



BUSIA COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





BUSIA 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 (KIPRA)



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

Busia County is one of the counties in the Lake Region Economic Bloc (LREB). The county had estimated population 893,681 people of which 47.6 per cent were male and 52.3 per cent female (KNBS, 2019) as indicated in table 1. Of the population 20,552 (2.7 per cent) were persons with disabilities. The youth constituted 34.0 per cent of the population of whom 53.0 per cent were female. The county has a population density of 527 per km2. About 87.3 per cent of the population live in rural areas of whom 52.4 per cent are female. The elderly population (over 65year-old) made up 4.3 per cent of the total population of whom 58.4 per cent were female. The population in school going age group (4-22 years) was 51.0 per cent in 2019.

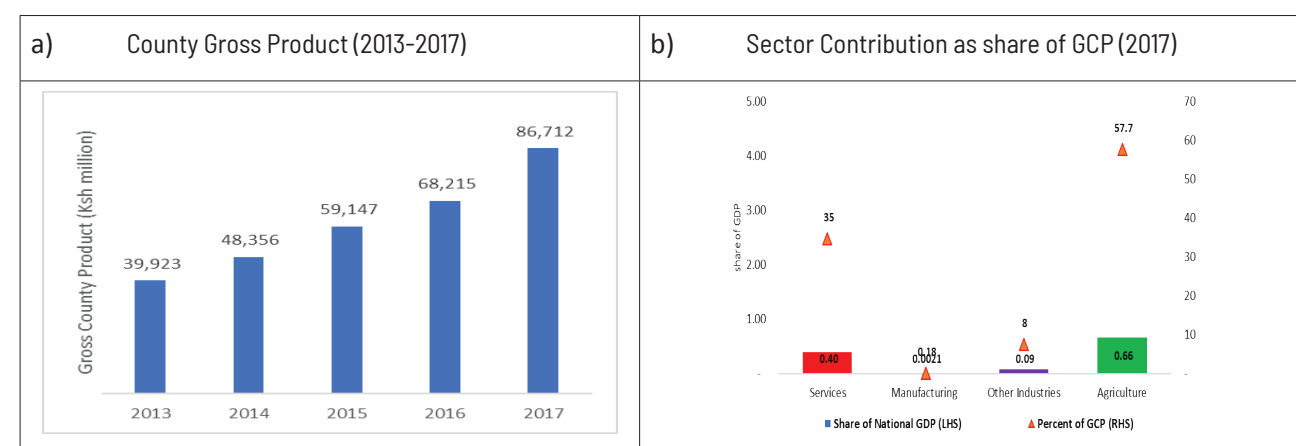
In 2015/2016, the overall poverty rate in Busia County was 69.0 per cent against the national poverty rate of 36.1 per cent. In addition, 59.5 per cent of the population were living in food poverty and 83.2 per cent were living in multidimensional poverty, that means being deprived in several dimensions 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 the KDHS 2014, 22.0 per cent of the children were stunted as compared to the average national level at 26.1 per cent.

Table 1: Development indicators in Busia County		
	County	National
Estimated County Population (KNBS, 2019)	1,670,570	3.1% of total population
Males	812,146	48.6%
Females	858,389	51.3%
Intersex	35	0.02%
Estimated Population Density (km2)	551	82
Persons with disability	2.0%	2.2
Population living in rural areas (%)	88.6%	68.8%
School going age (4-22 years) (%)	52.1%	68.7%
Youth (%)	34.0%	36.1%
Elderly population (over 65-year-old)	3.83%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	37	0.11% Of the national cases
Poverty (2015/2016) (%)	36.0%	36.1%
Food Poverty (2015/2016) (%)	33.2%	31.9%
Multidimensional Poverty (2015/2016) (%)	83.2%	56.1%
Stunted children (KDHS 2014)	24.4%	26%
Gross County Product (Ksh Million)	86,712 (2017)	1.2 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017) (%)	23.4%	15.3 %

Data Source: KNBS (2019)

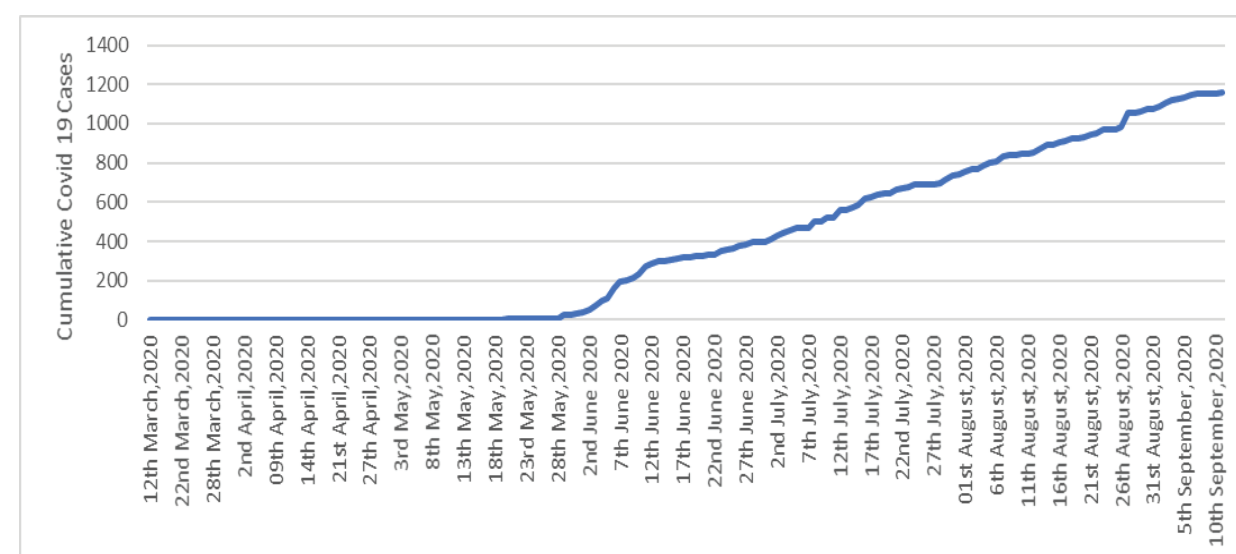
Busia County Gross County Product (GCP) accounted for 1.2 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh. 39,923 million in 2013 to Ksh. 86,712 million in 2017 representing an average annual growth rate of 23.4 per cent. The agriculture sector contributes 57.7 per cent of GCP while services and other industries sector share constituted 35.0 per cent and 8.0 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and processing while industries include small scale production of consumer goods such as furniture and textiles and food processing.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 3rd May 2020. Since then the number of confirmed cases increased to 37 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH

1.2 County Fiscal Position

Busia county expected to receive a total of Ksh. 9.3 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 6.0 billion (64.9 per cent) as equitable share, Ksh. 715.4 million (7.7 per cent) conditional grant, Ksh. 504.5 million (5.4 per cent) generated from own source revenue (OSR) and Ksh. 1.8 billion (19.1 per cent) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 8.01 billion which accounted for 86.3 per cent of the expected revenue. This comprised of Ksh. 5.5 billion equitable shares, Ksh. 512.1 million as conditional grants, Ksh. 1.8 billion as cash balance from FY 2018/19 and generated 225.8 from OSR. With the outbreak of the covid-19 pandemic, the county's revenue streams were adversely affected given that the county is a border county and relies heavily on accommodation and restaurant services as the main source of revenue. During FY 2019/20, the county's OSR performance registered a decline of 24.6 per cent from Ksh. 299.4 million collected in FY 2018/19 to Ksh. 225.8 million. The significant decrease was attributed to the closure of markets due to the pandemic, which highly affected the collection of revenues.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 9,276.0 million consisting of Ksh. 5,490.0 million allocation for recurrent expenditure and Ksh. 3,785.0 million for development expenditure. Of the recurrent expenditure, Ksh. 3,121.5 million was meant for compensation of employees while Ksh. 2,368.6 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 6,751.2 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 75.0 per cent of the total spending, with development expenditure accounting for only 25.0 per cent. This translating to absorption rates at 72.8 per cent for the overall budget, 92.2 per cent recurrent expenditure and 44.6 per cent development expenditure. Health sector expenditure accounted for 31.0 per cent of total spending with an overall absorption rate of 81.3 per cent. Absorption rate for health sector recurrent expenditure stood at 99.3 per cent while that for development expenditure stood at 38.1 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 1,172.6 million consisting of Ksh. 665.5 million and Ksh. 507.1 million in respect of development and recurrent expenditures respectively.

1.3 County fiscal response, interventions and budget re-allocation

With the outbreak of Covid-19 Busia county undertook varied measures.

The County established a Busia County Covid-19 Response Committee. The mandate of the committee was to oversee the activities being undertaken in response to the Covid-19 pandemic.

Budget reallocation. Through its supplementary budget the county allocated Ksh 103 million supplementary budgets to mitigate the spread of Covid-19. Further, Members of County Assembly (MCAs) injected Ksh 8.75 million into the Covid-19 fund by forgoing sitting allowances and per-diems and these funds were marked for utilization in purchasing of surgical gloves, face masks, soap and alcohol-based hand sanitizers. Based on the reallocations, the Ksh 103 million has been channeled towards renovations of the ICU facility at



Alupe sub-county hospital and provision of food supplements to the community.

Support to MSMEs through the Busia County Trade Development Fund. Busia County has a Trade Development Fund to support small entrepreneurs in the county for instance, they have Busia cooperative society where people can access loans. The kitty fund was increased in the 2020/2021 budget to cushion small traders including hoteliers, clearing agents etc.

County received stakeholder Support. The county secured support from various stakeholders especially World Bank. Some recurrent funds from the World Bank funded Kenya Devolution Support Programme (KDSP) was channeled to purchase of PPEs and other Covid-19 related expenditures. This was possible since world Bank approved that arrangement. The development aspect of KDSP involves a hospital development project in the health sector

The county prepared for treatment of confirmed cases. County department of Health and Sanitation received three new rapid response vehicles (Toyota Hilux Double Cabin) to support Reproductive Health activities and the fight against Covid-19 in the county. Two of the vehicles were purchased by funds from the World Bank Transforming Health Systems for Universal Health Care Project, while the third one was donated by the National Government through the Ministry of Health (MOH). In addition to Agricultural Training Centre (ATC) and Alupe with combined bed capacity of 258, the County Covid-19 Response Committee identified Kocholiya, Nambale, Sio-Port, Khunyangu and Port Victoria hospitals as additional recovery centres. For UHC, the County incorporated the National Government guidelines in their system and hired health care workers to meet WHO standards. In addition, the County recruited community health volunteers to provide support in the fight against Covid-19.

Implementation of 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 distance; 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, county suspended all market days, night club operation hours. To enforce social distancing guidelines, all bars and restaurants were directed to close except for take away services. The suspension of public gatherings was extended to churches and other religious gatherings, closure of schools and learning institutions.

Promotion of hand washing and hygiene. The county procured sanitizers and masks using supplementary budget, and protective gears from KEMSA and has set aside places where citizens can wash their hands. It was also guided that all public places to have hand washing facilities – markets, shops, hotels, supermarkets, malls, places of work, public gyms, etc.

Social protection for the vulnerable groups. The county experienced double-shock in terms of flash floods and the Covid-19 pandemic. Floods experienced in the county affected many communities escalating the need for emergency support. The emergency kitty of the county was deployed to support the affected by giving shelter and food, mosquito nets and basic medication to fight cholera. Vulnerable groups affected by Covid-19 were also cushioned by provision of food.



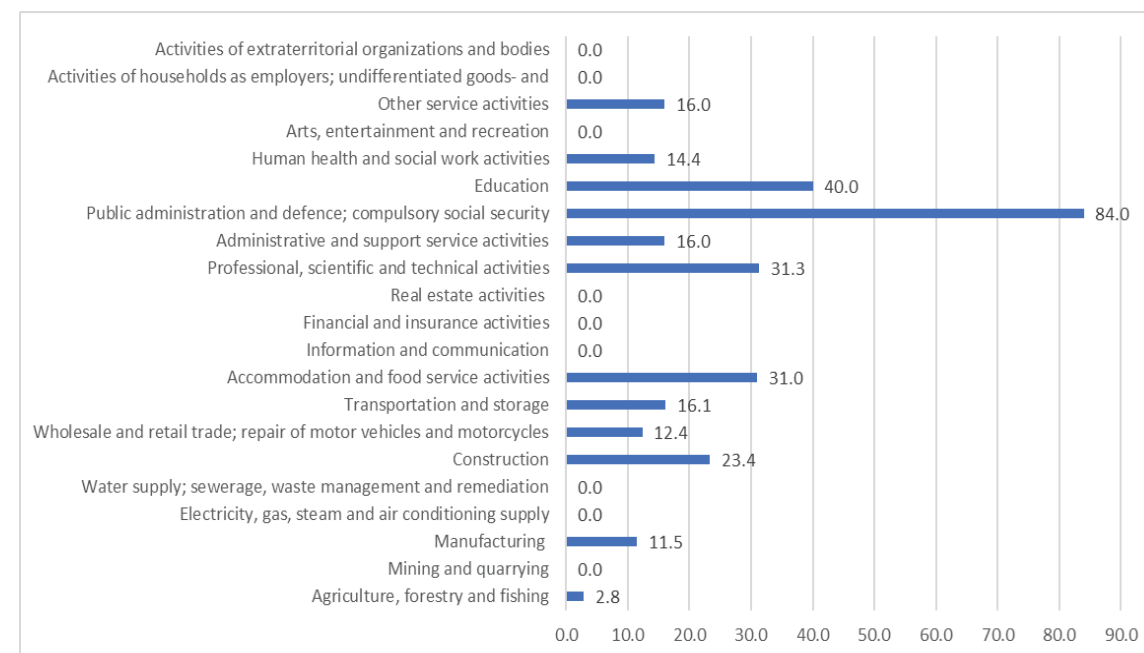
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county including: Floods, Mudslides and Landslides

a) Labor Participation

In Busia County, the COVID-19 had most sectors of the county economy. According to the May 2020 KNBS COVID-19 Survey, the Public administration and defence; compulsory social security reported the highest level of loss of hours worked (84 hours). The high number of hours lost in administration and defense sector was attributed to the fact that the workers in the sector were working beyond normal working hours and during weekends to enforce security in the arears prone to cattle raids. Education sector lost 28 hours (figure 3). Professional, scientific and technical activities and accommodation and food service activities lost a total of 31.3 hours and 31 hours per week, respectively. Construction and Administrative and support service activities recorded on average loss of 23.4 hours and 16 hours per week, respectively. Workers in the agriculture sector which is the economic mainstay of the county lost 2.8 hours in a week. Further, the hotel industry in the county laid off some staff due to low profits.

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



Data source KNBS 2020

According to May 2020 KNBS COVID-19 Survey, about 9.0 per cent of employees did not attend to work while 88.7 per cent of the employees worked without pay. Following the containment measures put in place by both national and county governments, some other businesses such as bars, hotels, market centres had closed, leading to reduced business activities. Some workers in the transport sector also recorded

reduced business activities due to imposition of curfews and restrictions of moving in and out of Nairobi city county and Mombasa county. As a result, about 33 per cent of workers reported decrease in income due to the COVID-19, while 1.0 per cent of people reported to have experienced increased income.

b) Agriculture and Livestock

The May 2020 KNBS COVID-19 survey found that 31.9 per cent of the households in Busia 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 (63.2 per cent) and movement restrictions (15.7 per cent). Further, with restrictions affecting seamless movement of food commodities, 90 per cent of households in Busia county indicated experiencing an increase in food prices. It is important to note that 43.8 per cent of households purchase food products from open-air markets and 21.5 per cent from general shops (KIHBS 2015/16). Additionally, 54.5 per cent of the total valued consumed is from purchases, 37.3 per cent from own production, 2.3 per cent from own stock and 5.6 per cent from gifts and other sources. As such, an increase in food prices is likely to have significant implications on household budget.

Low marketing activity, in observance of the social distancing protocols and guidelines, led to loss of income for food traders thus affecting livelihoods. For instance, in the county, clients were shying away from using markets and instead going to villages where it's perceived to be safer.

An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates fishery and related workers recorded the highest difference of 21 hours between the usual and actual hours worked in a week. Other affected include: food processing and related trades workers (17 hours difference); subsistence agricultural and fishery workers (2 hours difference); farm workers (2 hours difference); and agriculturalists and related professionals (6 hours difference).

The Covid 19 pandemic effects on the sector were worsened by floods affecting 16.6 per cent of households in Busia County during the pandemic period.

c) Services Sector

In 2020 the County saw a decline of approximately 20,000 tourists attributed to restrictions on both domestic and international travel due to Covid-19 pandemic. This is equivalent to KSh.300 Million loss in tourism receipts to the local county economy. Culture and heritage events were also disrupted by the measures to contain the pandemic including weddings, funeral ceremonies and initiation/rites of passage ceremonies. Other constraints to development of the sector include inadequate tourist-class accommodation facilities and conference tourism facilities, limited funding and prioritization for tourism department, under-developed tourism products with great potential and low adoption of ICT in service delivery



The education sector was disrupted with closure of all schools which led to loss of learning time and teaching time. Some of the schools adopted online classes which were ineffective due to high digital divide in the county as indicated by the Kenya Population and Housing Census (KPHS) (2019). Although 92.0 per cent of schools had internet access only 3.7 per cent of the households in the county had access to at least a desktop computer/laptop or tablet. The school meals programmes in ECDE and primary schools were discontinued after the closure of schools which exposed the students from the vulnerable and poor background. The instituted COVID 19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold.

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

Busia County is dominated by MSMEs in the wholesale and retail trade, repair of motor vehicles and motorcycles (76.8 per cent), manufacturing (6.4 per cent), accommodation and food services (4.5 per cent), arts, entertainment and recreation (3.9 per cent). These are some of the sectors that were hard hit by the pandemic and need targeted interventions in achieving reengineering and recovery.

Considering that MSMEs in Busia County are mainly located in commercial premises (70.1 per cent), the businesses faced challenges in meeting their rental obligations due to income disruptions occasioned by Covid-19. According to May 2020 KNBS COVID_19 survey 53.9 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings, 23.1 per cent due to temporary layoffs/closure of businesses, while 7.7 per cent attributed the same to permanent layoffs/closure of businesses. For those involved in farm businesses, 50 per cent attributed the same to temporary layoffs/closure of businesses while 25 per cent were affected by permanent layoffs/closure of businesses and reduced incomes/earnings each.

The survey also indicated the wholesale and retail trade sector lost 12.4 hours in usual and actual hours worked while accommodation and food services was hard hit and lost 31 hours in a week. This is an indicator of the adverse effects on the service sector of Busia County due to the pandemic which imply loss of productivity, output and employment. The manufacturing sector lost 11.5 hours.

Regarding access to markets, the KNBS survey data indicates that none of the MSMEs in the County depend on export markets, while only a few (1.1 per cent) import their material inputs. Therefore, disruptions in the external markets may have adverse implications to MSMEs operations in Busia County and especially in sourcing inputs for production. It is necessary to diversify the market for MSMEs products for their survival and growth.

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. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 49.5 per cent. Residents responded by changing their travel patterns with 29.5 per cent of the population traveling less often, while 15.6 per cent were unable to travel due to the pandemic.



Busia County Headquarters, Busia town, is connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 97.0 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 7.4 per cent of the conventional households in the county 'own' internet with 3.7 per cent owning a desktop, computer laptop or tablet. Further, only 1.9 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.6 per cent) than women (1.4 per cent). Further, there is a gender divide in use of internet where 16.3 per cent male and 10.9 per cent of the women using internet.

Majority of households (81.7 per cent) own the housing units they occupy while 18.3 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 91.5 per cent, followed by National Government (3.1 per cent); private companies (2.2 per cent); County Government (1.3 per cent); Parastatals (1.2 per cent); and FBO/NGO/Church based housing at (0.7 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 53.8 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 35.3 per cent of the population.

f) **Gender and youth**

The social and economic effects of the Covid 19 pandemic has increased households' susceptibility to Gender Based Violence (GBV) in the county. Response measures taken to contain the Covid 19 pandemic, such as movement restrictions, lockdown and curfew hours, led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact. In Busia county, domestic violence has been reported to be on the rise amidst COVID-19. Based on the May 2020 KNBS COVID_19 survey 33 per cent of the respondents in the county indicated to have witnessed or heard of domestic violence in your community since MoH instituted COVID 19 measures. Further, the Healthcare Assistance Kenya (HAK) reports that a total of 6 GBV cases were recorded in the county during the month of April 2020. Of the reported cases, 2 were from women, 3 from girls and 1 from a man. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) **Water and Sanitation**

Currently there is low access to piped water which stands at 10.1 per cent. This means low revenue from piped water for the county. Similarly, it also implies low access to clean and safe water which is guaranteed through piped water system. There is need to increase piped water connectivity to households to increased access to safe water and increased revenue. This can be achieved by expanding water infrastructure. The county government can collaborate with the private sector, Non-Governmental organization and the local community to expand the water infrastructure. Additionally, 44.8 per cent rural, 69.6 per cent of urban and 74.6 per cent peri urban households do share a toilet with other households, this puts individuals at risk of contracting Covid-19, and other infectious diseases in cases where proper toilet hygiene is not maintained. Access to WASH above average with majority of households at 75.4 per cent with access to soap and water during this period of Covid-19. On the other hand, 75.9 per cent of the households do not have a designated handwashing facility in their households.



3 KEY Pillars OF THE RECOVERY STRATEGY

Covid-19 has had negative social and economic effects in Busia County. There is need for urgent responses for addressing the same as well as help the County to recover and be on an upward growth trajectory again. To this end, 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; human capital development, and optimizing on the strategic location of the county for trade.

3.1 Boosting Private sector Activity

The private sector plays a critical role in the Busia 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 (76.8 per cent) are in the services sector with only 6.4 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (96.8 per cent), 1.8 per cent are small, while 1.4 per cent are in the category of medium enterprises. Since most firms are in the micro category, this implies that the informal sector tends to dominate the private sector in Busia County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (76.8 per cent), accommodation and food services (4.5 per cent), and arts, entertainment and recreation (3.9 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 (83.6 per cent) in Busia County get their raw materials from their peer MSMEs within the County. MSMEs generally sell their products to individual consumers (89.7 per cent) within the county. This means that when some firms are adversely affected this tend to spread fast in 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 practises 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 crisis offered an opportunity to address structural issues by spurring private sector development and collaboration. In addition, designing new growth models in industrial/manufacturing development, innovation and participation in national and global value chains is also vital through;

- (i) Agro - processing for value addition with important areas of focus include production and processing of sunflower, maize, poultry, cassava, sorghum, millet, honey, groundnuts, fish, leather, sugarcane and dairy.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

In strengthening the private sector, efforts targeted at improving the business environment, the County will:

- (i) Strengthen the link between curricula and practical skill sets required in the industry in all learning institutions and centres for vocational training in Busia County.
- (ii) Initiate and strengthen self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (iv) Provide for worksite and related infrastructure through partnerships between the county and other institutions both from public and private spheres. 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 will be prioritized. Provision of machines and safety gear will be considered to improve the working environment of artisans within the county.
- (v) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (vi) Enhance and promote local manufacture of affordable tools and machinery for the MSEs including reverse engineering and mainstreaming the needs of PWDs in infrastructure support services will be considered.
- (vii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.



- (viii) Harmonize the number of licenses or permits obtained by MSEs with an intent of reducing the bureaucracies involved. This will also be fostered by entering bi-lateral engagements with neighbouring counties to facilitate trade.
- (ix) Collaborate with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (x) Collaborate with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (xi) 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

The County of Busia has a well-developed and comprehensive county legislative framework having enacted numerous Acts which include those to legislate over cooperative enterprise development, agricultural development, water and sewerage services, transport and safety, trade development, finance, county cess, energy development, electricity reticulation and education. Importantly, the County has enacted two Acts for the health sector which are the Busia County Health Services Act, No. 5 of 2016 and the Busia County Public Health Act, No. 6 of 2016. The County also has some bills under consideration in the County Assembly such as the Busia County Vocational Training Centres Bill, 2020 and the Busia County Early Childhood Education Bill, 2020.

To strengthen the legislative and institutional structures the county will:

- (i) Enact regulations in support of the Busia County Health Services Act, 2016 and the Busia County Public Health Act, 2016 to facilitate the implementation of the provisions of the Acts, provide further guidance in relation to various aspects within the Acts (including on infectious diseases), expand on and supplement the provisions of the Acts. This would also allow for establishment of detailed measures for practical application of provisions of the Acts, such as measures to promote the prevention and control the spread and risk of infectious diseases.
- (ii) Introduce an emergency power into public health legislation to enable response to a public health emergency within the shortest time frame.
- (iii) Establish a policy legal and institutional framework to guide the County in establishing structures for pandemic planning and emergency preparedness.



- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

The cyclic nature of natural disasters in Busia and Kenya at large have constantly eroded the recovery capacity of communities especially in areas that experience extreme floods and ASAL regions of Samia and Bunyala Sub-Counties, hence affecting their economic development. Besides these, Busia County was also affected by the Covid-19 pandemic. To enhance preparedness and response to pandemics and other disasters, the county will:

- (i) Entrench collaborative governance measures for response to emerging infectious diseases that distinguishes the role of the central government from those of the County Governments and then closely interconnects them.
- (ii) Network with local and regional institutions in building preparedness for infectious disease threats.
- (iii) Undertake the real-time compilation of epidemiological, clinical, and laboratory data that could be made available to the international community through WHO which could also stimulate cooperation and collaboration and develop systems of communication, as well as working relationships, in advance of an outbreak or other emergency.
- (iv) Embed public participation, civic education, community engagement and community involvement in informing policies, plans and strategies for disaster risk management and disaster risk reduction.
- (v) Invest in research efforts on Covid-19, in collaboration with national government agencies and research institutions such as Kenya Medical Research Institute.

3.4 Enhancing ICT capacity for business continuity

The status of ICT access and use in the county is low, especially among households. Approximately 38.4 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. The perception that individuals do not need to use the internet is the leading reason that the people of in the County don't have internet connection. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters as follows:

- (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 38.4 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹

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



- (ii) Invest in terrestrial and aerial telecommunication technology to ensure reliable and affordable access to internet (internet everywhere). Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund² as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- (iii) Negotiate with the public primary schools for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (iv) The IT personnel in public primary schools can be deployed to support the development of ICT competence and skills among the public.
- (v) Enhance internet 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.
- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. 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, disasters, pandemics and misinformation.

3.5 Promoting human capital development

According to May 2020 KNBS COVID-19 Survey, 10.7 per cent of the county labour force worked at least for 1 hour for pay; 88.7 per cent of employees worked without pay; 13.6 per cent had never worked and 75.7 per cent worked in the informal sector. However, 9.0 per cent of employees did not attend to work due to COVID-19 related factors. On average, workers in the County lost 18.7 hours per week due to COVID-19.

The County population aged 15-64 years (labour force) was estimated at 373,732 people of whom 351,407 were working and 22,325 were seeking work but work was not available representing an unemployment rate of 6.0 per cent (Kenya Population and Housing Census, 2019).

The average years of schooling was 7.5 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 0.55 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 a rating of 0.55 it

2. Universal Service Fund: <https://ca.go.ke/industry/universal-access/purpose-of-the-fund/>

means the county lost about 45 per cent of her economic potential due to limited education and health. About 22.0 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. As a such, this perpetuates inequality across generations. The NHIF coverage was 31.0 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 80.4 per cent as compared to the average national level at 74.9 per cent; implying 2 in every 10 children were not immunized against preventable diseases hence susceptible to such diseases as measles and polio.

The pandemic also brings an opportunity of enhancing levels of innovation and development of skills relevant to all the sectors of economy with attention on production sectors especially agriculture which contributes to over 57 per cent of county GCP and manufacturing. To address the risks affecting human capital development including implications of COVID-19, the county will;

- (i) Mount capacity building initiatives through sustained investment in education and training and skills development; and investments within the key sectors of technology and innovation.
- (ii) Invest in community and public health including community health workers, water, sanitation, immunization and nutrition support.
- (iii) The County in partnership with private sector will establish a common pool fund to finance SMEs, seasonal public works or employment guarantee scheme for workers in the informal sector. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iv) Establish counselling centers across 7 sub-counties to offer counselling services to those affected both emotionally and psychologically by Covid 19.

3.6 Exploiting regional trade opportunities

Busia County is strategically located as it borders the Republic of Uganda. Since it has two main border points namely Busia and Malaba, Busia is regarded at the gateway to Africa's Great Lakes region. This means that exports and imports of regional states including Uganda, Rwanda, Burundi, eastern Democratic Republic of Congo and South Sudan are largely transported through Busia and Malaba border points. The East African Community (EAC) integration process has enhanced the profile of Busia and Malaba border points due to harmonized policies, easier movements of persons, goods and services and improved transport infrastructure.

The establishment of One Stop Border Post (OSBP) at Busia and Malaba has boosted cross-border trade that is increasingly benefiting small traders. Through EAC Customs Union and Common Market agreements amongst Partner States, easy access to regional market has the potential for benefiting MSMEs in Busia County and neighbouring counties. Seven border counties including Busia, Narok, Migori, Homa Bay, Bungoma, Trans Nzoia and Kisumu already established a forum that aims at harmonization of laws, rules

and regulations on cross border trade. The EAC has also developed a simplified Certificate of Origin that assists small traders in facilitating cross border trade across the countries in the EAC bloc.

In post Covid-19 socio-economic recovery plan, the County will optimize its comparative advantage as a strategically located devolved unit through:

- (i) Identify opportunities in regional market by ensuring that stakeholders in trade, manufacturing and MSMEs are assisted in exploiting trade opportunities in Uganda and the wider region.
- (ii) Ensuring that laws, rules and regulations for trade and investment are harmonized with EAC Customs Union and Common Market protocols for the benefits of Busia residents.
- (iii) The county will rehabilitate and modernize markets in Busia, Malaba and other nearby urban areas in the devolved unit.
- (iv) Sensitization of MSMEs and traders on the importance of EAC simplified Certificate of Origin for cross-border trade.
- (v) Support key economic sectors such as agriculture, tourism, manufacturing, ICT and transport to take advantage of OSBPs.



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 0.2 per cent to the Busia Gross County Product (GCP). Manufacturing in Busia County mainly include: wearing apparel (39.7 per cent), food products (23.5 per cent), fabricated metal products, except machinery and equipment (19.7 per cent), and furniture (17 per cent). The key products that support value addition and drive manufacturing agenda in Busia County include; sunflower, maize, poultry, cassava, sorghum, millet, honey, groundnuts, fish, leather, sugarcane and dairy. The large industries driving manufacturing sector in the county are involved in sugar processing, fish filleting and flour milling with potential in cotton ginneries. In that regard, manufacturing sector is important in supporting recovery of the economy of Busia County from the effects of Covid-19 pandemic. This is especially due to its potential in revenue and employment generation.

In the recovery process, the county will:

- (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) Collaborate with National government to rehabilitate fish landing sites in Mulukhoba as per the Third Medium Term Plan 2018-2022 flagship programmes and projects as support of the Lake Victoria rehabilitation programme.
- (iv) Adopt the new pandemic guidelines including rearranging floor plans to allow for social distancing and maintain high standards of hygiene through having hand washing facilities in manufacturing establishments.
- (v) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (vi) Revive the cotton ginneries in Nambale, Amukura and Mulwanda.
- (vii) Explore synergies and integration into LREB value chains in manufacturing development while increasing the market for nascent manufacturing industries in Busia County.



4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Busia county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 50,020 million out of the total KES 86,712 million Gross County Product (GCP) amounting to 57.7 per cent of the county's GCP.

About 71 per cent of the households produce crops, 53 per cent produce livestock, 0.28 per cent practice aquaculture and about 3.1 per cent are involved in fishing. About 1.5 per cent of the households practice irrigation farming. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, the county will implement the following strategies aimed at building back better:

- (i) Develop partnership with the National Government, NGOs, Development Partners Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county including in milk, meat, honey and leather processing and adoption of Modern Farming Technologies and Practices among farmers as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS),
- (ii) Improve farmers income through linking farmers to product markets beyond the county level including livestock, apiculture and fish products markets.
- (iii) Provision of storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iv) Promoting uptake of digital platforms to: train and build capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce, and improving access to innovative support services including credit and insurance services.
- (v) Enhance access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and mechanized ploughing services by county tractor hire services.
- (vi) 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. The county will mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) Establish agricultural parks, for instance the current daily parks that serve as a one stop shop for daily farming where breeding, feeding can be managed in one location.



- (viii) Have sensitization programmes and enhance farmers ability to adopt sustainable land management practices to minimize environmental degradation. This is in line with the County's CIDP goal on increasing farmer's awareness on modern land management practices.
- (ix) Increase fisheries and aquaculture activities in the County through establishment of Aquaculture parks and establishment of Operational fisheries training center as envisioned in the 2018-2022 CIDP.
- (x) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Frequent and correct hand hygiene are 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. According to May 2020 KNBS COVID_19 Survey, majority of households (75.3 per cent) indicated they had access to soap and water during this period of Covid-19 but they did not have a designated handwashing facility in their households.

The county produces 4,000M³ per day against a demand of 9,000 M³. Access to piped water stands at 10.1 per cent, which means low access to clean and safe water which is guaranteed through piped water system and low revenue from piped water for the county. In addition, households connectivity to piped sewer stands at 6 per cent, with 44.7 per cent rural, 69.6 per cent of urban and 74.6 per cent peri urban households sharing toilets.

To address the emerging issues, the County will:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties and increasing the water storage capacity to meet the demand.
- (ii) Increase private sector involvement in water for production programmes.
- (iii) Introduce community-based management systems (CBMS) for water production.
- (iv) Involve both men and women in water management and governance.
- (v) Establish water supply monitoring system for efficiency water supply and management.



- (vi) Integrate public private partnerships arrangements to enhance water provision in the County.
- (vii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (viii) Expand sewer infrastructure to accommodate more households and improve access to safe toilets in schools, health care facilities, workplaces and public places through building of toilets in communities, schools, hospitals and in public places.
- (ix) Conduct sensitization on programs on the importance of handwashing and construct WASH facilities to increase access at the household level.

4.4 Urban Development and housing

The county has challenges in quality of the housing stock. Approximately 25.8 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 74.2 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 92.9 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) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (ii) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (iii) 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.
- (iv) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (v) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.



4.5 Transport

The county has a total of 3,241.61 Kilometers of classified road network. Approximately 61.6 per cent of the paved road network is in good condition, 38.3 per cent in fair condition and 0.04 per cent in poor condition. While 20.7 per cent of the unpaved road network is in good condition, 56.9 per cent fair and 20.7 per cent in poor condition.

The main means of transport used in the County is walking at 32.0 per cent, followed by bicycle motorbike 22.1 per cent, boda boda 20.6 per cent, PSV matatus at 13.2 per cent, and own bicycle 5.0 per cent. On average, resident travel 1 Kilometer to their workplace which is within the threshold for Non-Motorised transport. Over 77.6 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) Design and develop transport infrastructure to cater for the long-distance cargo trucks and freight services that use the border crossing.
- (ii) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting the seating designs.
- (iii) 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 policy⁴.
- (iv) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent 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.
- (v) 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 Goals⁵.
- (vi) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use.

4.6 Tourism

Some of the tourist products and attraction sites in the county include; Nature Based tourism (Lake Victoria; River Nzoia and Yala swamp; Kakapel National Monument / rock site; The Kavirondo series rocks; The samia hills; Rock art); Wildlife; Cultural and heritage tourism (Traditional songs and dances; Traditional

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

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



medicine, rock art); Water sports (boat-racing on the lower Samia); and agro-tourism (Cotton and tobacco farming; agroforestry).

The hospitality industry in Busia County has attracted many new investors attributed to rising demand for accommodation and conference facilities due to devolution, NGOs, higher learning institutions, long distance truck drivers and increased number of visitors/traders who enter and exit the country through Malaba and Busia border posts. The county does not have star-rated hotel facilities. It has approximately 13 major unclassified hotels with a bed capacity of 526 located mainly in Malaba and Busia Towns and a few others in other parts of the county such as Amagoro, Bumala and Port Victoria. Accommodation and food services account for 0.5 per cent of total GCP, despite the potential of the sector to contribute more to socio-economic development of the county.

In terms of linkage of tourism with other sectors, according to the second CIDP, the county government is working on improving connectivity through water transport to link its islands; Sumba and Nabuduma and other counties bordering Lake Victoria such as Kisumu and Homabay. The county is improving marine transport through acquisition of motorized boats, clearing of papyrus reeds on rivers to create water ways. Ports have been set up and improved through construction of jetties and recreational centres constructed in these areas to improve tourist activities such as Port Victoria, Sio Port and Sisenye. Improvement in water transport will also contribute to opening up the islands for tourism.

The County has natural forests and exotic forests covering the farmlands, riverbanks, hilltops, hillsides, catchment areas, and open spaces. There are two gazetted forests located in Budalangi Sub - County totaling to only 328. 8 ha. The forestry resources provide an unexploited opportunity to develop agro-forestry and eco-tourism.

To support re-engineering of the tourism sector the county will focus on:

- (i) Diversification of the tourism product range: cultural tourism in the western tourism circuit; Invest in water sports; boat racing; Conference tourism; Medical tourism; Homestay tourism; ecotourism.
- (ii) Develop databank of tourist attraction sites / resources; set up a tourism information centre.
- (iii) Provide incentives for public-private-partnership investments in star-rated accommodation and M.I.C.E facilities.
- (iv) Invest in protection of cultural heritage sites; preservation of artefacts.
- (v) Enforce sanitation as a key component in ensuring business continuity in the tourism sub-sector.



- (vi) Increase conservation of natural and cultural Heritage: Policy formulation and review; promote protection of wildlife species; develop capacity of the County government to protect, conserve and restore critical tourist products.

4.7 Health

Busia County has 81 health facilities with 4 District Hospitals, 2 Sub-District Hospitals, 49 Dispensaries, 12 Health Centres, 10 Medical Clinics, 3 Nursing Homes and one uncategorized. The county established two COVID-19 isolation and treatment centres at the Alupe Sub county Hospital and Busia Agricultural Training Centre. The county government had planned to add additional 124 beds in five health facilities; Kocholiya Level Four, Nambale Subcounty, Sio-Port and Khunyangu hospitals which will enable each hospital to be equipped with at least 30 beds. The Covid-19 Fund board had donated disposable gowns, surgical masks, N-95 masks, gloves, head and shoe covers and gumboots.

The county will further;

- (i) Upgrade and equip health centres infrastructures, number of bed capacity need to be increased in Kocholiya Level Four hospital among other health facilities and deploy more health officers to enhance health service delivery in the County.
- (ii) Provide enough water collection points and water use facilities in the health care centres and health commodities in order to increase health service delivery.
- (iii) Strengthen collaboration with the private sector and other non-state stakeholders in the health sector.
- (iv) Promote the expansion of Universal Health Coverage through NHIF coverage in the county.
- (v) Create awareness on availability and importance of free maternity services and address other constraints to access of maternal health services in the county; and address fear of contracting COVID19 in event of visiting a health facility through community health workers.
- (vi) Consistently allocate resources towards nutrition specific and sensitive programmes in the county through deepening community awareness; and establishing specific budget lines for nutrition support initiatives in the County.
- (vii) Recruit and promote health offices especially those working in Busia referral hospitals. This will reduce the number of health strikes like the one experienced during the Covid 19 period.



4.8 Education and training

The County has 919 Early Childhood Development Education (ECDE) centres of which 47.8 per cent are public and 52.2 per cent are private. In addition, several public primary schools in the county have integrated a pre-primary unit in their systems with the support of the County Government. The County has 416 primary schools and 92 secondary schools. To address the effects of COVID 19, the county will require to partner with the national government and private sector to enhance ECDE and vocation training through infrastructural development as well as equipment of all ECDE, primary, secondary and vocational training; and University branches in the County with adequate WASH and adequate learning spaces upon reopening.

Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, capacity building for teachers and staff and parents on effects of COVID19 awareness and mitigation measures. For primary and secondary education, the county needs to increase primary and secondary enrollment rates. For TVETs, the main objective will be to fill the gap in training of middle level and technical employees through improved construction of new centers and incorporation of modern infrastructure.

For recovery the interventions, the County will:

- (i) Continue to invest in early childhood development through infrastructural development to allow for adequate social distancing when schools reopen; deployment of adequate ECDE teachers, provision of sanitation facilities and enhanced school feeding programme. To achieve these objectives, the county will require to partner with the national government and private sector to enhance ECDE and vocation training through infrastructural development as well as equipment of all ECDE, primary, secondary and vocational training; and University branches in the County with adequate WASH and adequate learning spaces upon reopening.
- (ii) Promote back to school campaign and community outreach; promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus. Ensure each school is attached a health officers, equipment to measure temperatures and an isolation room.
- (iii) Build the capacity of staff, at the central and county level, in core aspects of education planning and management; while incorporating the implications of health emergencies on schooling.
- (iv) Provide adequate personal protective equipment for teachers, learners and other employees in the ECDE centres; schools; middle level colleges in the County. County government o partners with the 6 VTC already producing masks. These need to be distributed to pupils for free.

4.9 Social Protection

The county has a total of 110,000 Orphans and Vulnerable Children; 2 per cent of the population have disabilities and the older persons aged 65 years and above constitute 3.8 per cent of the population. These vulnerable categories of the population are entirely dependent on relatives and well-wishers who volunteer to assist them. The county hosts a sizeable number of street children from the neighboring country.



Approximately 50 children have been identified in Busia town, 40 in Malaba and 20 in Bumala urban Centre. The county has 7 children officers who handle the various matters on children welfare. The county has 10 children charitable institutions (orphanages), 1 rehabilitation centre at Odiado and 1 child protection unit. There is cash transfer programme for older persons and PLWDs. About 8,630 beneficiaries are on cash transfer – OVC and 734 beneficiaries are on presidential bursary in secondary schools. Busia county will align the county government social protection programs with national government to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries.

The COVID-19 recovery strategies are:

- (i) Invest to diversify to modern agricultural, livestock marketing, agribusiness, and eco-tourism to absorb the increasing labour force while improving livelihoods.
- (ii) Enroll more county residents in welfare programmes such as NHIF to enhance access to health facilities when health care services are required.
- (iii) Give tax exemption for the SMES who have suffered losses in their business as result of Covid-19. County government will create a kit where they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly will be provided with food and other basic needs since their movement had been constrained given their greater risk of contracting the virus.
- (iv) Provide basic income security, especially for persons whose jobs or livelihoods had been disrupted by the crisis.
- (v) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families' support systems, deliver assistive devices, reduce barriers to access and provide vocational training for persons with disabilities.
- (vi) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

4.10 Gender and Youth

Due to social distancing and curfew hours, GBV victims had limited contact with family and friends who would act as the first contact persons during violence. Survivors also experienced challenges accessing healthcare services, counseling Services and access shelters. These challenges underscore the need for deliberate measures at the county level to prevent and support GBV survivors in times of emergencies as experienced with the pandemic. Towards this, Busia county will we take the following measures:

- (i) Launch hotlines/helplines using toll-free calls and SMS numbers for gender-based violence victims. This will assist GBV victims access support and guidance to include psycho-social support, counselling and health care.



- (ii) Establish platforms for Tele Counselors to offer virtual counseling services to affected persons during emergencies/pandemics to mitigate the effects of the high levels of stress and anxiety associated with such emergencies.
- (iii) Online sensitization and GBV education as a preventive measure on the prevalence of GBV during emergencies periods. The county governments will identify GBV champions to serve as change agents, changing harmful attitudes and behavior in communities that lead to GBV.
- (iv) Lastly, designate gender safe spaces to provide accommodation GBV survivors.

4.11 Environment and Natural Resources

The county has two gazette forest which covers a total of 328.8ha. The forests are the major water catchment areas for the county and neighboring counties. The survival of the biodiversity is threatened by deforestation and encroachment on water catchment areas, forest fires, logging for firewood, inadequate disposal of biodegradable materials like plastic, urbanization, sand harvesting.

Most households use firewood and charcoal as major sources of energy for cooking at 87.06 per cent and 9.54 per cent respectively and 1.57 per cent use liquefied. This has a negative effect on environment management and conservation. Disposal of solid waste at the household level in the county is poor where by 52.9 per cent of households dump their solid waste in the compound, 8.2 per cent dump in the streets/open field. 22.7 per cent burn in open. Only 0.2 per cent of household solid waste is collected by the county government. Further, 11.4 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities. This reduces the ability of households to be food secure.

To mitigate these environmental risks, the County put 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 floods and 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) Establish and promote community forest associations (CFA) to help in forest conservation.
- (iii) Put in place participatory forest management plans (PFMP).



- (iv) Promote afforestation in the affected areas by provision of tree seedlings to communities.
- (v) Enforce the Forest conservation and Management Act 2016, Environment Act and Solid Waste Management Act 2017.
- (vi) Provide capacity building of communities around Mt Elgon forest on Sustainable Forest Management.
- (vii) Impose total ban on wetland cultivation and logging.
- (viii) Reposes all encroached water catchment land.
- (ix) Develop land use management and monitoring systems.
- (x) Develop a county environment and natural resources management master plan.
- (xi) Gazette the hill tops and high grounds areas in the county to facilitate afforestation programs.
- (xii) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (xiii) Build dykes and dams along rivers Nzoia to control floods.



5 ECONOMIC STIMULUS PROGRAM (ESP)

5.1 Economic stimulus Package

To re-engineer and put the economy of Busia County on upward growth trajectory, it is important either to strengthen 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) Improve infrastructure targeting roads, water and electricity;
- (ii) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after Covid-19.
- (iii) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees.
- (iv) 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.
- (v) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors).
- (vi) Prioritization of settlement of payment of pending bills.
- (vii) 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

5.3 Implementation Framework for the Economic Stimulus Programs

Effective implementation of the County COVID-19 Re-engineering and Recovery Strategy will depend on adequate resource mobilization over the 2020/21-2022/23. The implementation will thus be supported through resource mobilization from relevant stakeholders in the County, including the National Government, development partners, NGOs and civil society, faith-based organizations, private sector and individuals. The Annex presents proposed action plan for the County.



6 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.⁶

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; Annex Table 3). 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), 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.

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



7 COMMUNICATION CHANNELS

Communication⁷, 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 Development⁸ (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 channels⁹ 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 Busia residents received information about coronavirus through radio (80 per cent). The frequency of both television (54 per cent) and friends and family (52 per cent) were closely rated. Although, the survey was not specific whether mobile included both written (short text messages <SMS>) and voice (calls), 35 per cent of Busia County residents received information through mobile phones. Government sources (24 per cent) and social media (21 per cent) were also closely ranked. Newspapers, Health Care Workers and Non-Governmental Organization (NGO) workers were all rated 8 per cent and below.

Therefore, the following channels of communication will be utilized:

- (1) Written communication such as: posters, digital (SMS) and online communications (County website, electronic mail and 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 illustrates the channels of communication.

7 <https://books.google.co.ke/books?id=QVnnHUSAL7cC&printsec=frontcover&dq=creating+understanding+what+is+communication&hl>
8 https://www.unicef.org/publications/files/UNICEF_2017_Report_on_Communication_for_Development_C4D.pdf
9 <https://www.oxfordreference.com/view/10.1093/oi/authority>



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									
County Website & Email									
Social Media									
I.E.C-Posters, branded gear									
Outdoor- Billboards, Graffiti, Drawings									
Telephone									
Sign language									

> Most appropriate channel to be used.

NOTE:

- 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 proposed 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: (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		40	40	80	County Government	County Government
	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		30	30	60	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: (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	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		5	5	10	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		2	2	4	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		1	1	2	County and National Governments; development partners	County Government
	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	10	10	20	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: (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	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	5	5	10	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 sold	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		40	40	80	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		30	30	60	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
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	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	5	5	10	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		4	4	8	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
		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
	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 Busia 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	Fasttrack 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		40	40	80	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



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
	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	5	5	10	County and National Governments; development partners	County Government
		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	5	5	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		30	30	60	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



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
	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		20	20	40	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		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	1 years		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	1 years		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	1 years		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	1 years		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	1 years		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	1 years		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	1 years		50	50	100	County and National Governments; development partners	County Government

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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
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	1 years		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	1 years		5	5	10	County and National Governments; development partners	County Government
	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	1 years		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	1 years		10	10	20	County Governments; development partners	County Government
		Grand Total					720	720	1429		

COUNTY GOVERNMENTS



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