

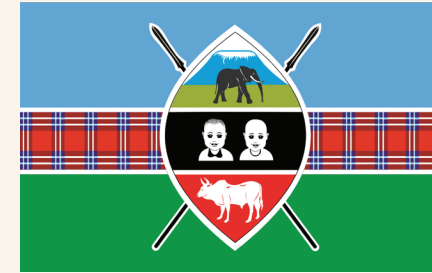


KAJIADO COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

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

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



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

2) **Strengthening ICT Capacity**

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

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

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) **Agriculture**

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

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

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

2) **Water and sanitation**

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

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

3) **Urban development and housing**

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

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



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

4) **Transport**

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

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

5) **Tourism**

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) **Gender and youth**

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

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



TABLE OF CONTENTS

1 Introduction 1

1.1 County Context..... 1

1.2 County Fiscal position 3

1.3 County Fiscal Response, Interventions and Budget Re-allocation 3

2 Socio-Economic Effect of COVID-19 7

3 Key Pillars of the Recovery Strategy 13

3.1 Boosting Private Sector Activity..... 13

3.2 Policy, Legislatives, and Institutional Reforms 15

3.3 Strengthening County Government’s Preparedness and Response to Pandemic and Disasters..... 15

3.4 Enhancing ICT Capacity for Business Continuity 16

3.5 Promoting Human Capital Development 17

3.6 Exploiting Agro-processing industry 18

4 Support to Key Sectors 20

4.1 Manufacturing 20

4.2 Agriculture..... 21

4.3 Water and Sanitation 22

4.4 Urban Development and Housing..... 24

4.5 Transport25

4.6 Tourism.....26

4.7 Health27

4.8 Education and training 28

4.9 Social Protection 28

4.10 Gender and Youth29

4.11 Environment and Natural Resources Management 30

5 Economic Stimulus Programme 33

5.1 Economic Stimulus Package33

5.2 Financing Economic Stimulus Package.....33

5.3 Implementation Framework for the Economic Stimulus Programme33

6 Monitoring, Evaluating and Reporting..... 34

7 Communication Channels 35

Annex 38



1 INTRODUCTION

1.1 County Context

Kajiado County is one of the counties in Narok-Kajiado Economic Bloc (NAKAEB). The county has an estimated population of 1,117,840 people of whom 49.8 per cent were male and 50.1 per cent female (KNBS, 2019) as indicated in table 1. Of the population 10,389 (1.1 per cent) were persons with disabilities. The youth constituted 39.0 per cent of the population of whom 52.0 per cent were female. The County has a population density of 51 per km². The elderly population (age 65 years and above) made up 2.1 per cent of the total population of whom 52.4 per cent were female. The population in school going age group (4-22 years) was 42.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Kajiado County was 41.0 per cent against the national poverty rate of 36.1 per cent. In addition, 36.1 per cent of the population were living in food poverty and 39.1 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, 18.2 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Kajiado County

	County	National
Estimated County Population (KNBS, 2019)		2.4% of the total population
Males	1,117,840	49.8%
Females	551,098	50.1%
Intersex	560,704	0.004%
	38	
Estimated Population Density (km ²)	51	82
Persons with disability	1.1%	2.2%
Population living in rural areas (%)	44.3	68.8%
School going age (4-22 years) (%)	42.7%	68.7%
Youth (%)	39.0%	36.1%
Elderly population (over 65-year-old)	2.1%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	1,657	4.9 % of the national cases
Poverty (2015/2016) (%)	41.0%	36.1%
Food Poverty (2015/2016) (%)	36.1%	31.9%
Multidimensional Poverty (2015/2016) (%)	39.1	56.1%
Stunted children (KDHS 2014)	18.2%	26%
Gross County Product (Ksh Million)	107,805(2017)	1.4% Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017) (%)	11.9%	15.3 %

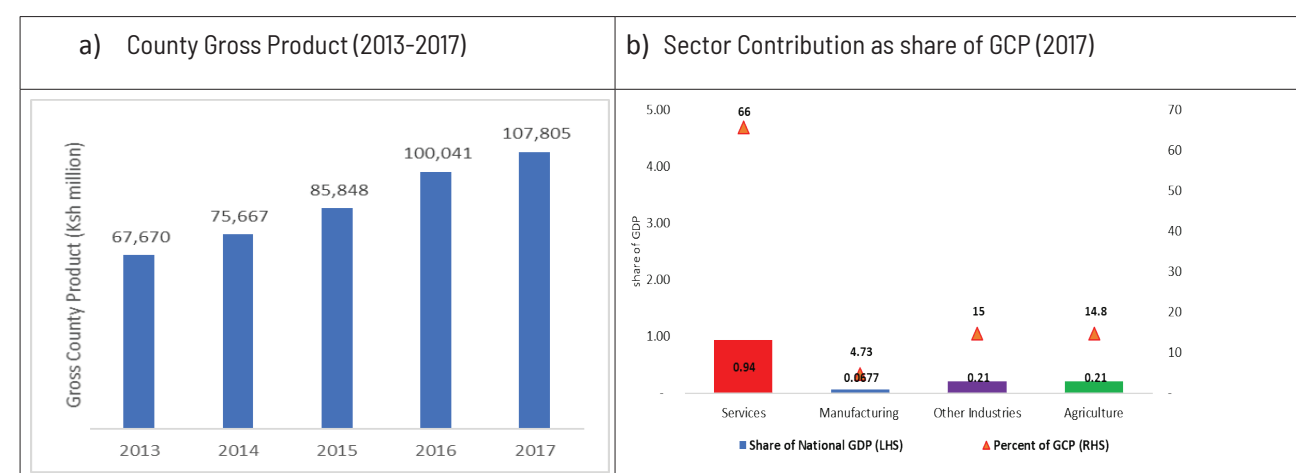
Data Source: KNBS (2019)



Kajiado County Gross County Product (GCP) accounted for 1.4 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh.67,670 million in 2013 to Ksh.107,805 million in 2017 representing an average annual growth rate of 11.9 per cent. The service sector contributes 66.0 per cent of GCP while agriculture and other industries share constituted 14.8 per cent, and 15.0 per cent, respectively.

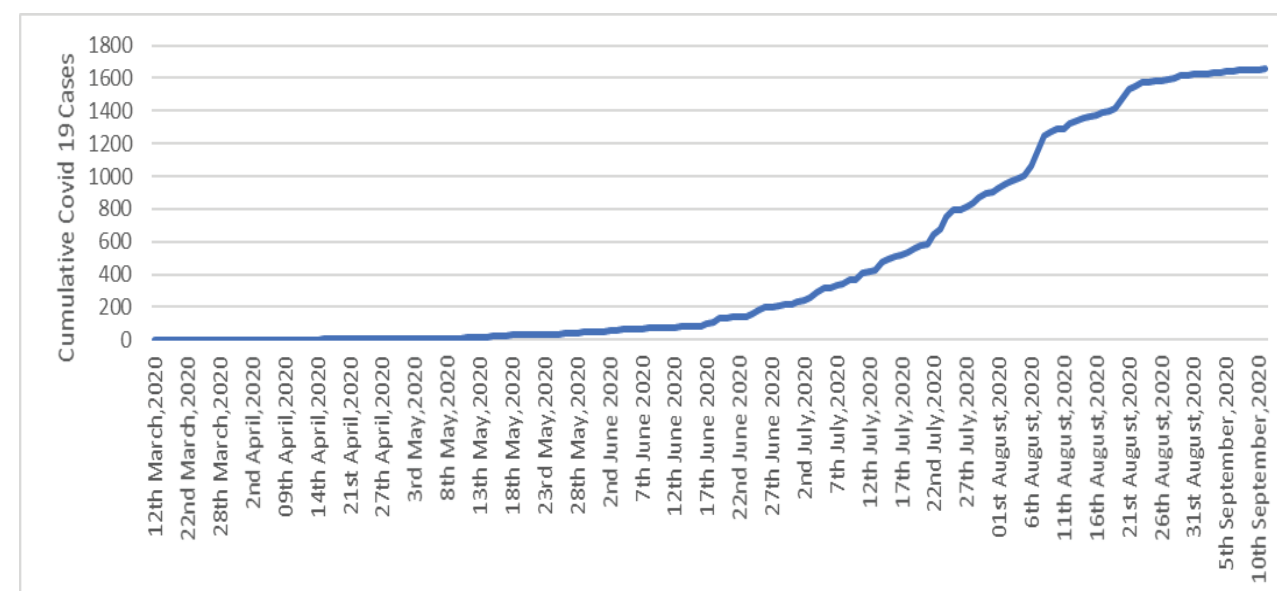
The services sector includes such activities as wholesale and retail trade. Agriculture was mainly dominated by crop farming and livestock production while industries and manufacturing include production of consumer goods such as plastics, furniture and textiles.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 14th April 2020. Since then the number of confirmed cases increased to 1,657 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH



1.2 County Fiscal position

The county expected to receive a total of Ksh. 11.8 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 8.8 billion (74.9%) as equitable share, Ksh. 1.4 billion (12.0%) conditional grant, Ksh. 600 million (5.1%) generated from own source revenue (OSR) and Ksh. 526.2 million (4.5%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 9.7 billion which comprised of Ksh. 8.1 billion equitable shares, Ksh. 701.7 million conditional grants, Ksh. 408.3 million generated from OSR and Ksh. 526.2 million as cash balance from FY 2018/19. COVID-19 pandemic affected several businesses in the county leading to the closure of all market stalls and other business enterprises. Further, the county waived parking fees for all public service vehicles and granted business owners a two months grace period for payments of single business permits to cushion traders. The effect was reflected on the performance of OSR, where the county registered a 7.9 per cent decline in FY 2019/20 from Ksh. 443.2 million realized during in FY 2018/19 to Ksh. 408.3 million.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 11,795.2 million consisting of Ksh. 7,404.8 million allocation for recurrent expenditure and Ksh. 4,390.5 million for development expenditure. Of the recurrent expenditure, Ksh. 4,668.8 million was meant for compensation of employees while Ksh. 2,736.0 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 10,011.1 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 70.8 per cent of the total spending, with development expenditure accounting for only 29.2 per cent. This translating to absorption rate at 84.9 per cent overall budget, 95.8 per cent recurrent expenditure and 66.5 per cent development expenditure. Health sector expenditure accounted for 34.5 per cent of total spending with an overall absorption rate of 92.8 per cent. Absorption rate for health sector recurrent expenditure stood at 95.3 per cent while that for development expenditure stood at 75.7 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 12.3 million consisting of Ksh. 8.7 million and Ksh. 3.6 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, Kajiado County undertook various administrative and budgetary interventions as outlined.

The County re-allocated its budget: The Kajiado County Assembly approved a supplementary budget of Ksh. 135.0 million towards the COVID-19 pandemic kitty. The County Emergency kitty was raised from Ksh. 40.0 million to Ksh. 140.0 million. County Assembly committed Ksh. 25.0 million of the foreign travel allocations to purchase of drugs and other pharmaceuticals. Setting up of isolation units in six health facilities was allocated Ksh. 20.0 million while Ksh. 18.0 million went to putting up an Intensive Care Unit (ICU) with at least 7 beds. Operations and maintenance expenditure for medical staff was allocated Ksh.



14.0 million with hospital food supplies allocated Ksh. 8.0 million. The county also received Ksh. 52.0 million as part of the Ksh. 5.0 billion released to counties by the National Government.

The County prepared for treatment of confirmed cases: The Department of Health set aside 20 beds in various facilities to be used for isolation wards and treatment of the coronavirus. Isolation centers were established at Kajiado County Referral Hospital and Kitengela Sub County Hospital. Olekasasi health facility was also turned into an isolation center in Kajiado North sub-county and transferred all other health services there to Ongata Rongai health centre. Apart from creating isolation centres, the Department of Health also trained over 150 health workers on handling of the coronavirus cases, special focus on screening of travelers along the County borders, screening in public spaces, operationalization of hotline numbers 0745748991 and 0789336316, and contact tracing continues.

In addition, the County promoted COVID-19 safety guidelines. This included 50 per cent reduction in the seating capacity for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems; the dusk to dawn curfew; and the cessation of movement in and out of Nairobi, Mombasa and Mandera. The County is also working closely with community-based organizations, especially youth groups, to carry out sensitization to traders on preventative measures against COVID-19. This also included closure of public markets and ban on all forms of public gatherings.

Embargo on cross-border movements. The county in collaboration with Ministry of Interior enforced the restriction of movements across the border points of Namanga, Tarakea and Shompole where livestock from neighboring Tanzania were no longer allowed in livestock markets in Kajiado County. The embargo at the border points restricted passengers to travel across the two countries and only allowed trucks of food stuff with only two persons on board.

The County undertook to enhance access to water for hand washing. This includes distribution of water tanks, water and soaps at points of entry, and develop hand washing booths in the informal settlements and other high-risk areas for hand washing to meet the heightened demand for water.

County conducted regular COVID-19 update and awareness campaign. The county government conducted regular updates on the corona virus disease situation in the county where new cases and emerging trends were communicated to the public, and through these updates the county also created awareness on the novel corona virus and encouraged county residents to observe all prevention measures including face masks, hand hygiene, social distancing and support government efforts of containing the pandemic. Emergency hotline numbers 0745748991 and 0789336316 were activated by the county government for reporting of suspected cases and contact tracing. Kajiado is listed as one of the 14 high-risk counties for community transmission of COVID-19 due to its geographical proximity to the capital city Nairobi and as an international gateway through Tanzania to other countries.

Cushioning county residents from high food prices as a result of disruption of supply chains by COVID-19 containment measures. To cushion the people from higher food prices and to enable the business community to avail food supplies in affordable prices, the county government waived daily



market Cess fees on agricultural produce, transit Cess fees for all agricultural produce, slaughterhouse inspection fees and monthly parking fees for Passenger Service Vehicles (PSVs). This was implemented for the months of April-June 2020.

Enhancing social protection for the vulnerable groups. The County government in collaboration with stakeholders distributed food items, personal protective equipment such as masks and alcohol-based hand sanitizers to the most vulnerable in the community including people living with disability and the elderly. This was an initiative by the County Government to cushion vulnerable groups from the effects of COVID-19 pandemic.



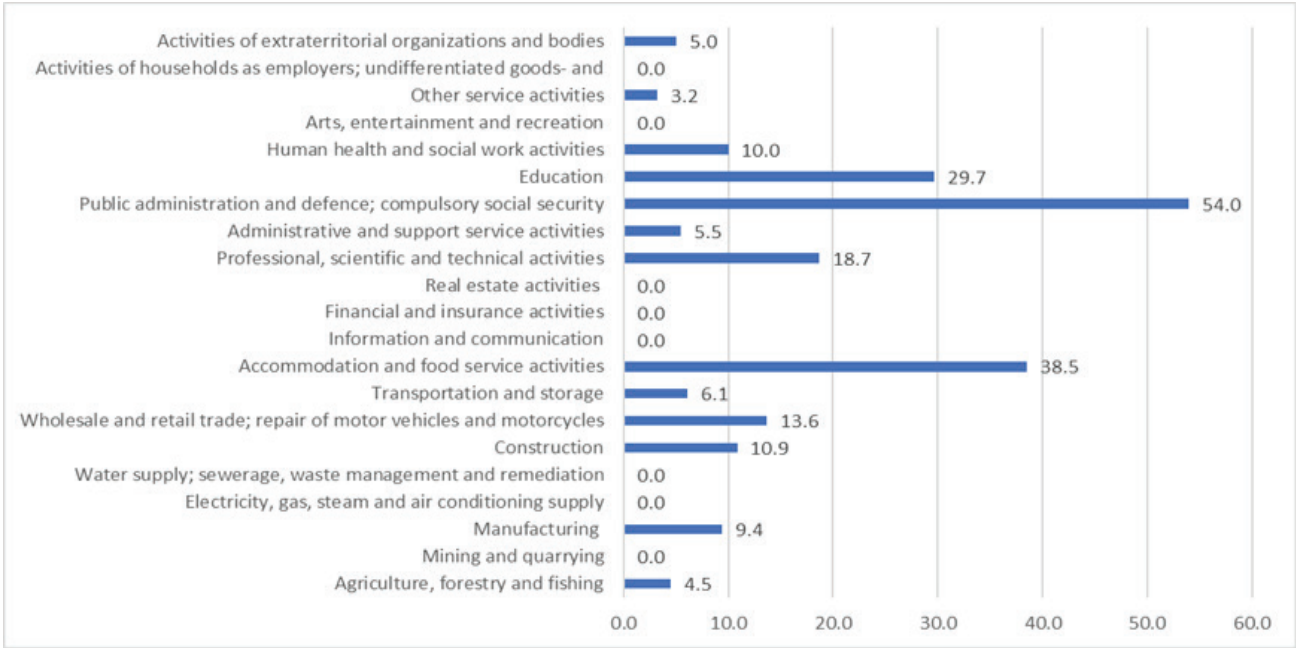
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county as well including: Desert locusts; floods and livestock diseases.

a) Labor participation

According to the May 2020 KNBS COVID_19 Survey, workers in public administration and defence and social security lost the highest number of hours lost in week (54 hours) followed by workers in accommodation and food services activities who lost about 38.5 hours in a week. The high number of hours lost in public administration and security above the average normal hours worked in a week (40 hours) can be attributed to the fact that workers in the sector were working more hours and during the weekends to ensure security in the county. Workers in education sector lost 29.7 hours in a week while workers in transportation and storage lost about 6.1 hours in week. Workers in construction and manufacturing sector lost an average of 10.9 and 9.4 hours in a week respectively. Workers professional, scientific and technical activities lost an average of 18.7 hours in a week while workers in administrative and support services activities lost an average of 5.5 working hours in a week.

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, 40.0 per cent of workers in Kajiado recorded decreased income; 5.0 per cent reported increase in income; while 78.4 per cent recorded working as unpaid workers. The county recorded 65.3 per cent of workers in informal sector and 9.7 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 11.4 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (4.5 hours) will negatively affect the county economy.

b) Agricultural sector

The May 2020 KNBS COVID_19 Survey found that 39.8 per cent of the households in Kajiado County had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (42.8 per cent), movement restrictions (30 per cent) and concerns about leaving the house due to outbreak (15.7 per cent).

Further, with restrictions affecting seamless movement of food commodities, 81 per cent of households in Kajiado County indicated experiencing an increase in food prices. From the KIHBS 2015/16 44.5 per cent of households purchase food products from open-air markets, 5.9 per cent from kiosks, and 29 per cent from general shops. Additionally, 84.4 per cent of the total valued consumed was from purchases, 7.4 per cent from own production, 6.5 per cent from own stock and 1.5 per cent from gifts and other sources. As such, an increase in food prices is likely to have significant implications on household budget.

Agricultural sector in Kajiado County mainly comprises of livestock keeping. Main Livestock markets were closed, and their movement to markets beyond the county restricted as a result of the pandemic. With livestock trading being the main source of livelihood for pastoralists and traders in the county, the disposable income of households in the county was likely to have been affected; a threat to food security in the county.

Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicates food and related products machine operators recorded the highest difference of 30 hours between the usual and actual hours worked in a week. Other affected subcategories include: - agricultural, fishery and related labourers (1-hour difference) and farm workers (7 hours difference).

It was however observed that agricultural and materials-handling machinery operators worked 21 hours more than usual in the reference period. The workers in this sub-major group drive, tend, operate and monitor agricultural and other machinery and equipment for handling materials and heavy objects. Similarly, forestry and related workers worked 20 hours more than usual in the reference period. The workers in this sub-major group plan and carry out the necessary operations to cultivate, conserve and exploit forests, for sale or delivery of forestry products on a regular basis to purchasers or at markets.

c) Services sector

Tourism sector in Kajiado County thrives on wildlife, natural resources and cultural heritage assets. Being an ASAL, the County is characterized by prolonged periods of abnormally low rainfall and shortage of water.



This results to substantial impact on the ecosystem and agriculture harming the local economy. Other challenges include environmental degradation by illegal tree felling, charcoal burning, over harvesting of sand risking loss of bio-diversity, pollution and loss of aesthetic value; flash floods during long rains season mainly because of erosion and lack of vegetation cover; human-Wildlife Conflicts as a result of increased competition for pasture and loss of biodiversity; encroachment of human settlements into wildlife areas; declining number of wildlife due climate change; reduction foliage due adverse weather conditions; and human activity affecting wildlife migratory corridors. With regard to sanitation, percentage distribution of persons accessing toilets/latrines is very low at 26 per cent in rural areas and 47 per cent in the urban areas. The county lacks a sewerage system and most households depend on ineffective wastewater disposal systems such as septic tanks or urine-diverting toilets. There is need for investment in WASH facilities to deter spread of COVID-19 pandemic in the county.

The COVID-19 pandemic disrupted activities in the education sector, mainly through the loss of learning and teaching time. Due to higher proportion of digital divide in the county, online learning process was not effective. According to the Kenya Population and Housing Census (KPHS) (2019), only 8.3 per cent of households in Kajiado county owns Desktop Computer/ Laptop/ Tablet and about 92.0 per cent of household had no access to internet connectivity. In addition, the suspension of school feeding programs had implications to the food security and nutritional status of majority of the children, especially those from the marginalized areas who used to depend on the programme.

According to May 2020 KNBS COVID_19 Survey, most of county residents (80 per cent) did not visit health facilities amidst the pandemic, this affected the revenue stream of the hospitals. Furthermore, some activities such as breast and cervical cancer screening were temporary stopped following the directives from WHO on the postponement of public screening. The pandemic has also resulted into closure of stadiums and playgrounds. The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation). This contributed to reduction in common diseases such as diarrhea and common cold.

d) Micro Small and Medium Enterprises sector

Majority of the Micro, Small and Medium Enterprises (MSMEs) in Kajiado County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (60.1 per cent); accommodation and food services (11.9 per cent); arts, entertainment and recreation (10.1 per cent); manufacturing (4.4 per cent); and public administration and defence (3.8 per cent). Mostly, these are the sectors that have been affected by the pandemic and need to be targeted in achieving reengineering and recovery.

MSMEs in Kajiado County have experienced a lot of difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic considering they are largely located in commercial premises. According to the May 2020 KNBS COVID_19 survey, 62 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings; 21.7 per cent temporary layoffs/closure of businesses, 10.7 per cent experienced delayed incomes/earnings while 5.4 per cent attributed the same to permanent layoffs/closure of businesses. For those involved in farm businesses, 82.3 per cent attributed the same to reduced incomes/earnings while 17.7 per cent were



affected by temporary layoffs/closure of businesses. The May 2020 KNBS COVID-19 survey also shows that the wholesale and retail trade sector lost 13.6 hours in usual and actual hours worked while accommodation and food services were hard hit and lost 38.5 hours in a week. This is an indicator of the adverse effects on the service sector of Kajiado County due to the pandemic which implies loss of productivity, output and employment. Equally, the manufacturing sector lost 9.4 hours.

Regarding access to markets, data from the KNBS survey of 2016, indicates about 0.2 per cent of the MSMEs in the County depend on export markets and 0.4 per cent import markets for their material inputs. Therefore, disruptions in the external markets could have minimal implications to MSMEs operations in Kajiado County. That said, expanding the scope of market for MSMEs is critical for their survival and growth.

e) Infrastructure and housing

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 39.4 per cent. Residents responded by changing their travel patterns with 9.8 per cent of the population traveling less often, while 39.1 per cent were unable to travel due to the pandemic.

Kajiado County Headquarters Kajiado town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 81.27 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 29.1 per cent of the conventional households in the county 'own' internet with 14.6 per cent owning a desktop, computer laptop or tablet. Further, only 7.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (7.8 per cent) than women (6.5 per cent). Further, there is a gender divide in use of internet where 35.6 per cent male and 30.6 per cent of the women using internet.

Majority of households (40.6 per cent) own the housing units they occupy while 59.3 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 87.5 per cent, followed by private companies (9.0 per cent); County Government (1.4 per cent); National Government (1.0 per cent); FBO/NGO/Church based housing at (0.6 per cent); and Parastatals (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 31.8 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 39.6 per cent of the population.

f) Gender and youth

In Kajiado County, COVID-19 cases were reported for 10 women, 2 girls and 4 boys in April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. The May 2020 KNBS COVID-19 survey revealed that approximately 15.0 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 3510 cases of adolescents (age 10 - 19) presenting with pregnancy at health facilities based on data from the 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 include supporting water companies in settling of water bills through provision of water bill stimulus package. The county is also providing sanitization and hand washing facilities in market and public places. Furthermore, water companies have 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 Kajiado County, for the County to recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity, human capital development and livestock farming.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Kajiado County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (60.1 per cent) are in the services sector with only 4.4 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (90.3 per cent), 8.4 per cent are small, 0.9 per cent are medium, while 0.3 per cent are large enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in Kajiado County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (60.1 per cent); accommodation and food services (11.9 per cent); arts, entertainment and recreation (10.1 per cent); and public administration and defense (3.8 per cent).

COVID-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (43.8 per cent) in Kajiado County get their raw materials from their peer MSMEs and individual suppliers 29.3 per cent within the County. MSMEs generally sell their products to individual consumers (84.8 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 characterised by low levels of innovation, lack of training and apprenticeship programme for artisans, fragmentation due to multiplicity of players who offer training and capacity building, and lack of monitoring and evaluation of training programmes. With the market environment, MSEs face inadequate market for their local products; stiff competition among themselves; and unfair trade 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 an opportunity to address the County's structural issues, for example, private sector development and collaboration and design new growth models such as – industrial/manufacturing development and innovation and participation in national and global value chains:



- (i) Agro - processing for value addition with important areas of focus include livestock and skins and hides processing; and crops such as tomatoes, maize, beans, and kales.
- (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 Soda ash, Gypsum, Marble, Limestone, and Salt.

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

- (i) Increasing of market share of products and services in the Nairobi Metropolitan Region (NMR), regional and international markets.
- (ii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (iii) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (iv) Initiate and strengthen self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (v) Partner with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (vi) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (vii) Partner with private sector in harnessing alternative sources of energy such as solar.
- (viii) Provide market centres with adequate water supply and waste disposal facilities for use by MSEs to maintain hygiene and health standards.
- (ix) Enhance market access for private sector both locally and regionally by developing NAKAEB regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.



3.2 Policy, Legislative, and Institutional Reforms

Several laws have been enacted by Kajiado County. This is including on revenue administration, trade license, rating and imposition of rates on land and buildings. Other laws include the Kajiado County Disaster Management Act, 2016. Though these are important laws regulating the devolved functions within the County, the County will adopt the following strategies to further strengthen its legislative process to support recovery post COVID-19:

- (i) Enact laws on COVID-19 and other infectious diseases that may occur in future within the County outlining: measures for preventing transmission of infectious diseases; responsibilities of medical examination and treatment establishments in the prevention of transmission of infectious diseases; sanitation measures by establishments within the County; surveillance, reporting and notification procedures at County level; sharing and exchange of information; and responsibilities to direct and organise information, education and communication on prevention and control of COVID-19 and other infectious diseases that may occur in future within the County.
- (ii) Establish a policy framework to guide on public participation within the County, especially to recognize and incorporate the role of technology in facilitating digital participation amidst requirements on social distancing and restriction of numbers in public gatherings.
- (iii) Organize multi-stakeholder forums between public health experts, medical practitioners, Kenya Law Reform Commission, public health law practitioners and legislative drafters, legal officers, county attorneys and county assembly staff who are engaged in the County to build these County officers' capacity in public health law.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

Kajiado County is frequently affected by drought and has developed a Kajiado County Disaster Management Act to provide for a more effective organization of disaster risk reduction and mitigation of, preparedness for, response to and recovery from emergencies. Besides these, Kajiado County was also affected by the COVID-19 pandemic. To enhance preparedness and response to pandemics and other disasters, the County will:

- (i) Entrench collaborative governance between National government and the County Government in the County's disaster risk management strategies.
- (ii) Promote exchange of information between the international and local infectious disease community, including researchers, physicians, veterinarians, epidemiologists and public health professionals.
- (iii) Organise a number of consultative forums and workshops to create a platform for experts from diverse



fields (such as national government, private sector, academia, medical practitioners, veterinarians, epidemiologists, environmental experts and public health experts) to share experiences, exchange information and document lessons learned from COVID-19 in enhancing the County's preparedness.

- (iv) Leverage on technology to enhance surveillance activities.
- (v) Consult with public health experts and engage specialised institutions such as World Health Organisation to develop strategies to strengthen surveillance, laboratory and response capacities.
- (vi) Involve and consult the local communities in the management of disasters and emergencies.

3.4 Enhancing ICT Capacity for Business Continuity

The status of Information and Communication Technology (ICT) access and use in the county is low, especially among households. Approximately 54.6 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. The perception of that the individual does not need to use the internet, lack of knowledge and skills on internet, lack of internet in the area and alternative points of access to internet were the leading reasons that the people of in the County did not have internet connection at home. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters including.

- (i) Support programmes in partnership with the private sector that enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from 54.6 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (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.
- (iii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund² as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- (iv) The IT personnel in public primary schools to 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.

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

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



- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Review and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the cyber threats, disasters and pandemics. 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 County population aged 15-64 years (labour force) was estimated at 317,023 people of whom 259,435 people were working and 57,588 were seeking work but work was not available representing an unemployment rate of 18.2 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID-19 Survey, 21.6 per cent of the county labour force worked at least for 1 hour for pay; 13.1 per cent had never worked, and 65.3 per cent worked in the informal sector. However, 9.7 per cent of employees did not attend to work due to COVID-19 with other 78.4 per cent of employees working without any pay. On average, workers in the County lost 11.4 hours per week due to COVID-19 and 40.0 per cent of county residents recorded decrease in income while 5.0 per cent recorded increase of income.

The average years of schooling was 9.7 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 0.33 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 0.33 it means the county lost about 77 per cent of her economic potential due to lack of adequate education and health. About 18.2 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations.

The NHIF coverage was 23.5 per cent while the number of children vaccinated was 56.4 per cent. Loss of jobs and closing of businesses in Kajiado county due to COVID-19 had far reaching consequences to county residents. This will also have effect on people source of income hence increasing poverty among Kajiado 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 County will;

- (i) Implement stronger labour market interventions and policy reforms that drive employment creation. The County shall deepen technical education, training and skills development. The county will partner with Kenya Meat Commission (KMC) to enhance purchase of livestock from farmers; and avert livestock losses during drought spells.
- (ii) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families; invest in Community and primary health including community health workers, water, sanitation, immunization and public health.
- (iii) The county will collaborate with Masai Technical Training Institute to offer trainings on emerging technologies and skills and match with the market demand; while increasing chances for the youth to secure productive economic engagement.
- (iv) Establish a livestock development program in the county which will support farmers and improve their livelihoods and nutrition. Under the program, farmers will receive training in animal management.
- (v) Collaborate with National government and establish more Institutes that train pastoralists and agro-pastoralists on different courses, ranging from livestock husbandry, agri-business skills and diseases identification. Trainings will also be used as avenues for sharing new information on animal management.
- (vi) Promote investment and entrepreneurship through provision of loans. Kajiado county will improve access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (vii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all Kajiado County economic sectors.
- (viii) Create more employment opportunities through the development of pro employment policies; investment in education and training and skills development; and investments within the key sectors of infrastructure, agriculture technology and innovation.

3.6 Exploiting livestock farming

Kajiado county is one of the counties that enjoys the benefits of being within the Nairobi Metropolis alongside Kiambu, Machakos and Murang'a counties. Being within the Nairobi Metropolitan Region positions the county to enjoy the benefits from the factor endowments that accrue to the region such as national, regional and international strategic centre for education, commerce, transport, finance and banking, and economic development. The main economic activity in the county is pastoralism and hence

livestock trade, livestock products that include milk, beef and chevon, hides and skins form the main part of employment contributing to a higher percentage of the household incomes. Vastness of the county and its proximity to Nairobi City provides a competitive advantage by enhancing access to markets and other business opportunities.

The National Spatial Plan 2015-2045³ identified the County as a potential area for; tourism and culture, agricultural activities (both crop and livestock farming), mineral resources, water resources and wildlife resources. Further, KIPPRA report (2012)⁴ identified Kajiado as a beef cluster with great potential in livestock farming.

As such, the county will tap on this potential by:

- (i) Offering capacity building to farmers on best farming methods to increase productivity.
- (ii) Opening up markets for livestock products through the development of local marketing offices.
- (iii) Fast tracking the construction of Isinya tannery to provide value addition to by-products such as hides and skins.
- (iv) Creating awareness to farmers on control of pests and diseases.
- (v) Providing law enforcement measures on quality standards of animal health products and feeds to improve on the quality of livestock inputs.
- (vi) Providing capacity building to farmers on best farming methods to increase productivity.
- (vii) Creating awareness to farmers on appropriate technologies to increase uptake of appropriate technologies.
- (viii) Promoting animal breeding technologies to improve on the quality of livestock breeds and increase animal production.

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

4. Enhancing Productivity and Competitiveness of the Kenyan Economy Through a Cluster Development Strategy



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 4.7 per cent to the Kajiado Gross County Product (GCP). Manufacturing in Kajiado County include wearing apparel (34.2 per cent), food products (27.4 per cent), fabricated metal products except machinery and equipment (17.4 per cent), furniture (12.5 per cent), and wood and wood products (7.8 per cent). The key products useful in value addition and driving manufacturing include livestock and skins and hides processing; and crops such as tomatoes, maize, beans, and kales. Further, industries driving manufacturing sector in the county are involved in hide and skin processing, mining, wheat production, grain milling, production of plastics, glass and cosmetics. Hence the sector is important in supporting recovery of the economy of Kajiado County from the effects of COVID-19 pandemic. This is due to its potential in revenue and employment generation.

During recovery, the County will adopt the following strategies to promote manufacturing:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Provide a harmonious and stable business working environment to industries and factories to ensure sustainable production and consumption patterns.
- (v) Fastrack expansion of manufacturing sector through establishment of food and non-food industries for value addition such as, tomato; leather; and meat industries.
- (vi) Establish industrial parks and cottage industries to spur industrialisation of the County.
- (vii) Map out all natural resources in the County, for example, ballast, gypsum, limestone, cement, marble, and other resources.
- (viii) Incentivize firms and industries investing in natural resources exploration in the County.



4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Kajiado county. More than a 10 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KSh. 15,954 million out of the total KSh. 107,805 million Gross County Product (GCP) amounting to 14.8 per cent of the county's GCP.

The agricultural sector in Kajiado County mainly comprises of livestock keeping. Over 30 per cent of the households in Kajiado county practice farming. About 14.5 per cent of the households produce crops, 26.0 per cent produce livestock, 0.1 per cent practice aquaculture and about 0.2 per cent are involved in fishing. About 3.9 per cent of the households practice irrigation farming. Currently only 26.2 per cent of households uses irrigation for farming in the past 12 months where the main source of water for irrigation is from rivers at 62.4 per cent. Water from deep well 25.0 per cent water from shallow well 2.6 per cent and water from springs at 10.0 per cent. The county can support irrigation farming by increasing access to water for irrigation.

As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, Kajiado County will adopt the following strategies:

- (i) Invest in intensive agro-processing and value addition capacities of the county particularly in meat, leather, horticulture (e.g. watermelons, banana, avocado, and pawpaw), and bee keeping (apiculture) production in partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector.
- (ii) 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. Kajiado's rural access index (RAI) is relatively low at 44.0 per cent compared to the national average of 69.4 per cent. There is thus need for the county to invest in access roads to enhance linkage between farms and markets. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.
- (iii) 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.
- (iv) Promote participation 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.



- (v) Diverse production and livelihoods in the county through growth and development of Poultry production, bee keeping (apiculture) and fisheries and aquaculture sub-sectors to fit in the diverse niche and climatic cycles of the county.
- (vi) Invest in abattoirs and cold storage facilities (on-site cold storage and refrigerated vehicles to transport the meat to markets in Kenya and abroad).
- (vii) 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.
- (viii) Harness the potential of Flood-based livelihoods systems that entail harvesting floodwater to support rangeland, crop, and agro-forest production, domestic and livestock water supply and recharging groundwater. In general, investing in flood-based livelihoods systems could reduce the damage caused by floods and spur economic production in the ASAL county leading to improved incomes and food security among households.
- (ix) The county to develop irrigation infrastructure to promote agriculture aided irrigation. This can be achieved by exploring the potential of irrigation farming in the county by collaboration with the national government as well as other stakeholders in agriculture.
- (x) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Hand washing has been emphasized by WHO as one of the measures to curb transmission of COVID-19, this has placed a higher demand for water at the households, health care facilities, marketplaces, public places and among essential services provides for general hygiene and other specialized uses. Majority households (63.8) had access to water and soap while 98.2 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 17.8 per cent in urban 8.6 per cent in rural and 33.3 per cent in peri urban areas. The county has low access to piped sewer among households which is 1.5 per cent urban (flush to septic tank) and less than 0.5 per cent coverage both in rural and peri urban areas. In addition, 86.0 per cent rural households do not have a toilet facility while 58.6 per cent of peri urban households use hanging toilets. Sharing of a toilet facility with other households is common which stands at 24.6 per cent rural, 84.3 per cent urban and 37.9 per cent peri urban.



The county 2018-2022 CIDP intended to achieve the following under Water, Sanitation and Hygiene (WASH), irrigation, environment conservation and management. These include; drilling of boreholes, shallow wells and construction of dams, rehabilitation of water pipeline and to develop of infrastructure for solid waste management.

The recovery strategy recommends the following strategies for implementation:

- (i) The county to increase access to water to households, schools, health centre and other institutions by drilling boreholes and shallow wells, construction of new dams and construction of sandy dams across sandy rivers in across the county.
- (ii) The county to fast-track restructuring of county water management systems for efficiency in the delivery of water and sanitation service.
- (iii) The county to support capacity building of rural water management committees through trainings and benchmarking for efficiency in the delivery of water and sanitation service.
- (iv) Integrate public private partnerships arrangements to enhance water provision in the County.
- (v) The county to fast-track the development of legal instruments to facilitate merger of existing WSPs (Water Service Providers).
- (vi) Fasttrack the construction/rehabilitation of tanks and gutters in schools to help in water harvesting.
- (vii) The county to invest in water storage facilities to help in solving water deficiency problems.
- (viii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (ix) Expand sewer infrastructure to accommodate more households.
- (x) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁵
- (xi) The county to fast track the process of identifying and opening up of services lanes.
- (xii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

5. 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.



- (xiii) The county to organize sensitization forums on the importance of handwashing through the media and in community forums.
- (xiv) The county to partner with county governments, donor agencies, local communities, private sector to promote the implementation of WASH programs.
- (xv) The county to fast track the process of identifying and opening of service lanes.
- (xvi) The county to support protection of water springs, wetlands and water catchment areas in the county.

4.4 Urban Development and Housing

Majority of the households (75.7 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 78.2 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 21.8 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 50.8 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the county will focus on.

- (i) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency. Develop a fund to cushion landlords and tenants from rent distress in times of emergency such as the Corona pandemic.
- (ii) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers
- (iii) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (iv) 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.
- (v) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (vi) Develop and implement urban planning and design instruments, with a perspective of the Nairobi Metropolitan Region, to take into account the functional relationship and spatial interaction between Kajiado and the City of Nairobi.
- (vii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.



4.5 Transport

The county has a total of 9,621.49 Kilometers of classified road network. Approximately 68.9 per cent of the paved road network is in good condition, 20.5 per cent in fair condition and 9.6 per cent in poor condition. While 11.3 per cent of the unpaved road network is in good condition, 51.9 per cent fair and 36.5 per cent in poor condition.

The main mode of transport used in the County is PSV matatus at 31.2 per cent, followed by walking at 26.7 per cent, bicycle (*boda boda*) 17.5 per cent, motorbike 17.3 per cent and private car at 8.4 per cent. On average, residents travel 10.3 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.

The County will enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities by implementing the following strategies.

- (i) Sensitize PSV and *boda boda* operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ii) Develop a public transport master plan in collaboration with the Nairobi Area Metropolitan Authority (NAMATA) and Nairobi Metropolitan Services (NMS) office for integrated multi-modal transport systems.
- (iii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 44.0 per cent with a target to match the national average of 70.0 per cent.
- (iv) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (v) 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 policy⁶.
- (vi) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁷.

6. Roads 2000 programme [http://krb.go.ke/our-downloads/roadsper cent202000per cent20strategicper cent20plan.pdf](http://krb.go.ke/our-downloads/roadsper%20cent202000per%20cent20strategicper%20plan.pdf)

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



- (vii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (viii) Focus on increasing the share of unpaved roads in good and fair condition to above 62.0 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.
- (ix) 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

The main tourist attractions in Kajiado County include: Physical attractions (Lake Magadi; Lake Kwenia; Ngong Hills, Chyulu Hills; Olorgesailie prehistoric site; Mt. Suswa; Ol Doinyo Orok Mountain; Nguruman Escarpment); Cultural and heritage tourism: (Rich Maasai culture; there are approximately 4000 people engaged in cultural works of whom 3000 are women and 1000 men across the County; County Music and Cultural Festival as well as County Drama Festival); Wildlife tourism (Game drives; Amboseli National Park that sits on 39,206 Ha space); Conservancies (24 wildlife conservancies sitting on 314,691Ha with Amboseli ecosystem in Kajiado South having 18 conservancies with 190,607Ha and the rest of the county having 9 Conservancies covering 124,084Ha.); Excursions: (nature walks; mountain climbing); Medical tourism: There are 120 plants in use for their nutritional and medicinal values and 10 ceremonial trees and trees for peace building across the county; Meetings, Incentives, Conferences and Exhibitions (M.I.C.E) Tourism; The recorded number of visitors to Amboseli National Park in 2019 was 191,700 which was the highest since the 209,000 visits recorded in 2010⁸, implying the growing popularity of the National park among domestic and foreign tourists.

Kajiado County has 3 star-rated accommodation facilities with a total capacity of 235 rooms and 470 beds⁹. Accommodation and food services account for 2.2 per cent of the total GCP. The county also has potential for enhancing tourism in the following areas which remains unexploited; Sport tourism, Ecotourism and Cultural tourism.

The proposed strategies for re-engineering the county's tourism sector include:

- (i) Map all potential tourism sites in the County and developing a Kitui County tourism development masterplan.
- (ii) Tourism niche product development to attract more tourists; Creating birdwatching tourism product; developing Nzambani rock ecotourism centre; developing viewpoints.

8. KNBS, Economic survey, various issues

9. Tourism Regulatory Authority, 2019 hotel classification report



- (iii) Developing and implementing a tourism promotion and marketing strategy; M.I.C.E, homestays, amusement parks, cultural festivals; Promoting sports tourism products to empower the youth; promote domestic tourism.
- (iv) Development and enforcement of the land management policies, legislation and regulations; Spatial Planning.
- (v) Policy legislation on conservation and preservation of Maasai culture; Establishment Museums and cultural centers the county; patenting cultural products.
- (vi) Improve infrastructure to physical tourist attractions to enhance accessibility.
- (vii) Provide incentives for: construction of recreation facilities and promote the destination to increase its popularity and visits; construction of star-rated hotels and modern M.I.C.E facilities.
- (viii) Improve WASH in all tourist sites, hotels and other facilities to curb spread of COVID-19 and other pandemics.

4.7 Health

Kajiado county is among the highly hit counties with high prevalence of COVID-19 infection. The cumulative confirmed positive cases for the County stands at 1,025 including 17 deaths. The county has two major isolation centres at Kajiado county referral hospital and Kitengela sub county hospital. There are four (4) sub county hospitals; Kajiado, Loitokitok, Ngong and Kitengela; sixteen (17) health centers and seventy-eight (78) dispensaries run by the county government. There are also six (6) hospitals, thirteen (13) nursing homes, seven (7) health centers, twenty-seven (27) dispensaries and one hundred and one (101) clinics which are either run by private, faith based, community based and other non-government organizations.

Recovery and re-engineering strategies will include;

- (i) Revamp, expand, modernize and equip of health facilities, including, Kajiado county referral hospital and Kitengela sub county hospital, this intervention is in line with CIDP 2018-2022 of equipping of new and existing healthcare and establishing and operationalizing community health units.
- (ii) Recruit additional of public health officers and community health workers to strengthen preventive and primary health systems. This will enable health centres provide equitable essential services throughout an emergency, while limiting direct mortality and avoiding increased indirect mortality.
- (iii) 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 with Kajiado County.
- (iv) Equip the testing and surveillance systems at Namanga border to promote mass testing.



4.8 Education and training

Kajiado County has a total number of 888 Early Childhood Development Education (ECDE) Centers with a total population of 61,225 children. Out of this, the percentage of boys enrolled stands high at 53 per cent in comparison to the population of girls which is 47 per cent. The County has a total of 771 primary schools comprising of 446 public and 325 private schools. The total population of pupil stands at 154,677 translating to a teacher / pupil ratio of 1:43. The net enrolment rate is substantial at 77 per cent with the highest number recorded in Kajiado North. The county had a total of 121 secondary schools with 70 being public and 51 private schools. The net enrolment rate stood at 54 per cent. The county had one Technical and Vocational Education and Training (TVET) institution, the Maasai Technical Training Institute (MTTI); five private universities; and two public university campuses.

The recovery and re-engineering strategies are:

- (i) The County with support from stakeholders will continue to invest in early childhood development through infrastructural development to allow for adequate social distancing when schools reopen; deployment of ECDE teachers and provision of sanitation facilities.
- (ii) The County will partner with national government to prioritize projects that improve school water, internet coverage and ICT infrastructure, sanitation and hygiene facilities and management in order to eliminate any future effect of similar or related outbreak.
- (iii) Provide financial or in-kind support, such as school feeding, to help families overcome the increased costs of food.
- (iv) Promote remedial/catch up lessons for examination classes and learners who might have lagged behind and support schools to utilize ICT platforms and have a depository of teaching and learning materials that learners could use at their own time, both in school and at home.
- (v) Ensure there is adequate personal protective equipment (PPEs) for teachers and other employees in the schools. The county will ensure that all students have access to masks, as mask use must be mandatory in all schools to control the spread of the virus.
- (vi) Monitor and address psychosocial wellbeing of students. Special attention will be paid to vulnerable groups; children with special educational needs and adolescent girls.

4.9 Social Protection

The County has 10,389 (1.1 per cent) persons with disabilities. The elderly population (persons aged 65 years and above) made up of 2.1 per cent of the total population. There are 26,719 Children in need of social protection within the county. Kajiado County has 88 charitable children institutions where the Children department has a direct mandate to oversee their operations. Kajiado County benefits at least 3,911 households from the Orphans and vulnerable cash transfer (OVC). The county has replenished the county

emergency fund by KSh.150 Million to cater for affected communities in addition to food stores near the affected communities, through procuring from local businesses (as a way of stimulating local economy); communicating directly with beneficiaries who pick the rations from the stores.

Recovery strategies and re-engineering strategies include;

- (i) Give tax exemption for the SMES who have suffered losses in their business as result of COVID-19. County government will create a kitty where they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses.
- (ii) The elderly will be provided with food and other basic wants since their movement had been restricted as they were at great risk of contracting the virus.
- (iii) Promote the Universal Health coverage Programme (UHC), to support the vulnerable communities and also register them under NHIF to help them access health service at a subsidized cost.
- (iv) Build linkages with other government agencies and with NGOs that work with people with disabilities and other vulnerable groups to strengthen family systems, deliver assistive devices for PWDs, reduce barriers to access and provide vocational training.
- (v) Design and implement a disability grant targeting all persons who are severely disabled, and who are above the age of eligibility for the OVC grant and below the age of eligibility for the old age cash transfer grant.
- (vi) Promote gender mainstreaming, protection and response against gender-based violence and FGM.
- (vii) Extend sickness benefit coverage to all, with attention given to reaching women and men in informal employment, the self-employed and vulnerable groups.
- (viii) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

4.10 Gender and Youth

The social and economic effects of the COVID-19 pandemic increased households' susceptibility to Gender Based Violence (GBV) in Kajiado 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 also recorded a high number of adolescent



pregnancies (3510) which is a key issue for concern. The following gender related recommendations are proposed:

- (i) Bring onboard key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/Aids and COVID-19 prevention measures, to address the challenge of adolescent pregnancies.
- (ii) Enhance community awareness and sensitization on gender inequalities, gender-based violence reporting and prevention and reproductive health.
- (iii) Establish a multi-sectoral committee that oversees the implementation of gender policies across various cross-cutting sectors.
- (iv) Pursue inclusion and participation of women, girls, men and boys in budget making process and public consultation to make the process and outcomes gender responsive.
- (v) Designate gender safe spaces to provide accommodation for Gender Based Violence (GBV) survivors and create space in County Referral Hospitals to serve as GBV recovery centers.
- (vi) 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.
- (vii) 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 and COVID-19 information among differently able persons.

4.11 Environment and Natural Resources Management

The county has a rich ecosystem that includes forests, rivers and hills. Efforts to conserve the environment are hampered by increasing population which exerts pressure on the natural resources, encroachment on wetlands, land degradation, deforestation, illegal logging, water pollution and land pollution.

The major sources of energy for cooking used by households are firewood at 29.6 per cent, charcoal 19.4 per cent, liquified gas at 33.4 per cent and Kerosene 16 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 11.2 per cent, 3.5 per cent dump in the street/ open field, 43.4 per cent burn in open air, 2.8 per cent is buried. On the other hand, 5 per cent is collected by the county government for disposal while 31.2 per cent is collected by private companies.

The proposed sectoral re-engineering strategies include:



- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) The county to develop and implement the County Environment Action Plan (CEAP).
- (iii) Increase forest cover and biodiversity conservation through tree planting.
- (iv) Provide waste collection services at households.
- (v) The county to promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vi) The county to fast-track the development of solid waste management infrastructure.
- (vii) The county to sensitize the community on disaster awareness and strengthen communities on disaster resilience.



5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Kajiado 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 to be considered by the County when designing stimulus packages:

- (i) Improve infrastructure targeting roads, water and electricity.
- (ii) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors).
- (iii) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after COVID-19.
- (iv) Invest in the Conservation of the Environment for Sustainable Development;
- (v) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees.
- (vi) Prioritization of settlement of payment of pending bills.
- (vii) Provide extension services and market creation for Agriculture.
- (viii) Create a COVID-19 revolving recovery Fund utilizing structures such as table banking, self-help groups and MFIs to small scale traders and businesses in the informal sector.

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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



6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.¹⁰

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.

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



7 COMMUNICATION CHANNELS

Communication¹¹, 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 Development¹² (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹³ 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 Kajiado County residents received information about coronavirus through radio (75.0 per cent), television (67.0 per cent) and mobile (38.0 per cent). Nonetheless, the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Social media, friends and family frequency and Government sources followed closely at 37.0 per cent, 35.0 per cent and 33.0 per cent respectively. Newspapers ranked 15.0 per cent while Health Care Workers and Non-Governmental Organization (NGO) workers were all below 8.0 per cent.

Accordingly, the following channels of communication shall be utilized:

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

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

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

13. <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 kiswahili radio station).
- Monthly SMS and telephone calls.
- Quarterly I.E.C materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, huduma centers).
- Monthly barazas.



ANNEX

Implementation matrix/Action plan

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		30	30	60	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		5	5	10	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		2	2	4	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		1	1	2	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		5	5	10	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	15	15	30	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	5	5	10	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	County Government of Nandi.National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		100	100	200	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	15	15	30	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	5	5	10	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		4	4	8	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1year	5	5	10	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1year	3	3	6	County and National Governments	County Government



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

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

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	5	5	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		50	50	100	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		5	5	10	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		20	20	40	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
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		8	8	15	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1years		1	1	1	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		5	5	10	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1years		1	1	1	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1years		30	30	60	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1years		20	20	40	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1years		5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1years		10	10	20	County Governments; development partners	County Government
		Grand Total					870	870	1729		

COUNTY GOVERNMENTS



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