



KIAMBU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





KIAMBU 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.



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1 INTRODUCTION

1.1 County Context

Kiambu County is one of the counties in the Central Region Economic Bloc (CEREB). The county has an estimated population of 2,417,735 people of whom 49.1 per cent are male and 50.8 per cent female (KNBS, 2019) as indicated in table 1. Of the population 44,519(2.1 per cent) are persons with disabilities. The youth constituted 40.0 percent of the population of whom 52.0 per cent were female. The County has a population density of 952 per km2. About 29.4 per cent of the population live in rural areas of whom 50.0 per cent are female. The elderly population (age 65 year and above) make up 3.6 per cent of the total population of whom 56.8 per cent were female. The population in school going age group (4-22 years) was 36.6 per cent in 2019.

In 2015/2016, the overall poverty rate in Kiambu County was 23.0 per cent against the national poverty rate of 36.1 per cent. In addition, 27.5 per cent of the population were living in food poverty and 18.9 percent 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, 15.7 percent of the children were stunted as compared to the national average level at 26.0 per cent.

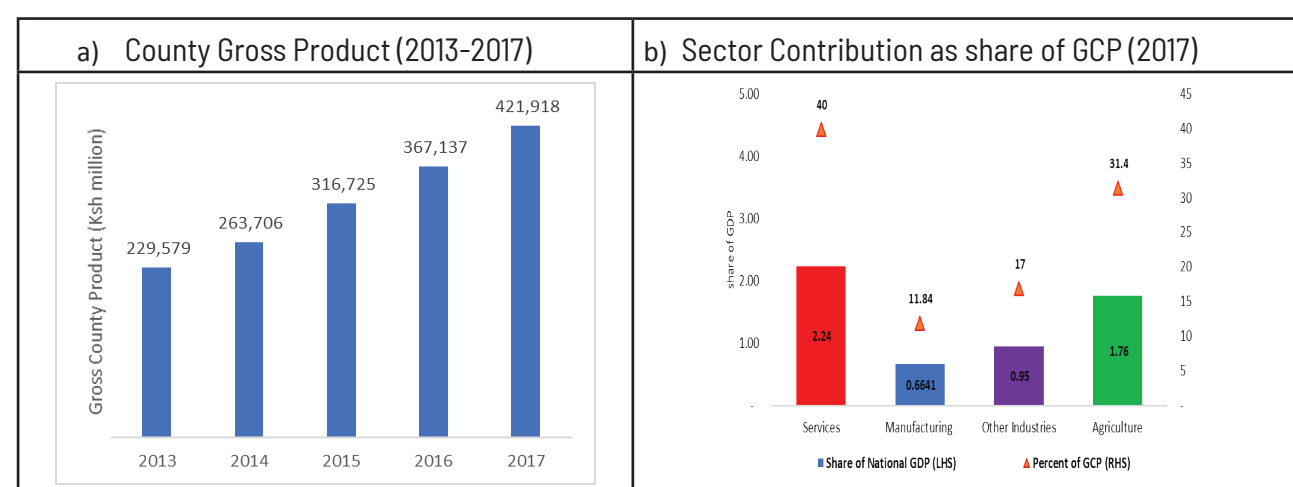
Table 1: Development indicators in Kiambu County

	County	National
Estimated County Population (KNBS, 2019)	2,417,735	1.1% of total population.
Males	1,187,146	49.1%
Females	1,230,459	50.8%
Intersex	135	0.005%
Estimated Population Density (km ²)	952	82
Persons with disability	2.1%	2.2%
Population living in rural areas (%)	29.4%	68.8%
School going age (4-22 years)(%)	36.6%	68.7%
Youth (%)	40.0%	36.1%
Elderly population (over 65-year-old)	3.6%	3.9%
Number of COVID-19 cases (as at 11 th September 2020)(MOH); National cases were 35,232 people	2,427	7.2% of the national cases
Poverty (2015/2016)(%)	23.0%	36.1%
Food Poverty (2015/2016)(%)	27.5%	31.9%
Multidimensional Poverty (2015/2016)(%)	18.9%	56.1%
Stunted children (KDHS 2014)	15.7%	26%
Gross County Product (Ksh Million)	421,918(2017)	5.6 % Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017)(%)	16.8%	15.3 %

Data Source: KNBS (2019)

Kiambu County Gross County Product (GCP) accounted for 5.6 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh. 229,579 million in 2013 to Ksh. 421,918 million in 2017 representing an average annual growth rate of 16.8 per cent. The service sector contributes 40.0 per cent of GCP while agriculture, Manufacturing and other industries sector share constituted 31.4 per cent, 11.8 per cent and 17.0 per cent, respectively. The services sector includes such activities as housing, wholesale and retail trade. Agriculture is mainly dominated by crop farming (coffee and Tea) and livestock production while industries and manufacturing include production of consumer goods such as plastics, furniture, textiles, oils and food processing.

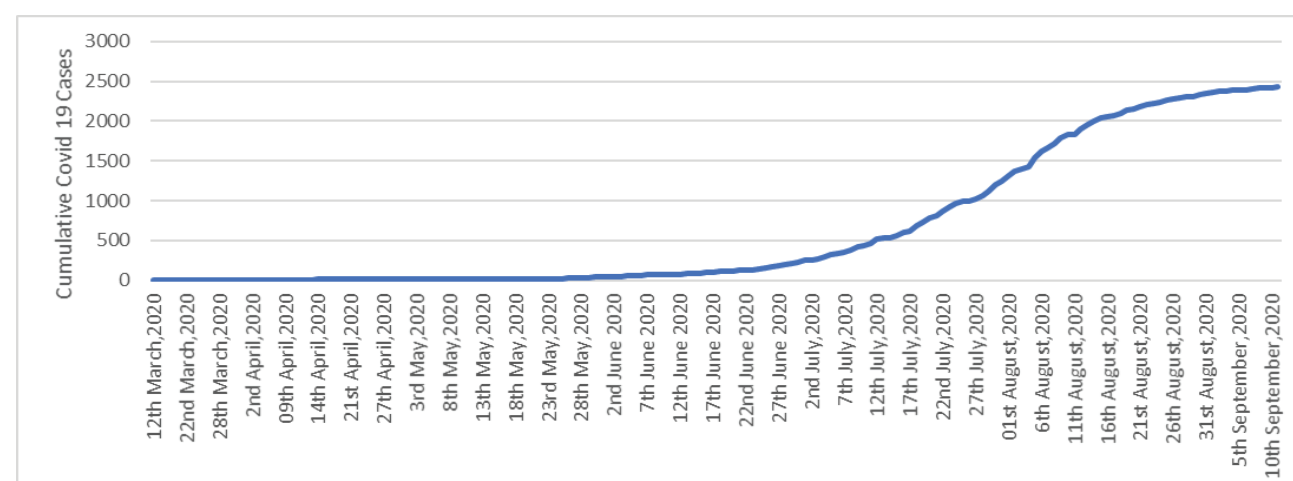
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 26th March 2020. Since then the number of confirmed cases increased to 2,427 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH

1.2 County Fiscal Position

Kiambu county expected to receive a total of Ksh. 17.9 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 9.4 billion (52.8%) as equitable share, Ksh. 3.7 billion (20.7%) conditional grant, Ksh. 3.5 billion (19.8%) generated from own source revenue (OSR) and had Ksh. 1.2 billion (6.7%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 15.2 billion which accounted for 85.2 per cent of the expected revenue. This comprised of Ksh. 8.6 billion equitable shares, Ksh. 2.9 billion as conditional grants and Ksh. 1.2 billion as cash balance from FY 2018/19. In relation to OSR, the county generated Ksh. 2.5 billion which represented a decrease of 10.1 per cent as compared to Ksh 2.7 billion generated during FY 2018/19. The decline on OSR was mainly linked to the effects of Covid-19 pandemic. The county government granted its traders various waivers on county fees and licences to cushion them from the adverse effects of the pandemic. Specifically, the county waived the licenses of liquor stores as the bars were closed, market fees, deferred license renewal and payments and reduced trade licenses.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 17,861.8 million consisting of Ksh. 11,651.5 million allocation for recurrent expenditure and Ksh. 6,210.3 million for development expenditure. Of the recurrent expenditure, Ksh. 7,297.9 million was meant for compensation of employees while Ksh. 4,353.6 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 14,974.6 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 70.5 per cent of the total spending, with development expenditure accounting for only 29.5 per cent. This translating to absorption rate at 83.8 per cent for the overall budget, 90.7 per cent recurrent expenditure and 71.0 per cent development expenditure. Health sector expenditure accounted for 35.7 per cent of total spending with an overall absorption rate of 91.6 per cent. Absorption rate for health sector recurrent expenditure stood at 92.7 per cent while that for development expenditure stood at 85.5 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 4,512.1 million consisting of Ksh. 2,713.7 million and Ksh. 1,798.4 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, Kiambu county undertook varied administrative and budget measures in managing the spread of the pandemic.

The County established the Kiambu County COVID-19 Rapid Response Fund. The Fund received over Ksh 130 million to mitigate against the economic effects of Corona Virus.

The county re-allocated its budget. A supplementary budget was done, and funds were transferred from projects and vote heads with surplus resources such as foreign travel. Over Ksh. 120 million was transferred for COVID intervention in the supplementary budget. The 2020/2021 budget was adjusted from



Ksh. 3.8 to Ksh. 2.4 billion and the CIDP is being amended to reflect the budget downscale. The re-allocated budget was earmarked for additional bed facilities in the county hospitals, making of masks locally within the county, provision of water and water tanks. Close to Ksh 100 million shillings was invested to provide water, garbage collection and paying the casual workers who work in the hospitals. This including cleaners and gardeners.

The county prepared for treatment of confirmed cases. The county secured 30 beds at three Level Five (5) hospitals in Kiambu, Thika and Gatundu with the intention of increasing the capacity with another 150-extra capacity. In addition, three hospitals were provided with Ksh 10 million, mainly for the procurement of sanitation and protective clothing for the health workers.

The county promoted National 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 also took necessary steps to safeguard against exposure across the County. These included: cancellation of public events such as, all music concerts, sports events and closure of discos and video games outlets. County issued directive to restaurants, eateries and shopping malls to provide hand sanitizers for their customers. The county enforcement and monitoring directorate was mandated to ensure that the measures are strictly adhered to and enforced.

Interventions to cushion traders and enterprises. Parking rates in the county, which was a source of revenue were reduced, the county stopped collecting market rates and fees and waived land rates until 30th April. This had however resulted into decline in revenues.

The county undertook to enhance access to water for hand washing. This included erecting hand washing points, water and soaps at points of entry as well as places frequented by huge traffic of citizens.

Enhancing social protection for the vulnerable groups. The county houses an informal settlement in Kiambu with about 50,000 people. The county formed the Kiambu COVID Assist fund which well-wishers donate to provide food to the needy and vulnerable groups. The county cleared pending hospital bills to those unable to pay the hospitals and were released to go home. The county also ensured that there was medicine for common diseases and that the medicine is provided at the cost of the government.



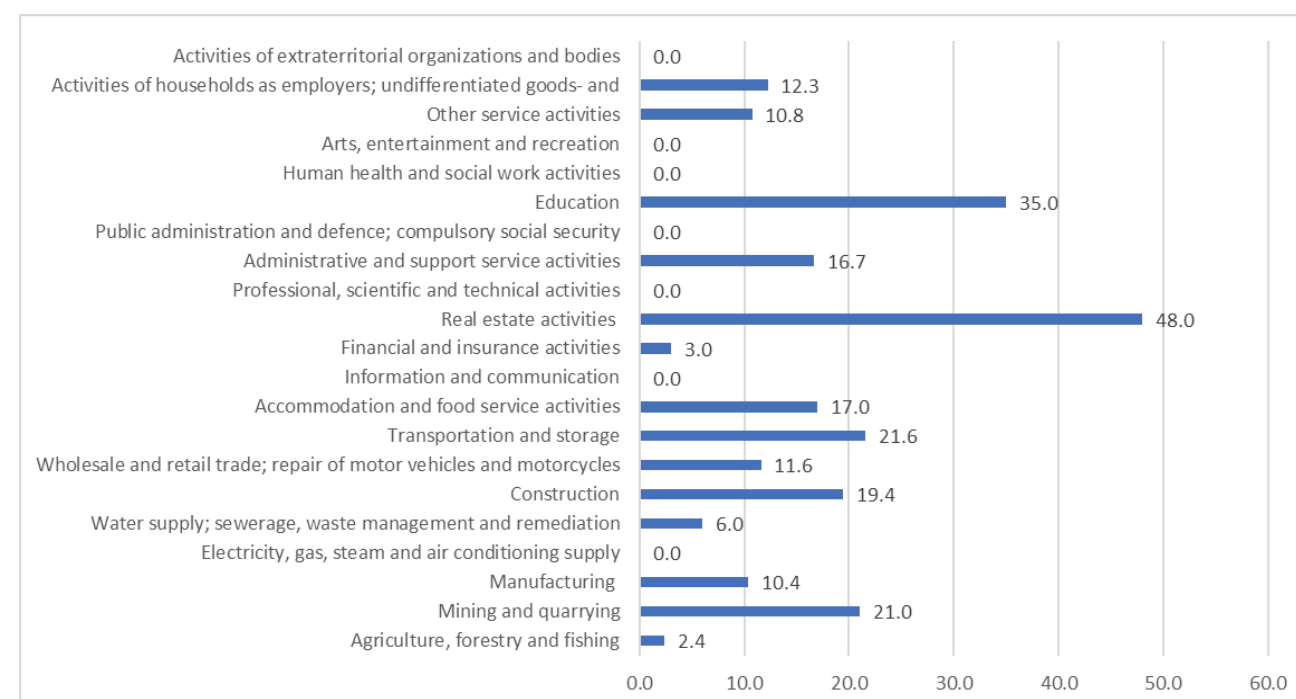
2 SOCIO-ECONOMIC EFFECT OF COVID-19

An assessment of the impact of COVID-19 on various sectors in the County will help the County take effective measures to prepare, prevent, respond and to emergency situations as presented by the COVID-19 pandemic.

a) Labour participation

COVID-19 negatively affected Kiambu county economy since its outbreak. Several markets were closed including: Limuru, Wangige, Kikuyu, Githurai, Ruaka and Dagoretti. In addition, Magan Flowers company closed its doors rendering several workers jobless. Flower industry experienced several challenges due to close of air space and the disruptions in the export market. According to the May 2020 KNBS COVID_19 Survey, workers in the Real estate activities reported the highest level of loss of hours worked (48 hours), followed by workers in education sector who lost 35 hours (figure 3). The high number of hours lost in by the real estate indicate that workers in the sector were working overtime and during the weekends. Workers in transportation and storage and mining and quarrying lost a total of 21.6 hours and 21.0 hours, respectively. Workers in construction and accommodation and food service activities recorded on average loss of 19.4 hours and 17 hours per week, respectively. The loss of working hours in service sectors which contributes 50.0 per cent of county GCP implied the county economy was negatively affected.

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



According to the May 2020 KNBS COVID_19 Survey, 37.0 per cent of workers in Kiambu county recorded decreased income; 1 per cent reported increase in income; while 86.8 per cent recorded working as unpaid workers. The county recorded 64.2 per cent of the workers to be working in the informal sector and 6.0

per cent never attended work due to COVID-19 related issues. Some other businesses such as bars, hotels, market centres had been closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving both within and between counties; and in and out of Nairobi and Mombasa counties. On average, the workers in the county lost 12.4 hours worked in a week This indicating that the measures imposed by the Government to mitigate the spread of COVID-19 had substantial implications on labour sector.

b) Agricultural and Livestock

The May 2020 KNBS COVID-19 Survey, established that 25.9 per cent of the households in Kiambu 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 (56.9 per cent), movement restrictions (16.7 per cent), transport limitations (13 per cent) and concerned about leaving the house due to outbreak (12.3 per cent).

Further, with restrictions affecting seamless movement of food commodities, 79 per cent of households in Kiambu county indicated experiencing an increase in food prices. From the KIHBS 2015/16, 20.6 per cent of households' purchase food products from open-air markets, 25.4 per cent from kiosks and 24.6 per cent from general shops. Additionally, 83.4 per cent of the total value consumed was from purchases, 8.3 per cent from own production, 6.7 per cent from own stock and 1.6 per cent from gifts and other sources. Consequently, an increase in food prices is likely to have significant implications on household budget.

Low marketing activity, mainly due to lower access to main markets (e.g. Nairobi markets), led to loss of income for farmers and traders. Reduced agricultural incomes in turn reduced households purchasing power further reducing market activity. Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicates the food processing and related trades workers recorded the highest difference of 10 hours between the usual and actual hours worked in a week. Other affected include agricultural, fishery and related labourers and farm workers who recorded a difference of 5 hours and 3 hours respectively between the usual and actual hours worked in a week.

c) Services sector

In the second quarter of 2020, the county registered decline in visits in its leading sites at Kereita forest, Chania and Fourteen Falls, Mau mau Caves, and reduction in occupancy levels in its 682 unclassified hotels, attributed to COVID-19 containment measures. However, given that tourism is not one of the main sectors in the county economy, the effects in terms of job and livelihood losses were minimal¹. In the county, the main threat to tourism is rapid rise in population leading to conversion of land under coffee plantations into real estate residential and commercial use, affecting agro-tourism product.

The closure of learning institutions starting March 2020 disrupted the entire education service delivery in the county due to loss of learning and teaching time. According to Kenya Population and Housing

1. The main economic activity in Kiambu County is agriculture in tea, coffee, dairy, poultry and horticulture farming. The trend is changing to real estate development.



Census (KPHS) (2019), only 19.6 percent of households in Kiambu County owns ICT equipment including either desktop computer or laptop or tablet. About 39.1 percent of households had access to internet connectivity. This implying that e-learning was not be effective among most of the students in the county, especially those from rural area with low internet access and or adult supervision

d) Micro Small and Medium Enterprises (MSMEs) sector

Majority of MSMEs in Kiambu County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (53.8%); manufacturing (11%); arts, entertainment and recreation (10%); and accommodation and food services (8.8%). These are the sectors that have been affected most by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Kiambu County are largely located in commercial premises (84.3%). This implying that most of the businesses in the County faced difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID_19 survey, 90.6 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 9.4 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, all respondents attributed the same to reduced incomes/earnings. Further, the wholesale and retail trade sector lost 11.6 hours in usual and actual hours worked while accommodation and food services lost 17 hours. This is an indicator of the adverse effects on the service sector of Kiambu County due to the pandemic which implies loss of productivity, output and employment. In addition, the manufacturing sector lost 10.4 hours.

Regarding access to markets, about 0.2 per cent of the MSMEs in the County depended on export markets and import markets (1.8%) for their material inputs. Therefore, disruptions in the external markets may have some negative implications to MSME operations in Kiambu County. That said expanding the scope of market for MSMEs is crucial 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 transport increase by 63.3 per cent. Residents responded by changing their travel patterns with 14.6 per cent of the population traveling less often, while 6.6 per cent were unable to travel due to the pandemic.

Kiambu County Headquarters, Kiambu town, is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 97.9 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 39.1 per cent of the conventional households in the county 'own' internet with 19.6 per cent owning a desktop, computer laptop or tablet. Further, only 9.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (10.1 per cent) than women (8.3 per cent). Further, there is a gender divide in use of internet where 23.9 per cent male and 19.8 per cent of the women using internet.



Majority of households (37.1 per cent) owned the housing units they occupied while 62.9 per cent of the households under rental tenure. Individuals were the primary providers of rental housing at 91.3 per cent, followed by private companies (5.6 per cent); National Government (1.3 per cent); County Government (0.7 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 was affected, with 29.1 per cent of the population indicating inability to pay rent on the agreed date. The main reason that made households unable to pay rent was attributed to reduced incomes /earnings, reported by 60.5 per cent of the population.

f) Gender and youth

In Kiambu County, COVID-19 related GBV Cases were reported for 21 women, 3 girls, 7 men and 3 boys as of April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. Approximately 31.0 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 and May 2020, there were a total of 2,816 cases of adolescents (age 10 - 19) presenting with pregnancy at health facilities. 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 allocation of 100 million shillings for water provision, free distribution of water, soap water and masks. Additionally, 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. This may affect the delivery, development and rehabilitation of WASH services.



3 KEY Pillars OF THE RECOVERY STRATEGY

Considering the socio-economic effects of COVID-19 pandemic in Kiambu County there was need for urgent responses for addressing the same for recovery and re-engineering. To this end, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity, human capital development and leveraging on the Nairobi Metropolitan Region.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Kirinyaga County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2015/2016 statistics shows that most of the private sector activities (53.8%) are in the services sector with only 11 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (90.5%), 8.7 per cent are small, 0.6 per cent are medium while 0.2 per cent are large enterprises. Since most firms were micro in nature, this implied that the informal sector dominates the private sector in the County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (53.8%); arts, entertainment and recreation (10%); and accommodation and food services (8.8%).

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 (74.4%) in Kiambu County got their raw materials from their peer MSMEs within the County. MSMEs generally sold their products to individual consumers (93.4%), within the county. This means that when some firms are adversely affected this has ripple effects on private sector operations.

The major constraints faced by MSMEs firms in Kiambu County were inadequate markets for local products, numerous procedures for obtaining licenses, poor roads/transport infrastructure, stiff competition among MSMEs, poor security, and frequent power interruption. Other constraints faced by the MSMEs in Kiambu County include: inadequate worksites, lack of public toilet facilities, lack designated areas for waste disposal, frequent power outages, low uptake of AGPO and unfair trade practises manifest occasioned by contract enforcement, counterfeiting, dumping (substandard goods) and misrepresentation (through weight, price, ingredient) (KIPPRA, 2019). In addition, MSEs face challenges related to multiple licences and permits including cess, fragmentation due to multiplicity of players who offer training and capacity building, lack of training and apprenticeship programme for artisans, and lack of Monitoring and Evaluation of training programmes.

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

- (i) Agro – processing for value addition with important areas of priority include dairy production, pineapples, beans, maize, coffee, tea, irish potatoes, and leather and textiles production and processing.



- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

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

- (i) 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.
- (ii) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced. Provision of machines and safety gear should be prioritized to improve the working environment of artisans within the county.
- (iii) Improve infrastructure and promote private sector investment in specific sectors of the economy including Manufacturing, food processing and Light Industries.
- (iv) Enhance and promote local manufacture of affordable tools and machinery for the MSEs including reverse engineering and mainstreaming the needs of PWDs in infrastructure support services will be prioritized.
- (v) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (vi) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

A number of laws had been passed by Kiambu County such as the Kiambu County Finance Act, 2016, the Kiambu County Education Bursary Fund Amendment Act, 2016, the Kiambu County Finance Act, 2016, the Kiambu County Trade Licence Act, 2016, the Kiambu County Valuation and Rating Act, 2016, the Kiambu County Water and Sanitation Services, 2015 and the Kiambu County Health Services Act, 2014. There were also a few bills awaiting approval and assent such as the Kiambu County Community and Neighbourhood Associations Promotion of Participation and Engagement Bill, 2016 and the Kiambu County Citizen Petition and Participation Bill, 2016. To enhance the County's legal and institutional framework, the following strategies will be implemented:



- (i) Though there is a general county health services law, a law will be enacted covering COVID-19 and other new and emerging diseases to bolster the County's public health preparedness.
- (ii) Provide a framework to support the procurement of emergency material stockpiles within the County during public health emergencies.
- (iii) 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

Kiambu is in the process of developing a disaster management policy within the County to address disasters such as collapse of buildings and fires which periodically affect the County. With the onset of the COVID-19 pandemic and to enhance the County's preparedness and response to pandemics and disasters, the County will:

- (i) Ensure the disaster management policy covers a wide range of disasters including public health emergencies.
- (ii) Develop event-based surveillance through community participation and the use of information technology products.
- (iii) Update health staff's skills in response to the pandemic, disaster or public health emergency.
- (iv) Coordinate training of community, health facility, and County personnel in emergency preparedness and response.
- (v) Develop an emergency preparedness and response plan.
- (vi) Establish a community communications plan for sharing information with communities before, during, and after any public health emergency.
- (vii) Communicate risks effectively with the community for everyone to be better prepared when disasters and crisis hit.
- (viii) Mobilize resources for emergency prevention and control including procurement of response and communication supplies.



3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 66.6 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception that individuals do not need to use the internet, lack of knowledge and skills on internet are the leading reasons that the people of in the County don't have internet connection. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters as follows:

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 66.6 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony².
- (ii) Speed up the construction of fiber-optic broadband networks in rural areas and collaborate with telecom companies to upgrade and improve the communication networks in remote areas.
- (iii) Harness the power of technology and use innovative solutions to bridge the gender digital divide. Negotiate with the public primary schools a for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (iv) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Develop and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats, disasters and pandemics. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

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



3.5 Promoting Human Capital Development

The containment measures set by national and county governments had varied implications on the County economy especially businesses and formal sector workers. The county witnessed reduction of hours worked across sectors. According to May 2020 KNBS COVID-19 Survey, 21.3 per cent of the county labour force worked at least for 1 hour for pay; 14.5 per cent had never worked, and 64.2 per cent worked in the informal sector. However, 6.0 per cent of employees did not attend to work due to COVID-19 with other 78.7 per cent of employees working without any pay. On average, workers in the County lost 12.4 hours per week due to COVID-19 and 37.0 percent of county residents recorded decrease in income while 1.0 percent recorded increase in income.

The County population aged 15-64 years (labour force) was estimated at 1,282,211 people of whom 1,116,365 people were working and 165,846 were seeking work but work was not available representing an unemployment rate of 12.9 per cent (Kenya Population and Housing Census, 2019).

The average years of schooling was 9.8 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 0.6 out of a maximum of 1 and 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 the rating at 0.6 it means the county lost about 60 percent of her economic potential due to lack of adequate education and health. About 15.7 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 31.6 per cent compared to the average national level at 24.7 per cent while the number of children vaccinated was 97.2 per cent as compared to the average national level at 74.9 per cent. The data indicates most of children in Kiambu county had been vaccinated against the preventable diseases such as polio and measles. As a result of economic crisis, the NHIF coverage declined as most of county residents could not afford the monthly contributions. The county will continue to protect and invest in people as well as risks associated with COVID 19 which have implications on the County's human resource.

Specifically, the county will;

- (i) Promote implementation of labour market interventions and policy reforms that drive employment creation within the key sectors of agriculture and services. The County shall deepen technical education, training and skills development in partnership with TVETS in Kiambu county.
- (ii) Collaborate with lending institutions such as Banks and Saccos to improve access to finance in form of loans for small and medium enterprises which were affected by the pandemic. Kiambu county government will provide security for loans extended to SMEs. In addition, build capacity



in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.

- (iii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all economic sectors as well as enforcing re-organization of workspaces to ensure heightened safety, and the right balance between virtual and non-virtual interactions.

3.6 Exploiting on the Nairobi Metropolitan Region

Kiambu County is part of the 32,000 square Kilometres in the Nairobi Metropolitan Region (NMR) alongside Nairobi City, Kajiado, Machakos, and Murang'a Counties. The County is endowed with a high population of 2,417,735 people (KPHC, 2019) which is an important resource to exploit. Its existence in the NMR positions it to benefit from the factor endowments that accrue to the region as a national, regional and international strategic centre for education, commerce, transport, finance and banking, regional co-operation and economic development. The National Spatial Plan 2015-2045³ identifies the County as a potential area for; urbanization, trade and commerce, industry and value addition, transportation hub, administrative hub, and finance and capital hub. Further, based on its population size, Kiambu County can position itself as a services hub. Proximity to the Jomo Kenyatta International Airport (JKIA) and Standard Gauge Railway (SGR) is also advantageous. In addition, the County can leverage on its presence in the NMR to be competitive, conscious of the environmental implications of developments and focusing on the liveability of places. Related the county could endeavour to improve the quality of life of its people presently without burdening future generations with adverse outcomes.

The County will exploit this opportunity through:

- (i) Increasing of market share of products and services in the NMR, regional and international markets.
- (ii) Development and rehabilitation of key infrastructure in underserviced locations.
- (iii) Leverage on NMR spur and expand its service industry.
- (iv) Improve the business operating environment.
- (v) Provide world class infrastructure facilities and utilities to support manufacturing value addition investments and human settlements.
- (vi) Integrate ICT in the development and management of infrastructure and utilities.

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



- (vii) Leverage on the Jomo Kenyatta International Airport, Wilson Airport, and the Standard Gauge Railway as transport and logistics hubs.
- (viii) Ensuring a safe and secure county supportive of endeavours of residents, visitors and investors.
- (ix) Invest in the Conservation of the Environment for Sustainable Development.
- (x) Conservation of wildlife and forest resources.
- (xi) Concentrate urban based economic activities such as industrial and manufacturing of garments, textiles, fisheries and tea, ICT, knowledge-based services and biotechnology targeting global/ international markets.



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 11.8 per cent to the Kiambu Gross County Product (GCP). Manufacturing in Kiambu County includes wearing apparel (50.5 per cent); fabricated metal products, except machinery and equipment (14.5 per cent); food products (11.1 per cent); and wood and wood products (8.5 per cent). Others include food products (66.8 per cent), furniture (6.8 per cent), and rubber and plastic products (6.5 per cent). The key products useful in value addition and driving manufacturing include; pineapples, avocado, milk, tea, coffee, and Irish potatoes, horticultural crops and textiles. Large industries driving manufacturing sector in the County are involved in agro-processing industries - Farmers Choice Ltd, Kenchic Co. Ltd, Brookside Dairies, Githunguri Dairies, Ndumberi Dairies, Limuru Milk and Palmside Dairies. Other industries in the County are involved in oil processing, bakery, motor vehicle assembly, hides and skins processing, clay works and shoe production. Examples of these industries include: Bidco Oil Industries, Thika Motor Vehicle dealers, Thika Pharmaceutical Manufacturers Limited, Devki Steel Mills, Broadway Bakeries, Kenblest Industry, Kel Chemicals, Thika Rubber Industries Limited, Macadamia Nuts, Campwell Industry and Kenya Tanning Extracts Limited, Clay works, Spinners and Spinners and the Bata Shoe Company in Limuru. In that regard, manufacturing sector is essential in supporting recovery of the economy of Kiambu County from the effects of COVID-19 pandemic.

In the recovery, the County will:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the County will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Partner with the national government to strengthen the livestock marketing value addition and processing as outlined in the Third Medium Term Plan 2018-2022.
- (v) Continue supporting the development of the Tatu City industrial park (special economic zone), infinity industrial park, in collaboration with the private sector.



4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Kiambu county. More than 30 per cent of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 132,421 million out of the total KES 421,918 million Gross County Product (GCP) amounting to 31.4 per cent of the county's GCP. About 26.9 per cent of the households in Kiambu county practice farming. About 22.3 per cent of the households produce crops, 18.5 per cent produce livestock, 0.1 per cent practice aquaculture and about 0.2 per cent are involved in fishing. About 1.9 per cent of the households practice irrigation farming. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, Kiambu County will adopt the following strategies:

- (i) Develop partnership with development partners, the National Government, NGOs, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county in milk, tea, coffee. Currently, the county has identified the need to make mini-milk processing points in all sub-counties that do dairy farming. The county is trying to get funding from USAID and the private sector so as to help in value addition of the dairy products. Additional opportunities are in: - poultry processing plant for improved chicken, bacon factory, hides and skins cottage industries.
- (ii) Facilitate and ensure small holder farmers remain in business and keep on producing through enhanced commercialization opportunities among small holder farmers in the county by strengthening market linkages beyond the county level, domestically and internationally, across the agricultural value chain. In particular, the county will promote commercialization of avocados, bananas and horticultural production.
- (iii) Provision of storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iv) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (v) Enhance access to quality and affordable inputs including certified seeds, electricity, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and ploughing services by county tractor hire services. Efforts towards achieving this include the assent of the Agricultural law to ensure that livestock farmers are given high quality semen for their cows for dairy sustainability.
- (vi) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity

development, vulnerability analyses and updates, monitoring and early warning systems, and public education.

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

4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of COVID-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. According to May 2020 KNBS COVID-19 Survey, 67.1 per cent of households had access to water and soap while 58.7 per cent of the households do not have a designated handwashing facility in their households.

There is low access to piped water which stands at 25.3 per cent in urban 18.1 per cent in rural and 32 per cent in peri urban areas. In addition, is low access to piped sewer among households which is 10.71 per cent urban, 13.1 per cent peri urban and 2.3 per cent in rural areas. Sharing of a toilet facility with other households is common which stands at 43 per cent rural, 58.7 per cent urban, 68.3 per cent peri urban. Only 2.4 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 37.2 per cent, water from the pond at 23.9 per cent, water from deep well at 37.7 per cent.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management; to increase access to adequate safe clean affordable water through; to promote Water resources conservation protection; and to improve sewerage system and increase the number of the public toilets to improve sanitation.

The recovery strategy recommends the following strategies for implementation:

- (i) Expand and rehabilitate the existing piped water connection/distribution infrastructure to help increase access to water.
- (ii) Expand and or increase water supply through construction of Dams, Treatments Plants, drilling of boreholes and rainwater harvesting.
- (iii) Integrate public private partnerships arrangements to enhance water provision and management.
- (iv) Develop and implement guidelines for utilization of funds by community water projects.



- (v) Promote good governance on water resource management and increasing investment in development and maintenance of water harvesting structures.
- (vi) Provision of water tanks especially to special groups and institutions to help increase access to water.
- (vii) Develop effective human resources for the water sector to ensure quality of water service.
- (viii) Promoting adoption of appropriate technologies in protection and conservation of catchment areas.
- (ix) Strengthening and supporting community institutions including Water Users Associations (WRUAs), Community forest Associations, farmers groups' among others, in catchment conservation and protection.
- (x) Gazette wetlands as public land to prevent encroachment.
- (xi) Rehabilitate the water catchment areas.
- (xii) Expand sewer infrastructure to accommodate more households for access to safe sanitation and improve access to safe and improved toilets in schools, health care facilities, workplaces and public places.
- (xiii) Support the implementation of Community Led Total Sanitation (CLTS) initiatives.
- (xiv) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xv) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

4.4 Urban Development and Housing

Majority of the households (87.2 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 91.3 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 8.7 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 40.5 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children.



For re-engineering and recovery, the county will:

- (i) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System to be used in pandemic and disaster surveillance and emergency response.
- (ii) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (iii) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (iv) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (v) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental.
- (vi) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (vii) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (viii) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (ix) 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 7,958.64 Kilometers of classified road network. Approximately 90.1 per cent of the paved road network is in good condition, 2.7 per cent in fair condition and 7.2 per cent in poor condition. While 99.8 per cent of the unpaved road network is in good condition, 0.2 per cent in fair and 0.04 per cent in poor condition.

The main means of transport used in the County is walking at 46.6 per cent, followed by PSV matatus at 22.5 per cent, motorbike 11.5 per cent, private car at 7.9 per cent and Tuk Tuk 3.3 per cent. On average, resident travel 5.7 Kilometers to their workplace which is beyond the threshold for walking but within the



threshold for cycling. Only 0.19 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities, the County will:

- (i) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (iii) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (iv) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (v) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁴.
- (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 Goals⁵.
- (vii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.
- (viii) Apply performance Based Contracting for maintenance, with maintenance of the existing road network in good condition being a priority.

4.6 Tourism

The county has several tourist attractions sites which include Kereita forest and Great Rift Valley View Point; PCEA Church of Torch; Ondiri Swamp; Watson Memorial; Chania Falls, Fourteen falls, Mugumo Gardens and Aramati Thigira Cultural Centre; Old Italian Church; Italian Prisoners of War; Paradise Lost recreation centre; Maumau Caves; Gatamaiyu Fish Camp; various Historical sites in Gatundu and Githunguri

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

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



Sub Counties. The main activities in these sites are; site seeing, sports / boat riding, viewing of the Great Rift Valley, zip lining, hiking trails, social activities among others. The county does not have national parks or game reserves.

The county has more than 682 unclassified hotels and 694 bars and restaurants which are well distributed within the county. Occupancy in these hotels benefit from close proximity to Nairobi where tourist facilities of all classes exist in abundance. The county also hosts 3 golf clubs which are highly utilized due to the county's close proximity to capital city of Nairobi. Accommodation and food services accounts for 0.2 per cent of total GCP, implying the need to prioritize hospitality sub-sector as a source of county own source revenue.

The total acreage of Kiambu county gazetted forest is 40,032.8 Ha (in Kieni, Kinale, Kireita, Ragia, Upland, Kamae, Thogoto, Muguga) which provides excellent opportunity for eco-tourism and nature trails. Few wildlife species are found in Kinale forest whose ecosystem constitutes of a dense forest, while conservation areas are concentrated in Lari Sub County. The County's tea, coffee, pineapple plantations provide great opportunity for development of agro-tourism.

The County's attractions sites attract a large number of tourists annually. The leading sites are Kereita forest, Chania and Fourteen Falls, Maumau Caves with the greatest number of visitors being domestic tourists. To reengineer and recover tourism sector the following measures will be undertaken:

- (i) Tourism product diversification and marketing to include Eco-Tourism, Agro-Tourism, Sport-Tourism, Medical-Tourism and Cultural Tourism
- (ii) Protection of cultural and heritage assets; establishment of a cultural documentation centre.
- (iii) Investment in tourism infrastructure improvement: rehabilitation of existing sites / development of new ones in the County
- (iv) Enforcement of sanitation guidelines for reopening of the hospitality sub-sector to support containment of the COVID-19 pandemic.

4.7 Health

The county has 364 health facilities spread across the county. Under the public facilities, the county has 2 level-five hospitals namely Thika District Hospital and Kiambu Hospital; 3 level-4 in Gatundu South, Kiambaa and Kikuyu, 4 level-three in Gatundu North, Juja, Kiambaa and Limuru. There are 20 level-two (Health Centres) and 54 level-ones also known as dispensaries which are well distributed across the county. The rest of the facilities are private with 17 Mission Hospitals, five nursing homes, 36 dispensaries and 169 private clinics. The doctor/population ratio in the county is 1:17,000 and the nurse/population ratio



stands at 1: 1,300 against the WHO recommendation of Nurse/Doctor ratio to population be of at least 1:230. Recovery strategies will include;

- (i) Recruit and train adequate number of human resources for health to enable the health facilities provide equitable essential services throughout and after the emergency; curb direct mortalities due to COVID-19. Kiambu level 5 hospital will be given first priority.
- (ii) Provide additional funding to health sector to help in expanding, modernizing and equipping of health facilities, upgrade Level IV Hospitals to a Level V to offer enhanced health services alongside Thika District level V Hospital and Kiambu hospital.
- (iii) Create awareness on availability and importance of free maternity services and address other constraints to access of maternal health services in the county to address fear of contracting COVID-19 in event of visiting a health facility.
- (iv) Allocate resources towards nutrition specific and sensitive programmes in the various sectors by establishing specific budget lines for nutrition support initiatives. Focus will be given to children and women since they are the ones mostly affected by child malnutrition.
- (v) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities within Kiambu county.
- (vi) Strengthen preventative and promotive health services through malaria control; expanded programmes on immunization; integrated management of childhood illness; and control and prevention of environmentally communicable diseases.
- (vii) Address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs and economic downturns associated with COVID-19.

4.8 Education and training

The County has a total of 1,595 ECDE Centres of which 1,063 are private and 532 public owned. The public ECDE centres had an enrolment of 29,655 learners (15,563 male and 14,092 female) while private had a total enrolment of 44,075 children (22,134 male and 21,941 female). The total number of ECDE teachers was 1,843 with the teacher to pupil ratio at 1:40. Public ECD centres have an enrolment of 29,655 comprising of 50.2 per cent males while 48.8 per cent are females. The county has 1,225 primary schools with about 21,090 teachers with a pupil teacher ratio of 1:38. The gross enrolment rate stands at 109.6 per cent, while the net enrolment rate is 99.7 percent. There are 303 secondary schools consisting of 227 (76 percent) public and 76 (24 percent) private schools. In secondary schools, the gross enrolment rate is 69.3 percent and the



net enrolment rate is 61.8 percent. Additionally, the county has 2 public Universities and various satellite campuses. There are 6 private universities.

To address the effects of COVID-19, the County will partner with the National Government and private sector to enhance education and vocation training through infrastructural expansion and equipment of all ECDE, primary, secondary and vocational training centres, and universities in the County with adequate WASH and adequate learning spaces upon reopening to allow for social distancing. Recovery sector specific interventions include the following.

- (i) Promote construction of new ECDE classes to ensure adequate social distancing, and deploy adequate number of teachers. This intervention is in line with CIDP 2018-2022 of improving ECDE enrolment, retention and transition through construction, renovation and equipping of ECDE Centres.
- (ii) Education sector in collaboration with health sector will establish the safety of buildings in all learning institutions (ECDE, primary, secondary, technical and universities-both public and private) and their surroundings before reopening; and ensure adequate provision of sanitation facilities, school fumigations equipment and enhance school feeding while observing the various health protocols.
- (iii) Provide adequate personal protective equipment for teachers, lecturers, learners, students and other employees in all learning institutions. Build communities' trust in the health and safety measures taken by schools and tertiary education institutions to guarantee the well-being of students and to ensure that the risk of contracting the pandemic is minimized. The County will partner with local TVETs to support in mask production which can be distributed to all learners at minimal cost.
- (iv) Build the capacity of all public-school teachers to provide training, guidance and quality assurance and prepare for education business continuity in the event of future outbreaks through provision of internet and ICT equipment support among households.
- (v) Create awareness and effectively engage parents on education matters for the county to sustain literacy levels.
- (vi) Enhance ICT access in the county for improved communication and effective online learning. This will be achieved through provision of e-learning devices and supporting students and teachers from the less endowed parts of the county with internet connectivity.

4.9 Social Protection

The county has a total number of 44,519 PWDs (2.1 per cent of the population) and elderly population (65year and above) making up 3.6 per cent of the total population of whom 56.8 per cent were female. The county



has children offices and rescue centres for taking care of abandoned children. Kiringiti rehabilitation centre has support systems for gender-based violence offenders from all over the county whose cases have been concluded. Particularly the county will;

- (i) Build linkages with national government departments in charge of social protection; NGOs dealing with PWDs and NCPWD to strengthen family systems, deliver assistive devices, reduce barriers to access and provide vocational training; and also design and implement a disability grant to cover all those who are severely disabled.
- (ii) Create awareness among workers especially in the informal sectors through public barazaas and local media on the available social protection services such as the NHIF. The farmers mostly operate through organized cooperative arrangements; hence the farmers' cooperative groups will be utilized to inform the farmers about the implication and mitigation measures of COVID-19.
- (iii) Build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to economic, social and health shocks created by the pandemic.
- (iv) 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 Kiambu County. Response measures taken to contain the Covid 19 pandemic, such as movement restrictions, lockdown and curfew hours, led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact. To address these challenges, the following strategies will be implemented:

- (i) Enhance community awareness and sensitization on gender inequalities, gender-based violence reporting and prevention and reproductive health.
- (ii) Establish a multi-sectoral committee that oversees the implementation of gender policies across various cross-cutting sectors.
- (iii) 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.



- (iv) 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.
- (v) 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.
- (vi) Bring onboard key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/Aids and COVID-19 prevention measures.

4.11 Environment and Natural Resources Management

The county has a rich ecosystem that includes forests and rivers. Efforts to conserve the environment are hampered 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 24.12 per cent, charcoal 16.85 per cent, liquified gas at 35.39 per cent and 19.69 per cent Kerosene. 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 31.6 per cent, 6.1 per cent dump in the street/open field, 35.4 per cent burn in open air. Only 9.8 per cent is collected by the county government for disposal while 13.02 per cent is collected by private company, 2.8 per cent collected by local community groups. Further, 0.8 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (iii) Increase the percentage of solid waste collected by the county.
- (iv) Segregate waste resource at the source to easily facilitate recycling.
- (v) Enforce environmental and natural resources policies, laws and regulations.
- (vi) Cushion households from the adverse effects of droughts and floods by having in place mitigation measures including through adequate water harvesting systems.



5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Kiambu 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 areas will be prioritized by the County when designing stimulus packages:

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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



6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.⁶

The County COVID-19 re-engineering and recovery strategies reporting will be informed by annual work plans. All implementing departments in the County will be expected to prepare M&E frameworks for each activity (see sample Annex Table 3). The quarterly progress reports will include information on key indicators against set targets for the quarter.

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

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

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



7 COMMUNICATION CHANNELS

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

The communication channels⁹ are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID-19 Survey, majority of Kiambu County residents received information about coronavirus through television (87%) radio (81%), and Friends and family (30%). While the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls), mobile frequency rate was recorded at 51 per cent. This was followed by social media and Government sources at 33 per cent and 26 per cent respectively. Newspapers, Health Care Workers and Non-Governmental Organization (NGO) workers were all rated below 6 per cent.

Subsequently, the following channels of communication will be utilized:

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

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

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

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

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



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

Notes:

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

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

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
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	10	10	20	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds; expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing 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		50	50	100	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
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		20	20	40	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		15	15	30	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		10	10	20	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		10	10	20	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
	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;		50	50	100	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	40	40	80	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	30	30	60	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	15	15	30	County and National Governments; development partners	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		150	150	300	County Government of Nandi,National Government,	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		50	50	100	County and National Governments; development partners	County Government



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
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		50	50	100	County and National Governments; development partners	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		50	50	100	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		15	15	30	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	100	100	200	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	30	30	60	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		100	100	200	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		30	30	60	County and National Governments; development partners	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		20	20	40	County Government	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	10	10	20	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
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	10	10	20	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		5	5	10	County and National Governments	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Kiambu 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		5	5	10	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		5	5	10	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		3	3	6	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		2	2	4	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government



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
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 - 5 years	5	5	10	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 - 5 years	5	5	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		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		100	100	200	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		75	75	150	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		10	10	20	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		2	2	4	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		10	10	20	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
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		35	35	70	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		10	10	20	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		20	20	40	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		3	3	6	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		20	20	40	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		50	50	100	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		3	3	6	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		20	20	40	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		5	5	10	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		30	30	60	County and National Governments; development partners	County Government



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
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		15	15	30	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		20	20	40	County and National Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		15	15	30	County Governments; development partners	County Government
		Grand Total					1533	1533	3066		

COUNTY GOVERNMENTS



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