017_Report_on_Communication_for_Development_C4D.pdf

11. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6yWS&result=2>



Table 2: Communication channels with target audience

	Children 3yrs-17yrs	Youth 18yrs- 35yrs	Men 36yrs- 70yrs	Women 36yrs- 70yrs	PWDs	Aged 71yrs +	Literate & Semi- literate	Rural	Urban & Informal settlements
Barazas <100 persons									
Face to face <100 persons									
Radio									
TV									
SMS									
Social Media									
I.E.C- Posters, branded gear									
Outdoor- Billboards, Graffiti, Drawings									
Telephone									
Sign language									

> Most appropriate channel to be used.

NOTES:

- For purposes of this report, the literacy levels will be measured by whether the target audience can listen, speak, read and write in English and Kiswahili language.
- It is assumed that children under the age of 3 years have not yet fully developed their cognitive abilities to interpret communication.
- Face to face meetings will include virtual meetings, association gatherings, friends, and family.

The communication channels for Persons with Disabilities are radio and telephone calls for the visually impaired and sign language for those with hearing impairment.

Furthermore, the scheduled communication or frequency of messaging are as follows:

- Weekly updates on County website & social media.
- Bi-weekly broadcast messages (TV interchanged with either local or Kiswahili radio station).
- Monthly SMS and telephone calls.
- Quarterly I.E.C materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, huduma centers).
- Monthly barazas.



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	15	15	30	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		60	60	120	County Government	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		40	40	80	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		30	30	60	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		5	5	10	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		5	5	10	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/ Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	20	20	40	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	10	10	20	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	5	5	10	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	County Government of Nandi, National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		80	80	160	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		20	20	40	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure in good and fair condition	Knowledge management of NMT infrastructure in good and fair condition	6 months	20	20	40	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	5	5	10	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	3	3	6	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government



COUNTY COVID-19 SOCIAL ECONOMIC RE-ENGINEERING
RECOVERY STRATEGY 2020/21-2022/23

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		7	7	14	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Kakamega County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		100	100	200	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			3	3	6	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 - 5 years	10	10	10	County and National Governments; development partners	County Government

COUNTY COVID-19 SOCIAL ECONOMIC RE-ENGINEERING
RECOVERY STRATEGY 2020/21-2022/23



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 - 5 years	10	10	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		50	50	100	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		5	5	10	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		50	50	100	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		8	8	15	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1years		1	1	1	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		5	5	10	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1years		1	1	1	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1years		30	30	60	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1years		20	20	40	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1years		5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1years		10	10	20	County Governments; development partners	County Government
		Grand Total					973	973	1915		

COUNTY GOVERNMENTS



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