

EMBU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



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EMBU 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 Google Loon and Telkom Kenya partnership.
- (iv) Promote household access to and use of ICT by providing devices such as smartphones that are 4G enabled and affordable.

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) Agriculture

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

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



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

2) Water and sanitation

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

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

3) Urban development and housing

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

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



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

4) Transport

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

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

5) Tourism

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) ***Gender and youth***

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

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

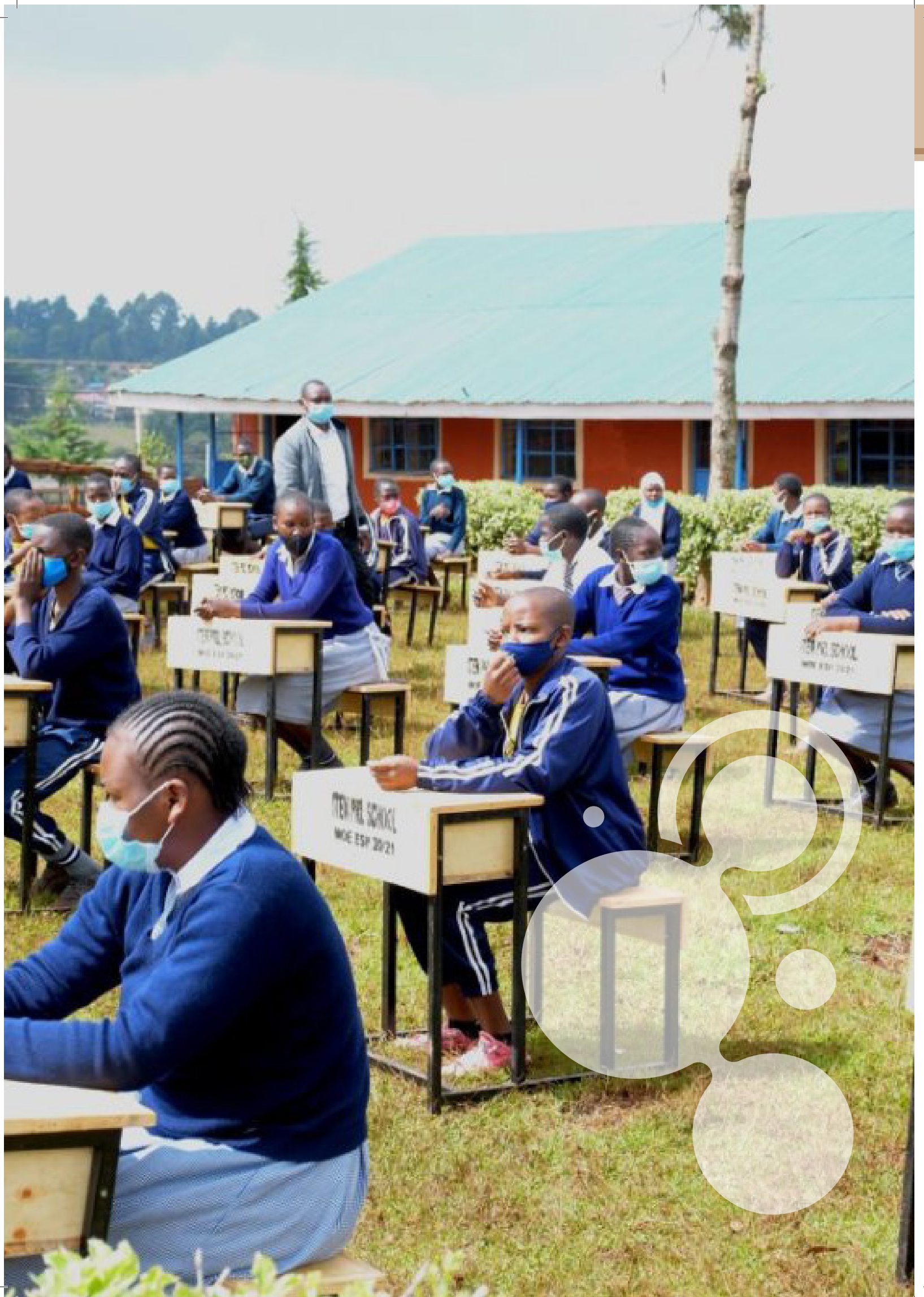




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1 INTRODUCTION

1.1 County Context

Embu County is one of the counties in the Central Region Economic Bloc (CEREB). The county had an estimated population of 608,599 persons of whom 49.9 per cent were male and 50.0 per cent female (KNBS, 2019) as indicated in table 1. Of the population 23,816 (4.4 per cent) are persons with disabilities. The youth constituted 34.0 per cent of the population of whom 49.0 per cent were female. The county has a population density of 216 per km². About 87.5 per cent of the population live in rural areas of whom 49.9 per cent are female. The older persons (65 year and above) constitute 6.4 per cent of the total population of whom 57.5 per cent were female. The population in school going age group (4-22 years) was 38.9 per cent in 2019.

In 2015/2016, the overall poverty rate in Embu County was 28.0 per cent against the national poverty rate of 36.1 per cent. In addition, 27.9 per cent of the population were living in food poverty and 44.3 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 26.8 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Embu County

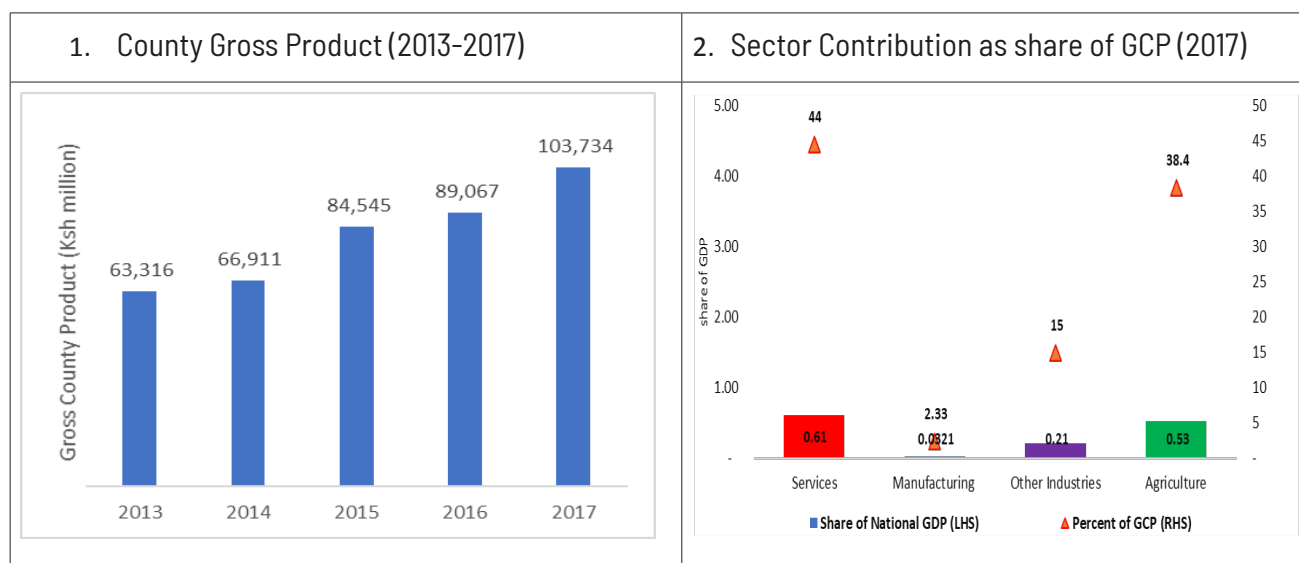
	County	National
Estimated County Population (KNBS, 2019)	608,599	1.1% of total population
Males	304,208	49.9%
Females	304,367	50.0%
Intersex	24	0.003%
Estimated Population Density (km ²)	216	82
Persons with disability	4.4%	2.2%
Population living in rural areas (%)	87.5%	68.8%
School going age (4-22 years)(%)	38.9%	68.7%
Youth (%)	34.0%	36.1%
Elderly population (over 65-year-old)	6.4%	3.9%
Number of COVID-19 cases (as at 11 th September 2020)(MOH); National cases were 35,232 people	109	0.34% of the national cases
Poverty (2015/2016)(%)	28.0%	36.1%
Food Poverty (2015/2016)(%)	27.9%	31.9%
Multidimensional Poverty (2015/2016)(%)	44.3%	56.1%
Stunted children (KDHS 2014)	26.8%	26%
Gross County Product (Ksh. Million)	103,734 (2017)	1.4 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	12.8%	15.3 %

Data Source: KNBS (2019)



Embu County Gross County Product (GCP) accounted for 1.4 per cent of total Gross Domestic Product (GDP) as at 2017 (figure 1). The GCP increased from Ksh. 63,316 million in 2013 to Ksh. 103,374 million in 2017 representing an average annual growth rate of 12.8 per cent. The service sector contributes 44.0 per cent of GCP while agriculture, manufacturing and other industries sector share constituted 38.4 per cent, 2.33 per cent and 15.0 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by Crop farming (mostly cash crops such as coffee, Tea, Macadamia nuts, Cotton) and Cattle farming (dairy and beef), while industries and manufacturing include small scale production of consumer goods such as plastics, furniture, textiles and food processing.

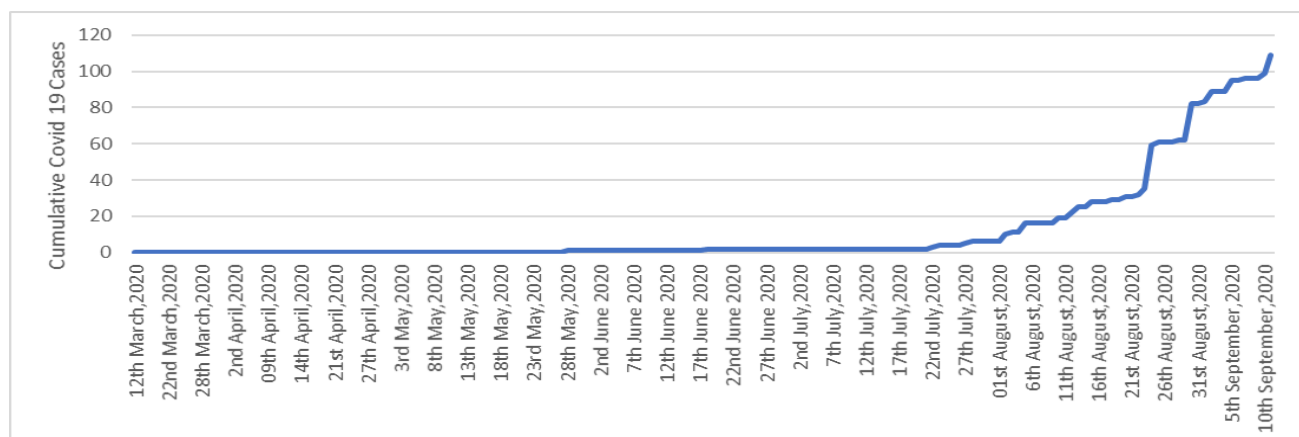
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 28th May 2020. Since then the number of confirmed cases increased to 109 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH



1.2 County Fiscal position

Embu county expected to receive a total of Ksh. 6.8 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 4.3 billion (62.8%) as equitable share, Ksh. 1.3 billion (18.4%) conditional grant, Ksh. 920 million (13.4%) generated from own source revenue (OSR) and Ksh. 370.6 million as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 5.8 billion which accounted for 84.2 per cent of the expected revenue. With the outbreak of the COVID-19 pandemic, the county's revenue streams were adversely affected. This was reflected in the Own Source Revenue (OSR) performance where the collections for FY 2019/20 declined by 19 per cent from Ksh. 629.4 million realized in FY 2018/19 to Ksh. 509.7 million. The decline was attributed to the negative effects of COVID-19 pandemic on business activities and revenue collection.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 6,780.2 million consisting of Ksh. 4,493.6 million allocation for recurrent expenditure and Ksh. 2,286.6 million for development expenditure. Of the recurrent expenditure, Ksh. 2,913.3 million was meant for compensation of employees while Ksh. 1,580.3 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 5,163.5 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 79.0 per cent of the total spending, with development expenditure accounting for only 21.0 per cent. This translating to absorption rate of 76.2 per cent in the overall budget, 90.7 per cent recurrent expenditure and 47.5 per cent development expenditure. Health sector expenditure accounted for 45.0 per cent of total spending with an overall absorption rate of 86.0 per cent. Absorption rate for health sector recurrent expenditure stood at 94.6 per cent while that for development expenditure stood at 41.3 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 1,818.6 million consisting of Ksh. 955.3 million and Ksh. 863.3 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 Embu County undertook varied measures.

The County established the Embu County COVID-19 Emergency Response team charged with the role of ensuring preparedness to handle COVID-19 cases and advising on management of the pandemic in the county. The emergency response was also cascaded to its 4 sub-counties.

Innovation and Buy Kenya Build Kenya to spur local manufacturing. The county established a cottage industry under the department of Gender and Culture to assist in the manufacturing of face masks. The county also partnered with the vocational training centres to help in the production of face masks.



The county prepared for treatment of confirmed cases. Equipping of level 5, 4 and 3 facilities to scale up the public health system to find and test, isolate, and care for confirmed cases (whether at home or in a medical facility), and identify, trace, quarantine and support contact tracing. The county set up 404 beds in readiness for management of COVID-19 cases, and another 18 ICU beds for those who may need critical care. To support the ICU, the County also put in place an oxygen plant in the main isolation centre in Embu Level 5 Hospital, which runs at 80 litres per minute. It also cascaded services to manage the spread of the virus to all the 4 sub-counties through the county emergency response team

Implementation of preventive measures to curb the virus such as installing sanitizing stations, screenings, temperature check-ups, enhanced sanitization efforts and stepping up scheduled cleaning and fumigation of hospital facilities. Ksh 22 million was allocated for purchase of thermal guns, hand sanitizers and establishment of hand washing points.

In addition, the county promoted COVID-19 safety guidelines. This included 50 per cent reduction in the seating capacity for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems, the dusk to dawn curfew, and the cessation of movement in and out of Nairobi, Mombasa and Mandera.

The county undertook to enhance access to water for hand washing. This included erection of water points with soap and sanitizers, water and soaps at points of entry as well as developed hand washing points in strategic areas in the county particularly places with heavy citizen traffic.

Enhancing social protection for the vulnerable groups. The County identified needy households to benefit from food ration and food items were distributed to the identified households. Provision of face masks to businesspeople and the vulnerable population was undertaken.





2 SOCIO-ECONOMIC EFFECT OF COVID-19

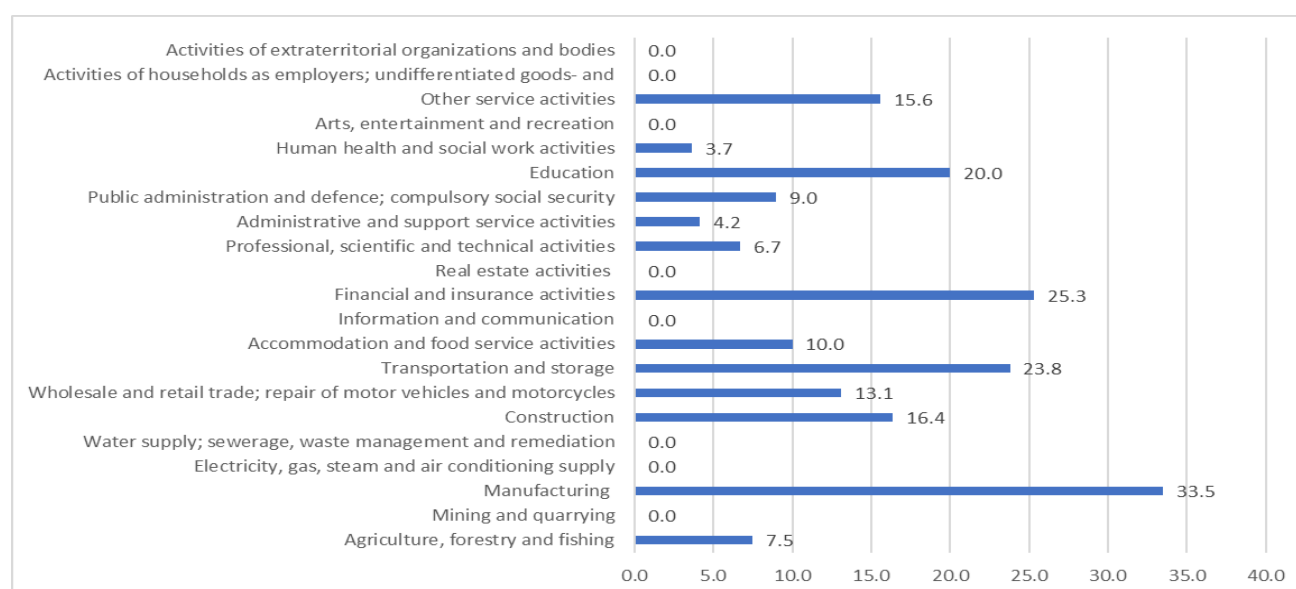
As the country was hit by the COVID-19 pandemic, several other shocks affected the county including desert locusts floods, mudslides and landslides.

a) Labor participation

COVID-19 had varied implications on workers in the Embu county. Several economic activities were disrupted. Markets were closed to prevent spread of COVID-19 including Ishiara market which is the largest goat market in the county. Other markets that were closed included Karaba, Kiritiri, Gachoka, and Kianjokoma. The public sector was not an exemption as Embu GK Prison was locked down due to fear of spread of the COVID-19 after some prisoners tested positive. Law courts were also closed limiting service delivery. Bars and entertainment joints were also closed. The county government relocated the miraa market from the central business district to Embu Stadium as a precaution. Miraa traders were required to pay Ksh 50 each daily for maintaining cleanliness at the stadium.

According to the May 2020 KNBS COVID_19 Survey, the manufacturing sector reported the highest level of loss of hours worked (33.5 hours) followed by workers in financial and insurance activities (figure 3). Workers in transportation and storage and education lost a total of 23.8 hours and 20 hours per week, respectively. Workers in other service activities recorded an average loss of 16.4 hours and 15.6 hours per week, respectively. The loss of working hours in service and agriculture (7.5 hours) sectors which contributes to 44.0 per cent and 38.4 per cent of County GDP respectively, implied the county economy was negatively affected.

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



According to the May 2020 KNBS COVID_19 Survey, 67.0 per cent of workers in Embu county recorded decreased income; 5 per cent reported increase in income; while 86.8 per cent recorded working as



unpaid workers. The county recorded 78.6 per cent of workers in informal sector and 2.4 per cent never attended to work due to COVID-19 related issues. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars and hotels totally closed, leading to reduced business activities. Workers in the transport sector were rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties; and reduced movement within Embu County. On average, the county lost 11.7 hours worked in a week, this indicating that although the measures that were imposed by the Government to mitigate the spread of COVID-19 contributed positively towards managing the pandemic; they had significant economic repercussions with implications on job losses.

b) Agricultural sector

The pandemic effects on the agriculture sector in Embu county were relatively low. The May 2020 KNBS COVID-19 survey found that 1.4 per cent of the households in Embu county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (46.2 per cent) and transport limitations (45.6 per cent).

However, with restrictions affecting seamless movement of food commodities, 87 per cent of households in Embu county indicated experiencing an increase in food prices. From the KIHBS 2015/16, 38.4 per cent of households' purchase food products from open-air markets, 7.7 per cent from kiosks and 34.4 per cent from general shops. Additionally, 60.6 per cent of the total value consumed was from purchases, 26.1 per cent from own production, 8.8 per cent from own stock and 4.5 per cent from gifts and other sources. Thus, increases in food prices had significant implications on household budget.

Further, was 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 18 hours between the usual and actual hours worked in a week. Other affected include agricultural, fishery and related labourers and farm workers who recorded a difference of 6 and 10 hours respectively between the usual and actual hours worked in a week.

c) Services sector

Measures to contain the spread of COVID-19 pandemic mainly disrupted the flow of 25,000 tourists who visit the Mwea game reserve and Mt. Kenya National park annually; this translating into loss of revenue of over KSh.250 Million to the local economy through lost employment, hotel accommodation, tour and travel services in 2020. Other challenges facing development of the sector include human activity encroachment to forested lands / deforestation which destroy natural habitats for wildlife, and ecotourism sites.

The closure of schools led to disruption of education delivery due to loss of learning and teaching time. Some schools adopted virtual learning models, but not all learners were covered due to digital divide. According to the Kenya Population and Housing Census (KPHS) (2019), the county had low internet access (15.0 per cent) which constrained online learning across the County. Furthermore, only 6.3 per cent of the



households had access to ICT equipment such as laptops and computers. The school feeding programmes in ECDE and primary schools were discontinued after the closure of schools which exposed the learners from the vulnerable families who depended on the programme to the risks of malnutrition.

According to the May 2020 KNBS COVID_19 Survey, 97.0 per cent of county residents did not visit any health facility while many avoided going to the hospital. This had direct implication on generation of revenues from health services at a time the county needed to equip front line health officers with personal protective equipment among other expenses associated with the pandemic.

The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (wearing face masks, washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold in the county. The demand for PPEs such as facemasks in the County also led to local production by Vocational Training Centres (VTCs) hence creating employment and income for youth. However, it is important for the county to address issues of standards and quality of the local produced PPEs.

d) Micro Small and Medium Enterprises (MSMEs) sector

Majority of MSMEs in Embu County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (58.2 per cent); manufacturing (15.8 per cent); accommodation and food services (10.6 per cent); and arts, entertainment and recreation (6.7 per cent). Generally, these are the sectors that were worst hit by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Embu County are largely located in commercial premises (46.8 per cent). This implying some businesses in the County faced difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID_19 survey, 95.1 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 4.9 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, all the respondents attributed the same to reduced incomes/earnings. Further, the wholesale and retail trade sector lost 13.1 hours in usual and actual hours worked while accommodation and food services lost 10 hours. This is an indicator of the adverse effects of the pandemic on the service sector of Embu County implying loss of productivity, output and employment. Equally, the manufacturing sector was hard hit losing 33.5 hours.

Regarding access to markets, about 0.9 per cent of the MSMEs in the County depend on export markets and 0.4 per cent import markets for their material inputs. Therefore, disruptions in the external markets has negative implications on MSME operations in Embu County. That said, market diversification for the MSMEs is crucial in supporting their survival and growth.

e) Infrastructure and housing

The Embu County Government scaled down activities in the transport sector in order to focus on areas that address mitigating 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. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 61.4 per cent. Residents responded by changing their travel patterns with 32.0 per cent of the population traveling less often, while 21.6 per cent were unable to travel due to the pandemic.

Embu town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 97.1 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 14.7 per cent of the conventional households in the county 'own' internet with 6.3 per cent owning a desktop, computer laptop or tablet. Further, only 2.5 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.7 per cent) than women (2.3 per cent). Further, there is a gender divide in use of internet where 23.6 per cent male and 20.6 per cent of the women using internet.

Majority of households (73.0 per cent) own the housing units they occupy while 27.0 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 92.0 per cent, followed by National Government (3.7 per cent); private companies (2.6 per cent); FBO/NGO/Church based housing at (0.8 per cent); Parastatals (0.7 per cent); and County Government (0.3 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 34.3 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 75.9 per cent of the population.

f) Gender and youth

The population of Embu County is evenly distributed with ratio of both male and female equal at 50 per cent. The Kenya Health Information System (KHIS, 2020) reported a 2.6 per cent increase in teenage pregnancies between January and May 2020 with 932 cases compared to a similar period in 2019 cases where 908 cases were reported. This could be attributed to COVID-19 and the resulting measures that led to staying at home and closure of schools. Teenage pregnancies are associated with high rates of school dropouts, stigma, increased mental health concerns, sexually transmitted diseases, postpartum depression and suicidal ideation. The May 2020 KNBS COVID_19 survey indicates that 30 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. According to the HAK (2020), the county recorded 9 cases of GBV in April 2020. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include establishment of several water points in places with heavy citizen traffic. The county also allocated a budget to enable installation of water tanks in critical areas in the villages and drilling of boreholes. Additionally, 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 infrastructure





3 KEY Pillars OF THE RECOVERY STRATEGY

There is need for urgent responses for addressing the social and economic effects of the COVID-19 pandemic in Embu County, for 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 Agro-processing industry.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Embu County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (58.2 per cent) are in the services sector with only 15.8 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (93.2 per cent), 5.4 per cent are small, while 1.2 per cent are medium enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in Embu County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (58.2 per cent); accommodation and food services (10.6 per cent); and arts, entertainment and recreation (6.7 per cent).

COVID-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (45.1 per cent) in Embu County get their raw materials from their peer MSMEs and individual suppliers 38.9 per cent within the County. Equally, they sell their products to individual consumers (92.5 per cent), within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

MSMEs face various challenges in the County. This including financial and technical capacity, market environment, and worksite and related infrastructure (KIPpra 2019, KNBS, 2016). On worksites, MSEs face inadequate and unequipped worksites, lack of public toilet facilities, lack designated areas for waste disposal, poor road infrastructure, frequent power interruptions. On technical capacity MSEs are 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 licenses and permits; numerous procedures for obtaining licenses; and shortage of raw materials.

The crisis though offered an opportunity to address the County's 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 horticulture, maize production and processing, and dairy production; other areas of priority include tree tomato, avocado, bananas, loquat, passion fruit, mangoes, macadamia, tea, and coffee.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

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

- (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) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (iii) Emphasis will be laid on initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iv) Fostering bi-lateral engagements with neighbouring counties to facilitate trade including but not limited to harmonizing number of licenses or permits obtained by MSEs.
- (v) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (vi) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

Embu County has a developed county legislative framework with laws on Access to Information, Finance, Public Entertainment Licencing, Public Participation, Water, Trade Licensing, Environment Management, Early Childhood Development Education and County Cultural Heritage. Nonetheless, for recovery from COVID-19 the County will:



- (vii) Establish a legislative framework to regulate the prevention and control the spread and risk of infectious diseases in accordance with modern public health disease control principles and control mechanisms for disease.
- (viii) Entrench channels which accommodate digital public participate to ensure involvement and engagement of a diverse range of stakeholders within the County.
- (ix) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

3.3 Strengthening County Government's Preparedness and Response to Pandemic and Disasters

Embu County is one of the Counties in Kenya affected by heavy rains and flooding as natural disasters. It is imperative in the face of the negative effects of COVID-19 pandemic to:

- (i) Adopt integrated human, animal and environmental health expertise and policy for all residents, leaders and decision-makers within the County.
- (ii) Prioritise proactive mechanisms to avoid another pandemic and address endemic zoonotic diseases.
- (iii) Empower county officers to understand the interface of human health, animal health and planetary health and ensure planning responses reflect accordingly.
- (iv) Collaborate with institutes with specialised knowledge on COVID-19 such as the Ministry of Health, Kenya Medical Research Centre, International Livestock Research Institute, Centre for Disease Control and Prevention, Kenya Wildlife Services to adopt a multi-disciplinary approach to containing the spread of COVID-19.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county was low, especially among households. Approximately 57.0 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception that the individual does not need to use the internet, lack of knowledge and skills on internet are the leading reasons that the people in the County don't have internet connection, as well as accessing internet elsewhere. 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 57.0 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (ii) Collaborate with the Communications Authority of Kenya and telecom service providers to utilize the Universal Service Fund² as a “last resort” in providing ICT access in remote areas where market forces fail to expand access.
- (iii) Speed up the construction of fiber-optic broadband networks in underdeveloped areas and collaborate with telecom companies to upgrade and improve the communication networks in remote areas. Adopt programmes to ensure ubiquitous access to reliable and affordable internet (internet everywhere) by applying aerial and satellite-based communication technologies.
- (iv) Harness the power of technology and use innovative solutions to bridge the gender digital divide. Negotiate with the public primary schools for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP. The IT personnel in public primary schools can be deployed to support the development of ICT competence and skills among the public.
- (v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats, disasters and pandemics. 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

The pandemic contributed to the loss of working hours and loss of jobs especially in the services sectors. According to May 2020 KNBS COVID-19 Survey, 13.1 per cent of the county labour force worked at least for 1 hour for pay; 8.1 per cent had never worked, and 78.6 per cent worked in the informal sector. However, 2.4 per cent of employees did not attend to work due to COVID-19 and 86.8 per cent of employees worked without any pay. On average, workers in the County lost 11.7 hours per week due to COVID-19; 67.0 per cent of county residents recorded decrease in income while 5.0 per cent recorded increase in their income.

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

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



The County population aged 15-64 years (labour force) was estimated at 337,091 people of whom 317,105 people were working and 19,986 were seeking work but work was not available representing an unemployment rate of 5.9 per cent (Kenya Population and Housing Census, 2019).

The average years of schooling was estimated at 8.5 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index was 0.4 out of a maximum of 1 and compared to national average of 0.52. The HDI at county level measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With a rating of 0.4, this means the county lost about 60 per cent of her economic potential due to lack of adequate education and health. About 26.8 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 33.5 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 85.5 per cent as compared to the average national level at 74.9 per cent. Due to disruption of economic activities in the county and loss of sources of income, the NHIF coverage is likely to be affected as most of county residents could not afford the monthly remittances. In addition, the uptake of children vaccination services was also affected as most of parents and children care givers feared taking their children for vaccination. About 97 per cent of people interviewed confirmed that they never visited hospital during COVID-19 period. The county will protect and invest in people as well as address the risks in health and education while strengthening the foundation for sustainable, inclusive recoveries and future growth.

Specifically, the county will:

- (i) Create more employment opportunities through the development of pro employment policies; investment in education and training and skills development; and investments within the key sectors of agriculture. The county will establish Macadamia oil processing plant to improve the livelihood of county residents and job creation.
- (ii) Enhance universal health access through publicly financed health services for all, including uninsured workers and their families. The county will invest in community and public health including community health workers, water, sanitation and immunization.
- (iii) Strengthen the capacity of workers in ICT skills amidst COVID-19 pandemic.
- (iv) Improve access to finance for small and medium enterprises through lending institutions for sustained business. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.



- (v) Encourage more investors to invest in Embu county by offering incentives such as tariff exemptions and tax waiver. This will enable individuals establish businesses therefore creating employment opportunities.

3.6 Exploiting Agro-processing industry

The main economic activity driving the Gross County Product (GCP) in Embu is Agriculture (38 per cent). Majority of the population (70 per cent) earn their livelihoods from crop production and livestock keeping. The main industrial crops grown are coffee, tea, macadamia and cotton. Livestock production is also a major agricultural activity in the County and includes dairy and beef cattle, poultry, sheep, goat, farmed fish and rabbit. Fish farming is also practiced at the hydroelectric dams. The National Spatial Plan 2015-2045³ identifies Embu County as having a comparatively better developed rural economy, with potential for agriculture, irrigation, dairy production, tourism and irrigation. The plan further promotes the designation of Embu as part of the cluster development strategy for urban based industrialization. In the recovery process the county will:

- (i) Develop a land development strategy that safeguards the high potential agricultural land by setting the urban growth limits to preserve the high potential areas and regulate the subdivision of this land.
- (ii) Develop urban-based agro-industries in Embu town to focus on proximity to agricultural raw materials and promote agricultural value addition.
- (iii) Promote rural development through provision of infrastructure and agricultural sector development and related economic activities.
- (iv) Enhance agricultural production by intensifying the use of the land.

3. National Spatial Plan: <https://vision2030.go.ke/publication/kenya-national-spatial-plan-2015-2045/>





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 2.4 per cent to the County's GCP. Manufacturing in Embu County include wearing apparel (30.2 per cent), food products (28.3 per cent), furniture (23 per cent), and Fabricated metal products, except machinery and equipment (14.4 per cent). The key products useful in value addition and driving manufacturing include: tree tomato, avocado, bananas, loquat, passion fruit, mangoes, macadamia, tea, coffee. Large industries and factories driving manufacturing sector in the County are involved in tea, coffee, milk processing, saw-mills, hydro-power generation, bakeries, and grain milling. In that regard, the manufacturing sector is important in supporting recovery of the economy of the County from the effects of Covid-19 pandemic. This is especially due to its potential in revenue and employment generation. In the recovery, the County will:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Fast track consolidation the various factories into a major centralized park with warehouses, distribution centres and other facilities.
- (v) Promote value addition and cottage industries in banana, coffee, dairy, honey and mangoes. In addition, ensure value chain development for the various products.
- (vi) Strengthen productivity of improvement of skills in manufacturing enterprises within the County in collaboration with the Productivity Centre of Kenya (PCK)
- (vii) Put up a macadamia factory in Manyatta constituency for value addition on the product.
- (viii) Fasttrack construction and equipment of the three identified Constituency Industrial Development Centres (CIDs) in collaboration with the national government.



4.2 Agriculture and Livestock

Agriculture accounts for the significant share of economic activity in Embu county. More than 30 per cent of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 39,794 million out of the total Ksh. 103,734 million Gross County Product (GCP) amounting to 38.4 per cent of the county's GCP. About 67 per cent of the households produce crops, 54 per cent produce livestock, 0.32 per cent practice aquaculture and about 0.89 per cent are involved in fishing. About 6.5 per cent of the households practice irrigation farming. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, Embu County will adopt the following strategies:

- (i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agroprocessing and value addition capacities of the county as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS). The county has only one tea factory (Mudete Tea Factory). Some of the value addition processes currently in place include 7 macadamia and 1 mango processing plants for exports. The county projects to have a honey processing firm. There are also opportunities in establishing, upgrading, and reviving agro-processing plants/industries in milk, meat and leather processing plants.
- (ii) In addition to agro-processing, provision of storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iii) Revive the agricultural sector especially coffee farming through enhanced commercialization opportunities among small holder farmers in the county by strengthening market linkages beyond the county level, domestically and internationally, across the agricultural value chain.
- (iv) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (v) Enhance access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and mechanized ploughing services by county tractor hire services.
- (vi) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) Build the capacity of farmers in adoption of modern farming technologies (e.g. fodder establishments) and practices and adopt sustainable land management practices to minimize



environmental degradation. This can be done by establishing model farms and Farmers Training Centre (ATC) in collaboration with development partners as planned in the county's 2018-2022 CIDP.

- (viii) Strengthen agricultural; cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Clean and safe water remains essential in the fight against COVID-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. According to May 2020 KNBS COVID_19 Survey, 68.6 per cent of households have access to water and soap at while 83.5 per cent of the households did not have a designated handwashing facility in their households.

There is low access to piped water which stands at 30.3 per cent in urban, 17.9 per cent in rural and 21 per cent in peri urban areas. In addition, there is low access to piped sewer among households which is 23 per cent urban, 9.6 per cent peri urban and 2.7 per cent in rural households. Sharing of a toilet facility with other households is common which stands at 27.4 per cent rural, 57.7 per cent urban, 33.1 per cent peri urban. Furthermore, Only 9.3 per cent of households have used uses irrigation for farming in the past 12 months where the main source of water for irrigation is rivers at (67.8 per cent), water from the pond at (3.4 per cent), water from deep wells at (11.4 per cent), water from shallow well at (5 per cent), water from springs at (6.6 per cent).The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. On the recovery strategies, The county will:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties and increase water storage capacity to store harvested water during rainy seasons.
- (ii) Integrate public private partnership and other non-state actors in water resource provision and management including increasing investment in development and maintenance of water harvesting structures.
- (iii) Fast track and rehabilitate stalled water project.
- (iv) Develop effective human resources for the water sector to ensure quality water and sanitation service provision.



- (v) Promote adoption of appropriate technologies in and strengthening and supporting community institutions including Water Users Associations (WRUAs), Community forest Associations, farmers groups among others in protection and conservation of catchment areas.
- (vi) Gazette wetlands as public land to prevent encroachment.
- (vii) Expand and rehabilitate existing water infrastructure to reduce water leakages to help increase access to water.
- (viii) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increase to water access.
- (ix) Introduce automated billing software to help curb the increasing value of non-revenue water.
- (x) Undertake water trucking during times of prolonged drought and emergencies to affected households.
- (xi) Establish water supply monitoring system for efficiency water supply and management.
- (xii) Develop and implement wastewater management strategy.
- (xiii) Expand sewer infrastructure to accommodate more households and improve access to safe and improved toilets in schools, health care facilities, workplaces and public places including supermarkets, hotels and banks.
- (xiv) Support the implementation of Community Led Total Sanitation (CLTS) initiatives.
- (xv) The county to organize sensitization forums on the importance of handwashing through the media and in community forums.
- (xvi) Develop and implement the County Irrigation Master Plan.

4.4 Urban Development and Housing

The county has challenges in quality of the housing stock. Approximately 73.5 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 26.5 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 80.5 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the County will:



- (i) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (ii) 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.
- (iii) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (iv) 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.
- (v) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban 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.

4.5 Transport

The county has a total of 3,993.42 Kilometers of classified road network. Approximately 84.4 per cent of the paved road network is in good condition, 9.7 per cent in fair condition and 4.7 per cent in poor condition. While 22.4 per cent of the unpaved road network is in good condition, 48.9 per cent is fair and 28.4 per cent in poor condition.

The main means of transport used in the County is walking at 44.6 per cent, followed by motorbike 22.8 per cent, PSV matatus at 20.4 per cent, bicycle (boda boda) 6.5 per cent and private car at 4.2 per cent. On average, resident travel 4.2 Kilometers to their workplace which is beyond the threshold for walking but within the threshold for cycling. Over 77.3 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) 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.

- (iii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (iv) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (v) 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 policy⁵.
- (vi) 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.
- (vii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.

4.6 Tourism

Tourism is a key sub-sector in Embu County that has a high potential in the county for both local and international tourists. Some of the available sites include caves, waterfalls and rocky hills (Karue, Kianjiru, Kiambere, Ndune, Kirimiri, Maranga, Kiang'ombe) to support hiking; Kamburu and Masinga hydro-electric power dams; Mt. Kenya and Mwea National Parks that host various wildlife (including elephants, Zebra, Buffalo; Elephant, lesser kudu, Nile crocodile, hippo, giraffe, Burchell's zebra, buffalo, leopard, grey duiker, black-backed jackal, bushbuck, waterbuck, olive baboon, sykes' monkey, serval cat, spotted hyena, warthog) and over 200 bird species. The Mwea game reserve is the only protected area in which the globally threatened and Kenya-endemic Hinde's babbler is known to occur. Embu is also a gateway to Mt. Kenya which, if aggressively marketed can bring huge incomes to the county. Other attractions include 3751 Ha of forests that supports eco-tourism; Agro-tourism (coffee and tea plantations); medical tourism (Traditional herbalists and medicine men; Embu referral hospital).

Development and recurrent expenditure incurred on the Trade, Tourism, Investment and Industrialization sector in 2013-2017 was only 1.2 per cent and 0.4 per cent respectively of the total spending; while in the same period, accommodation and food services accounted for 0.8 per cent of total GCP. This indicating the need to prioritize development of the tourism sector including:

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

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



- (i) Promotion of domestic tourism to cushion the economy from impacts of travel advisories and constraints caused by the pandemic on international tourist arrivals.
- (ii) Regular maintenance of tourism attraction sites.
- (iii) Tourism marketing and promotion.
- (iv) Diversification of tourism products.
- (v) Opening of access routes to the tourist sites.
- (vi) Community sensitization on tourist sites in the county.
- (vii) Promotion of eco-tourism, cultural and sports tourism in the 6 main rivers (Tana, Rupingazi, Kii, Ena, Thiba, Thuci) and two hydro-electric dams.
- (viii) Development of tourism infrastructure (route to Mt. Kenya, star-rated hotels, tourist sites, tented camps).
- (ix) Enforcing guidelines on high sanitation standards for the hospitality sector to stop the spread of COVID-19 and other pandemics while ensuring business continuity.
- (x) Inspect all the tourism establishments in the county and train tourism service providers.

4.7 Health

The County has a total of 157 facilities that comprise of 9 hospitals, 16 health centers and 132 are dispensaries. 50 per cent of the facilities were owned by the government, 33 per cent were owned by private and 17 per cent were owned by faith-based organizations. However, approximately 56 per cent of the health centers and hospitals are owned by government indicating increased reliance on public facilities for curative healthcare services. The health sector requires enhanced investment in health systems, including in the health workforce, capacity building of community health workers and the medical officers on COVID-19, upgrading of working conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety.

Specifically, the county will;

- (i) Revamp, expand, modernize and equip existing health facilities such as Embu Level 5 hospital as well as recruiting additional public health officers and community health workers to strengthen preventive and primary health systems in the County.



- (ii) Implement a comprehensive human resource health management system including undertaking training needs assessments and strengthening information system including contact tracing; ensure skilled, motivated and equitable deployment of health care workers.
- (iii) Promote and support public and community health including the installation of hand washing facilities in homes, and public and private institutions such as schools, workplaces and health care facilities within all the sub counties of Embu county.
- (iv) Proactively address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut downs. Establish counselling office specifically for the people affected by COVID 19 in all health facilities in the County.
- (v) Provide appropriate antenatal care for high risk women in the current pandemic while encouraging all mothers to visit hospitals while taking precautions in preventing contracting the virus, and any other infectious diseases.

4.8 Education and training

County has a total of 619 ECDE centres of which 399 private and 220 public and has total enrolment of 20,580 pupils. There are 552 primary schools of which 384 are public and 168 being private schools and has an enrolment of 122,710 pupil. There are 176 secondary schools in the county with total student population of 36,759 learners while that of teachers is 1,483. The gross secondary school enrolment rate stands at 81 per cent. There are 2 campuses and a constituent college for public chartered universities, 1 private university, four private colleges' 3 teacher training colleges, and 3 government middle level training colleges in the county.

To address the effects of COVID-19, the County will partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural improvement and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate learning spaces upon reopening. Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, capacity building of ECDE teachers and staff and parents on effects of COVID-19 and control.

Recovery sector specific interventions include the following:

- (i) The County government in collaboration with private providers and non-state actors such as faith-based organisations will provide ECDE services while enforcing public health protocols in schools including provision of WASH and PPEs in the County.



- (ii) The national government in collaboration with private providers and non-state actors such as faith-based organisations will provide primary and secondary education while enforcing public health protocols in schools including provision of WASH and PPEs in the County.
- (iii) The County and National Government will integrate ICT into teaching and learning in the education sector; facilitate production of, radios and online teaching and learning materials as well as extending the existing distance learning programmes to all rural areas. For this reason, the county will ensure internet access in the county is enhanced.
- (iv) The county education department in collaboration with health authorities will monitor psychosocial wellbeing of students, teachers and non-teaching staff as well as educating them on how to mitigate spread of coronavirus both within the learning environments and at community level.
- (v) Promote monitoring and addressing psychosocial wellbeing of students, teachers and non-teaching staff as well as educating them on how to mitigate spread of coronavirus.

4.9 Social Protection

The County has an estimated 23,816 PWDs and 38,772 older persons aged 65 years and above. This represents 4.4 per cent and 6.4 per cent of the population, respectively. The County targeted to provide cash transfer to 200 households in each sub – county, provide cash transfer to 50 households in each sub – county for poor and severe disabled persons. The County also supported and built capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. With increasing demand for cash transfers, the County government initiated targeted cash transfers to the elderly and food distribution to vulnerable households both before and during COVID-19 period. The recovery and reengineering strategies are:

- (vi) The County will create awareness to workers on the available social protection services such as the NHIF specially in the informal sector. The farmers mostly operate in cooperatives hence need to encourage all farmers to be part of the insurance groups. The awareness campaign will be managed through public Barrazas, mobile messaging and local media channels in Embu county.
- (vii) The County Government to undertake research in collaboration with KEMRI, NCPWD and University of Embu to get a better understanding of the actual situation of disability and chronic illness in Embu County, and to map existing initiatives towards managing the effects of the pandemic in the County.
- (viii) Promote interventions towards the expansion of social protection initiatives targeting elderly persons. This to also involve increasing the cash given to elderly.



- (ix) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

4.10 Gender and Youth

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in Embu County. COVID-19 could have compounded the situation hence need for targeted interventions to;

- (i) Strengthen enforcement of laws related to early pregnancies especially where adults are involved.
- (ii) Elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls to be prioritized.
- (iii) Community training and sensitization programmes targeting teenage boys and girls to deal with increased cases of teenage pregnancies.
- (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) Prioritize reporting of GBV cases through help lines such as toll-free calls and SMS numbers for victims.
- (vi) 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.
- (vii) Designate gender safe spaces to provide accommodation for GBV survivors and create spaces to be used as recovery centers preferably County Referral Hospitals.

4.11 Environment and Natural Resources Management

The county has a rich ecosystem that includes forests, rivers and hills. Efforts to conserve the environment are hampered by encroachment on wetlands, sand harvesting, land degradation, deforestation, illegal logging, water pollution, land pollution, noise pollution and charcoal production.



The major sources of energy for cooking used by households are firewood at (80.1 per cent), charcoal (6.4 per cent), liquified gas at (6.8 per cent) and Kerosine paraffine at (4.8 per cent). Majority of the households in the county dispose their solid waste dump in the compound at 49.25 per cent), dumping in 6.9 per cent dump in the street/ open field (6.9 per cent), burning in the open air, (25.4 per cent) burn in open air, and dumping in a pit latrine (20.4 per cent) dump in a pit latrine. Additionally, only 2.1 per cent of the households solid waste is collected by the county government for disposal while 0.8 per cent is collected by private companies y. Further, 22.1 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

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 such as solar energy and bio-digesters.
- (ii) Develop natural resources utilization policy.
- (iii) Establish and promote community forest associations (CFA) to help in forest conservation.
- (iv) Promote afforestation in the affected areas by provision of tree seedlings to communities and schools.
- (v) Provide capacity building of communities around forest lands on Sustainable Forest Management.
- (vi) Enforce the environment management and conservation policies.
- (vii) Impose total ban on wetland cultivation and logging.
- (viii) Develop land use management and monitoring systems.
- (ix) Facilitate afforestation through provision of tree seedlings to communities and schools.
- (x) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (xi) Develop and implement solid waste management strategy.



- (xii) Cushion households from the adverse effects of droughts and floods by putting in place mitigation measures.
- (xiii) Build gabions to control soil erosion.
- (xiv) Develop and implement land management and use policy





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

To re-engineer and put the Embu County economy on growth recovery, it is important to establish/strengthen programmes which have higher multiplier effects to productivity and employment creation. The following priority areas will be prioritized by the County when designing stimulus packages:

- (i) Improve infrastructure targeting roads, water and electricity.
- (ii) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors).
- (iii) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after COVID-19.
- (iv) Invest in the Conservation of the Environment for Sustainable Development.
- (v) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees.
- (vi) Prioritization of settlement of payment of pending bills.
- (vii) Provide extension services and market creation for Agriculture.
- (viii) 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.

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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

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6 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.⁶

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 3). The quarterly progress reports will include information on key indicators against set targets for the quarter.

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

Furthermore, the M&E reports will always inform decision making at all county levels including County assemblies to contribute to a strong and sustainable county results-oriented M&E system. At the end of each financial year, annual performance reports will be drafted highlighting key achievements, challenges, lessons learnt and recommendations on the way forward.

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





7 COMMUNICATION CHANNELS

Communication⁷, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development⁸ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels⁹ are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID-19 Survey, majority of Embu County residents received information about coronavirus through radio (83 per cent), Friends and family (65 per cent) and television (62 per cent). Social media was recorded at a 25 per cent frequency while Government sources at 21 per cent. The survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls) but the frequency recorded was 12 per cent. Health Care Workers, newspapers and Non-Governmental Organization (NGO) workers were recorded at 10 per cent and below.

Consequently, the following channels of communication will be utilized:

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

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

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

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

9. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6ywS&result=2>



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

Notes:

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

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



Furthermore, the scheduled communication or frequency of messaging are proposed 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 I.E.C materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, huduma centers).
- Monthly barazas.



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	10	10	20	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		60	60	120	County Government	County Government

**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
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		40	40	80	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		5	5	10	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		2	2	4	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		1	1	2	County and National Governments; development partners	County Government



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
	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	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	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	County Government of Nandi, National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		50	50	100	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government

**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
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		20	20	40	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	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	5	5	10	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		4	4	8	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	5	5	10	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	3	3	6	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		7	7	14	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Embu County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		100	100	200	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			3	3	6	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	5	5	10	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	5	5	10	County and National Governments; development partners	County Government

**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
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		30	30	60	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		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		5	5	10	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		20	20	40	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		8	8	15	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	1	County and National Governments; development partners	County Government



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	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		5	5	10	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	1	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		30	30	60	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		20	20	40	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		5	5	10	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County Governments; development partners	County Government
		Grand Total					825	825	1639		



COUNTY GOVERNMENTS



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