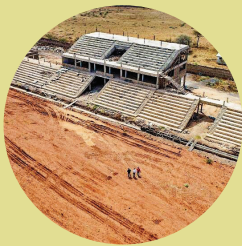


ISILOLO COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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

STATEMENT

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

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

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

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





ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

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

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



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

2) **Strengthening ICT Capacity**

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

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

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) **Agriculture**

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

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

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

2) **Water and sanitation**

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

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

3) **Urban development and housing**

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

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





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

4) **Transport**

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

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

5) **Tourism**

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

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



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

6) **Health**

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

- (viii) Strengthen coordinated mechanism to facilitate care and treatment of confirmed cases of COVID-19.
- (ix) Identify training gaps among the health providers and make available targeted training.
- (x) Proactively address the mental health needs, including those of the health workforce.
- (xi) Invest in research and development to spur innovation in health sector, including in the area of medicine.
- (xii) 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.
- (xiii) 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

Isiolo County is one of the counties in the Frontier Counties Development Council (FCDC). The county had an estimated population of 268,002 people of whom 52.0 per cent were male and 47.9 per cent female (KNBS, 2019) as indicated in table 1. Of the population 2,699 (1.2 per cent) were persons with disabilities. The youth constituted 35.0 per cent of the population of whom 48.0 per cent were female. The County had a population density of 11 per km². About 53.1 per cent of the population live in rural areas of whom 46.3 per cent are female. The elderly population (65-years and above) make up 3.0 per cent of the total population of whom 49.3 per cent were female. The population in school going age group (4-22 years) was 51.0 per cent in 2019.

In 2015/2016, the overall poverty rate in Isiolo County was 52.0 per cent against the national poverty rate of 36.1 per cent. In addition, 34.7 per cent of the population were living in food poverty and 53.0 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, 19.1 per cent of the children were stunted as compared to the average national level at 26.1 per cent.

Table 1: Development indicators in Isiolo County

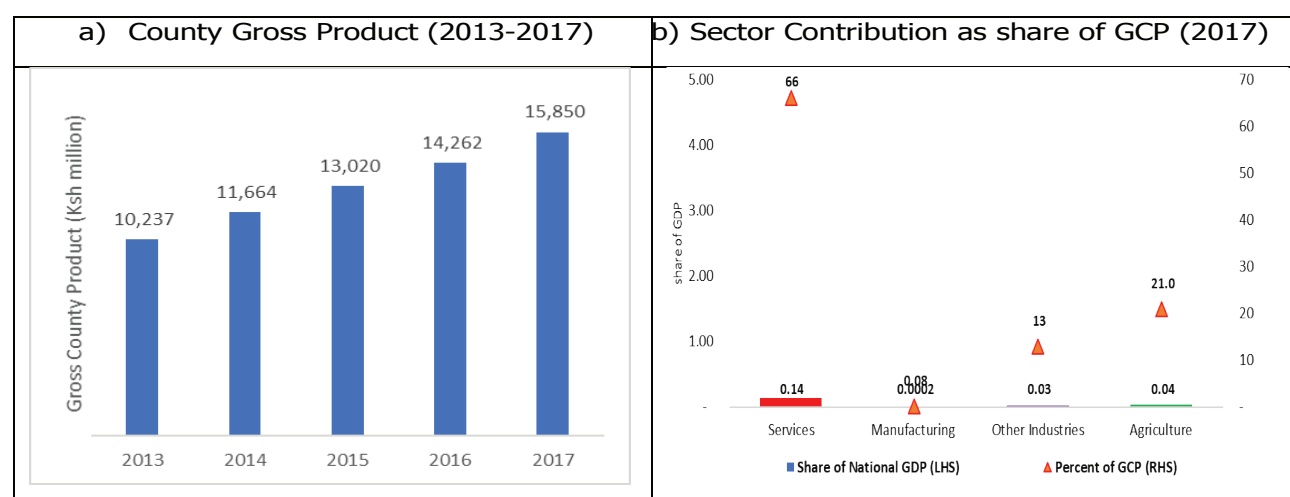
	County	National
Estimated County Population (KNBS, 2019)	268,002	0.5% of the total population
Males	139,510	52.0%
Females	128,483	47.9%
Intersex	9	0.003%
Estimated Population Density (km ²)	11	82
Persons with disability	1.2%	2.2%
Population living in rural areas (%)	53.1.0%	68.8%
School going age (4-22 years)(%)	51.0%	68.7%
Youth (%)	35.0%	36.1%
Elderly population (over 65-year-old)	3.0%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	58	0.17% of the national cases
Poverty (2015/2016)(%)	52.0%	36.1%
Food Poverty (2015/2016)(%)	34.7%	31.9%
Multidimensional Poverty (2015/2016)(%)	53.0%	56.1%
Stunted children (KDHS 2014)	19.1%	26%
Gross County Product (Ksh Million)	33,498	0.4 % Share to total GDP (2017)
Average growth of Nominal GCP/ GDP (2013-2017)(%)	11.0%	15.3 %

Data Source: KNBS (2019)



Isiolo County Gross County Product (GCP) accounted for 0.4 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from ksh.10,237 Million in 2013 to ksh.15,850 million in 2017 representing an annual average growth rate of 11.0 per cent. The service sector contributed 66.0 per cent of GCP while agriculture and other industries sector shared constituted 21.0 per cent and 13.0 per cent, respectively. The services sector included such activities as wholesale and retail trade, transportation and construction. Agriculture is mainly dominated by livestock keeping, bee keeping, and agroforestry while industries and manufacturing include small-scale production of consumer goods, such as plastic, furniture and textiles food processing.

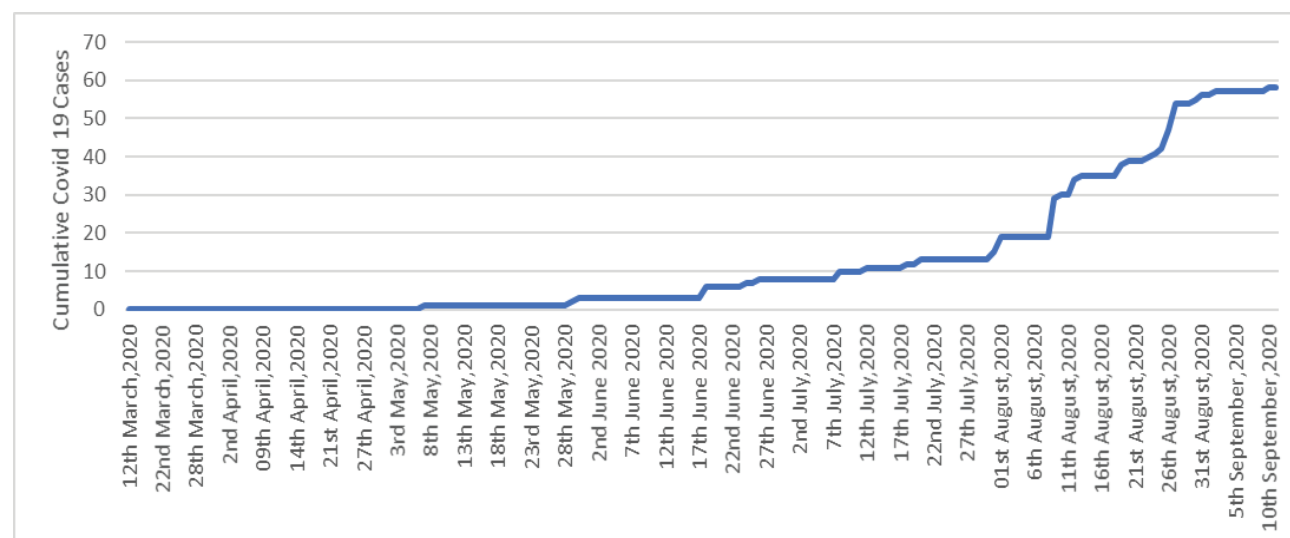
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 18th July 2020. Since then the number of confirmed cases increased to 22 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

Isiolo county expected to receive a total of Ksh. 5.8 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 4.2 billion (73.7%) as equitable share, Ksh. 658.7 billion (11.5%) conditional grant, Ksh. 170.9 million (3%) generated from own source revenue (OSR) and Ksh. 140.5 million (3%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 5.0 billion which accounted for 87.7 per cent of the expected revenues. In relation to OSR, the county generated Ksh. 122.1 million which represented a 24.5 per cent decrease as compared to Ksh 161.8 million generated during the same period in FY 2018/19. The decline was mainly attributed to the decline in tourism activities following the restrictions of international flights and the closure of open markets and businesses.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 5,733.1 million consisting of Ksh. 3,318.6 million allocation for recurrent expenditure and Ksh. 2,414.5 million for development expenditure. Of the recurrent expenditure, Ksh. 1,797.6 million was meant for compensation of employees while Ksh. 1,521.0 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 5,052.3 million. Recurrent expenditure (personal emoluments and operations & maintenance) accounted for 61.9 per cent of the total spending, with development expenditure accounted for only 38.1 per cent. Health sector expenditure accounted for 24.8 per cent of total spending with an overall absorption rate of 90.8 per cent. Absorption rate for health sector recurrent expenditure stood at 96.7 per cent while that for development expenditure stood at 75.1 per cent. This can be attributed to county's increased expenditure efforts as a result of increased expenditure demands to fight the COVID-19 pandemic.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, Isiolo County undertook various administrative and budgetary measures.

The County closed key markets such as livestock auction markets and small businesses due to the pandemic. Most businesses were closed to comply with the COVID-19 guidelines and safety protocols developed by the National government on social distancing. In effect, the county's own source revenues were greatly affected, including revenues that would have been generated from tourism following the restriction on international flights and single business permits.

The county passed three supplementary budgets. The first supplementary budget allocated funds to the water sector, to deal with issues of hygiene and sanitation. The second supplementary budget reallocated money to the health sector to help in mitigating the effects of COVID-19. The allocation to the water sector was used to drill water boreholes in Merti and Garbatula. This was done in recognition that the county's water table is low rendering many areas unable to access ground water. In addition, a water tracking system was instituted. The county's funding towards water was also supported by some NGOs which collaborated with national government in sensitizing the population on water harvesting and use of water pumps.



There was budget reallocations and some projects and programmes were stopped to focus on more essential needs that arose due to the pandemic. For example, the county government put to a halt the construction of ECDE classrooms and polytechnics. In this regard, Ksh. 14.0 million was reallocated towards the mitigation of COVID-19 pandemic.

The county supported the vulnerable. Grants worth about Ksh. 13.0 million was given to the youth who were involved in trade, Ksh. 8 million was allocated for women empowerment and Ksh. 6 million for persons with disability (PWDs). Furthermore, money was loaned to organized groups of youth, women and PWDs by the county government. Specifically, the loans were provided at low interest rates. In addition, the county provided spaces to traders such as the Isiolo modern market.

Preparedness of the health sector. The county established three quarantine areas with isolation rooms and distributed PPEs and sanitizers to the facilities.

The county embarked on production and packaging yoghurt from camel milk as well as processed camel meat for local consumption. The lockdown and cessation of movement greatly hampered the marketing of livestock produce to Nairobi. As a result, the processing of camel meat and milk was also done and sold in local areas and some to Eastleigh whenever it was possible to transport commodities.

A transport legislation had been developed to help the county address issues of access roads. This was done as a strategy to ensure that counties in the regional blocs are more integrated while at the same time helping the county to deal with conflict; easing of cross border movements and enhancing access to markets.

The county has improved access to ICT following the improvement of internet connectivity. The county views this as a way of tackling the challenge of digital divide in the County.





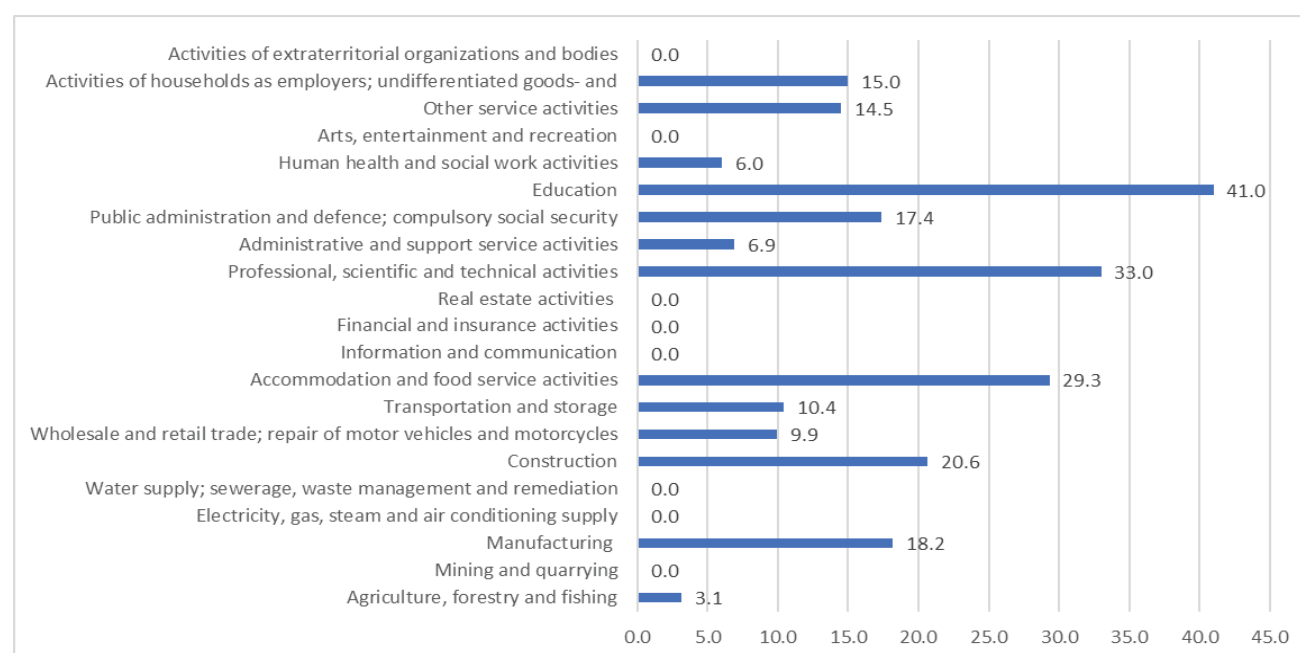
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, other shocks hit the county as well including desert locusts.

a) *Labour participation*

COVID-19 has greatly affected Isiolo county disrupting economic activities leading to closure of businesses and job loss. Miraa trade was also affected after the county government banned any sell or consumption in the county to avoid the spread of COVID-19 spread. In addition, the county closed border points with Wajir and Garissa at Modogashe and Malkagalla to curb spread of coronavirus. According to the May 2020 KNBS COVID_19 Survey, education sector reported the highest level of loss of hours worked (41 hours per week) followed by professional, scientific and technical activities which lost 33 hours per week (Figure 3). The high number of hours lost in education is attributed to the fact that the county was offering Madrassa sessions even during the weekends and this time was also lost due to restrictions in holding any gatherings. Workers in accommodation and food service activities and construction lost a total of 29.3 hours and 20.6 hours per week, respectively. Workers in manufacturing and public administration and defence; compulsory social security recorded an average loss of 18.2 hours and 17.4 hours per week, respectively.

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



Source: KNBS

According to the May 2020 KNBS COVID_19 Survey, 28.0 per cent of workers in Isiolo county recorded decreased income; 88.5 per cent recorded working as unpaid workers, while 14.9 per cent never attended to work due to COVID-19 related activities. In private sector schools, teachers and other workers lost



their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 17.3 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (3.1 hours) will negatively affect the county economy.

b) *Agriculture and Livestock*

Livestock is a core economic activity for the county. As a result of COVID-19, some livestock markets in Isiolo county closed due to limited accessibility by buyers with restrictions in movement. Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicates Food processing and related trades workers recorded the highest difference of 14 hours between the usual and actual hours worked in a week. Other affected workers include farm workers who recorded a difference of 3 hours between the usual and actual hours worked in a week.

The COVID-19 pandemic effects on the sector were worsened by desert locusts, floods/ mudslides/ landslides and livestock diseases affecting 11.5 per cent, 10.3 per cent and 7.4 per cent of households respectively in Isiolo County during the pandemic period. The May 2020 KNBS COVID_19 Survey established that 34.5 per cent of the households in Isiolo 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 movement restrictions (49.1 per cent), closure of the markets/grocery stores (23.1 per cent) and transport limitations (22.7 per cent). A key concern was that the food groups affected most were the nutritious food categories, such as fruits and vegetables; which were necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 84 per cent of households in Isiolo county indicated experiencing an increase in food prices. From the KIHBS 2015/16 23 per cent of households purchased food products from open-air markets, 33.8 per cent from kiosks, and 30.5 per cent from general shops. Additionally, 71.4 per cent of the total valued consumed was from purchases, 10.7 per cent from own production, 13.3 per cent from own stock and 4.6 per cent from gifts and other sources. Thus, an increase in food prices is likely to have significant implications on household budget.

c) *Services sector*

Isiolo County is endowed with a variety of tourist attractions which include Nature & Wildlife (Game viewing, bird watching, natural springs at aba, Buffalo Springs, Bisan Adi and 5 community conservancies); Culture, Heritage and Community Based (Cultural events and festivals, traditional music and dance); Adventure (Visits to wildlife areas, scenic viewing, mountain climbing, film shooting sites at ba, Buffalo Springs, Bisanadi. Magado crater, Lorian swamp and Ewaso Ngiro river); Eco-Tourism (Research, game viewing and cultural tours); and sports (Camel sports, local football clubs, annual Safaricom Lewa Marathon at Isiolo Central).



The tourism sector in Isiolo County was negatively affected in 2020 by the COVID-19 pandemic through disruption in travel plans for local and international tourists. The county saw a decline of up to 60 per cent¹ in visitors to Shaba, Bufallo Springs and Bisan Adi reserves, adventure, culture and heritage events, adventure and excursions from an annual figure of 20,000² to around 8000, mainly domestic tourists. Consequently, tourist hotels, conservancies, tours and travel agents and employs of tourism establishments saw a decline in revenues and livelihoods equivalent to Ksh.480 million³. In addition, the decline in visits to the game reserves in Isiolo County led to a decline in park entry fees of an estimated Ksh. 36 million⁴.

The COVID-19 pandemic had major disruptions on education sector, implied by the loss of learning and teaching time. Due to high digital divide in the county, e-learning process was constrained. For instance, only 4.5 per cent of households in Isiolo county owned desktop computer/ laptop/ tablet and about 90.0 per cent of household had no access to internet connectivity (Kenya Population and Housing Census (KPHS), 2019). In addition, the suspension of school feeding programs had implications on food security and nutritional status of the children, especially those from the marginalized areas who used to depend on the programme, ultimately having high likelihood of adverse long-term effects on human capital in the County.

According to May 2020 KNBS COVID_19 Survey, most of county residents did not visit health facilities amidst the pandemic. This affected the revenue stream of the health facilities. Furthermore, some activities such as breast and cervical cancer screening were temporarily stopped following the directives from the government on the postponement of public screening. The pandemic had also resulted into closure of stadiums and playgrounds. Hence the county has not been actively participated in sporting activities leading to temporary stoppage of youth talent identification programmes in the county. The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold.

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

Most of MSMEs in Isiolo County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (73 per cent); accommodation and food services (10.5 per cent); construction (3.8 per cent); manufacturing (2.8 per cent); arts, entertainment and recreation (2.7 per cent). These were the sectors that were hardest hit by the pandemic and need to be prioritised in achieving reengineering and recovery.

Due to income disruptions occasioned by COVID-19 pandemic, MSMEs in Isiolo County faced difficulties in meeting their rental obligations considering quite a number of the businesses were in commercial premises (67.5 per cent). According to the May 2020 KNBS COVID_19 survey all respondents from the non-farm and farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings. Further, the wholesale and retail trade sector lost 9.9 hours in usual and actual hours worked while accommodation and food services were more affected and lost 29.3 hours in a week. This is an indicator of the adverse effects on the service sector of Isiolo County due to the pandemic which could

1. Estimates from the Kenya Tourism Research Institute and other tourism industry players

2. Data compiled from Isiolo County CIDP 2018 - 2022

3. Tourist arrivals declined by 12,000. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is $12,000 \times 4 \times 10,000 = \text{KSh.}480,000,000$

4. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf> ; 12,000 foreign tourists x sh.1500 park entry fee = KSh.18,000,000.



imply loss of productivity, output and employment. Equally, workers in the manufacturing sector lost 18.2 hours per week.

Regarding access to markets, KNBS KIHBS survey of 2015/16 indicates that none of the MSMEs in the County depend on export markets while 0.1 per cent of the MSMEs depend on import markets for their material inputs. Therefore, disruptions in the external markets may not necessarily have adverse implications to MSMEs operations in Isiolo County. That said, significant effort is required in diversifying the market for MSMEs in supporting their survival and growth.

e) **Infrastructure and housing**

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 45.6 per cent. Residents responded by changing their travel patterns with 16.6 per cent of the population traveling less often, while 29.9 per cent were unable to travel due to the pandemic.

Isiolo County Headquarters Isiolo town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 75.0 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 8.9 per cent of the conventional households in the county 'own' internet with 4.5 per cent owning a desktop, computer laptop or tablet. Further, only 2.0 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.6 per cent) than women (1.4 per cent). Further, there is a gender divide in use of internet where 16.1 per cent male and 12.0 per cent of the women using internet.

Majority of households (71.9 per cent) own the housing units they occupy while 28.0 per cent of the households were under rental tenure. Individuals were the primary providers of rental housing at 89.3 per cent, followed by Government (5.3 per cent); private companies (2.3 per cent); County Government (1.3 per cent); FBO/NGO/Church based housing at (1.0 per cent); National Parastatals (0.8 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 44.2 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was reduced incomes /earnings, reported by 45.8 per cent of the population.

f) **Gender and youth**

In Isiolo County, there were no reported COVID-19 related GBV Cases in April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. The May 2020 KNBS COVID_19 survey revealed that approximately 22.7 per cent of respondents had witnessed or heard of domestic violence in their communities since the National Government instituted measures to contain COVID-19. Between March -May 2020, there were a total of 578 cases of female adolescents (age 10 - 19) presenting with pregnancy at health facilities (Kenya Health Information System (KHIS, 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 included allocation of a sizeable amount to water and sanitation. The county drilled bore holes in Merti and Garbatula as well as installed water tracking mechanism to help even during post COVID-19. On the other hand, Isiolo water and sewerage company also 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.





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 Isiolo County, in order 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 the Lamu Port South Sudan Ethiopia Transport (LAPSSET) corridor development.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Isiolo County economy in reducing poverty through income generating opportunities for the vulnerable groups. The KNBS 2016 statistics shows that most of the private sector activities (73 per cent) are in the services sector with only 2.8 per cent in manufacturing. In terms of size, most of the enterprises in the County were in the micro category (92.6 per cent), 6.4 per cent were small, 0.9 per cent were medium while 0.2 per cent were medium enterprises. Since most firms are micro in nature. This implies that the informal sector dominated the private sector in Isiolo County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (73 per cent); accommodation and food services (10.5 per cent); construction (3.8 per cent); and arts, entertainment and recreation (2.7 per cent).

COVID-19 has disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (54 per cent) in the County get their raw materials from their peer MSMEs and individual suppliers 38.6 per cent within the County. MSMEs widely sell their products to individual consumers (89.2 per cent) within the County. This means that when some firms are adversely affected these spreads fast in the private sector.

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



The crisis offered a platform to address Isiolo County's structural issues related to private sector development and collaboration in designing new growth models in industrial/manufacturing development and innovation as well as participation in national and global value chains are useful through;

- (i) Livestock value addition with important areas of focus including livestock production, and skins and hides processing.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as sapphire, natural stones, green and red garnet.

Strategies towards strengthening the private sector efforts targeted at improving the business environment in the County include the following:

- (iv) Collaboration with the National government to ensure security is enhanced and reduce crime to create a peaceful business environment.
- (v) Entering partnerships with neighbouring counties that seek to facilitate trade including but not limited to harmonizing number of licenses or permits obtained by MSEs.
- (vi) 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.
- (vii) Partnering with public and private institutions 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.
- (viii) Providing access to affordable clean energy in collaboration with the national government and other stakeholders in line with sustainable development.
- (ix) Developing appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects. The provision of a compelling value proposition for private sector firms will be important Public Private Partners development.
- (x) County government to collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.



- (xi) Collaborating with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (xii) Enhance market access for the private sector both locally and regionally by developing frontier county regional bloc value chains, market diversification and facilitating greater use of e-commerce shifting transactions to the digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

Isiolo County has enacted several County laws in line with its County legislative authority as outlined in the Constitution, 2010. To this end, the County has developed laws on finance, early childhood education, business licensing, animal welfare, tourism, civic education and public participation, education bursary funds, outdoor advertising and climate change. Further still, the County has some bills under consideration by the County Assembly including on sand harvesting and quarrying, and revenue administration. The COVID-19 pandemic has demonstrated the importance of having strong legal capacity within law-making processes focused on public health emergencies and controlling infectious diseases.

In furtherance of these objectives, the County will:

- (i) Develop strong legal and policy frameworks which are vital to prevent and mitigate consequences of public health emergencies.
- (ii) Enact public health laws which articulate the purpose and content of current public health measures, communicate health policy detailing public health measures to control infectious diseases and to provide an enabling infrastructure to support the work of public health officials when responding to public health emergencies.
- (iii) Establish legal provisions to deal with existing and emerging infectious diseases to ensure the County's preparedness for public health emergencies that may occur in future.
- (iv) Cultivate stronger and deeper coordination, consultation and cooperation mechanisms with national government in implementation of government policies at national and county levels.

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

Isiolo County has been negatively impacted by natural disasters such as floods and locust invasions. Isiolo County is also one of the Counties to suffer the negative effects of climate change and, in response to this, has enacted the Isiolo County Climate Change Fund Act, 2018. In addition to these disasters, the County also suffered negative socioeconomic effects from the COVID-19 pandemic.



In re-engineering the county economy, the County will implement the following strategies:

- (i) Develop a policy and legal framework for disaster risk management within the county.
- (ii) Strengthen systems for disease surveillance and response at the county level.
- (iii) Ensure County government officials benefit from knowledge strengthening on infectious diseases, disease outbreaks and public health emergencies.
- (iv) Increase investments in interdisciplinary approaches and strengthen the integration of animal health and environmental considerations.
- (v) Form partnerships with humanitarian organizations and non-governmental organizations in times of disasters and public health emergencies.
- (vi) Inform and sensitize the public through different channels and modes of communication that are appropriate to the groups on disasters within the County.
- (vii) Leverage on the expertise of organizations such as World Health Organization, Centre for Disease Control and Kenya Medical Research Institute in formulating strategies for control of COVID-19 and other infectious diseases.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 38.2 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. The perception that individuals do not need to use the internet, lack of knowledge and skills on internet are the leading reasons that the people of in the County do not have internet connection. In the new normal driven by COVID-19, the County administration will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters as follows:

- (i) Initiate 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 38.2 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony⁵
- (ii) Harness the power of technology and use innovative solutions to bridge the gender digital divide and promote technology adoption in daily socio-economic activities.

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



- (iii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund⁶ as a “last resort” in providing ICT access in remote areas where market forces fail to expand access.
- (iv) The IT personnel in public primary schools can be deployed to support the development of ICT competence and skills among the public.
- (v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions. Develop an ICT based document management system for appropriate records and documentation management as outlined in the CIDP.
- (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) Develop and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting human Capital Development

The COVID-19 pandemic made enterprises to lay off some of the workers due to economic crisis. The County population aged 15-64 years (labour force) was estimated at 117,952 people of whom 101,678 people were working and 16,274 were seeking work but work was not available representing an unemployment rate of 13.8 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID-19 Survey, 19.5 per cent of the county labour force worked at least for 1 hour for pay; 27.7 per cent had never worked, and 52.8 per cent worked in the informal sector. However, 14.9 per cent of employees did not attend to work due to COVID-19 with other 88.5 per cent of employees working without any pay. On average, workers in the County lost 17.3 hours per week due to COVID-19 28.0 per cent of county residents recorded decrease in income while 1.0 percent recorded increase of income.

The average years of schooling was 7.3 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 0.46 out of a maximum of 1 as compared to national average of 0.52. The HDI at county level measures extent to which the counties can mobilize the economic and professional potential of the citizens. With a rating of 0.46 the county lost about 54 percent of her economic potential due to lack of adequate education and health. About 19.1 per cent of the children were stunted. Childhood stunting is

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



associated with developmental delays that can significantly and adversely impact a person’s ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations.

The NHIF coverage was 28.3 percent while the number of children vaccinated was 92.3 per cent. Loss of employment and closing down of businesses due to COVID-19 had far reaching consequences to county residents. This will also affect people source of income hence increasing poverty among Isiolo residents. NHIF coverage will also decline as people cannot afford to make month subscriptions due loss of jobs where they were working. Children vaccination rate will decline due to fear of infection with COVID-19 while visiting health centers. The labour sector will gradually shifts from an emergency response to recovery and building resilience.

In this regard, the county will;

- (i) Develop and expand livestock sector through value addition especially in leather and beef processing in the county which is the main source of employment. Livestock processing will be enhanced to reduce effects perennial drought and create employment for county residents. The county will provide financial support for expansion of Isiolo Livestock markets in the county.
- (ii) Promote implementation of a stronger labour market interventions and policy reforms that drive employment creation. The County shall deepen technical education, training and skills development.
- (iii) Partner with research institutions like Kenya Industrial Research and Development Institute (KIRDI) and the Productivity Centre to improve the quality of MSMEs products.
- (iv) Improve access to finance for small and medium enterprises through lending institutions.
- (v) Encourage more youths to enroll in the TVETs so that they can be engaged in the current LAPPSET project taking place in the county.

3.6 Exploiting the Lamu Port South Sudan Ethiopia Transport (LAPSSET) corridor development as a comparative advantage

The main economic activity driving the Gross County Product (GCP) in Isiolo County is Public administration and defence (22.0 per cent), Agriculture (21.0 per cent) and Wholesale and retail trade; repair of motor vehicles (13.0 per cent). The National Spatial Plan 2015-2045⁷ takes cognizance of the emerging concentration growth areas identified in Kenya Vision 2030 flagship projects, and identifies Isiolo Resort City as one of the nodes for selective concentration. It is classified as a strategic gateway town along the Lamu Port South Sudan Ethiopia Transport (LAPSSET) corridor and has been provided with an International Airport to serve this purpose. In terms of rural development, Isiolo has potential in mixed agriculture and commercial livestock production. According to the KIPPRA report on *Enhancing Productivity and Competitiveness of*

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



the Kenyan Economy Through a Cluster Development Strategy (2012), Isiolo is identified as having potential in beef production, tourism and as a cluster for transport and logistics under LAPSET.

The county needs to optimize on this comparative advantage by:

- (i) Preparing and implementing of the Isiolo Resort City local physical development plan.
- (ii) Promoting Isiolo International Airport to support the tourism and livestock industrial activities in the northern Kenya region.
- (iii) Promoting Construction of key infrastructure to support resource exploitation and urban development.
- (iv) Adopting a regional land use planning and management strategy to develop Isiolo as an urban conurbation due its locational advantages to act as alternative growth area in Kenya.
- (v) Concentrating urban based economic activities in Isiolo to boost economic development.
- (vi) Promoting connection of the northern corridor to the LAPSET corridor- Namanga to Isiolo.
- (vii) Formulating a strategy for local economic development(LED)to promote growth of the local economy through commerce and industry and for generation of employment and income.
- (viii) For diversification, concentrate livestock produce industries in the ASAL area of Isiolo.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 0.1 per cent to the Isiolo Gross County Product (GCP). Manufacturing in Isiolo County include: fabricated metal products, except machinery and equipment (31.8 per cent); furniture (28.7 per cent); food and food products (28.5 per cent); and wearing apparel (11 per cent). The key products useful in value addition and driving manufacturing include: livestock and honey production, and skins and hides processing. The sector is essential in supporting recovery of the economy of Isiolo County from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation.

To re-engineer the manufacturing sector, 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. The pandemic also presents an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth while providing a foundation for further value addition in the county.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Establish Technical, Vocational Education and Training (TVET) as outlined in MTP III to support industries in the County.
- (v) Expand and modernize of aviation facilities in Isiolo (Isiolo Airport) to provide market access to industries. This will be done in collaboration with the national government as it is a national function.
- (vi) Support development of the Northern Eastern Corridor Transport Improvement Project (NETIP) - The project will involve construction of fibre spurs rings and connecting institutions and communities along the Northern Eastern road corridor between Isiolo and Mandera.
- (vii) Roll out Livestock Insurance Programme for ASAL areas in the County in collaboration with the relevant stakeholders as provided for in the third Medium Term Plan.



- (viii) Exploit the huge potential in livestock product-based industries in the County; and the potential in gums and resins as well as Aloe vera.
- (ix) Fastrack completion of the Isiolo Export Abattoir.
- (x) Promote livestock feed lots, cold chains and cottage industries.
- (xi) Explore synergies and integration into FCDC value chains in manufacturing development while increasing the market for nascent manufacturing industries in Isiolo County.

4.2 Agriculture, Livestock and Fisheries

Agriculture accounts for a significant share of economic activity in Isiolo county. More than a 20 per cent of the county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 3,325 million out of the total KES 15,850 million Gross County Product (GCP) amounting to 21 percent of the county's GCP.

Livestock is a core economic activity in Isiolo County. About 4.8 per cent of the households produce crops, 40.2 per cent produce livestock, 0.1 per cent practice aquaculture and about 0.4 per cent are involved in fishing. About 2.3 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, Isiolo County will adopt the following strategies:

- (i) Promote uptake of agricultural insurance, particularly livestock insurance among households. With recurrent natural disasters like droughts, floods, land/mudslides, pest and disease outbreaks in ASALs, it is crucial that the county seeks affordable index-based insurance from development finance institutions (DFIs) to safeguard livelihoods.
- (ii) Establishment of abattoirs and cold storage facilities (on-site cold storage and refrigerated vehicles to transport the meat to markets in Kenya and abroad).
- (iii) Establish partnership with the National Government, NGOs, Research Institutions and the Private sector in establishment of fully equipped milk, meat and leather processing plants and horticultural processing and value addition plants. Towards this, the county is working with partners to produce and pack camel yorghut; dried meat ("Nyir-nyir") also from camel meat – which has a ready market at Eastleigh in Nairobi.
- (iv) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Isiolo's rural access index (RAI) fairs poorly at 22 per cent compared to



the national average of 69.4 per cent. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.

- (v) Empower livestock producers to participate in high-value product markets, such as, niche markets for livestock products (e.g. organic milk and meat). This will create value for the county in several ways including: - farmers accessing premium process for the produce; rearrangement of the food chain to marketing structures that bypass exploitative middlemen; steady revenues for farmers; and increased economic incentives in adopting SLM practices.
- (vi) Diverse production in the county to suite the high heterogeneity of land associated with ASALs, the selection of products which fit in each niche and into each climatic cycle. Potential areas of production include horticultural production (mainly fruits), beekeeping and fisheries and aquaculture.
- (vii) Digitize the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (viii) Enhance access to modern livestock and crop inputs. Key crop and livestock inputs in the county include: - livestock drugs, vaccines, livestock chemicals, labor costs, costs related to establishment of long-term crops, inorganic fertilizers, and herbicides. There is need to enhance households' access to quality and affordable: - certified seeds, water, animal feeds, and ploughing services by county tractor hire services. In addition, there are opportunities in enhancing access to agriculture, livestock and fisheries extension services for improved agricultural and livestock production.
- (ix) To support farming, particularly among women and youth in food crops and horticultural farming, there is need for sustainable expansion of irrigation and water harvesting projects in the county through partnership with development partners. Current projects under development in the county include: - Malkadalka phase 1 Irrigation project, Rapsu Irrigation project, and Oldonyiro Irrigation project. To support expansion of sustainable irrigation, there is need to promote development of Irrigation Infrastructure and technologies in the county. Further, there are plans to build a dam along Isiolo river to support irrigation.
- (x) Establish programmes for surveillance of disasters, such as extreme weather conditions 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.
- (xi) Strengthen cooperative development with effective stakeholder engagement and implementation of cooperative interventions for more sustainable models of financing and customized training of cooperative members.



4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of COVID-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. Majority (59.5 per cent) of the households had access to water and soap while 61.8 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 28.1 per cent in urban 10.8 per cent in rural and 0.1 per cent in peri urban areas. Additionally, is low access to piped sewer among households which is 5 per cent urban and less than 0.5 per cent coverage both in rural and peri urban areas. Further, 46.2 per cent of rural, 35.3 per cent of peri urban and 2.7 per cent of urban households have no access to toilet facility. Sharing of a toilet facility with other households is common which stands at 80.65% rural, 55.2 per cent urban and 53.6 per cent peri urban.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. These include; to construct dams, boreholes, water pans, sand dams, wells, rock catchments and springs to help increase access to water by households and construction of toilet facilities in public places.

The recovery strategy will implement the following:

- (i) Boost drilling of boreholes, construction of water pans, dams, sand dams and wells to help increase access to water for domestic and for livestock use.
- (ii) The county to implement the county water master plan.
- (iii) Construct storage facilities for storage of harvested water to be used during dry periods.
- (iv) Initiate installation of water metering to help improve in water management efficiency and minimize on water losses.
- (v) Install de-salination plants to help improve on the water quality.
- (vi) Invest in solar water pumping facilities.
- (vii) Undertake water trucking to households and to the livestock farmers during times of emergencies and drought.



- (viii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (ix) Integrate Public Private Partnership arrangements to enhance water provision in the County.
- (x) Expand sewer infrastructure to accommodate more households.
- (xi) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁸.
- (xii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xiii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

4.4 Urban Development and Housing

Majority of the households (73.7 per cent) did not receive a waiver or relief on payment of rent from the landlord, despite inability to pay, because of the pandemic. Approximately 48.6 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 51.4 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 85.5 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) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (ii) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System to be used in pandemic and disaster surveillance and emergency response.
- (iii) 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.
- (iv) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.

⁸ Improved sanitation include; flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab, while unimproved sanitation include; composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field. WHO and UN classification of types of sanitation facilities.



- (v) 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.
- (vi) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (vii) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.

4.5 Transport

The county has a total of 3,216.90 Kilometers of classified road network. The paved County road network covers 2.67 km, while the paved National roads cover 29.52 km. Out of the total paved road network of 32.19 km, 91.6 per cent is in good condition, 1.9 per cent in fair condition and 6.5 percent in poor condition. The unpaved road network in the county covers 1564.5km (county roads) and 1168.6 km (National roads), of this, 10.5 per cent is in good condition, 32.4 per cent fair and 56.7 per cent in poor condition.

The main mode of transport used in the County is walking at 39.1 per cent, followed by motorbike 30.5 per cent, PSV matatus at 13.4 per cent, private car at 5.9 per cent, and employer provided transport at 4.1 per cent. On average, residents travel 7.6 Kilometers to their workplace which is beyond the threshold for walking but within the threshold for cycling. Approximately 89.1 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities.

In the recovery phase, the county will:

- (viii) 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.
- (ix) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 22.0 per cent with a target to match the national average of 70.0 per cent.
- (x) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (xi) Identify county significant infrastructure projects for implementation under a stimulus programme to support economic recovery from the effects of the pandemic. For these, 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 policy⁹.

- (i) 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 Goals¹⁰.
- (ii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (iii) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (iv) 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

Isiolo County is endowed with a variety of tourism attractions which include Nature & Wildlife (Game viewing, bird watching, natural springs at aba, Buffalo Springs, Bisan Adi and 5 community conservancies); Culture, Heritage and Community Based (Cultural events and festivals, traditional music and dance); Adventure (Visits to wildlife areas, scenic viewing, mountain climbing, film shooting sites at ba, Buffalo Springs, Bisanadi. Magado crater, Lorian swamp and Ewaso Ngiro river); Eco-Tourism (Research, game viewing and cultural tours); and sports (Camel sports, local football clubs, annual Safaricom Lewa Marathon at Isiolo Central).

The County has a wide range of hotels and campsites in the county which offer accommodation to tourists including: one five star hotel with a bed capacity of 34, two four stars hotels with total bed capacity of 78, three 3 star hotels with total bed capacity of 250, one two star hotel with a bed capacity of 311, three 1 star hotel with total bed capacity 348 and several unclassified hotels. Accommodation and food services contributes an estimated 3 per cent of total GCP.

The County receives around 20,000 tourists annually of which 61.3 per cent are domestic and 38.7 per cent are foreign. In addition, the total revenue in period 2015 – 2017 from the 3 Game reserves (Shaba, Buffalo Springs, Bisanadi.) was Kshs. 238 Million.

9. Roads 2000 programme <http://krb.go.ke/our-downloads/roadsper cent202000per cent20strategicper cent20plan.pdf>
10 Sustainable Mobility for All: <https://sum4all.org/implementing-sdgs>



The strategies to support tourism sector recovery include:

- (i) Mapping all the sites with tourism potential in the county and coming up with a tourism product diversification strategy; venture into other products away from Wildlife and nature-based that can appeal to the domestic tourist; e.g. cultural festivals, education tourism, community conservancies, medical tourism;
- (ii) Setting up a cultural documentation centre and tourism information centre.
- (iii) Ensuring high sanitation standards in the hotel facilities to deter spread of COVID-19 in line with the national guidelines for reopening of the hospitality sector.

4.7 Health

The county has two main isolation centres including Isiolo County Referral Hospital with 119 isolation beds and Merti Sub County Hospital with 20 isolation beds. There are two level 3 health facilities (Isiolo and Garbatulla hospitals), 51 tier 2 health facilities and 36 established Community Health Units (Tier 1). Most of the primary health care facilities lack adequate personnel and health commodities. For example, Garbatulla level two health facility has no doctor. The doctor: population ratio for the county is about 1:5000, nurse: population ratio 1:1500 against the recommended WHO standard doctor or nurse population ratio of 1:230.

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. Social dialogue is essential to building resilient health systems for effective crisis response and in building a future that is prepared for health emergencies.

Specifically, the County will:

- (iv) Revamp, expand, modernize and equip health facilities, including, Isiolo Referral Hospital, Garbatulla and Merti sub-county hospitals, also recruit additional public health officers and community health workers and ICU nurses to strengthen preventive and primary health systems.
- (v) Invest in research and development to spur innovation in health sector including in the area of medicine.
- (vi) Implement a comprehensive human resource health management system including undertaking training needs assessments and information system to ensure skilled and motivated health care workers are equitably deployed.



- (vii) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, tertiary education institutions, workplaces and health care facilities within Isiolo County.
- (viii) Address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs and economic downturns.
- (ix) Ensure health officers working at all levels are well remunerated and paid salaries and allowances in time to avoid constant strikes in Isiolo County.

4.8 Education and training

There are 160 ECDE centres of which 42 are private with a total enrolment of 16,295 learners. The number of Primary schools in the county is 109 which include: 5 public primary boarding schools, 98 public primary day schools and 9 day and boarding primary schools. The total enrolment in primary schools is 33,008 with 624 primary school teachers representing a teacher/student ratio of 1:37. In addition, the county has 33 private primary day. The dropout rate is one percent implying that most pupils are transiting to secondary schools. The county has 29 secondary schools of which 79 per cent are public schools and 21 per cent are private schools. Out of the total secondary schools, 62 per cent are Day schools, 24 per cent are boarding and 14 per cent are Day and boarding secondary schools.

There are 3 tertiary institutions in the county. These are Kenya Medical Training College, St. Marys Secretarial College, and Isiolo ECDE Training centre. There is one extra mural centre for Nairobi University in Isiolo town offering diploma courses.

To mitigate the effects of COVID-19 on the education sector, the County will partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development 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, ECDE capitation grants, capacity building of ECDE teachers and staff and parents on effects of COVID-19 awareness, and establishment of ECDE teacher's college. For primary and secondary education, the County will increase primary and secondary enrolment rates.

On specific recovery strategies, the County will;

- (i) Promote construction of new ECDE classes to promote social distancing, and recruit skilled teachers, as envisioned in CIDP 2018-2022.
- (ii) Provide adequate personal protective equipment for teachers, learners and other employees in all learning institutions. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of learners and to ensure that the risk of pandemic is minimized.



- (iii) The county will create awareness and effectively engage parents on matters education for the county to address the high illiteracy levels. The county will develop ICT in the county so that communication can be effective and online learning can take place effectively. The county government will embrace blended learning involving online learning and face to face learning.
- (iv) Promote provision of school bursaries and school feeding programme to enhance children attainment in schools and encourage transition and retention among students from marginalized area.
- (v) Expand the capacity of vocational training centres to train more students as well as collaborating with private sectors to offer some courses for free. Thereafter, the county will provide a startup kits for trained students to encourage them start their own workshops.
- (vi) Education sector in collaboration with health authorities will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, school fumigations equipment and enhance school feeding.
- (vii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.
- (viii) Promote back to school campaign when schools reopen and community outreach to ensure that no child is being dropped out of school due to COVID-19 emergency.
- (ix) Ensure social distance is maintained when schools are open; and issue school going children with free face masks.

4.9 Social Protection

The County has an estimated number of 2,699 PWDs and 3.0 per cent of total population are older persons (aged 65 years and above) of whom 49.3 per cent are female. The County is implementing various social protection programmes including providing basic assistive devices to PWDs. The County is also supporting and building 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 COVID-19 and during COVID-19 period. The county will align its social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are targeted at desiring beneficiaries.

On recovery strategies, the County Government will;

- (i) Design and implement a disability grant to all those who are severely disabled, and who are above the age of eligibility for the OVC grant and below the age of eligibility for the older persons cash transfer.



- (ii) Undertake research to get a better understanding of the actual situation of social protection demand in Isiolo County, and to map existing initiatives to improve on their effectiveness.
- (iii) Enhance use of trade policy, including instruments such as tariffs and quotas, to improve sustainable food supply to the poorest regions.
- (iv) Register all those defined as having severe disabilities and chronic illness for accountability and support.
- (v) Promote provision of school bursaries and school feeding programme to enhance children attainment in schools and encourage transition and retention among students from marginalized area.
- (vi) Build resilience and promote affirmative action to address the challenges facing vulnerable groups through implementation of special programmes; coordinate social protection programmes and strengthen linkages across various social protection interventions. Extend social security protection to the vulnerable workers in the informal, domestic sector and those in precarious employment.
- (vii) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (viii) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations.

4.10 Gender and Youth

The social and economic effects of the COVID-19 pandemic increased households' susceptibility to Gender Based Violence (GBV) in the county. Response measures taken to contain the COVID-19 pandemic, such as movement restrictions, lockdown and curfew hours, have led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact.

The county will:

- (i) Enhance inclusion and participation of women, girls, men and boys in budget making process and public consultation to make the process and outcomes gender-responsive.
- (ii) Promote use of alternative means of Gender Based Violence safe outreach and awareness-raising that limit direct contact i.e. using traditional methods e.g. town criers and use of loudspeakers.



- (iii) Partner with stakeholders to actively engage and sensitize the youth on reproductive health; HIV/ Aids and COVID-19 prevention measures.
- (iv) Establish a multi-sectoral committee that oversees the implementation of gender policies across various cross-cutting sectors.
- (v) Support 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.
- (vi) Strengthen 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 & COVID-19 information among differently able persons.
- (vii) Designate gender safe spaces to provide accommodation for GBV survivors and create space in County Referral Hospitals to serve as GBV recovery centers.
- (viii) Continue implementing a women and youth grant.

4.11 Environment and Natural Resources Management

The county is a habitat for wildlife and ecosystem diversity including forests, grasslands, rivers, natural vegetation and wetlands, though human nature activities such as, over grazing, charcoal burning, wildlife fires are the biggest threats to survival of the ecosystem.

The major sources of energy for cooking used by households are firewood at 58.8 per cent, charcoal 32.5 per cent, liquified gas at 7.3 per cent and Kerosene 1.25 per cent. Use of firewood and charcoal has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste dump in the compound at 27.2 per cent, 14.1 per cent dump in the street/ open field, 45 per cent burn in open air. On the other hand, 4 per cent is collected by the county government for disposal while 3.4 per cent is collected by private companies. Further, 8.8 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.
- (ii) Promote harnessing of clean renewable energy, this can be achieved through collaboration with other stakeholders.
- (iii) Increase forest cover and biodiversity conservation through tree planting.
- (iv) Enhance protection of wetlands and other water catchment areas
- (v) Provide waste collection services at households.
- (vi) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vii) Develop and implement solid waste management plan.
- (viii) Cushion households from the adverse effects of droughts and floods by planting trees, building dams and dykes along riverbanks along river Ewaso Ngiro and Isiolo to control floods.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Isiolo County on upward growth trajectory, it is important to either enhance the existing programmes or create new ones which have multiplier effects to productivity and employment creation. The following are priority areas the county will consider in 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) Provision waivers and concessions on cess, single business permits, parking stickers, water bills, market fees.
- (v) Invest in the Conservation of the Environment for Sustainable Development.
- (vi) Prioritization 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 micro finance institutions (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 will 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 period. The implementation will thus be supported through resource mobilization from relevant stakeholders in the County, including the National Government, development partners, NGOs and civil society, faith-based organizations, private sector and individuals. The Annex presents proposed action plan for the County.



6 MONITORING, EVALUATING AND REPORTING

The overall purpose of monitoring 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 of 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.¹¹

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.

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



7 COMMUNICATION CHANNELS

Communication¹², 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 Development¹³ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development refers to 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 channels¹⁴ 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 the County residents received information about coronavirus through radio (90%), television (71%) and mobile (49%). Nonetheless, the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Friends and family frequency rate followed closely at 47 per cent while social media frequency stood at 42 per cent. Government sources and Health Care Workers had a frequency of 29 per cent and 20 per cent respectively. Newspapers were ranked at 17 per cent while Non-Governmental Organization (NGO) workers were ranked at 2 per cent.

Therefore, the following channels of communication will be utilized:

- (1) Written communication such as: posters, digital (SMS) and online communications (County website, electronic mail and social media).
- (2) Verbal communication 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, table 2 below are the channels of communication to use.

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

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

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



Table 2: Communication channels with target audience

	Children 3yrs- 17yrs	Youth 18yrs- 35yrs	Men 36yrs- 70yrs	Women 36yrs- 70yrs	PWDs	Aged 71yrs +	Literate & Semi- literate	Rural	Urban & Informal settlements
Barazas <100 persons									
Face to face <100 persons									
Radio									
Newspaper									
TV									
SMS									
Website & Email									
Social Media									
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.

The scheduled communication or frequency of messaging are proposed as follows:

- Weekly updates on County website & social media.
- Bi-weekly broadcast messages (TV interchanged with either local or Swahili radio station).
- Monthly SMS and telephone calls.
- Quarterly information, education and communication (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/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.	increased OSR	% increase in OSR	Continuous from 2020/21	1	1	2	County and National Governments; development partners	County Government
County Expenditure Reforms	Re-engineer expenditure to be growth oriented and people-centred; Eliminate pending bills	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; Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews; Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions; Systematically and in phase-out approach reduce pending bills owed to suppliers	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT; County expenditure in line with existing National Government and County Government laws; Fully fledged stand-alone ICT department with a budget	Increased expenditures for essential services	% increase in expenditures	Continuous from 2020/21	1.5	1.5	3	County and National Governments; development partners	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		1	1	2	County and National Governments; development partners	County Government
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutions		5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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		10	10	20	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		2.5	2.5	5	County and National Governments; development partners	County Government
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance; improve farmers access to support services and commodities; 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.		Enhanced access to agricultural finance		2.5	2.5	5	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 equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		5	5	10	County and National Governments; development partners	County Government
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	5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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	3	3	6	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	6	6	12	County and National Governments; development partners	County Government
Water and Sanitation	To increase access to clean water; To increase access to improved sanitation	To Develop and rehabilitate water infrastructure; To develop and rehabilitate sanitation infrastructure	No of water infrastructure developed and rehabilitated; No of sanitation infrastructure developed and rehabilitated	Increased access to clean and safe water; Increased access to improved sanitation	% of the population with access to clean and safe water; % of population covered with piped water; % of the population covered by sewer line		10	10	20	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		2.5	2.5	5	County and National Governments; development partners	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		1	1	2	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		50	50	100	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	25	25	50	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		75	75	150	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Apply labor-based approaches for road construction and maintenance	Creation of local employment opportunities for youth and women and local economic development	Increased jobs for youth and women	Number of jobs created		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		20	20	40	County and National Governments; development partners	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		1.5	1.5	3	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with telecom companies to upgrade and improve the communication networks in remote areas.	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	4	4	8	County and National Governments; development partners	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	2.5	2.5	5	County and National Governments; development partners	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		2.5	2.5	5	County and National Governments; development partners	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		2.5	2.5	5	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Isiolo 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		1	1	2	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		2.5	2.5	5	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fasttrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		3.5	3.5	7	County and National Governments; development partners;	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Develop and implement an addressing system for use in pandemic and disaster surveillance and emergency response.	Effective pandemic and disaster surveillance and emergency response.	Improved response time to disasters and emergencies	No. of emergencies responded to; Time take to respond to emergencies		4	4	8	County and National Governments; development partners	County Government
		Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.	Reduced risk of rent distress	Reduced cases of rent distress	Number of reported rent distress		1	1	2	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		35	35	70	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan;	Rehabilitate infrastructure leading to tourism attraction sites	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.	2 – 3 years	4.5	4.5	9	County and National Governments; development partners; Kenya Tourism Fund	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Growth in revenue generation from tourism; Sanitation standards in tourism upheld	increased revenue	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	2 – 3 years	1.5	1.5	3	County and National Governments; development partners; Kenya Tourism Fund	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	increase in antenatal care	Number of women benefitted	2 years	5	5	10	County and National Governments; development partners;	County Government
		Promote additional funding to the health sector	Health infrastructure development	improved health infrastructure	Number of health facilities improved and equipped as per norms	2 years	10	10	20	County and National Governments; development partners;	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	increased number of public health officers	Number of health officers recruited	1 year	0.5	0.5	1	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Enhance Medical Supplies	Increase % of availability of essential Medical products	increased medical supplies	Number health centres stocked with essential medical products.	1 year	11.5	11.5	23	County and National Governments; development partners;	County Government
		Improve immunization coverage in the County	Reduced mortality	increased immunization coverage in the County	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	improved sanitation	% of homesteads with latrines	1 year	7	7	14	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	increase in boreholes	Number of boreholes drilled	2 years	3	3	6	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	1.5	1.5	3	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	2.5	2.5	5	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment		2 years		1	1	2	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills		1 years		1.5	1.5	3	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery		2 years		7.5	7.5	15	County and National Governments; development partners;	County Government
		Capacity building of school Board of management	Improvement in the management capacities		1 years		1	1	2	County and National Governments; development partners;	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		15	15	30	County and National Governments; development partners;	County Government



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

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		1	1	2	County and National Governments; development partners;	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2	County and National Governments; development partners;	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		5	5	10	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		2.5	2.5	5	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		2.5	2.5	5	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		5	5	10	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		2	2	4	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		1.5	1.5	3	County and National Governments; development partners;	County Government
		Grand Total					409.5	409.5	817		

COUNTY GOVERNMENTS



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