

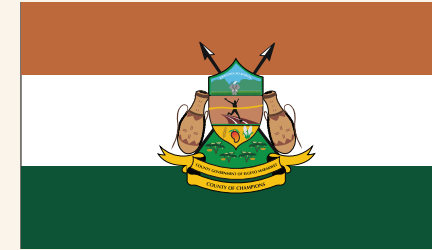


ELGEYO MARAKWET COUNTY

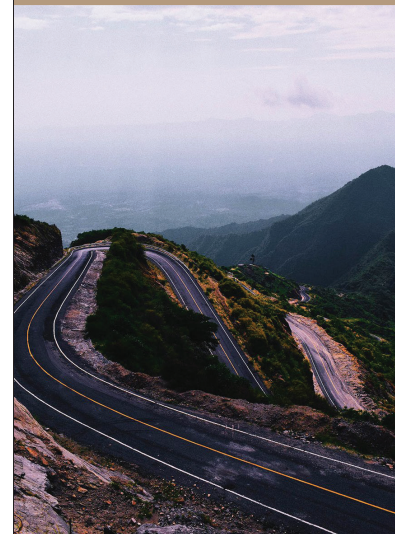
COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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



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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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

STATEMENT

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

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

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

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





ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

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

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



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

2) **Strengthening ICT Capacity**

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

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

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) **Agriculture**

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

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



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

2) **Water and sanitation**

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

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

3) **Urban development and housing**

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

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



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

4) **Transport**

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

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

5) **Tourism**

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) **Gender and youth**

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

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



TABLE OF CONTENTS

1 Introduction 1

1.1 County Context..... 1

1.2 County fiscal position..... 3

1.3 County fiscal response, interventions and budget re-allocation 3

2 Socio-Economic effect of COVID-19 6

3 Key Pillars of the recovery strategy 10

3.1 Boosting Private sector Activity 10

3.2 Policy, legislatives, and Institutional reforms 11

3.3 Strengthening county government’s preparedness and response to pandemic and disasters..... 12

3.4 Enhancing ICT capacity for business continuity..... 13

3.5 Promoting Human capital development..... 14

3.6 Exploiting the Potato Value Chain..... 15

4 Support to Key Sectors 18

4.1 Manufacturing 18

4.2 Agriculture..... 18

4.3 Water and Sanitation 19

4.4 Transport..... 21

4.5 Urban Development and Housing..... 22

4.6 Tourism..... 23

4.7 Health 23

4.8 Education and training 24

4.9 Social Protection 25

4.10 Gender and Youth 26

4.11 Environment and natural resources management 27

5 Economic Stimulus Program..... 30

5.1 Economic stimulus Package 30

5.2 Financing Economic Stimulus Package..... 30

6 Implementation Framework for the ESP 32

7 Monitoring, Evaluating and Reporting..... 33

8 Communication channels 34

Annex 36



1 INTRODUCTION

1.1 County Context

Elgeyo Marakwet County is one of the Counties in the North Rift Economic Bloc (NOREB). The county has a population of 454,480 of which 50.0 per cent is male and 49.9 per cent female (KNBS, 2019) as indicated in table 1. Of the population 4,861 (or 1.2 per cent) are persons with disability. The youth constituted 35.0 per cent of the population of whom 50.0 per cent were female. The county has a population density of 150 per km². About 95.5 per cent of the population live in rural areas of whom 49.9 per cent are female. The elderly population (over 65year-old) make up 4.4 per cent of the total population of whom 52.5 were female. The population in school going age group (4-22 years) was 49.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Elgeyo Marakwet County was 43.0 per cent against the national poverty rate of 36.1 per cent. In addition, 45.4 per cent of the population were living in food poverty and 61.5 per cent were living in multidimensional poverty, which denotes the county was highly poverty-stricken in terms of sanitation and hygiene, health care, nutrition and adequate food, drinking water education, knowledge of health and nutrition, housing and standard of living. According to KDHS 2014, 29.9 per cent of the children were stunted as compared to the average national level at 26 per cent.

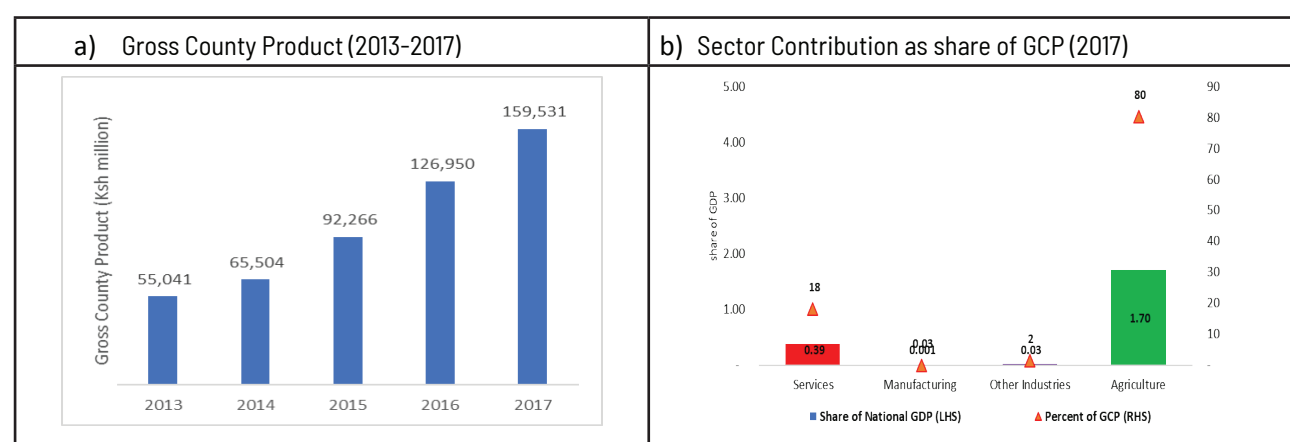
Table 1: Development indicators in Elgeyo Marakwet County

	County	National
Estimated Total Population (KNBS, 2019)	454,480	1.2% of total population
Males	227,317	50.4%
Females	227,151	49.5%
Intersex	12	0.002%
Estimated Population Density (km ²)	150	82
Persons with disability	1.5%	2.2
Population living in rural areas (%)	95.5%	68.8%
School going age (4-22 years)(%)	49.7%	68.7%
Youth (%)	35.0%	36.1%
Elderly population (over 65-year-old)	4.4%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	5	0.015% Of the national cases
Poverty (2015/2016)(%)	43.0%	36.1%
Food Poverty (2015/2016)(%)	45.4%	31.9%
Multidimensional Poverty (2015/2016)(%)	61.5%	56.1%
Stunted children (KDHS 2014)	29.9%	26%
Gross County Product (Ksh Million)	159,531(2017)	2.1 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	38.0 %	15.3 %

Data Source: KNBS (2019)

Elgeyo Marakwet County Gross County Product (GCP) accounted for 2.1 per cent of total Gross Domestic Product (GDP) as at 2017 (figure 1). The GCP increased from ksh. 55,041 million in 2013 to ksh. 159,531 million in 2017 representing an annual average growth rate of 38.0 per cent per year. The agriculture sector contributes 80.0 per cent of GCP while services and other industries share constituted 18.0 per cent and 2.0 per cent, respectively. The services sector included such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and livestock rearing activities while industries and manufacturing is mainly dominated by food processing activities.

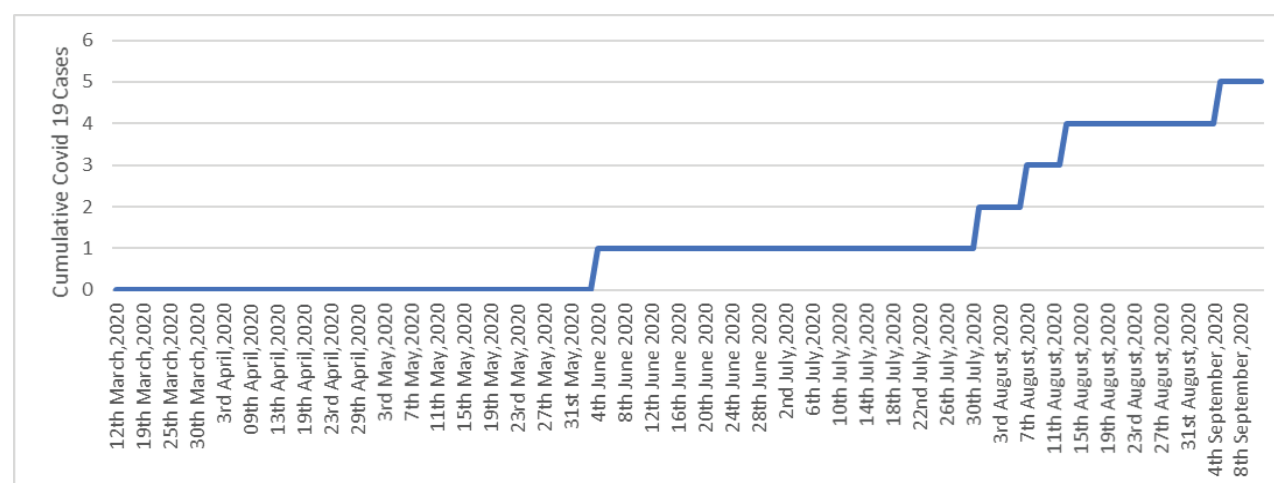
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 4th June 2020. Since then the number of confirmed cases increased to 5 in 11th September 2020 (MOH, 2020) (figure 2).

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



Data Source: MOH

1.2 County fiscal position

Elgeyo Marakwet county expected to receive a total of Ksh. 5.8 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh.3.9 billion (66.9%) as equitable share, Ksh. 1.2 billion (20.1%) conditional grant, Ksh. 149.9 million (2.7%) generated from own source of revenue (OSR) and had Ksh. 568.3 million (9.9%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 4.9 billion which accounted for 94.4 per cent of the expected total revenue. This comprised of Ksh. 3.5 billion equitable shares, Ksh. 652.1 million as conditional grants, Ksh. 568.3 million as cash balance from FY 2018/19 and generated Ksh. 131.9 million from OSR. With the outbreak of covid-19 pandemic, the county suffered revenue losses occasioned by disruption of economic activities. Several sources of local revenues were adversely affected following the implementation of MoH measures including the ban on social gatherings, restricted travels, curfew hours and waiver on most health services fees to fight Covid-19 pandemic. This registered a 6.8 per cent decrease in OSR collections compared to Ksh. 141.6 million realized in FY 2018/19. This was highly attributed to poor performance of the agriculture sector which dominates the county economy (70-80 % of county revenue) following the closure of county markets.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 5,773.5 million consisting of Ksh. 3,363.6 million allocation for recurrent expenditure and Ksh. 2,409.9 million for development expenditure. Of the recurrent expenditure, Ksh. 2,448.3 million was allocated to take care of compensation of employees while Ksh. 915.3 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 4,343.3 million which comprises of Ksh. 3,236.5 million recurrent spending and Ksh. 1,106.7 million development spending. This translating to an absorption rate of 75.2 per cent for overall budget, 96.2 per cent recurrent expenditure and 45.9 per cent development expenditure. As at the end of June 2020, health sector expenditure accounted for 38.1 per cent of total spending with an overall absorption rate of 85.1 per cent compared to end of FY 2018/19 when health expenditure accounted for 34.3 per cent of total spending with an overall health expenditure absorption of 81.4 per cent. Absorption rate for health sector recurrent expenditure in FY 2019/20 stood at 99.5 per cent while that for development expenditure stood at 35.7 per cent. The increased overall absorption of health sector spending can be attributed to COVID-19 related expenditures. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 71.8 million consisting of Ksh. 62.6 million and Ksh. 9.2 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 Elgeyo Marakwet county undertook various interventions including the following.

The county government managed to mobilize Ksh.113 million to fight Covid-19. The mobilized resources were aimed at enabling the county government to mitigate the effects of Covid-19 pandemic and enable the county executive to put in place more measures to curb the spread of coronavirus. Specifically, the

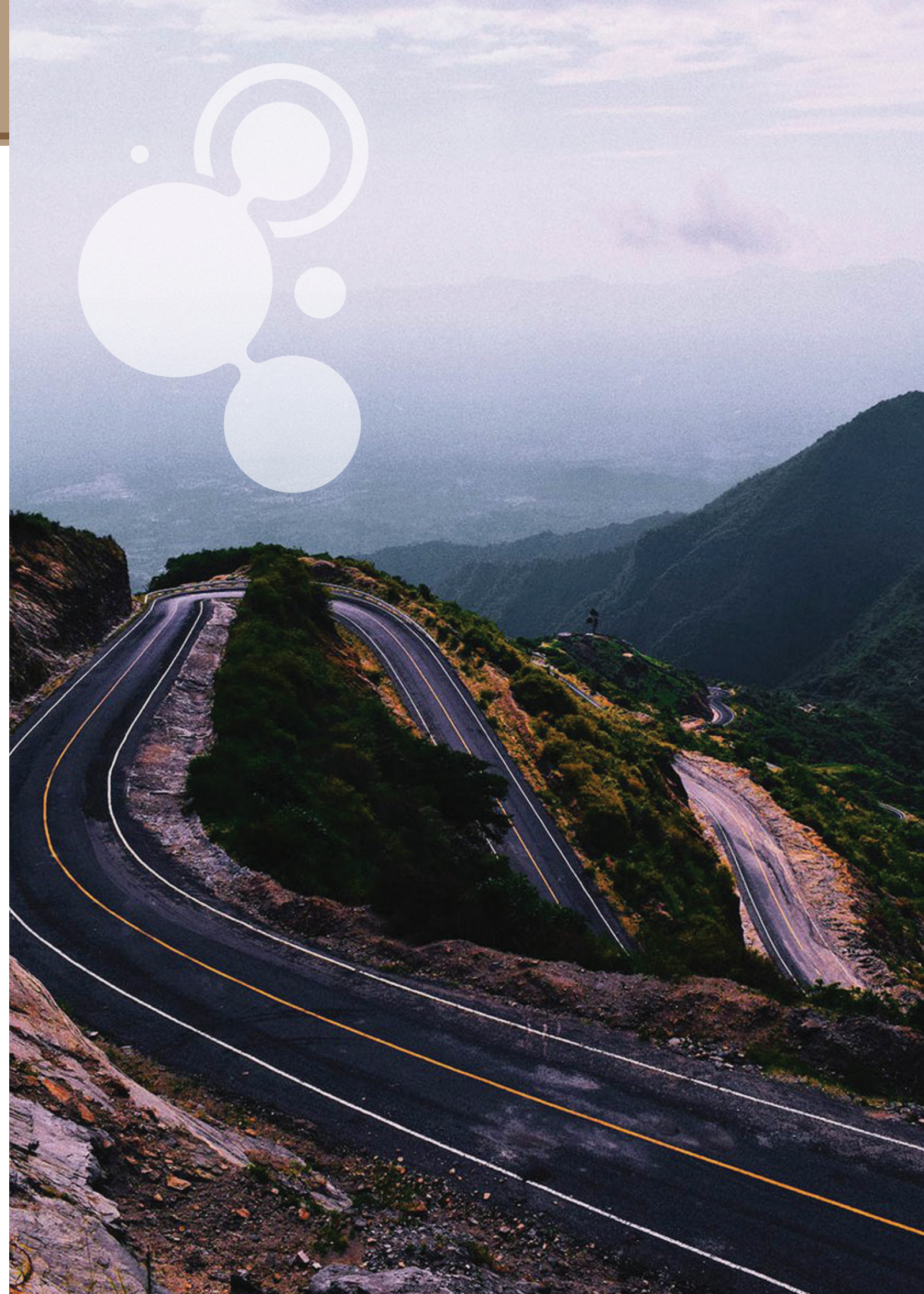


resources catered for an ICU Unit, oxygen plant, ventilators, Personal Protective Equipment and other interventions.

The county re-allocated its budget. During the supplementary budget the county reallocated ksh. 123 million to Covid related projects like adding ICU beds and establishment of health centers, improvement of Health infrastructure, increase number of ICU beds, trained more staffs on Covid-19 and thermo screening especially on truck drivers along the highway and at all entry points. This saw the county delay implementation of some of the projects including construction of roads and TVETs to next financial year (FY 2020/21), and reallocated the resources to public health. In addition, the County experienced a slowdown in implementation of CIDP which is attributable to delayed procurement process. As at 8th May 2020, the CIDPs were 33 per cent complete compared to 70 per cent in the same period in the previous years.

Realignment of ADPs. The county government realigned its ADPs to suit the circumstances under the Covid-19 pandemic. For example, the county government held weekly internal follow-up meetings to reduce delays.

The county supported the vulnerable members through allocation of 2 per cent of its budget towards social protection. The support targeted the poor, disabled and old people above 65 years. However, due to COVID-19 pandemic, most of the markets were closed leading to increased poverty levels through the value chain.



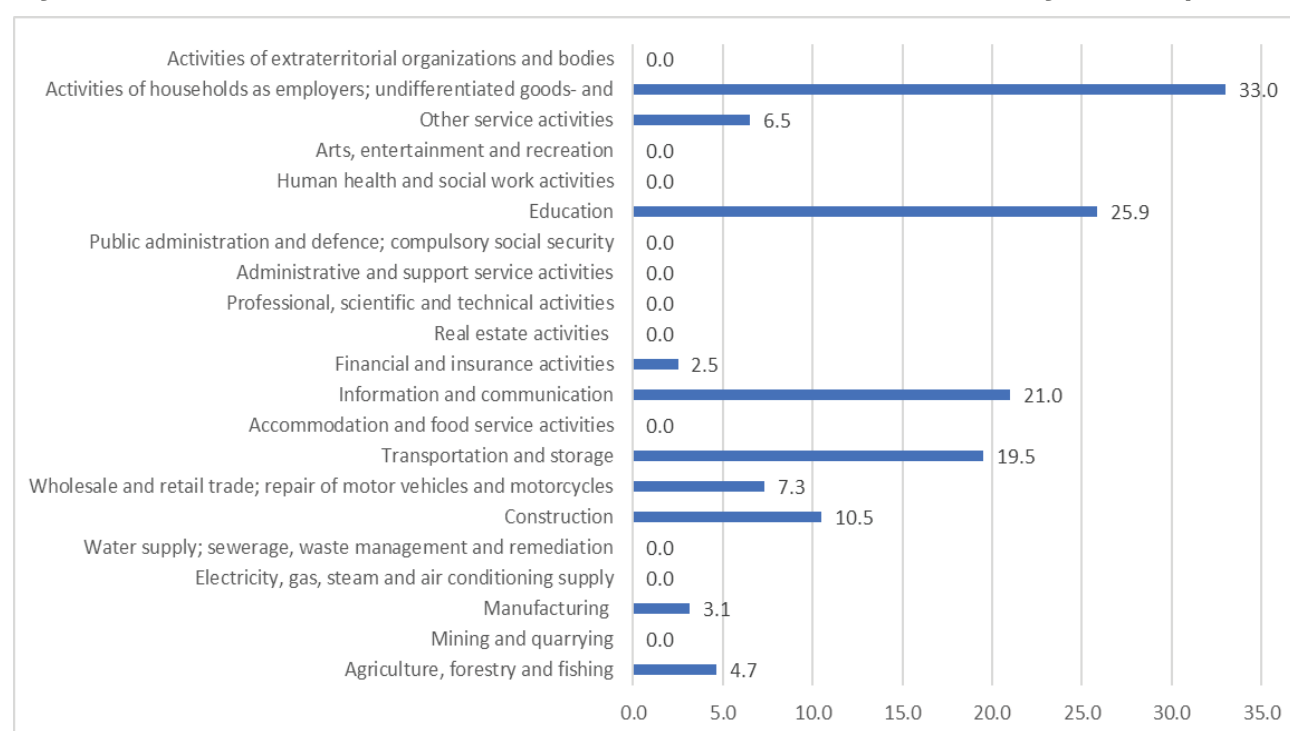
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, other shocks in Elgeyo Marakwet County includes: Desert locusts; Floods/Mudslides/Landslides; Drought and famine and Livestock Diseases.

a) Labor participation

According to the May 2020 KNBS COVID-19 Survey, activities of extraterritorial organization and bodies reported the highest level of loss of hours worked in a week (33 hours) followed by education sector (25.9 hours per week) and information and technology which lost 21 hours in a week (figure 3). Construction and manufacturing sectors lost an average of 10.5 hours and 3.1 hours per week, respectively. Agriculture sector lost about 4.7 hours every week and this having a significant adverse effect on the economy of the county since the sector contributes over 80 per cent of county GCP.

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



Majority of the workers in the private sector were given permission to work from home due to reduced activities at workplace as a result of implementing strict COVID 19 containment guidelines. About 7.0 per cent of employees were absent from work due to COVID 19 related issues and 82.3 per cent worked for no pay. Majority of workers in private schools including teachers and other workers lost their incomes due to closure of learning institutions. The imposition of curfew and restriction of movement in and out of major towns (notable Nairobi and Mombasa) rendered some employees in transport sector jobless. As a result, majority of workers (61.0 per cent) reported decrease in income due to the COVID-19.

According to the May 2020 KNBS COVID-19 survey, only 3.0 per cent of people reported to have experienced increased income. Staying at home resulted to rise in demand of basic amenities among households such as electricity hence the sector did not record any loss in hours lost.

b) Agricultural sector

The May 2020 KNBS COVID-19 survey found that 36.7 per cent of the households in Elgeyo Marakwet 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 (89.5 %). A key concern is that the food groups affected most are the nutritious food categories –fruits –which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 83 per cent of households in the county indicated experiencing an increase in food prices. From the KIHBS 2015/16, 35.3 per cent of households purchased food products from open-air markets, 8.1 per cent from kiosks, and 28.2 per cent from general shops. Additional, 58.5 per cent of the total valued consumed is from purchases, 24.2 per cent from own production, 10 per cent from own stock and 7.2 per cent from gifts and other sources. Thus, increases in food prices are likely to have had significant implications on household budget.

Low marketing activity, as a result of closure of markets in adherence to government measures against the pandemic, has had a negative impact on trade, leading to loss of income among produce farmers and traders. Further, is a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates subsistence agricultural and fishery workers recorded the highest difference of 15 hours between the usual and actual hours worked in a week. Other affected sub categories include: – agricultural, fishery and related labourers (6 hours difference), and farm workers (4 hours difference).

The Covid 19 pandemic effects on the sector were worsened by desert locusts, floods and livestock diseases affecting 6.8 per cent, 12.7 per cent and 5.1 per cent of households in the County during the pandemic period.

c) Services sector

The Covid-19 pandemic has adversely affected the tourism sector in the county through decline in visitor numbers by over 20,000 to the sites such as Rimoi game reserve, natural caves and hot springs, loss of revenue and employment by workers in tourism establishments. Other constraints faced by the sector include low uptake of tourism ventures by the local community, inadequate bed capacity, and adopting environmentally viable infrastructure development practices.

The education sector was disrupted with closure of all schools which resulted to loss of learning and teaching time equivalent to one academic year. Although 97.7 all the schools have access to the digital literacy programme, undertaking online classes in the county was strenuous since about 98.0 per cent of



the households did not have internet access. In addition, according to the Kenya Population and Housing Census (KPHS) (2019), only 5.0 per cent of the county households had access to at least a desktop computer/laptop or tablet. Consequently, conducting online classes was not effective since over 95.5 per cent of the households did not have access to requisite ICT devices. Further, the digital divide can also be associated with learning inequities, while disproportionately, affecting disadvantaged and vulnerable children. The school feeding programmes in ECDE and primary schools were discontinued after the closure of schools in March 2020. This had a negative impact on the livelihood of students from marginalized communities in the county who used to depend on the programme.

The spread of Covid-19 has impacted on the number of patients visiting health facilities in Elgeyo Marakwet. According to May 2020 KNBS COVID_19 Survey, about 88.0 per cent of Elgeyo Marakwet county residents who reported to have been unwell had not visited any health facility within the last 30 days, which can be attributed to fear of contracting the virus.

d) Medium Small and Medium Enterprises sector

Majority of MSMEs in Elgeyo Marakwet county operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (61.2 per cent); manufacturing (12.6 per cent); financial and insurance activities (5.9 per cent); arts, entertainment and recreation (5.8 per cent); and accommodation and food services (5.3 per cent). Ideally, these are the sectors that have been worst hit by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Elgeyo Marakwet County are mainly located in commercial premises (73.9 per cent). Resulting most of the businesses in the County faced difficulties in meeting their rental obligations due income disruptions caused by Covid-19. According to the May 2020 KNBS COVID_19 survey 53.6 per cent of the non-farm businesses attributed non-payment of household rental obligations to temporary layoffs/closure of businesses, 35.1 per cent reduced incomes/earnings while 11.3 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, 64.9 per cent attributed the same to temporary layoffs/closure of businesses, 25 per cent reduced incomes/earnings, while 10.1 per cent were affected by delayed incomes/earnings.

The survey also indicates the wholesale and retail trade sector lost 7.3 hours in usual and actual hours worked in a week. This is an indicator of the adverse effects on the service sector of Elgeyo Marakwet County due to the pandemic which imply loss of productivity, output and employment. The manufacturing sector lost 3.1 hours.

Regarding access to markets, only 0.6 per cent of the MSMEs in the County depend on export markets, while none of the MSMEs import their material inputs. Therefore, disruptions in the external markets may have little or no implications to MSMEs operations in Elgeyo Marakwet County, and especially in sourcing inputs for production. It is important to expand the scope of market for MSMEs products in supporting their survival and growth.



e) Infrastructure and housing

The Elgeyo Marakwet County Government scaled down activities in the transport sector to mitigate the effects of the pandemic. 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. Residents responded by changing their travel patterns with 25.8 per cent of the population traveling less often, while 12.7 per cent were unable to travel due to the pandemic.

Elgeyo Marakwet County Headquarters Iten town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 100 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 5.0 per cent of the conventional households in the county 'own' internet with 2.0 per cent owning a desktop, computer laptop or tablet. Further, only 1.7 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.2 per cent) than women (1.2 per cent). Further, there is a gender divide in use of internet where 16.9 per cent male and 11.6 per cent of the women using internet.

Majority of households (81.9 per cent) own the housing units they occupy while 19.9 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 90.3 per cent, followed by National Government (4.0 per cent); private companies (3.1 per cent); FBO/NGO/Church based housing at (1.1 per cent); County Government (0.8 per cent); and Parastatals (0.7 per cent). With the advent of COVID-19 pandemic households' ability to pay rent were affected, with 26.1 per cent of the population indicating inability to pay rent on the agreed date. The main reason that made households unable to pay rent was attributed to reduced incomes /earnings, reported by 50.1 per cent of the population.

f) Water and sanitation

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this including mobilization of Ksh.113 million to fight Covid-19. The county government ensured constant supply of water in public places. Water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This may affect the delivery, development and rehabilitation of WASH services.

g) Gender and youth

Elgeyo Marakwet county has an evenly distributed population of males and females (50 per cent in each). The youth comprise 35 per cent of the county population. The May 2020 KNBS COVID_19 Survey indicates that 29.3 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. This is as a result of Covid-19 and the subsequent protocols issued by the Ministry of health which include but not limited to staying at home and curfews. According to the Kenya Health Information System (KHIS, 2020), Elgeyo Marakwet County reported 1,686 teenage pregnancies between January and May 2020. This is a 6.8 per cent increment from the cases reported during the same period in 2019. This could be attributed to covid-19 and the resulting measures that led to closure of schools.



3 KEY PILLARS OF THE RECOVERY STRATEGY

From the foregoing, there is urgent need to address the social and economic effects of the Covid-19 pandemic in Elgeyo Marakwet County. This will help the County to recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity; human capital development and promoting the potato value chain.

3.1 Boosting Private sector Activity

The private sector plays a critical role in the Elgeyo 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 (61.2 per cent) are in the services sector with only 12.6 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (95.6 per cent), 4.3 per cent are small, and 0.1 per cent are large enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in the County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (61.2 per cent); financial and insurance activities (5.9 per cent); arts, entertainment and recreation (5.8 per cent); and accommodation and food services (5.3 per cent).

Covid-19 pandemic 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 (70.8 per cent) in Elgeyo Marakwet County get their raw materials from their peer MSMEs within the County and from individual suppliers (10 per cent). MSMEs generally sell their products to individual consumers (87.9 per cent) within the county. This means that when some firms are adversely affected this 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 characterised 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 licences and permits; numerous procedures for obtaining licenses; and shortage of raw materials.



The crisis though offered an opportunity to address structural issues, for example, private sector development and collaboration and design new growth models such as – industrial/manufacturing development and innovation and participation in national and global value chains in:

- (i) Agro – processing for value addition with important areas of focus include maize production and processing, honey production, wheat, irish potatoes, millet, sorghum, groundnuts and green grams. and textiles. Other areas of focus include production of zebu cattle, poultry, goats and sheep.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the domestic and export market.

In boosting the private sector efforts targeted at improving the business environment will include the following:

- (i) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (ii) Promote tailor made financial literacy programmes for MSMEs and establishing a framework for micro-leasing for the MSMEs.
- (iii) Strengthen the link between curricula and practical skill sets required in the industry in all learning institutions and centres for vocational training in the County.
- (iv) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (v) Collaborate with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.

3.2 Policy, Legislative, and Institutional Reforms

Elgeyo Marakwet County has a few bills which are under consideration in the County Assembly and awaiting approval including the Elgeyo Marakwet County Cultural Heritage Bill, 2019 and the Elgeyo Marakwet County Disaster and Emergency Bill, 2014. The County also passed laws to provide for revenue-raising measures relating to County taxes, licenses, fees and charges.

To support the County in recovery post Covid-19, the County will adopt the following strategies:



- (i) Enact the Elgeyo Marakwet County Cultural Heritage Bill to provide a legal and institutional framework to harness, promote and protect the diversity of culture and cultural heritage and stimulate the tourism sector within the County. The County has a vibrant tourism sector including a number of tourist attractions, cultural sites, sports tourism, rivers, a national reserve, waterfalls and the hills and escarpments.
- (ii) Explore the potential of traditional medicine to support the health sector within the County by providing mechanisms for registration of traditional medical practitioners and recognize the role of traditional medical practitioners in promoting traditional knowledge and supporting the health sector.
- (iii) Provide a legal and institutional framework for recognition and protection of traditional knowledge within the County including for registration of traditional knowledge and creating a repository for documentation, storage and updating of information relating to traditional knowledge to promote cultural activities within the County.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

Elgeyo Marakwet County has been affected by a number of disasters including the Covid-19 pandemic, desert locusts, floods and mudslides. The Constitution 2010 underscores the importance of disaster management as reflected in the Fourth Schedule Part 1 number 24 which delineates disaster management functions to National Government and the Fourth Schedule Part 2 number 12 which specifies that one of the functions and powers of Counties are firefighting services and disaster management. However, this has created an overlap and duplication in the disaster management function between National and County Governments. Further, the National Disaster Management Authority Bill, 2019 which seeks to establish the National Disaster Management Authority and regulate the coordination, control and management of disasters at national and county level is yet to be enacted which is a significant omission in guiding the management of disasters in the country. It is therefore critical that the County develops and establishes structures to strengthen their preparedness and response to pandemics and disasters.

The following strategies will be adopted:

- (i) Integrate Disaster risk management across multiple sectors, including food security, health and safety, climate change and variability and environmental management.
- (ii) Enact the Elgeyo Marakwet County Disaster and Emergency Bill, 2016 to provide a structure for the management of disasters and emergencies in the County by effective planning and risk reduction, response and recovery procedures and the promotion of co-ordination amongst the response agencies.



- (iii) Establish an efficient structure for the management of disasters and emergencies by promoting cooperation amongst agencies with a role in disaster management and enhancing their capacities to maintain the provision of essential services, including psychosocial services, during periods of disaster and emergency.
- (iv) Provide funding for training, research and development of activities of relevant County staff and other response agencies to be engaged in carrying out disaster management.
- (v) Provide funding for education, training and capacity building on disaster management in the county.

3.4 Enhancing ICT capacity for business continuity

The status of ICT access and use in the county is low, especially among households. Approximately 37.6 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. While approximately 90 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 5 per cent relying on mobile broad band that uses a sim card for connectivity. The perception that the individuals do not need to use the internet, lack of knowledge and skills on internet and the cost of equipment are the leading reasons that people 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 37.6 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (ii) Adopt programmes to ensure ubiquitous access to reliable and affordable internet (internet everywhere) by applying aerial and satellite-based communication technologies.
- (iii) Stimulate technology adoption and diffusion of IT capability by working with IT personnel in institutions of learning to support the development of ICT competence and skills among the public.
- (iv) 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. This is in line with the CIDP programme to automate services and operations.
- (v) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.

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



- (vi) Develop and implement ICT policies and procedures to mitigate the cyber threats and collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting Human Capital Development

According to KNBS 2019 census, the county had employment rate of 48.6 per cent. In terms of gender, more males are employed compared to females at 25.0 and 20.0 per cent respectively. In terms of economically active, more female (females are 26.0 per cent) than male (20.0 per cent) were economically inactive. This pattern shows that females are less employed in comparison with their male counterparts. The County population aged 15-64 years (labour force) was estimated at 188,306 people of whom 172,899 million were working and 15,407 were seeking work representing an unemployment rate of 8.2 per cent.

About 17.3 per cent of the county labour force worked at least for 1 hour for pay; 79.7 per cent of the employees worked but for no pay (May 2020 KNBS COVID-19 Survey). An estimated 6.9 per cent of the workers were absent from work due to COVID-19. About 10.1 per cent reported that they had never worked while 72.6 per cent worked in the informal sector. Overall, workers in the County lost 8.9 hours per week due to COVID-19 pandemic.

The average years of schooling was 7.7 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 0.56 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 0.56 it means the county lost about 44 per cent of her economic potential due to limited education and health. About 29.9 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 16.7 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 85.2 per cent as compared to the average national level at 74.9 per cent. The data indicated only 14.2 per cent of the children had not been immunized against preventable diseases such as polio and measles. The pandemic however 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 80.0 per cent of county GCP. On the recovery and re-engineering strategies in building and exploiting human capital; the County will;

- (i) Create more employment opportunities through adequate investment in education, technical training and skills development; and investments within the key sectors of agriculture, infrastructure, technology and innovation. The county will also consider enhancing production of quality mask and PPEs for the population and promote training of workers in the informal economy.



- (ii) Create farmers' organizations to enable small scale farmers strengthen their market network with agricultural and food supply chains, generate more income from their products and achieve a fairer distribution of the added value.
- (iii) Promote investment and entrepreneurship through provision of loans, the county government will improve access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iv) Strengthen the capacity of workers and the employers' organizations to enhance their knowledge base and understanding of the mechanism of Minimum Wages determination amidst COVID-19 pandemic.
- (v) Expand access to collectively financed pension programmes to ensure income security for both formal and informal sector employees.

3.6 Exploiting the Potato Value Chain

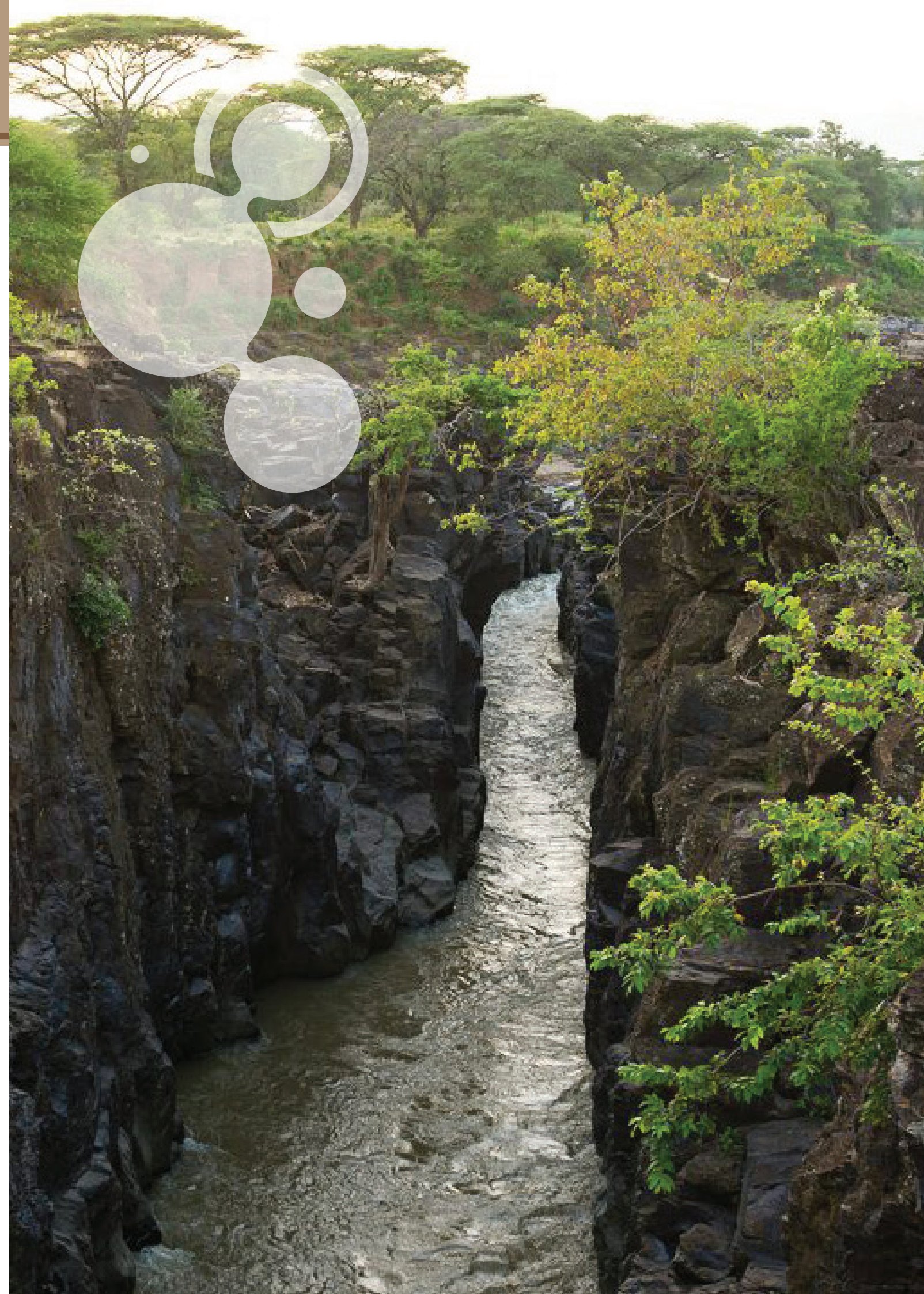
Agriculture accounts for the largest share of economic activity in Elgeyo Marakwet County. About 71 per cent of the households engage in crops production. Top food crops in the county include maize, beans, potatoes, kales, millet, onions, bananas and cabbages. Crops with high commercialization levels include carrots, peas, passion fruits, onions, cabbages, Irish potatoes, kales, wheat and green grams. The county has three topographical zones namely highlands (49% of total land area), escarpment (11%) and valley (49%). Potato is mainly grown in the highlands.

Potato (*Solanum tuberosum*) is the second most important staple food after maize in the country. It is largely grown in the highlands of Central, Eastern and Rift Valley regions in climatic conditions of an altitude between 1,500 and 3,000 metres above sea level. Potato is a cash crop to many households in the country and plays an important role in food security and nutrition. Elgeyo Marakwet is one of the leading counties in potato production, grown in most of the twenty (20) wards in the county. The main challenges facing potato production include price fluctuation, poor roads, brokers, low seed quality, pests and diseases and post-harvest losses. The County Government has made efforts to enhance efficiency along the potato value chain by improving quality of seeds, supporting irrigation initiatives by groups, identification of value chain opportunities and innovations for adoption and upscaling; building farmers skills capacity to adopt modern technologies, and strengthening the Elgeyo Marakwet potato and marketing cooperative society.

The outbreak of Covid-19 in the country affected potato production minimally. However, marketing was adversely affected due to closure of markets, social distance measures and movement restrictions. In the post Covid-19 plan, the County will put measures to accelerate socio-economy recovery of the potato value chain;



- (i) Support accessibility of high seed quality, good fertilizer and other inputs needed to increase potato productivity.
- (ii) Support climate smart potato production practices as the county crop farming adjusts to climate change challenges.
- (iii) Create awareness of the importance of digital platforms such as Safaricom's Digifarm, Capgemini, Smartfarm and ifarmKonnnect to provide customized information of potato production, farming best practices, financial assistance, crop insurance and access to markets.
- (iv) Consider potato as a strategic stable food hence to need to promote among households and encouraging local consumption.
- (v) Invest in storage facilities to address the post-harvest challenges.
- (vi) Build a factory that play a major role in value addition to potato produce.
- (vii) Streamline marketing structures to enable the farmers optimize profits from the crop.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contribute 0.03 per cent to the county GCP. The key manufacturing activity include: wearing apparel (41.5 per cent), food products (31.3 per cent), furniture (14.0 per cent), wood and wood products (8.8 per cent), and fabricated metal products, except machinery and equipment (4.4 per cent). The key products useful in value addition and driving manufacturing include; maize production and processing, honey production, wheat, irish potatoes, millet, sorghum, groundnuts and green grams. and textiles. Other areas of focus include production of zebu cattle, poultry, goats and sheep. The main cottage industries in the county are in areas of timber lumbering, coffee, groundnut, green grams, mango, milk and honey value addition. The sector thus has significant potential in turning around economy of the Elgeyo Marakwet County from the effects of Covid-19 pandemic, due to its strong forward and backward linkages.

To support manufacturing the county will focus on the following:

- (i) Exploit the opportunity presented by the pandemic especially in production of essential goods such as masks, Personal Protective Equipment (PPEs), and sanitizers, disinfectants, canned foods, immunity boosting products, hospital beds and ventilators.
- (ii) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19. 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.
- (iii) Create partnerships with other counties to enhance markets for the County's produce and sustainability.
- (iv) Collaborate with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.

4.2 Agriculture and Livestock

Agriculture accounts for the largest share of economic activity in Elgeyo Marakwet county. About 80 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 127,967 million out of the total Ksh. 159, 531 million Gross County Product (GCP) amounting to 80.2 per cent of the county's GCP.

About 71 per cent of the households produce crops, 54 per cent produce livestock, 0.3 per cent practice aquaculture and about 0.3 per cent are involved in fishing. About 8.4 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 consider the following strategies:

- (i) Develop partnerships with the National Government, NGOs, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county particularly in milk and mango production.
- (ii) Improve small holder farmers' incomes, by enhancing commercialization in the county by linking farmers to product markets beyond the county level across the agricultural value chain.
- (iii) Invest in storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iv) Digitize of the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (v) Enhance access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination services, fertilizers, and livestock vaccination. This is can be achieved through cooperatives and farmers associations.
- (vi) The county to establish programmes for surveillance of disasters such as extreme weather conditions and crop and livestock diseases at the county level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) Enhance quality and diversity of agricultural produce by investing in sustainable irrigation in the county through partnership with development partners. To support expansion of sustainable irrigation, there is need to promote development of Irrigation Infrastructure and technologies in the county.

4.3 Water and Sanitation

Frequent and regular hand hygiene has been emphasized by World Health Organization (WHO) as one of the top 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 provides for the general hygiene. Though the county has adequate water sources the risk of the source drying up is high during the dry season.



Most urban households (24.1 per cent) rural (8 per cent) and peri urban (12.9 per cent) have low access to piped water. Most urban households (94 per cent) have a higher access to improved sources of water compared to rural households (40.7 per cent) and peri urban households (51.2 per cent). That said, access to piped sewer stands at 4 per cent both in the urban, rural and peri urban areas. Additionally, sharing of a toilet facility with other households is common which stands at 21.8 per cent among rural households and 54 per cent in the urban households. Similarly, most households (65.3 per cent) had access to water and soap during this period of COVID-19 (KNBS COVID-19_ survey 2020), despite the fact that most households (86.5 per cent) do not have a designated handwashing facility in their households.

Elgeyo Marakwet county 2018-2022 CIDP intended to achieve increase access to water sanitation, irrigation, environment and natural resource conservation and management by; promoting water and sanitation management through construction of new water supplies, water treatment plants, sewerage treatment plants, rehabilitation of storage tanks, pipelines and water intakes; and enhancing solid waste management through environment clean ups.

The recovery strategy to promote water and sanitation include the following:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (ii) Fast track the implementation of WASH, natural resource management programs
- (iii) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (iv) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water to increase piped water connectivity to households.
- (v) Increase access to improved sources of water² by households, institutions and public places in rural areas through drilling of boreholes in all the 7 sub-counties.
- (vi) Support rural households with water treatment facilities and chemicals.
- (vii) Increase water storage capacity to help more households access to water.
- (viii) Introduce community-based management systems (CBMS) for water for production.

2. Improved sources of water included water from the following sources: Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, Tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring). While sources to unimproved source of water include; Water from spring - unprotected spring, Rain water collection, Vendors - tankers-truck, Vendors- cart with small tank/drum/bucket, Vendors-bicycles with bucket, Surface water river/streams/pond/dam/lake/cannal/irrigation channel Bottled water. This is according to WHO and UN classification of sources of water.



- (ix) Involve both men and women in water management and governance.
- (x) Establish water supply monitoring system for efficiency water supply and management.
- (xi) Undertake water trucking during times of prolonged drought to households and pastoralist communities.
- (xii) Expand sewer infrastructure to accommodate more households, increased access to sanitation can be achieved through collaboration between county government, national government, development partners and Public Private Partnership to expand sewer infrastructure and to accommodate more households.
- (xiii) Build community toilet facilities in rural areas to help increase access to safe sanitation.
- (xiv) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xv) Fast track and implement policy on water governance and environment conservation and management.

4.4 Transport

The county has a total of 2,196.88 Kilometers of classified road network. Approximately 57.0 per cent of the paved road network is in good condition, 39.0 per cent in fair condition and 3.7 per cent in poor condition. While 17.8 per cent of the unpaved road network is in good condition, 47.6 per cent fair and 33.7 per cent in poor condition.

The main means of transport used in the County is PSV matatus at 29.38 per cent, followed by walking at 28.59 per cent, bicycle (boda boda) 14.9 per cent, motorbike 16.2 per cent and private car at 7.3 per cent. On average, resident travel 1.8 Kilometers to their workplace which is within the threshold for Non-Motorized transport. Over 81.3 per cent of the unpaved road network is in poor and fair condition.

To enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities, the County will:

- (i) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ii) 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 policy³. This can be incorporated into the CIDP programme to grade and open new roads.

- (iii) 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.
- (iv) Identify a core rural road network for prioritization to improve rural access to farms, markets and support natural resource exploration as provided in the CIDP.
- (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 Goals⁴.
- (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.

4.5 Urban Development and Housing

The county has challenges in quality of the housing stock. Approximately 29.3 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 81.5 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 96 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) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (ii) Improve capacity for urban planning and design and the provision of training for urban planners at all subcounty offices.
- (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) Undertake spatial planning of urban areas, and fast track identification and designation of urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (v) Formulate and seek approval of urban development plans and development control policies in line

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

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



with the CIDP objectives to achieve orderly coordinated efficient and environmentally sound land uses and development in both urban and rural areas.

- (vi) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.6 Tourism

Elgeyo Marakwet County is recognized for scenic physical attractions (natural caves, hot springs, gorges, viewpoints, indigenous forests); Wildlife tourism (Rimoi game reserve); sports tourism; community-based conservation; and cultural and heritage tourism assets. The County has 2 star-rated hotels with a total capacity of 43 rooms and 70 beds; and 6 other registered hotels with a total bed capacity of 230. This is insufficient to meet demand during peak seasons. An estimated 13 per cent of tourists out of an estimated 20,000 visitors to the county annually, visit the Rimoi game reserve, which provides an excellent opportunity for construction of an ecolodge to provide accommodation and conferencing facilities. Tourism sector in the County has potential to socio-economically to development of the county. In 2017/18, accommodation and food services accounted for 0.16 per cent of Total GCP, implying low prioritization of tourism in development planning. The Covid-19 pandemic has brought an opportunity for promotion of domestic tourism and improving sanitation aspects in tourism attraction sites and accommodation facilities. On the recovery strategy, the County will:

- (i) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments in order to ensure business continuity.
- (ii) Diversify niche tourism product development and marketing incorporating dimensions of Covid-19 containment;
- (iii) Allocate resources for investment and rehabilitation of tourism-supporting infrastructure, including modern M.I.C.E venues, and roads leading to the physical tourist attraction and heritage sites.

4.7 Health

The county has about 129 public health facilities. At the beginning of the pandemic, the county had few single critical care beds and prioritized building on the changes brought about by the crisis to enhance patient care and lock in operational improvements, while also managing the non-COVID patients and building resilience for future waves of the pandemic. The county had earlier in 2020 acquired three ventilators which had been mounted at the Tambach isolation center. The county expects more from Academic Model Providing Access to Healthcare (Ampath) programme in the county. Strategies towards strengthening County health system include;



- (i) Increasing the number of ventilators in Tambach isolation Centre from three (3) to at least twenty (20), also provide additional funding to health sector to help in upgrading and equipping of health centres.
- (ii) Equipping Iten referral hospital to provide equitable services all through the COVID-19 pandemic period, consider mounting more ventilators in the hospital.
- (iii) Training and recruiting high number of health officers to enable health centres provide equitable essential services throughout an emergency, limiting direct mortality and avoiding increased indirect mortality.
- (iv) Enhancing screening at the borders; strengthen inter-county collaboration in contract tracing; and train more medical personnel to be able to county effectively manage Covid-19 patients. In additionally, more resources need to be allocated to the health sector in order to sustain the mitigation measures against Covid-19.
- (v) Providing frontline caregivers mental and physical health assessment and support during health crisis such as the Covid-19 pandemic, psychological support for families of frontline health care workers involved in the Covid-19 response.
- (vi) Promoting construction, upgrading and equipping of health facilities through additional funding to health sector, this will enable the county to achieve improved health outcomes.
- (vii) Promoting and supporting public and community health programmes including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities within Elgeyo-Marakwet county.
- (viii) Creating awareness on availability and importance of free maternity services and address other factors constraining access to maternal health services in the county while enhancing community awareness on the effects of COVID-19 and the mitigation measures by both national and county governments; and other non-state actors; NGOs included.

4.8 Education and training

Elgeyo Marakwet county has about 880 Public schools of which 91.2 per cent have benefitted from the Government digital learning programme. The county has a total enrolment of 853,032 students of whom 17.9 per cent, 60 per cent and 18 per cent are placed at ECDE centres, Primary and Secondary schools, respectively. Also, the County has about 1.9 per cent and 1.7 per cent of total students in vocational training colleges (VTCS) and Universities, respectively. The Primary net enrolment was 95 per cent in 2018 compared to the secondary school net enrolment of 62 per cent. The main difference between primary and secondary enrolment is equally to school dropouts; and other retrogressive factors such as early marriages. The high enrollment rate at primary level is subsequent of free and compulsory primary education by the national government. Primary school -teacher ratio and Secondary school student-teacher ratio are 25 and 19,



respectively. The existing infrastructure in some schools, learning institutions and WASH facilities are inadequate. The pandemic is likely to worsen the problems facing the education system in the county including; Early marriages mostly among the girls, teenage pregnancies and drug abuse among the teenagers.

The recovery strategies will include;

- (i) The County with support from stakeholders will continue investing in early childhood development through infrastructural development to allow for adequate social distancing when schools reopen; deployment of ECDE teachers and provision of sanitation facilities.
- (ii) Create awareness against drug and substance abuse, offer guidance and counselling to students, introduce free and compulsory secondary education, discourage negative cultural practices that affects school attendance and ensure there is no teacher absenteeism.
- (iii) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' awareness on the health and safety measures taken by schools upon reopening to guarantee the well-being of returning students and to ensure that the risk of pandemic is minimized.
- (iv) Promote back to school campaign and community outreach to ensure that no child is being dropped out of school due to COVID-19 emergency.
- (v) The county Education sector in collaboration with health authorities will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities and enhanced school feeding programme.
- (vi) Prioritize solutions to address psychosocial challenges before teaching- Mobilize available tools to connect schools, parents, teachers, and students. Create communities of learning to ensure regular knowledge sharing; enable social support, and address possible psychosocial challenges that students may face when they are isolated.

4.9 Social Protection

The county will protect members of communities who have been made vulnerable by the pandemic. These group include but not limited to PWDs, Elderly, those living below the poverty level, Unemployed and stunted children. Elgeyo Marakwet County has an estimated number of 4,861 PWDs (1.2 per cent) and 4.4 per cent older persons aged 65 years and above of which 52.5 per cent are females. With increasing demand for cash transfers, the County government will initiate cash transfers targeting the elderly and food distribution to vulnerable households during the COVID-19 period. Sector specific interventions and recovery strategies include;



- (i) Use innovative approaches to reach the vulnerable in the informal sector, including agriculture sub-sectors. Expansion will focus on the most vulnerable, but also aim to cover those with significant livelihood risks; immediate measures should consider support for livelihood preservation and recovery; enhancing community schemes should seek to reach informal and small-scale agricultural workers.
- (ii) Build resilience and promote affirmative action for addressing challenges facing vulnerable groups through implementation of special programs.
- (iii) Promote gender mainstreaming, protection and response against gender-based violence and involvement in all sectors.
- (iv) Ensure basic income security, for persons whose jobs or livelihoods have been disrupted by the pandemic; and coordinate social protection programmes and strengthen linkages across various social protection interventions.
- (v) Promote the Universal Healthcare Programme (UHC), to support the vulnerable communities and register them with NHIF to enhance access to health service.
- (vi) Extend social protection support for informal employment, the self-employed and vulnerable groups; to protect them vulnerability to income losses due to the pandemic.

4.10 Gender and Youth

Gender Based Violence and teenage pregnancies are teething problems that affect women and youth in Elgeyo Marakwet county. Available evidence indicates 29.3 per cent of the respondents in the May 2020 KNBS COVID_19 Survey had witnessed or heard of any form of domestic violence in the county. In addition, 1,686 experienced teenage pregnancies between January and May 2020 (KHIS, 2020). This perhaps has been exacerbated by Covid-19 and calls for attention during and after the pandemic through;

- (i) Creation of help lines to facilitate reporting of GBV cases; this could be through toll-free calls and SMS numbers for victims.
- (ii) Designate gender safe spaces to provide accommodation for GBV survivors and create spaces to be used as recovery centers preferably County Referral Hospitals.
- (iii) Collaboration between the county, state agencies, and other partners to strengthen capacities of various stakeholders including, political leadership within the county, women's groups, religious leaders, and community leaders to combat harmful practices that breed GBV.
- (iv) Identify and train champions (individual actors) active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.



- (v) Increased cases of teenage pregnancies call for community training and sensitization programmes targeting teenage boys and girls.
- (vi) Strengthen enforcement of laws related to early pregnancies especially where adults are involved.
- (vii) Prioritize elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls.

4.11 Environment and natural resources management

The county hosts two forest ecosystems and water towers namely Kaptagat and Cherangany and hosts the second largest forest cover in Kenya of 37.6 per cent. The forest ecosystems are the source of many rivers that supplies water in and neighbouring counties. Deforestation, bushfires, encroachment on forest land and water catchment areas, overgrazing, landslides floods and drought are major environmental risks affecting the county.

The major sources of energy for cooking used by households are firewood (87.1 per cent), charcoal (9.6 per cent), liquified gas (1.6 per cent). Majority of the households in the county dispose their solid waste by burning in the open (92.3 per cent), dumping in the compound (2.2 per cent) and dumping in the streets/open fields (2.9 per cent). Similarly, the county government collects less than 1 per cent of households solid waste for safe disposal. In additionally, 6.4 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 has 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. The county can have partnerships and collaborations with the national government and other established stakeholders in natural resource management and conservation.
- (ii) Increase forest cover through afforestation.
- (iii) Reclaim land forest land and water catchment land that's under encroachment.
- (iv) Sensitize and involve communities living close to forest areas and water catchment areas the importance of environment management and conservation.
- (v) Provide waste collection services at households, promote and facilitate regular waste collection,



environment clean up exercises at neighborhoods and in towns. To have an effective and efficient waste collection and management, the counties can work with the national government as well as collaboration with donor agencies, private sector, local communities to come up with up with initiatives to manage solid waste.

- (vi) Cushion households from the adverse effects of droughts and floods by developing and implementing disaster and risk management plan.





5 ECONOMIC STIMULUS PROGRAM

5.1 Economic stimulus Package

To re-engineer and put the Elgeyo Marakwet County economy on growth recovery, it is important to create new programmes or strengthen the existing 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) Provide extension services and market creation for Agriculture.
- (ii) Create a Covid-19 revolving recovery Fund utilizing structures such as table banking, self-help groups and MFIs to small scale traders and businesses in the informal sector.
- (iii) Subsidize farming inputs – certified seeds, fertilizers and mechanized inputs (tractors).
- (iv) Waivers/concessions – cess, single business permits, parking stickers, water bills, market fees.
- (v) Infrastructure – targeting roads, water and electricity.
- (vi) Information and communication Technology (ICT) – a greater enabler for business continuity during and after Covid-19.

5.2 Financing Economic Stimulus Package.

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





6 IMPLEMENTATION FRAMEWORK FOR THE ESP

Implementation of the County Covid-19 Re-engineering and Recovery Strategy will require adequate resource mobilization over the 2020/21 – 2022/23 and effective coordination from relevant stakeholders in the County including the national and county Governments; Development partners; NGOs and Civil Society, faith-based organizations, private sector and individuals. The Annex presents proposed action plan for the County.



7 MONITORING, EVALUATING AND REPORTING

The overall purpose of monitoring and 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 implementation of the work plans while evaluation 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 impact 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 will 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 programme modality or design innovation will reach its intended outcomes.⁵

The County COVID-19 re-engineering and recovery strategies reporting will be informed by annual work plans. All implementing departments in the County will be expected to prepare M&E frameworks for each activity (see sample Annex Table 2). 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.

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



8 COMMUNICATION CHANNELS

Communication⁶, 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 Development⁷ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be used. Communication for Development is evidence-based processes that involve 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 channels⁸ 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 Elgeyo Marakwet respondents received information about coronavirus through radio (79%) and television (57%). The survey was not specific whether mobile included both written (short text messages <SMS>) and verbal (calls). Nonetheless, mobile (47%), social media (23%), and newspaper (14%) were other channels used to receive information. Friends and family (13%) and Government sources (10%), closely followed newspaper as a channel of receiving information. Non-Governmental Organization (NGO) worker had the least frequency of receiving information at 1 per cent.

Subsequently, the following channels of communication will be utilized:

- (i) Written communication such as posters, digital (SMS) and online communications (County website, electronic mail and social media)
- (ii) Verbal communication such as radio, telephone, and face to face meetings
- (iii) Non-verbal communication, for example sign language
- (iv) Visual communication, such as television

The effectiveness of the different channels will 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 are the channels of communication.

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

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

8. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6yws&result=2>



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

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

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

The scheduled communication or frequency of messaging are as follows:

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



ANNEX

Implementation matrix/ Action Plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
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	5	5	10	County and National Governments; development partners	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 and National Governments; development partners	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 and National Governments; development partners	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		30.0	30.0	60.0	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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		20	20	40	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		30	30	60	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		4	4	8	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		5	5	10	County and National Governments; development partners	County Government



**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/ Department
	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	15	15	30	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	10	10	20	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	National Government; County Government; Donor Agencies	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		100	100	200	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		50	50	100	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



**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/ Department
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		100	100	200	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	15	15	30	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	3	3	6	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County and National Governments; development partners	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	8	8	16	County and National Governments; development partners	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	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/ Department
		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		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Elgeyo Marakwet 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		2	2	4	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		20	20	40	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	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	2	2	4	County and National Governments; development partners; Kenya Tourism Fund	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/ Department
		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	2	2	4	County and National Governments; development partners; Kenya Tourism Fund	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		100	100	200	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		40	40	80	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		10	10	20	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		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	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		5	5	10	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		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: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		10	10	20	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	2	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		10	10	20	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	2	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		10	10	20	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		20	20	40	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
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		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: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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		3	3	6	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 and National 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		4	4	8	County and National Governments; development partners	County Government
		Grand Total					927	927	1844		
	***** Budget figures are estimates awaiting submissions from the county										

COUNTY GOVERNMENTS



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Council of Governors, Delta Corner, Tower A
2nd Floor, Off Waiyaki Way | P. O. Box 40401 - 00100 Nairobi, Kenya
Tel: +254 (020) 2403313/4 | Cel: +254 (0) 729 777 281
Email: info@cog.go.ke | Website: <http://www.cog.go.ke>