



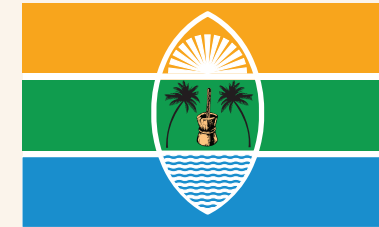
KILIFI COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



NOVEMBER 2020



KILIFI 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

Kilifi County is one of the counties in Jumuiya ya Pwani Economic Bloc. The county has a population of 1,453,787 people comprising of 48.3 per cent male and 51.6 per cent female (KNBS, 2019). Of the population 20,064 (1.6 per cent) are persons with disabilities. The youth constitute 35 per cent of the population. The county has a population density of 116 per km². About 72.9 per cent of the population live in rural areas of whom 51.6 per cent are female. The elderly population (65 year and above) make up 3.8 per cent of the total population of whom 57.1 per cent are female. The population in school going age group (4-22 years) was estimated at 49.0 per cent in 2019 (Table 1).

In 2015/2016, the overall poverty rate in Kilifi County was estimated at 46 per cent against the national poverty rate of 36.1 per cent. In addition, 47.3 per cent of the population were living in food poverty and 58.8 per cent 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, 39.1 per cent of the children were stunted as compared to the average national level at 26 per cent.

Table 1: Development indicators in Kilifi County

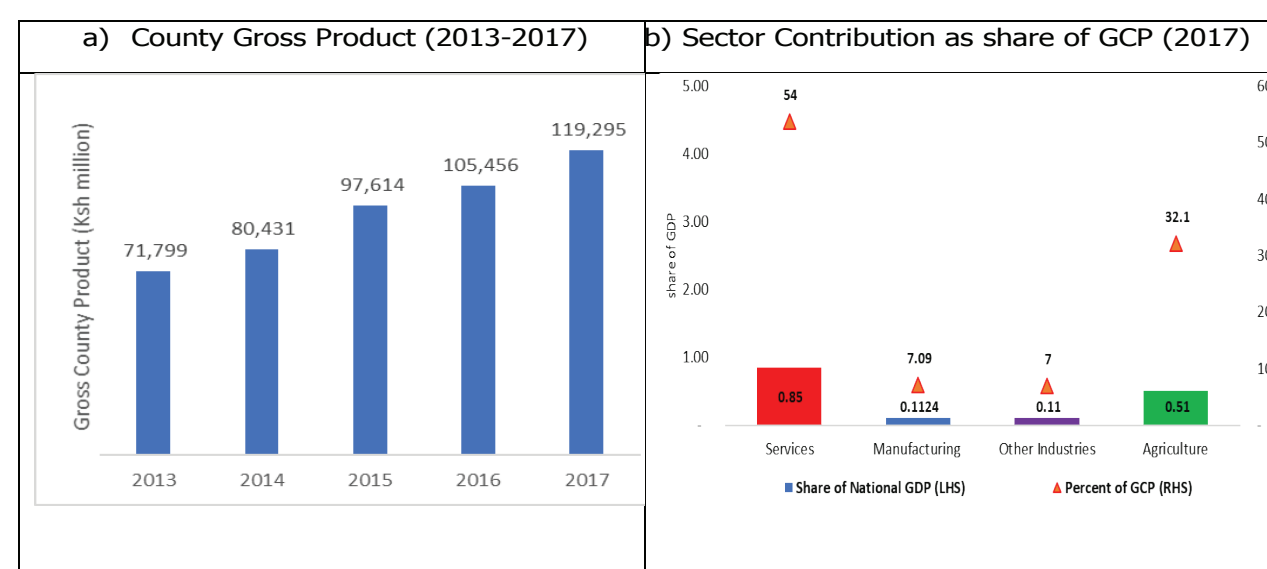
	County	National
Estimated County Population (KNBS, 2019)		
Males	1,453,787	2.4% of total population
Females	704,089	48.5%
Intersex	749,634	51.4%
	25	0.02%
Estimated Population Density (km ²)	116	82
Persons with disability	1.6%	2.2
Population living in rural areas (%)	72.9%	68.8%
School going age (4-22 years)(%)	49%	68.7%
Youth (%)	35%	36.1%
Elderly population (over 65-year-old)	3.8%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	179	0.5% of the national cases
Poverty (2015/2016)(%)	46.0%	36.1%
Food Poverty (2015/2016)(%)	47.3%	31.9%
Multidimensional Poverty (2015/2016)(%)	58.8%	56.1%
Stunted children (KDHS 2014)	39.1%	26%
Gross County Product (Ksh Million) - 2017	119,295	1.6% of total GDP
Average growth of nominal GCP/GDP (2013-2017)(%)	13.2%	15.3 %

Data Source: KNBS (2019)



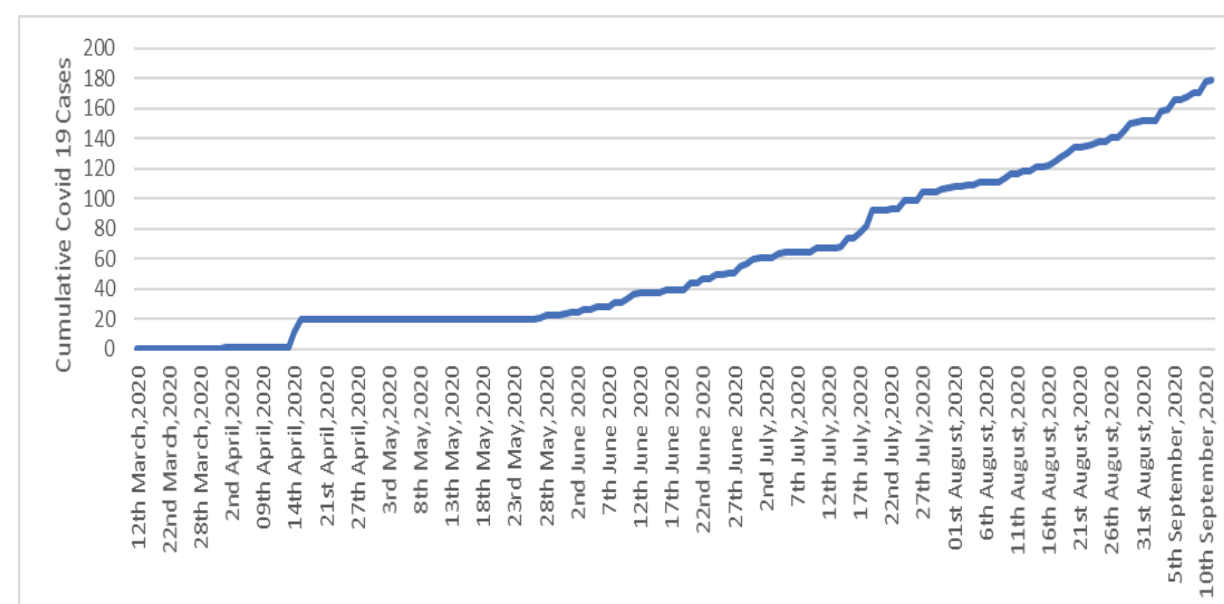
Kilifi County Gross County Product (GCP) accounted for 1.6 per cent of total Gross Domestic Product (GDP) as at 2017. The GCP increased from Ksh. 71,799 million in 2013 to Ksh. 111,295 million in 2017 representing an annual growth rate of 13.2 per cent. The service sector contributed 54.0 per cent of GCP while agriculture, manufacturing and other industries constituted 32.1 per cent, 7.1 per cent and 7.0 per cent, respectively. The services sector includes such activities as wholesale, retail trade and tourism. Agriculture is mainly dominated by crop and livestock farming, while manufacturing is dominated by the small-scale production of consumer goods, such as plastic, furniture, and textiles; food processing; oil refining; and cement production.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 1st April 2020. Since then the number of confirmed cases increased to 179 in 11th September 2020 (MOH, 2020).



Data Source: MOH

1.2 County Fiscal position

Kilifi county expected to receive a total of Ksh. 15.03 billion in FY 2019/20 as revenue to finance its operations. This comprised of Ksh. 10.4 billion (69.5%) as equitable share, Ksh. 2.6 billion (17%) conditional grant, Ksh. 1.1 billion (7.3%) generated from own source revenue (OSR) and 936.5 million (6.2%) as cash balance from FY 2018/19. Therefore, the County's main source of revenue is the equitable share from the National government.

During FY 2019/20, the County received a total Ksh. 12.5 billion which accounted for 83.2 per cent of the expected revenue. This comprised of Ksh. 9.5 billion equitable shares, Ksh. 1.3 billion conditional grants, Ksh. 788.8 million generated from OSR and Ksh. 889.1 million as cash balance from FY 2018/19. With the outbreak of the Covid-19 pandemic, the county granted waivers on various fees and licenses to cushion its traders which affected county OSR collections. Despite the waivers granted, the county attained a 0.1 per cent increase in OSR in FY 2019/20 as compared to Ksh. 787.8 million realized in FY 2018/19.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 15,034.6 million consisting of Ksh. 9,254.1 million allocation for recurrent expenditure and Ksh. 5,780.5 million for development expenditure. Of the recurrent expenditure, Ksh. 4,223.3 million was meant for compensation of employees while Ksh. 5,030.9 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 11,324.6 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 67.6 per cent of the total spending, with development expenditure accounting for only 32.4 per cent. This translating to absorption rates at 75.3 per cent for the overall budget, 82.7 per cent recurrent expenditure and 63.5 per cent development expenditure. Health sector expenditure accounted for 27.1 per cent of total spending with an overall absorption rate of 71.8 per cent. Absorption rate for health sector recurrent expenditure stood at 75.1 per cent while that for development expenditure stood at 51.2 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 1,135.4 million consisting of Ksh. 523.9 million and Ksh. 611.5 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, Kilifi county undertook various interventions including the following.

The County implemented pay cuts for some cadre of county employees. The Governor and the Deputy Governor took 30 per cent salary cuts, the County Executive Committee (CEC) members took a 25 per cent pay cut while the County Secretary and chief officers took 20 per cent pay cuts. The move was taken to obtain funds that were channeled towards the fight against the COVID-19 pandemic in the county.

Budget reallocations were made mainly towards the productive and social sectors. In health care, priority was given to covid-19 related expenses and maternal health in hospitals within the county.



The county granted tax relief to agriculture, livestock and the blue economy sectors. The tax reliefs were implemented through a Finance Bill providing waivers up to July 2020. This was expected to give the sub-sectors an opportunity to recover following the pandemic while also boosting revenue collection from the sectors.

The county developed the capacity of the business community to adhere to the safety measures against COVID-19. The county conducted sensitization programs to enlighten the public and traders on the necessary measures including hand hygiene, social distancing and mask wearing to fight the pandemic. Adherence to such measures was key to the re-opening of businesses and markets in resumption of economic activities. In the FY 2020/21 budget, the county allocated Ksh 105 million to support the SMEs.

The county developed and presented proposals to financial institutions within the county to enforce the longer grace periods for loans and credit. This followed the request by the National Government to various financial institutions to offer better terms to borrowers for the loans taken or credit extended, since the pandemic had slowed down businesses.

In the health sector, level 4 hospitals were redesigned to allow for space for COVID-19 patients. In the other hospitals, more rooms were created for patients to cater for any covid-19 patients. This was in line with the national government directive that counties set up space for treatment of COVID-19 patients, to minimize the crowding witnessed in national hospitals. The county also established an Ambulance Call Centre for emergency cases to ensure that emergency calls were responded to promptly. Going forward, the county intends to equip the ICU facility; improve the laboratories in level 4 hospitals; construct warehouses for medicines and build on maternity theatres.

Establishment of food banks to provide food donations to communities and water. The county government in partnership with the private sectors established food banks mainly for the vulnerable persons. In addition, the county rehabilitated water and sanitation projects, including boreholes, pipelines and water tanks to ensure sufficient water supply. To enhance sanitation, the county in partnership with the private sector cleaned the towns and trading centers within the county.

Foregoing rental revenue. The county government during the Covid-19 period did not collect rent from the county owned houses due to decline in incomes experienced by households. The county expected to leverage on the post-covid period collections to stimulate the housing sector.

The county strengthened agricultural production by providing seeds and fertilizers to farmers under the current budget, as well as climate-resistant livestock breed. This was aimed at increasing food production in the county, which is felt to have an end-to-end value chain benefit. For example, the county distributed green grams to about 2,600 farmers; 52,500 kg of sesame seeds distributed to about 12,250 farmers and 850 kg of aflatoxin solution meant to boost production. The provision of climate-resistant livestock breed was also to cushion farmers from the adverse effects of COVID-19. The county also brought on board the private sector to help strengthen agricultural output through provision of farm inputs, technological support and strengthening irrigation.





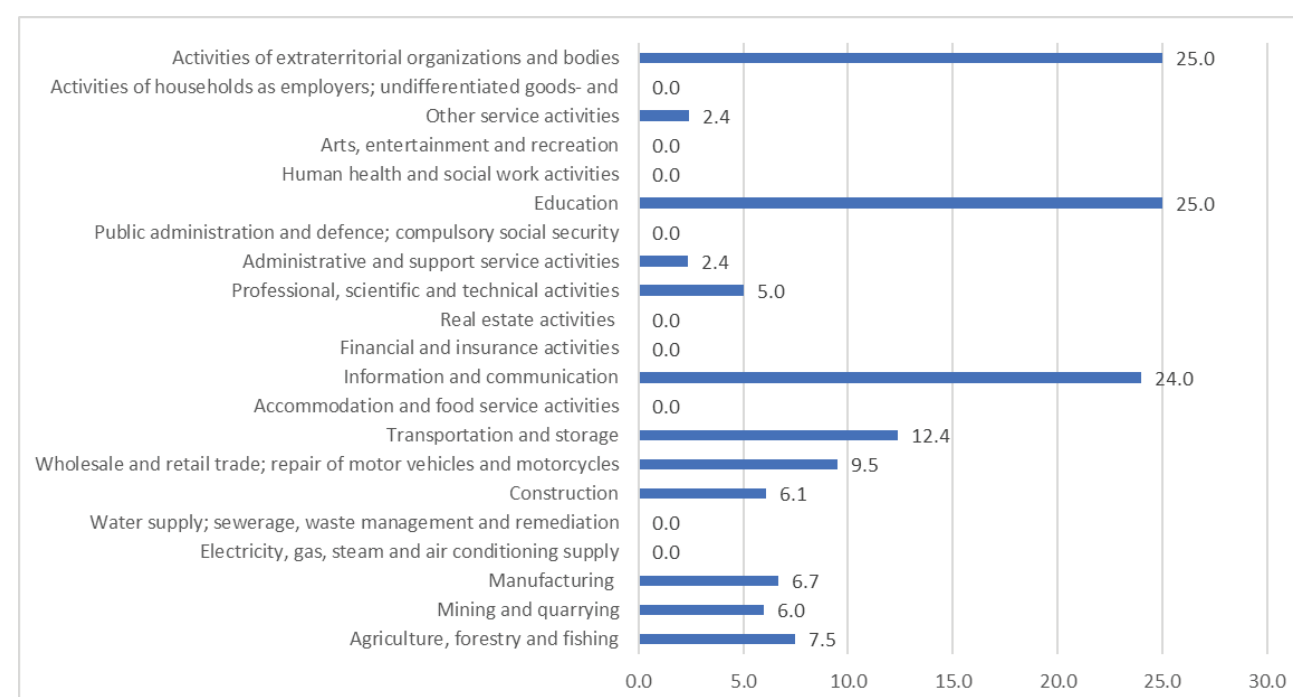
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county as well including: Desert locusts; Floods, Mudslides, Landslides; and Livestock Diseases.

a) Labour participation

In Kilifi County, the COVID-19 had varied effects across sectors. These including disruption of education, markets and transports services. According to the May 2020 KNBS COVID-19 Survey, the activities of extraterritorial organizations and bodies sector reported the highest level of loss of hours worked per week (25.0 hours) followed by information and communication which lost 24.0 hours (figure 3). Workers in transportation and storage and wholesale and retail trade; repair of motor vehicles and motorcycle lost a total of 12.4 hours per week and 9.4 hours per week, respectively. Workers in agriculture, forestry and fishing and manufacturing recorded on average loss of 7.5 hours and 6.7 hours per week, respectively.

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



Data Source: KNBS COVID 19 Survey, 2020

Majority of the workers in the public sector were encouraged to work from home while workers from the private sector were given unpaid leave due to reduced activities at workplace as a result of implementing strict health guidelines. About 77.9 per cent of the employees reported to have worked with no pay including the self-employed and those working in hotels. Following the containment measures put in place by both national and county governments, some businesses such as bars, hotels, market centres totally closed, leading to reduced business activities. Workers in the transport sector were also rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. Quarry workers and hawkers were

not spared either. As a result, majority of workers (44 per cent) reported decrease in income due to the COVID-19. The water sector indicated no loss in working hours because water was essential in mitigating the spread of the pandemic.

b) Agricultural sector

The May 2020 KNBS COVID-19 Survey found that 26.8 per cent of the households in Kilifi 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 transport limitations (41.1 per cent), closure of the markets/grocery stores (34.9 per cent) and movement restrictions (24 per cent).

Further, with restrictions affecting seamless movement of food commodities, 80 per cent of households in Kilifi county indicated experiencing an increase in food prices. It is important to note that from the KIHBS 2015/16, 12.2 per cent of households purchased food products from open-air markets, 23.1 per cent from kiosks and 45.5 per cent from general shops. Additionally, 72 per cent of the total valued consumed was from purchases, 15 per cent from own production, 8 per cent from own stock and 5.1 per cent from gifts and other sources. With the high reliance on purchases of food, an increase in food prices would have a significant implication on household budget.

The curfew affected the fishing hours thus distressing harvesting activities. Most of the fish products in the county are for exports and with the restrictions imposed by countries, the aggregate demand for fish products reduced. The prices also reduced where for example, Lobsters prices reduced from KSh. 2,700 to KSh.700 per kilogram. Absorption of fish products in the local market also reduced due to limited purchasing power affecting households' access to nutritious foods.

Further, an assessment of the Covid-19 effects on hours worked in agriculture related occupations indicated that agricultural, fishery and related labourers recorded the highest difference of 9 hours (22%) between the usual and actual hours worked in a week. Other affected activities include food processing and related trades as well as farm workers who recorded a difference of 7 hours each between the usual and actual hours worked in a week.

c) Services sector

In the first 3 quarters of 2020, the county saw a reduction in tourist arrivals – attracted to the County's beach, culture and heritage tourism – by more than 50 per cent from the annual total of 150,000 attributed to the Covid-19 pandemic travel restrictions. As a result, the 11 star-rated tourist hotels in the county was a significant decline in performance during the year, since foreign tourists, who are the main clients postponed their travel plans. The decline in tourist receipts to the county economy in 2020 was estimated at over KSh.3 Billion¹, which includes hotel revenues, lost employment benefits, tours and travel and earnings by other tourism value chain players. In addition, the decline in visits to the marine parks and museums led to a loss in park entry fees of an estimated KSh.20 Million.

1. Assuming that average length of stay per tourist is 4 days, spending at least KSh.10,000 per day.



Due to Covid-19 pandemic, the total visitor numbers, revenue and employment generated by tourism establishments declined by close to 50 per cent. Golf Hotel which is 20 per cent owned by the county registered low number of visits. In addition, the pandemic disrupted conduct of the popular cultural events such as bull and cock fighting which are a key tourist attraction; conduct of traditional rites of passage; and burial ceremonies that usually involve gathering and feasting for days.

The discontinuation of school feeding programmes in ECDE and primary schools following the closure of schools in March 2020 threatened nutrition level among learners, from vulnerable groups, who depended on the programme. The closure of schools also disrupted the education system due to loss of learning and teaching time. According to the Kenya Population and Housing Census (KPHS), 2019, only 4.3 percent of households in Kilifi County owned Desktop Computer/ Laptop/ Tablet, and only 8.6 percent of household had access to internet connectivity. This implying that distance-learning would not have been effective for most of the students in the county, especially those without internet access and adult supervision. The pandemic also resulted into closure of stadiums and playgrounds; hence the county was not actively participating in sporting activities leading to temporary stoppage of youth talent identification programmes in the county.

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

Majority of MSMEs in Kilifi County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (59.9%); manufacturing (12.7%); arts, entertainment and recreation (7.1%); accommodation and food services (7.9%). Generally, these were the sectors affected most by the pandemic.

MSMEs in Kilifi County are largely located in commercial premises (58.2%) and therefore faced difficulties in meeting their rental obligations due to income disruptions resulting from Covid-19 pandemic. The May 2020 KNBS COVID_19 Survey shows that all respondents from non-farm businesses attributed non-payment of rent obligations to reduced incomes/earnings. For those involved in farm businesses, 55.9 per cent attributed the same to reduced incomes/earnings while 44.1 per cent were affected by delayed incomes/earnings. The MSMEs experienced reduced hours of work with wholesale and retail trade sector reporting a loss 9.5 hours in usual and actual hours worked in a week. Equally, the manufacturing sector lost 6.7 hours.

Regarding access to markets, data from KNBS 2016 survey indicates that about 1 per cent of the MSMEs in the County depend on export markets and 19.4 per cent import markets for their material inputs. Therefore, disruptions in the external markets could have adverse implications to MSME operations in Kilifi County.

e) **Infrastructure and housing**

The measures instituted in the transport sector in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 52.2 per cent. Residents responded by changing their travel patterns with 12.0 per cent of the population traveling less often, while 7.2 per cent were unable to travel due to the pandemic.

Kilifi County Headquarters, Kilifi town, is connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 98.8 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 11.6 per cent of the conventional households in the county 'own' internet with 5.5 per cent owning a desktop, computer laptop or tablet. Further, only 2.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.8 per cent) than women (1.8 per cent). Further, there was a gender divide in use of internet where 18.6 per cent male and 11.9 per cent of the women were using internet.

Majority of households (66.9 per cent) own the housing units they occupy while 33.3 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 90.2 per cent, followed by private companies (5.5 per cent); National Government (2.0 per cent); County Government (1.0 per cent); Parastatals (0.8 per cent); and FBO/NGO/Church based housing at (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 36.0 per cent of the population indicating inability to pay rent on the agreed date. The main reason main reason being reduced incomes / earnings, reported by 48.9 per cent of the population.

f) **Gender and youth**

The social and economic effects of the Covid-19 pandemic increased households' susceptibility to Gender Based Violence (GBV) in the county. Response measures taken to contain the Covid-19 pandemic, such as movement restrictions, lockdown and curfew hours, led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm. In Kilifi county, domestic violence was reported to be on the rise amidst COVID-19. Based on the May 2020 KNBS COVID_19 Survey, 17.9 per cent of the respondents in the county indicated to have witnessed or heard some form of domestic violence in their community in the period. Further, the Healthcare Assistance Kenya (HAK) reported that a total of 4 GBV cases were recorded in April. Of the reported cases, 3 were from women and 1 from a man. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) **Water and sanitation**

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 with closure of their operations.

3 KEY Pillars OF THE RECOVERY STRATEGY

Urgent response to address the social and economic effects of the Covid-19 pandemic in Kilifi County, is necessary for the County to recover, re-engineer and thrive again. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity, human capital development and agro processing, cottage industry

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the county economy in reducing poverty through income generating opportunities for the vulnerable households. KNBS 2016 statistics shows that most of the private sector activities (59.9%) are in the services sector with only 12.7 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (95.4%), 3.6 per cent are small, 0.7 per cent are medium while 0.3 per cent are medium enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Kilifi County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (59.9%); arts, entertainment and recreation (7.1%); accommodation and food services (7.9%).

Covid-19 disrupted the operations of businesses and supply chains, affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (42.5%) in Kilifi County get their raw materials from their peer MSMEs within the County. MSMEs generally sell their products to individual consumers (95%) within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector within the County.

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

The crisis offered an opportunity to address structural issues, especially through private sector development and collaboration, in designing new growth models in industrial/manufacturing development and innovation and participation in national and global value chains. This including through:



- (i) Agro - processing for value addition with important areas of focus include coconut, mango, fish, cassava, cotton, sisal, cashew nuts, leather 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.
- (iii) Exploration and processing of minerals such as iron ore, manganese, cement, coral rock harvesting, quarrying, ballast, salt and sand harvesting for both domestic and export markets.

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

- (i) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (ii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (iii) Initiate and strengthen self-sustaining funds dedicated and easily accessible to MSMEs in the County including promoting tailor made financial literacy programmes for MSMEs and establishing a framework for micro-leasing for the MSMEs.
- (iv) Collaborate with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (v) Collaborate with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vi) County government to collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (vii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (viii) Enhance market access for private sector both locally and regionally by developing JKP 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

Kilifi has numerous County laws for different sectors such as transport regulation and control, trade licensing, tourism, environmental regulation and control, microfinance, water and sanitation, promotion and regulation of the production, processing, marketing and research of coconut and the development of the coconut industry. The County has also enacted the Kilifi County Disaster Management Act, 2016 and the Kilifi County Health Services Improvement Fund Act, 2016. The county is in the process of formulating an investment policy aimed to promote investments in the county. The policy once complete is expected to guide investment promotion activities in the county.

The County also has a few important bills which are awaiting approval such as on early childhood development, cultural heritage, agricultural development, maternal newborn and child health, planning, investment and social development. To enhance public service delivery, the county will:

- (i) Formulate a legislative framework to establish the institutional structures and formal processes through which the County responds to disease outbreaks.
- (ii) Strengthen the County's legal structures to support in preventing and mitigating health consequences of emergencies such as the COVID-19 pandemic.
- (iii) Ensure the County's legal frameworks are able to address important public health challenges especially during public emergencies such as infectious disease pandemics.
- (iv) Equip Members of County Assemblies and County Executive Members, who are key policymakers, with basic knowledge and understanding of infectious diseases such as Covid-19 to enhance their capacity to prescribe effective measures to respond to pandemics.
- (v) Build the County's public health legal preparedness to respond to pandemics and disease outbreaks.
- (vi) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

The County of Kilifi has an existing Disaster Risk Management Act, 2016. Kilifi County has previously been affected by floods which result in displacement of residents of the County, destruction of homes and property, and loss of income and lives. Besides these disasters, Kilifi county is also one of the counties in Kenya with reported cases of COVID-19 which has negatively effects, livelihoods, businesses, public service delivery, and individuals and their families.



To build back better, the County will:

- (i) Ensure all medical personnel engaged in public health facilities including medical officers, doctors, nurses, pharmacists, clinical officers and laboratory technicians are regularly trained in infection prevention and control.
- (ii) Provide technical training opportunities both locally and internationally to medical personnel, health care providers and practitioners and community health workers engaged in the County to develop quantitative, epidemiologic and judgment skills.
- (iii) Update health staff's skills in response to infectious disease pandemics, public health emergencies and emergence of novel infectious diseases.
- (iv) Engage with various organisations such as Kenya Medical Research Institute, World Health Organisation, International Livestock Research Institute, Food and Agriculture Authority as well as public health experts to provide critical technical assistance and multidisciplinary support and coordinate response to pandemic threats, including collating information, providing guidelines and advice, developing response strategies and sharing lessons learned for improved preventive actions.
- (v) Leverage on ICT and technology in surveillance and response.
- (vi) Establish strong and modernized systems for conducting regular and timely analysis of surveillance data.
- (vii) Engage the whole of the community for effective pandemic preparedness and response.
- (viii) Intensify community outreach programmes for public education that involve local communities in disaster risk reduction and disaster risk management to ensure and alert and informed community.
- (ix) Inculcate public participation in disaster risk planning to understand community needs and vulnerabilities; frame appropriate forms of communications during routine operations; build trust through educational updates in familiar institutions; and develop emergency warnings and instructions.
- (x) Create channels for engaging communities in crisis response and prevention.
- (xi) Provide communication alerts on government directives in times of public health emergencies through diverse forms of media and in languages that can be understood by all residents in the County.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 39.4 per cent of the population aged 3 years and above own a mobile phone which is below the national average of 47.3 per cent. (Kenya Population and Housing Census (KPHS), 2019). The perception that individuals do not need to use the internet, lack of knowledge and skills on internet and the high cost of services are the leading reasons that the people of in the County don't have internet connection.

In the new normal driven COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters including.

- (i) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- (ii) 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 39.4 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony²
- (iii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund³ as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- (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) Negotiate with the public primary schools for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (vi) 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.
- (vii) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (viii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats, disasters and pandemics. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

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

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



3.5 Promoting human Capital Development

The Covid-19 pandemic made many sectors of the economy including the informal enterprises to lay off some of their workers. The County population aged 15-64 years (labour force) was estimated at 611,631 people of whom 534,420 people were working and 77,211 were seeking work but work was not available representing an unemployment rate of 12.6 per cent. With the pandemic unemployment rate increased (Kenya Population and Housing Census, 2019).

The average years of schooling was estimated at 8.5 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index (HDI) was 0.4 out of a maximum of 1 as compared to national average of 0.52. HDI measures extent to which the counties can mobilize the economic and professional potential of the citizens. Thus at 0.4, this means the county lost about 60 percent of its economic potential due to lack of adequate education and health. About 26.8 per cent of the children were stunted while 74.1 per cent of the children were vaccinated. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations.

The May 2020 KNBS COVID-19 Survey, found that 21.6 per cent of the county labour force worked at least for 1 hour for pay; and 77.9 per cent of the employees worked with no pay. 19.4 per cent of employees were absent from work due to COVID-19. On average, workers in the County lost 6.7 hours per week due to COVID-19.

For the county to build human capital, it will address the risks in health and education prevailing in the County including implications of COVID 19 as follows:

- (i) Build strong human capital, through continued improvement in health, increased school enrollment, reduced mortality rate and reducing unemployment rate.
- (ii) Design and implement an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 control restrictions. The emergency fund, supported by development partners and other stakeholders, will include identification and support for the most vulnerable businesses and entrepreneurs affected by Covid-19. The key interventions in revamping businesses will include providing essential goods and services, dealing in products and services that have high demand and potential of employing large number(s) of people.
- (iii) Create more employment opportunities through investment in education and training and skills development; and investments within the key sectors of Tourism, agriculture, technology and innovation.
- (iv) Invest in community and primary health including community health workers, water, sanitation, immunization and public health.

- (v) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all economic sectors.
- (vi) Offer more training to the county residents on Entrepreneurship so to have successful businesses.

3.6 Exploiting Agro processing, cottage industry

Kilifi county is one of the coastal counties that practices coconut, cashewnut, mango farming as well as fibre crop production of sisal and cotton. The county can diversify its sources of growth by focusing on agro processing industries for coconut, cashewnut and mango as well as developing cottage industries for sisal and cotton. This would enhance value addition for coconut, cashewnut and mango spurring job creation opportunities.

The county can take advantage of African Growth and Opportunity Act (AGOA) and produce products textile and apparels for the USA market from sisal and cotton. Similarly, the county can form partnership with the Rivatex industry in Uasin Gishu county for provision of raw materials and capacity building for the cottage industries.

The County will take the following intervention measures to enhance agro-processing.

- (i) Promote and encourage the development and growth of agro processing and cottage industries
- (ii) Promote private sector investment in coconut, cashewnuts, mango, sisal and cotton production value chain
- (iii) Promote farming practices that increase productivity as well as fertility of the farms
- (iv) Provide high and fast yielding seed varieties among small-scale farmers, marketing of the products through cooperatives
- (v) Help in the marketing of cottage industries products in the USA markets under the Agoa framework.

4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes to 7.1 per cent of Kilifi Gross County Product (GCP). Hence, it is essential in supporting recovery of the economy of Kilifi County from the effects of Covid-19 pandemic. Manufacturing in Kilifi County include: wearing apparel (44.5%), furniture (19.6%), fabricated metal products, except machinery and equipment (15.8%), leather and related products (2.7%). The key products useful in value addition and driving manufacturing include; coconut, mango, cassava, cotton, sisal, cashew nuts, fish, leather, textiles, livestock, dairy, craft, iron ore, manganese, cement, coral rock harvesting, quarrying, ballast, salt and sand harvesting.

The industries and factories driving manufacturing sector in the County are involved in fish processing, pineapple, mango processing, citrus fruits and coconut processing. In that regard, manufacturing sector is important in supporting recovery of the economy of the County from the effects of Covid-19 pandemic. Hence, the sector is essential in supporting recovery of the economy of the County from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation. In the recovery, the County will:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Further, 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) Install fish processing plants, cold storage facilities and ice plants as planned in the third Medium Term Plan.
- (v) Develop Programme for fisheries and maritime infrastructure, for instance, construction of fish ports in collaboration with the national government as provided for in MTP III.
- (vi) Revive cotton industries/cottages in the County.



- (vii) Develop cottage industries and industrial processing for Cassava, rice, maize, banana, Mango, Cashewnut, Coconut, Citrus and high value horticultural products
- (viii) Strengthen existing cottage industries in the County for product value addition and processing.
- (ix) Develop and Promote Public Private Partnership for agro based industries in Kilifi
- (x) Collaborate with KEBS to capacity build farmers on the required standards for their products, that is, strengthening community led product processing plants/cottage industries.
- (xi) Revive closed industries like the Kilifi cashewnuts and the Mariakani dairy cooperative.

4.2 Agriculture and Livestock

Agriculture accounts for a significant share (30 per cent) of economic activity in Kilifi county. In 2017, agriculture accounted for Ksh. 38,319 million out of the total Ksh. 119,295 million Gross County Product (GCP) amounting to 32.1 per cent of the county's GCP. Being an ASAL county, livestock production is particularly a key economic activity in Kilifi county. Only 4.4 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 68.1 per cent, water from deep well 5.9 per cent, water from shallow well 7.6 per cent. The county also produces food crops including sesame seeds, green grams, maize, sweet potatoes, tomatoes, kales, coconut, mango and cashew nut.

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

- (i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county particularly in meat, leather and honey processing plants and construction of abattoirs.
- (ii) Investments in storage and cooling facilities to minimize spoilage and post-harvest losses.
- (iii) Invest in access roads to enhance linkage between farms and markets. Kilifi's rural access index (RAI) fairs poorly at 35 per cent compared to the national average of 69.4 per cent. Extensive rural road infrastructure play a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.
- (iv) Boost fisheries and aquaculture by investing in suitability mapping; infrastructure development; availing affordable and sustainable fish feeds; diversification and domestication of fish species; and investment in hatcheries for good quality seed.
- (v) 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.

- (vi) Enhance farmers access to quality and affordable inputs including climate resistance livestock breeds, certified seeds, water, animal feeds, AI services, fertilizers, livestock vaccination and ploughing services by county tractor hire services.
- (vii) 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.
- (viii) Establish county multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors that provide crucial market infrastructure such as road infrastructure, lighting and water services.
- (ix) Build capacity for farmers in produce handling/ output/ improved product standards, adoption of modern farming technologies (e.g. water harvesting techniques, fodder establishments) and practices and adopt sustainable land management practices to minimize environmental degradation.
- (x) Invest in sustainable irrigation and water harvesting technologies to sustain farming by developing irrigation infrastructure and technologies in the county.
- (xi) 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 was emphasized by WHO as one of the measures to curb transmission of Covid-19. This placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services provides. Currently households in the county have a higher access to improved sources of drinking water⁴ in rural (74.6 per cent) urban (91.1 per cent) and peri urban (100 per cent). There is a higher access to piped water among households in the county both in rural (67.6 per cent) urban (90.4 per cent) and peri urban (100 per cent). On the other hand, access to improved sanitation⁵ is also high among households both in rural (73.2 per cent) urban (100 per cent) and peri urban (88.9 per cent). Households access to piped sewer is low which stands at less than 1 per cent both in both in rural, urban and peri urban areas.

⁴ Improved source of drinking water includes; water from the following sources Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring. Unimproved sources of water which include; Water from spring - unprotected spring, rainwater collection, Vendors - tankers-truck, Vendors - cart with small tank/drum/bucket, vendors-bicycles with bucket, Surface water river/streams/pond/dam/lake/cannal/irrigation channel bottled water

⁵ Improved sanitation include flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab). Unimproved sanitation include; composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field, others. This is according to Who and UN classification of improved sources of sanitation



Furthermore, households sharing of a toilet facility with other households is common both in rural (61.3 per cent) urban (75 per cent) and peri urban (42.5 per cent) (KNBS KIHBS 2015/2016). Most households have had access to water and soap (71.3 per cent) for hand washing during this period of COVID-19 with a small proportion having access to both water, soap and hand sanitizer (26 per cent) while a small portion of households had access to water only (2.3 per cent). (KNBS May 2020 COVID_19 Survey). In addition, most households do not have access to a handwashing facility in or near there facility both in rural (7.5 per cent) urban (26.4 per cent) and peri urban (13 per cent) (KNBS KIHBS 2015/2016)

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. These include; To enhance access to clean water and promote irrigation by rehabilitating functional water dams and pans, equipping all wards with water projects (drilling boreholes), protecting all catchment areas, increasing number of households connected to water supply and increasing number of household connected to the sewerage system.

The recovery strategy recommends the following for implementation:

- (i) The county to increase water supply in households, institutions and public places through drilling of boreholes, construction of dams and water pans in all the sub-counties.
- (ii) Integrate public private partnerships arrangements to enhance water provision in the county.
- (iii) Fast track rehabilitation of dams and water pans and construction of rainwater harvesting.
- (iv) Support protection of water springs, wetlands and other water catchment areas in the county.
- (v) Rehabilitate existing water infrastructure to reduce water leakages to reduce water losses.
- (vi) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increase to water access.
- (vii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (viii) Expand sewer infrastructure to accommodate more households.
- (ix) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁶.
- (x) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xi) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

⁶ Improved sanitation include; flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab, while unimproved sanitation include; composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field. WHO and UN classification of types of sanitation facilities.



4.4 Urban Development and Housing

Majority of the households (92.0 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 52.9 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 5.8 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 87.5 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 focus to:

- (i) Formulate urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies.
- (ii) Integrate the blue economy in spatial planning for human settlements and urban areas along the Indian Ocean with the objective to balance sea-based and land- based activities livelihoods.
- (iii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (iv) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (v) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (vi) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (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.

4.5 Transport

The county has a total of 7,282.64 Kilometers of classified road network. Approximately 74.1 per cent of the paved road network is in good condition, 23.3 per cent in fair condition and 2.3 per cent in poor condition. While 3.1 per cent of the unpaved road network is in good condition, 47.4 per cent fair and 48.6 per cent in poor condition.



The main means of transport used in the County is walking at 60.6 per cent, followed by PSV matatus at 12.5 per cent, motorbike 11.9 per cent, bicycle (bodaboda) 5.6 per cent and private car at 3.0 per cent. On average, residents travel 3.6 Kilometers to their workplace which is beyond the threshold distance for walking but within the threshold for cycling.

To enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities, the County will:

- (i) Integrate sea-based transport with land-based transport to create multi-modal transport systems.
- (ii) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁷.
- (iii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 35 per cent with a target to match the national average of 70 per cent.
- (iv) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency.
- (v) 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.
- (vi) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic and to take advantage of the blue economy opportunities in maritime transport.
- (vii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and sea-based threats.

4.6 Tourism

The County is rich in endemic flora and fauna, attractive physiographic features and tropical climate, and sites of historical importance that makes it a unique tourist destination. It is endowed with sunny and sandy beaches, magnificent landscapes, tropical and marine forests and swamps that are home to endemic flora and fauna. The key tourist attractions in the County include: Physical attractions / nature-based tourism (archaeological monuments at Gede, Malindi, Takaungu, Mnarani and Rabai, dating back to the slave trade period); Beach tourism (265Km Indian Ocean beach and marine-based recreational facilities

and beach hotels); Cultural and heritage tourism (Swahili/Arab and Mijikenda cultures; *Kaya* forests world heritage site); Wildlife tourism (the Malindi and Watamu Marine parks that are UNESCO designed biosphere reserves; the Mida Creek; and the Arabuko Sokoke forest reserve). With regard to sports tourism, water sports activities are found at Mtwapa, Mida, Kilifi and Ngomeni creeks; and an international golf club at Vipingo. Ecotourism opportunities are available at marine parks. Other attractions include M.I.C.E and medical tourism.

Annually, the county receives around 150,000 tourists, some of whom are accommodated in the over 378 registered facilities with an estimated bed capacity of 12,085. Out of these hotels there are 11 star-rated hotels with a total capacity of 739 rooms and 1495 beds. There are 367 other unclassified accommodation facilities accounting for 91.5 per cent of the bed capacity, that include Hotels, Villas, Cottages, lodges and Guest houses.

Accommodation and food services contributes only 1.2 per cent of the total GCP despite the county's rich endowment in hospitality infrastructure. The county government planned to allocate KSh.4.018 Million of the proposed KSh.392,026 Million (1.02%) to tourism development and promotion during the 2018-2022 planning period. This is meagre in relation to the strategic importance of tourism to the county economy.

In terms of linkage with other sectors, the upcoming Utalii College is expected to open a new frontier in the tourism sector. The ongoing expansion of Malindi international airport and Mombasa Lamu road will open more opportunities for investments in tourism. The Vipingo airstrip has opened doors for charter planes in the region with the recently launched standard gauge railway (SGR) supporting access to the destination. The opening of Mariakani- Kilifi road has equally eased transport with Bamba-Kilifi and Tsavo East National Park-Malindi road leveraging on infrastructure.

Re-engineering the tourism sector in Kilifi County will include:

- (i) Optimization of existing tourist attraction sites for maximum benefits.
- (ii) Preserving and conservation of historic and cultural tourist attraction sites.
- (iii) Exploring new tourist attraction sites.
- (iv) Promoting production of basic requirement in hospitality sector.
- (v) Aggressive branding and marketing of Kilifi County as a preferred tourist destination.
- (vi) Creating and enhancing capacity building institution as a way of creating an enabling environment for tourism and hospitality sector.
- (vii) Leveraging on marine transport to promote tourism.
- (viii) Building synergies between tourism and the blue economy.



4.7 Health

The county had 143 public health facilities (5 hospitals, 14 health centres and 124 dispensaries) and 151 private facilities. The doctor-patient ratio in the County stands at 1:10,000 against the WHO recommendation of Doctor-patient ratio of 1:230. In addition, the nurse-patient ratio for Kilifi County stands at 1:2,500 against the Kenya national standard of 1:6,000 and WHO standard of 1:230.

Health workforce retention has been a major challenge in the county. This has been aggravated by other factors such as: shortage of health workers, low staff morale, staff movement from the County; inequitable distribution, gaps in human resource management, heavy workload, inadequate medical equipment and supplies, lack of recognition, negative attitude towards work, deplorable working conditions, poor communication channels and inadequate support supervision. The health sector also faces staff shortages, unequal distribution, high attrition especially in the hard-to-reach areas, out migration among others. The situation worsened with the outbreak of COVID 19.

Specific recovery strategies will include:

- (i) Promote construction, upgrading and equipping of health facilities through additional funding to health sector, this will enable the county to achieve quality and affordable health care.
- (ii) Promote use of telemedicine, toll free lines, virtual meetings and trainings, as an alternate means of offering health care services and increasing access to health care services by the community.
- (iii) Promote increment of diagnostic capacity (personnel, infrastructure, and equipment) to offer diagnostic services to the entire county to include specimen referral mechanisms.
- (iv) Provide enough water collection points and water use facilities in the health facilities to allow convenient access to, and use of, water for medical activities, drinking, personal hygiene, food preparation, laundry and cleaning.
- (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 Kilifi county.
- (vi) Improve the health insurance and assistance system for disastrous diseases. In the event of emergencies health insurance agencies should allocate part of the health insurance fund in advance to ensure that hospitals provide treatment before charging fees.
- (vii) Prepare and enroll high number of health officers to offer fair fundamental types of assistance all through a crisis, constraining direct mortality and maintaining a strategic distance from expanded circuitous, this intervention is in line with CIDP 2018-2022 of increasing staff patient ratio.
- (viii) Invest in research and development to spur innovation in health sector including in the area of medicine and member states could consider including this in the stimulus package.

4.8 Education and training

The county oversees Early Childhood Development and the Technical and Vocational Education and Training (TVETs) whose operations were disrupted. The county has 600 pre-primary centres with 114,770 pre-primary pupils, 252 primary schools, 64 secondary schools, 81 private primary schools, 5 private secondary schools and 2 international schools. It has a total of 8 higher learning institutions; Pwani University, Mount Kenya University (Kilifi county campus), Kenya Utalii college, Nairobi University, Mombasa Aviation, DALC education and Kenya school of flying.

To address the effects of Covid-19, the county requires to partner with the national government, private sector and faith-based institutions to enhance ECDE and vocation training through infrastructural development. It is important also to enhance bursary fund scheme, scholarship fund, and ECDE capitation grants; promote feeding programme in ECDE sections, and capacity building of ECDE teachers and staff and parents on effects of Covid-19 awareness. For primary and secondary education, the county will increase primary and secondary learning spaces.

The recovery sector specific interventions include:

- (i) Promote construction of new ECDE classes to promote social distancing and recruit skilled teachers. This intervention is in line with CIDP 2018-2022 of promoting Early Childhood Development & Education through; Recruitment of ECDE teachers, Capacity building of ECDE center's management committees, Construction of classrooms and Provision of furniture to ECDE centers.
- (ii) Create awareness and effectively engage parents on matters education if the county is to address the high illiteracy levels; including ICT support.
- (iii) Education sector in collaboration with health department will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, School fumigations and enhance school feeding.
- (iv) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of returning students and to ensure that the risk of pandemic is minimized.
- (v) Promote back to school campaign when schools reopen and community outreach to ensure that no child is being dropped out of school due to COVID-19 emergency.
- (vi) Support educators on the utilization of computerized devices by giving internet data when they are required to give live streaming lessons.
- (vii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.



4.9 Social Protection

The County has 20,064 (1.6 per cent) persons with disability. The elderly population (persons aged 65 year and above) made up of 3.8 per cent of the total population of whom 57.1 per cent were female. A total of 88,202 desegregate Orphans and Vulnerable children (OVCs) live in different parts of the county. A total of 35,000 children drawn from 11,222 households benefit from cash transfers. This implying that 60.3 per cent of the total (OVCs) are not covered by the social protection interventions. The County has a total of 43 charity children institutions. Out of these 5 are found in Kilifi North, 23 in Kilifi South and 14 in Malindi. There is one fully functional child protection center located in Malindi.

To mitigate the impact of covid-19 to vulnerable, the county will initiate targeted programmes, including providing soft loans to small scale traders, collaborating with NHIF to increase the number of vulnerable population covered and partnering with well-wishers to mobilize and distribute food to the less fortunate in the society. Further, the County will continue implementing social protection in the current CIDP (2018-2022), including supporting initiatives that encourage the participation of women, youth and people living with disabilities like initiating tailor-made programs for the youth, women and PWD that will entice their participation; enhancing protection of vulnerable groups through establishing emergency family protection fund, equipping rescue centres and collaborating with social welfare organizations.

Additionally, the county will:

- (i) Ensure continued/scaled up and coordinated delivery capacities of social protection and humanitarian crisis response programmes.
- (ii) Ensure that all OVCs have equitable access to social protection interventions so as to secure their rights to social security which include the right to health, education, adequate housing, sanitation, access to clean and safe water in harmony with the provisions of Article 43 of the constitution.
- (iii) Mobilize substantial domestic and international financing to protect and enhance fiscal space for health and social protection in the county.
- (iv) Strengthening child related services by enhancing the institutional capacities, investing in rescue, correctional and child protection centers and establishing of child desks in all police stations are important for securing the protection of the child in the county.
- (v) Create awareness to workers on the available social protection services such as the NHIF specially in the informal sectors. The farmers mostly operate in cooperatives hence need to encourage all farmers to be part of the groups.
- (vi) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training, also design and implement a disability grant to all those who are severely disabled, and who are above the age of eligibility for the infant grant and below the age of eligibility for the old age pension.

- (vii) The County Government to undertake research to get a better understanding of the actual situation of disability and chronic illness in Siaya County, and to map existing initiatives to improve it.
- (viii) Promote interventions towards the expansion of social protection initiatives targeting elderly group to reduce the dependency ratio.
- (ix) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations.

4.10 Gender and Youth

Due to social distancing and curfew hours, GBV victims had limited contact with family and friends who would act as the first contact persons during violence. Survivors also experienced challenges accessing healthcare services, counseling Services and access shelters. These challenges underscore the need for deliberate measures at the county level to prevent and support GBV survivors in times of emergencies as experienced with the pandemic. Towards this, the County will:

- (i) Launch hotlines/helplines using toll-free calls and SMS numbers for gender-based violence victims. This will assist GBV victims access support and guidance to include psycho-social support, counselling and health care.
- (ii) Establish platforms for Tele Counselors to offer virtual counseling services to affected persons during emergencies/pandemics to mitigate the effects of the high levels of stress and anxiety associated with such emergencies.
- (iii) Online sensitization and GBV education as a preventive measure on the prevalence of GBV during emergencies periods. The county governments can identify GBV champions to serve as agents change, changing harmful attitudes and behavior in communities that lead to GBV.
- (iv) Lastly, designate gender safe spaces to provide accommodation GBV survivors.

4.11 Environment and Natural Resources Management

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

The major sources of energy for cooking used by households are firewood (58.4 per cent), charcoal (27.3 per cent), liquified gas (7.6 per cent) and Kerosene (5.1 per cent). Use of firewood and charcoal has a negative effect on environment management and conservation. Similarly, most households in the county dispose



their solid waste dumping in the compound (12.2 per cent), dumping in the street/ open field (17.2 per cent) burning in open air. (61.5 per cent), while only less than 1 per cent of households' solid waste is collected by the county government and private company for safe disposal. Further, 7.8 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

To enhance environmental management the county will:

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Promote afforestation by provision of tree seedlings to communities and schools.
- (iii) Fast track fencing forest land with wildlife to minimize human wildlife conflict.
- (iv) Develop and implement natural resources utilization policy.
- (v) The county to establish and promote community forest associations (CFA) to help in forest conservation.
- (vi) Enforce the environment management and conservation policies.
- (vii) Provide capacity building of communities around forest land on forests on Sustainable Forest Management.
- (viii) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (ix) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (x) Develop and implement solid waste management strategy.
- (xi) Cushion households from the adverse effects of droughts and floods by building dams and dykes along river Sabaki to control floods.
- (xii) Develop and implement disaster management policy.
- (xiii) Support disaster management committees at ward levels.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Kilifi County on upward growth trajectory, it is important to either enhance the existing programmes or create new ones which have multiplier effects to productivity and employment creation. The following are priority areas to be considered by the County when designing stimulus packages:

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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





6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.⁸

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.

7 COMMUNICATION CHANNELS

Communication⁹, 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 Development¹⁰ (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 channels¹¹ 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 Kilifi County respondents received information about coronavirus through radio (90%), mobile (56%) and friends and family (51%). However, the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Television and social media were close in frequency; 49 per cent and 40 per cent respectively. Government sources was recorded at 25 per cent while newspaper and Health Care Worker had a tie score at 14 per cent. Non-Governmental Organization (NGO) workers was rated at 9 per cent frequency.

Therefore, the following channels of communication will be utilized:

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

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

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

11. <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

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

> Most appropriate channel to be used.

NOTES:

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

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

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

- Weekly updates on County website & social media.
- Bi-weekly broadcast messages (TV interchanged with either local or kiswahili radio station).

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
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-centered	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-centered and focused on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds; expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		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		30	30	60	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		5	5	10	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		2	2	4	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		1	1	2	County and National Governments; development partners	County Government



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

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RECOVERY STRATEGY 2020/21-2022/23**



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		5	5	10	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/ Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	10	10	20	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	7	7	14	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	County Government of Nandi, National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		100	100	200	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	20	20	40	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	5	5	10	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		4	4	8	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR	2	2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually	5	5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	10	10	20	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	3	3	6	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities	5	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
	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		5	5	10	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Kilifi County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fasttrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		50	50	100	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			3	3	6	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	2	2	4	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	1	1	2	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		50	50	100	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		5	5	10	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		10	10	20	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		10	10	20	County and National Governments; development partners	County Government



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

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
		Grand Total					827	827	1644		

COUNTY GOVERNMENTS



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