



KISUMU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





KISUMU 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

Kisumu County is one of the counties in the Lake Region Economic Bloc (LREB). The County has a population of 1,155,574 of which 48.5 per cent are male and 51.4 per cent female (KNBS, 2019) as indicated in Table 1. Of the population 56,980 (or 4.9%) are persons with disability of whom 60.7 per cent are female. The youth constitute 37.6 per cent of the population of whom 53.2 per cent are female. The County has a population density of 554 per km². About 61.8 per cent of the population lives in rural areas of whom 51.8 per cent are female. The elderly population (over 65 years old) make up 3.8 per cent of the total population of whom 57.7 per cent are female. The population in school-going age group (4-22 years) was 47.1 per cent in 2019.

In 2015/2016, the overall poverty rate in Kisumu County was 34 per cent against the national poverty rate of 36.1 per cent. In addition, 24.2 per cent of the population were living in food poverty and 30.1 per cent were living in multidimensional poverty, mean that they were 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, 28.7 per cent of the children were stunted as compared to the average national level at 26 per cent.

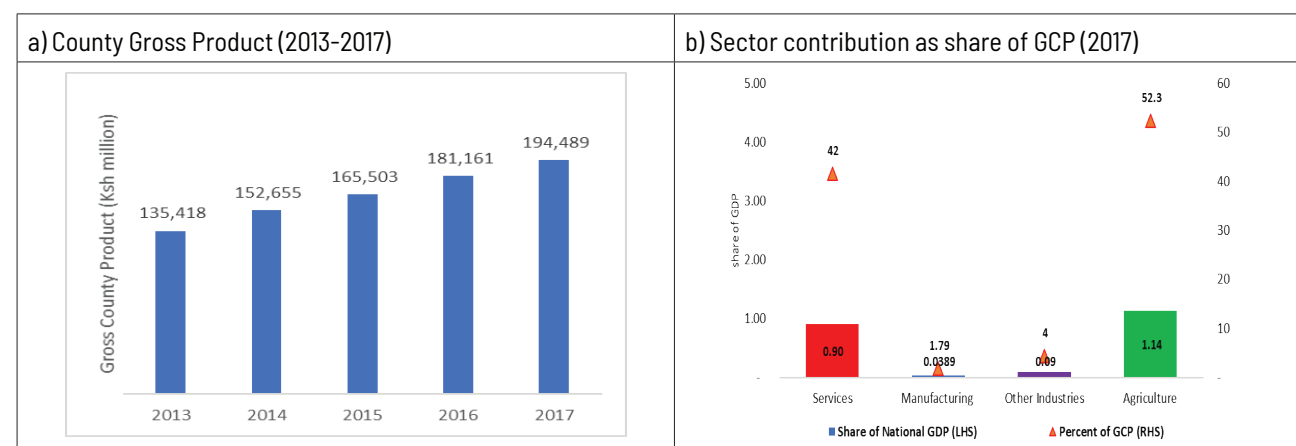
Table 1: Development indicators in Kisumu County

	County	National
Estimated County population (KNBS, 2019)	1,155,574	2.4% of total population
Males	560,942	48.5%
Females	594,609	51.4%
Intersex	23	0.02%
Estimated population density (km ²)	554	82
Persons with disability	4.9%	2.2%
Population living in rural areas (%)	61.8%	68.8%
School-going age (4-22 years)(%)	47.1%	68.7%
Youth (%)	37.6%	36.1%
Elderly population (over 65 years old)	3.8%	3.9%
Number of Covid-19 cases (as at 11th September 2020) (MOH); National cases were 35,232 people	257	0.8% of the national cases
Poverty (2015/2016)(%)	34%	36.1%
Food poverty (2015/2016)(%)	32.5%	31.9%
Multidimensional poverty (2015/2016)(%)	46.4%	56.1%
Stunted children (KDHS 2014)	28.7%	26%
Gross County Product (Ksh millions)	194,489 (2017)	2.6 % Share to total GDP (2017)
Average growth Nominal GCP/GDP (2013-2017)(%)	8.7%	15.3%

Data Source: KNBS (2019)

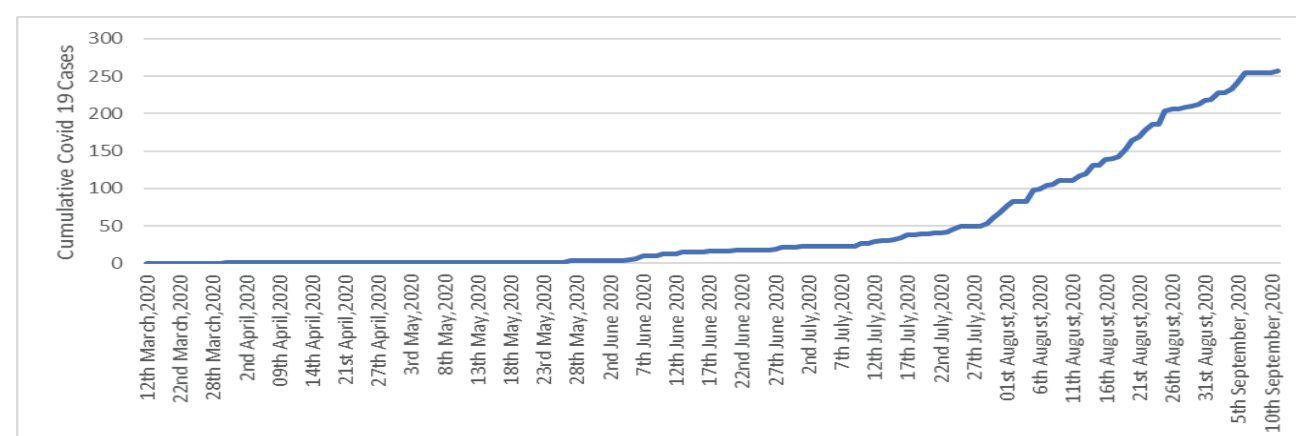
Kisumu County Gross County Product (GCP) accounted for 2.6 per cent of total Gross Domestic Product (GDP) as at 2017 as shown in Figure 1. The GCP increased from Ksh. 135,418 million in 2013 to Ksh. 194,489 million in 2017, representing an average annual growth rate of 8.7 per cent. The agriculture sector contributes 52.3 per cent of GCP while service sector, manufacturing and other industries share constituted 42.0 per cent, 1.79 and 4.0 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and fishing activities while manufacturing is mainly dominated by textile and apparel activities.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 30th March 2020. Since then the number of confirmed cases has increased to 257 as at 11th September 2020 (Ministry of Health, 2020) as indicated in Figure 2.



Data Source: Ministry of Health

1.2 County Fiscal Position

Kisumu county expected to receive a total of Ksh. 12.2 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 6.8 billion (56%) as equitable share of revenue, Ksh. 1.8 billion

(14.7 %) total conditional grants, Ksh. 1.4 billion (11.8%) generated from own sources of revenue and Ksh. 1.5 billion (12.5%) as cash balance from FY 2018/19. During FY 2019/20, the County received a total Ksh. 10.2 billion which accounted for 83.7 per cent of the expected revenues. With the outbreak of COVID-19 pandemic, various economic activities were disrupted and highly affected the county's local revenues. During FY 2018/19, the County registered slight decline in OSR, generating Ksh. 804.4 million, a 4.6 per cent decrease compared to Ksh. 842.8 million realised during same period in FY 2018/19.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 12,216.0 million consisting of Ksh. 8,129.2 million allocation for recurrent expenditure and Ksh. 4,086.8 million for development expenditure. Of the recurrent expenditure, Ksh. 4,901.9 million was meant for compensation of employees while Ksh. 3,227.3 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 9,120.6 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 72.8 per cent of the total spending, with development expenditure accounting for only 27.2 per cent. This translating to absorption rate at 74.5 per cent for the overall budget, 82.9 per cent recurrent expenditure and 58.2 per cent development expenditure. Health sector expenditure accounted for 36.2 per cent of total spending with an overall absorption rate of 86.9 per cent. Absorption rate for health sector recurrent expenditure stood at 89.1 per cent while that for development expenditure stood at 53.4 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 323.4 million consisting of Ksh. 136.2 million and Ksh. 187.3 million in development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

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

The County established the Kisumu County COVID-19 Response Fund Committee: The mandate of the committee was to effectively raise and manage resources in an impactful and accountable manner using interventions that helped mitigate the adverse effects of the Coronavirus and floods, and helped to restore socio- economic status of County residents. The Fund obtained its initial capital from budgetary reallocation and contributions from senior County officials who took pay cuts.

Senior County Government official took pay cuts: The Governor and the Deputy Governor took a pay cut of 30 per cent for three months starting in April 2020; County Executive Members 20 per cent; Chief Officers, 15 per cent and Directors, 10 per cent. The pay cuts were expected to inject about Ksh. 3.7 million to the Kisumu County COVID-19 Response Fund.

The County re-allocated its budget: During the second supplementary budget, the County freed some resources to finance the County COVID-19 Response Fund. A total of Ksh. 198.8 million was re-allocated from various departments. Ksh. 150.0 million was used to finance the Fund, Ksh. 35.0 million for gratuity, Ksh. 9.5 million for reagents to the health services and Ksh. 4.5 million for staff badges.



The County prepared for treatment of confirmed cases: The Department of Health set aside 279 more beds in the three (3) facilities to be used for isolation wards and treatment of the coronavirus. With a current bed capacity at 21, the Department of Health has set up quarantine facilities in the hospitals with additional 60 beds at Jaramogi Oginga Odinga Training and Referral Hospital (JOOTRH), 119 at Kisumu County Referral Hospital and 100 beds at Lumumba Hospital. Jaramogi Oginga Odinga Teaching and Referral Hospital (JOOTRH) had 26 ICU beds and the Kisumu County Hospital with a paltry four. Apart from creating isolation centres, the Department of Health has also trained health workers on handling of the coronavirus cases, special focus on screening of travelers along the County borders, screening in public spaces, establishment and operationalization of the COVID-19 Response Management Committee, setting up of holding rooms at the sub-County hospitals, operationalization of the call centre (Toll free number 0800720575), and contact tracing.

The County implemented working-from-home guidelines, with various ministries and departments in the County operating with 25 to 50 per cent personnel. Working-from-home impacted heavily on productivity in terms of meeting deadlines due to unreliable internet connectivity in some areas where the employees lived. With the County wage bill averaging 54.2 per cent of the total expenditure, it means that the County having received transfers from the National Government amounting to Ksh 3.1 billion in the fourth quarter had only Ksh 1.7 billion to rationalize in taking care of COVID-19 related expenditures, and to keep other County functions going.

In line with the government directive to clear pending bills, the County cleared pending bills. The County in May 2020 paid Ksh 331.7 million in respect of pending bills to suppliers, service providers and contractors hired in fiscal years 2015/16, 2016/17 and 2017/18 financial years. Pending balance as of May 2020 accounted for 3.4 per cent of the County budget.

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

The County undertook to enhance access to water for hand washing. This involved distribution of water tanks, water and soaps at points of entry, and develop hand washing booths in the informal settlements and other high-risk areas for hand washing to meet the heightened demand for water. Moreover, the county restored to functionality water facilities that were destroyed by floods.

The County Department of Health rolled out an awareness campaign. This was aimed to reinforce the existing COVID-19 preventive measures and demonstration of hand-washing techniques by the Community Health Workers (CHWs) in targeted informal settlements, markets, bus termini and beaches. Kisumu was listed as one of the 14 high-risk counties for community transmission of COVID-19 due to Kisumu International Airport, Lake Victoria seaport, various landing beaches, international highways and being a business hub for East Africa.



Enhancing social protection for the vulnerable groups: A total of 90,000 poor families in Kisumu County benefited from a medical insurance scheme, which was an initiative by the County Government to cushion vulnerable groups from the effects of COVID-19.

The County also came up with road maintenance team to implement a labour-based programme, which comprised of groups of young people aimed to create employment opportunities for the youth. The maintenance team maintained road constructed earlier and helped in improving road infrastructure especially in the rural sector.



2 SOCIO-ECONOMIC EFFECT OF COVID-19

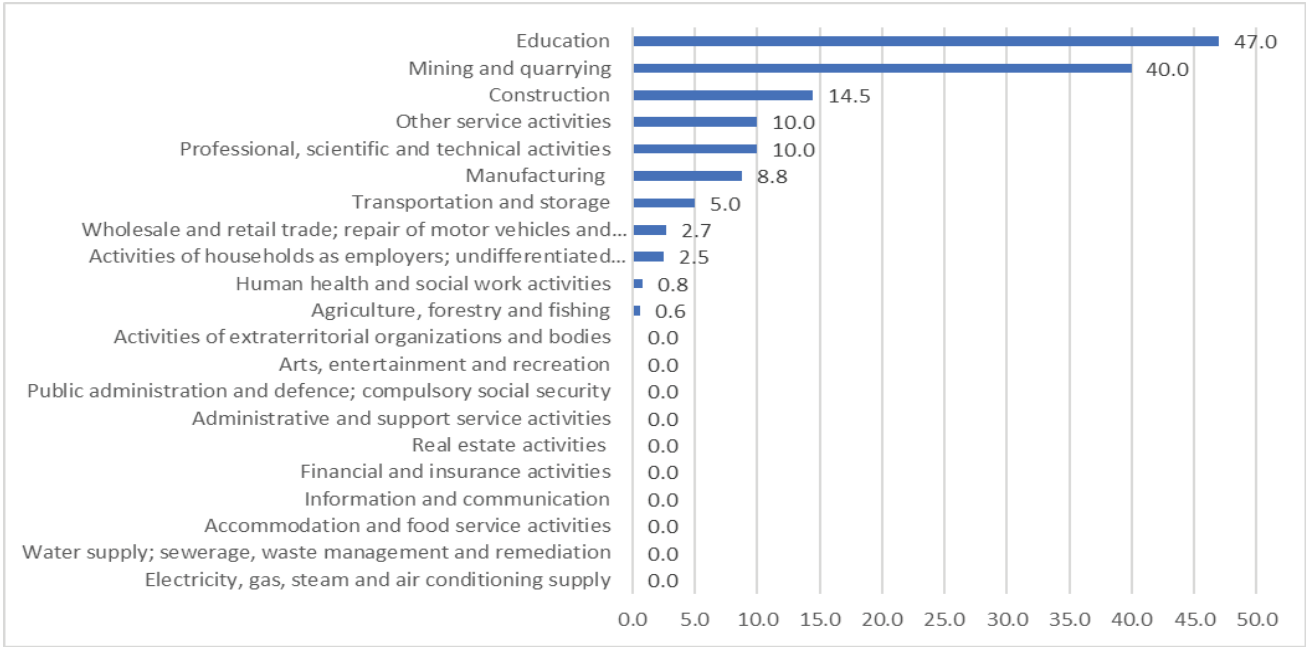
As the country was hit by the COVID-19 pandemic, other shocks in the county includes: Invasion of desert locusts and floods.

a) Labour participation

According to the May 2020 KNBS COVID_19 Survey, 9.79 per cent of workers in the County were working in the formal sector for pay. About 29.3 per cent were self-employed. From the May 2020 KNBS COVID_19 Survey, the County reported a decrease of 20 hours in the mean working hours per week for household in non-farm and farm businesses, which can be attributed to the pandemic due to the cessation measures and closure of businesses.

Further, COVID-19 had adverse effects on the service sectors. According to the May 2020 KNBS COVID_19 Survey, the education sector reported the highest level of loss of hours worked in a week (47 hours). The number of hours lost was because the county education sector used to offer additional sessions even during the weekends and this time was lost due to restrictions of holding gatherings. The workers in mining and quarrying lost 40.0 hours in a week while workers in construction sector lost an average of 14.5 working hours in a week. Workers in manufacturing, and transportation and storage recorded an average loss of 8.8 hours and 5.0 hours per week, respectively (figure 3). This implies that the pandemic had a negative effect on the County economy subsequent to the loss of employment, productivity and output.

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



Data source: KNBS (2020)



Majority of the workers in the private sector were given unpaid leave due to reduced activities at workplace as a result of implementing strict health guidelines. In private sector schools, teachers and other workers have lost their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. As a result, majority of workers (38.7 per cent) reported decrease in income due to the COVID-19.

According to the May 2020 KNBS COVID_19 Survey, only 38.7 per cent of people reported to have experienced increased income. According to the survey, 40 per cent of employees in Kisumu County Government indicated their income had increased. These workers could be the staff working in the health sector. However, workers in the private sector, self-employed and those working in the individual household business recorded a decrease in income by 76.2 per cent, 88.9 per cent and 89 per cent, respectively. 58.1 per cent male and 41.4 per cent female recorded a decrease in their income in 2020.

In Kisumu County, the informal sector cuts across retail and wholesale trade, industry, transport, agriculture and extraction of minerals employ approximately more than 60 per cent of youth in gainful employment. Further, majority of youth engage in fishing as the main source of income. According to May 2020 KNBS COVID_19 Survey workers in agriculture, forestry and fishing sectors lost 0.6 hours during the COVID 19 review period. Incomes for workers in small scale agriculture decreased by 3.4 per cent. This serves to worsen the already high level (61 per cent) of unemployment among the youth. However, the demand for Protective Personal Equipment (PPEs) such as masks in the County led to increased local production by vocational and technical training institutions, therefore creating employment and income for the youth. It will, however, be important to address issues of standards and quality of the local produced PPEs.

b) **Agricultural and Livestock**

Global and domestic directives aimed at containing the spread of the COVID-19 pandemic resulted to decline in market operations and ability of farms to sustain their existing workforce. Farms have been forced to either send workers on unpaid leave or lay off workers. In addition, movement restrictions and directives minimizing the physical contact and crowding of people are likely to have resulted to labour disruptions in the sector.

The May 2020 KNBS COVID_19 survey established that 30.8 per cent of households in Kisumu County had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items mainly because of closure of the markets/grocery stores (59.1%) and movement restrictions (18.1%). Further, with restrictions affecting seamless movement of food commodities, 54 per cent of households in Kisumu County indicated experiencing an increase in food prices. From the KIHBS 2015/16, 34.4 per cent of households purchased food products from open-air markets, 23.7 per cent from Kiosks and 21.9 per cent from general shops. Additionally, 88.3 per cent of the total valued consumed was from purchases, 6.9 per cent from own production, 2.4 per cent from own stock and 2.4 per cent from gifts and other sources. As such, an increase in food prices has significant implications on household budget.



Low marketing activity led to loss of income for vegetable, dairy and poultry farmers, increased farm losses and post-harvest losses. For instance, an estimate of 3-4 metric tonnes of chicken meat went to waste due to closure of markets.

Further was a decline in labour participation. An assessment of the COVID-19 effects on hours worked in agriculture-related occupations indicates agricultural, fishery and related labourers recorded a difference of 6 hours between the usual and actual hours worked in a week.

c) **Services sector**

Due to the COVID-19 pandemic, the tourism sector in the County almost collapsed following cancellation of cultural and sports tourism events. The sector depends on hotels and transport industries whose activities were disrupted. This has resulted in loss of livelihoods for locals working in the tourism sector and declined revenues for hoteliers. Employment in tourism in the County has declined by 20 to 40 per cent. The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) have contributed to reduction in common diseases such as diarrhea and common cold. That said, the postponement of public screening programmes such as breast or cervical cancer by the World Health Organization (WHO) has affected the population-based cancer registry in Kisumu County, which had been relaunched in March by the Kenya Medical Research Institute.

The education sector was disrupted with closure of all schools, which has led to loss of learning time and teaching time. Although almost all schools have access to the digital literacy programme, undertaking online classes in the County is almost impossible since about 80 per cent of the households do not have internet access. In addition, according to the Kenya Population and Housing Census (KPHS) (2019), only 9.8 per cent of the County households had access to at least a desktop computer/laptop or tablet. Therefore, conducting online classes would leave the other 90.2 per cent of the population uncovered while leading to learning inequities, and disproportionately affecting disadvantaged and vulnerable children.

The school feeding programmes in Early Childhood Development Education (ECDE) and primary schools were discontinued after the closure of schools in March 2020. This is likely to result into malnutrition diseases especially among learners from marginalized regions who used to depend on the programme. This would have negative long-term effects on human capital in the County.

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

Majority of Medium Small and Medium Enterprises (MSMEs) in Kisumu County operate in the wholesale and retail trade and repair of motor vehicles and motorcycles (49.1 per cent), manufacturing (8.9 per cent), arts, entertainment and recreation (6 per cent), accommodation and food services (6.7 per cent), financial and insurance activities (6.7 per cent). Ideally, these are the sectors that have been affected most by the COVID-19 pandemic and need focus in achieving reengineering and recovery.

MSMEs in Kisumu County are largely located in commercial premises, and therefore most of the businesses faced difficulties in meeting their rental obligations due to income disruptions occasioned by COVID-19 pandemic. According to the May 2020 KNBS COVID-19 survey, 6.6 per cent of the non-farm businesses attributed non-payment of household rental obligations to delayed incomes/earnings while 93.4 per cent attributed the same to reduced incomes/earnings. For those involved in farm businesses, 52.8 per cent attributed the same to delayed incomes/earnings while 47.2 per cent were affected by temporary layoffs/closure of businesses. Prior to the week before the May 2020 KNBS COVID-19 survey, the wholesale and retail trade sector lost 2.7 hours in usual and actual hours worked while accommodation and food services sector were worst hit and lost 10 hours in a week. This is an indicator of the adverse effects on the services sector of Kisumu County due to the pandemic, which could imply loss of productivity, output and employment and output. Additionally, the manufacturing sector lost 8.8 hours.

In terms of access to markets, according to the KNBS 2016 survey, only a few (0.7 per cent) MSMEs depend on export market, 2.5 per cent import their inputs. Therefore, disruptions in the external markets potentially has limited implications to MSMEs operations in Kisumu County. It is important to expand the scope of market for MSMEs products in supporting their survival and growth.

e) **Infrastructure and housing**

The transport sector experienced twin challenges of the COVID-19 pandemic and floods. The instituted measures in the sector saw an increase in fares charged to cover the operating costs of service providers and affecting mobility options for commuters. As a result of the COVID-19 pandemic, the passengers using public transport services saw expenditure on transport increase by 38.3 per cent.

Floods largely damaged the transport infrastructure, with an estimated cost in damage of Ksh 500 million. These damages were unforeseen and thus had not been budgeted for. These challenges were compounded by the fact that close to 87.0 per cent of the unpaved road network in Kisumu is in poor and fair condition.

The County headquarter is connected to the National Optic Fibre Backbone Infrastructure (NOFBI), while 79.6 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 20.0 per cent of the conventional households in the County 'own' internet with 9.8 per cent owning a desktop, computer laptop or tablet. Further, 4.9 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (5.9 per cent) than women (4 per cent). Further, there is a gender divide in use of internet where 27.2 per cent male and 20.8 per cent of the women use internet.

Majority of households (59.5 per cent) own the housing units they occupy while 40.4 per cent of the households are under rental tenure. Individuals are the primary providers of rental housing at 89.5 per cent followed by National Government (3.4 per cent); and private companies (2.8 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 42.2 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes/earnings, reported by 70.3 per cent of the population.

f) **Gender and Youth**

Due to the COVID-19 pandemic, the months of March, April and May recorded an upsurge in the per centage of teen pregnancies countrywide with Kisumu recording 1,840 cases and youth who were out of school due to COVID-19 were equally exposed to the risk of child pregnancy. Another major concern is the high HIV/AIDS incidence among the youth, adolescent and young people aged (15-24 years) that contribute to 52 per cent of all new HIV infections in the County (Kenya HIV Estimates, 2015).

The youth comprise 37.6 per cent of Kisumu County population. However, 61 per cent of them are unemployed while 92 per cent of the unemployed youth lack vocational or professional skills demanded by the job market. The unemployment rate has also contributed to high inequality and poverty levels, with the youth being the most affected.

Some of these effects have brought about emotional and psychological problems and issues related to gender-based violence (GBV). A total of 58 GBV cases were reported in Kisumu County in April 2020 (Kisumu County-HAK Helpline, 2020). Other challenges affecting the youth include unemployment, drug use and substance abuse.

g) **Water and sanitation**

The county incurred additional cost in water service provision. The county distributed clean water in public places and markets and put in place hand washing facilities at the marketplaces for the traders to wash their hands. Water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This may affect the delivery, development and rehabilitation of WASH services.



3 KEY Pillars OF THE RECOVERY STRATEGY

From the foregoing, there is urgent need to institute measures to address the social and economic effects of the COVID-19 pandemic in Kisumu County, for the County to recover and regain an upward growth trajectory. To this end, six (6) pillars have been identified: Boosting private sector activity; Policy, legislation and institutional reforms; Strengthening County government's preparedness and response to pandemic and disasters; Enhancing ICT capacity for business continuity; and Human capital development.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Kirinyaga County economy in reducing poverty through income generating opportunities for the vulnerable households. According to KNBS 2016 statistics, majority (49.1 per cent) of private sector activities are in the services sector with only 8.9 per cent in manufacturing. Additionally, Kisumu County has establishments involved in manufacturing activities which comprise 8.9 per cent of the total firms in the Country (KNBS, 2016). In terms of size, majority of the enterprises in the County are in the micro category (80.8 per cent), 11.8 per cent are small, 5.1 per cent are medium, and 2.4 per cent are large enterprises. Since most firms are in micro in nature, this implies that the informal sector tends to dominate the private sector in the County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (49.1 per cent); arts, entertainment and recreation (6.0 per cent); accommodation and food services (6.7 per cent); financial and insurance activities (6.7 per cent).

COVID-19 disrupted the operations of businesses and supply chains, hence affecting demand and supply of most goods and services in the County. Broadly, majority of the MSMEs (52.9 per cent) in Kisumu County source for raw materials from peer MSMEs and individual suppliers (33.2 per cent) within the County. MSMEs generally sell their products to individual consumers (88.9 per cent) within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

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

The crisis though offered an opportunity to address the County's structural issues, for example, private sector development and collaboration and design new growth models such as industrial/manufacturing



development and innovation and participation in national and global value chains in:

- (i) Agro-processing for value addition with important areas of focus include fish processing, textiles, and sugar cane processing.
- (ii) The textile and wearing apparel sectors can be boosted to provide PPEs for use within the County.
- (iii) The Kisumu port and Kisumu International Airport are important avenues and enablers for regional and international trade.
- (iv) Exploration and processing of minerals such as quarry, sand harvesting, and cement.

In boosting the private sector efforts targeted at improving the business environment in the County will include the following:

- (i) The County Government of Kisumu will partner with other institutions both from the public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans, which is cluster informed and fully serviced. Provision of machines and safety gear should be prioritized to improve the working environment of artisans within the County. In addition, enhancement and promotion of local manufacture of affordable tools and machinery for the MSEs including reverse engineering and mainstreaming the needs of PWDs in infrastructure support services should be considered.
- (ii) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing frameworks for micro-leasing for the MSMEs and utilization of the SMEs credit guarantee scheme which was launched in 2020 to cushion all SMEs across the country from the risks of high cost of credit for SMEs, which in most cases operate as informal businesses.
- (iii) Provide access to affordable energy in collaboration with the National Government and other stakeholders.
- (iv) Energy development will focus on renewable energy development in the County in line with sustainable development.
- (v) Provision of infrastructures related to connectivity such as roads, electricity, water and drainage should be prioritized to improve the business environment within Kisumu County.
- (vi) Foster enhancement of security to reduce on crime and create a peaceful business environment.



3.2 Policy, Legislatives, and Institutional Reforms

The County Assembly of Kisumu has several Bills awaiting approval by the County Assembly and assent of the Governor. This including the Kisumu County Law Enforcement Bill 2019, the Kisumu County Transport Bill 2019, the Kisumu County Health Bill 2019, the Kisumu County Crop Agriculture Bill 2019, the Kisumu County Environmental Management Bill 2019 and the Kisumu County Fisheries and Aquaculture Bill 2019. In addition, Kisumu has passed the Kisumu Environment Policy 2019. Besides this, the following strategies are necessary to allow for legislative and institutional reforms in the various sectors at both national and County level:

- (i) Re-align the County laws on health to national legislation to ensure harmony and avoid conflicting interpretation and enforcement measures. In addition, policy coordination is required to harmonize the functions of the relevant County offices and the various institutions at national level.
- (ii) The Public Health Act Cap 242 to be reviewed, updated, revamped and revised by the National Assembly to consider modern public health trends, developments, challenges and emerging opportunities. The review process to consider existing laws on health (such as the Health Act 2017) to avoid conflict.
- (iii) Harmonize and rationalize various laws on agriculture is required to streamline operations between National and County Governments to avoid duplication of resources and efforts in the sector.
- (iv) The National and County Governments to synchronize the legislative frameworks and institutions on agriculture and livestock for effective coordination of service delivery at County and national levels, including research efforts in agriculture to appropriately inform policy. The legislation could also provide for enhanced synergies in the sector within the various regional blocs.
- (v) 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) and prescribe appropriate penalties for misuse, abuse or unauthorized disclosure of information related to such individuals. This to be separate but complimentary to the existing Data Protection Act 2019.
- (vi) The Ministry of ICT in collaboration with the Communications Authority to develop regulations for protection and regulation of information shared, recorded or documented through online platforms including video conferencing platforms and mobile applications.
- (vii) The Employment Act 2007 to be reviewed to prescribe the process for employers to send employees on unpaid leave and the conditions which ought to be met as the Act is currently silent on this aspect. This should include provisions on the process to be employed if employees refuse to consent to being sent on unpaid leave and mechanisms for internal dispute resolution, an issue which the Act is silent on.



- (viii) Review the Employment Act 2007 to consider the need for regulation 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.
- (ix) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

The County was hit by three shocks in the period, including desert locust's invasion, COVID-19 pandemic and the floods. Therefore, a robust, comprehensive and well-coordinated policy and institutional framework for disaster management, which includes preparedness, response, rehabilitation and mitigation in the counties prone to hazards is necessary.

- (i) The County to develop a Disaster Risk Management Policy that covers unforeseen disasters that may occur in future including floods, drought, landslides, earthquakes, climate change, hazards or other natural disaster; environmental disasters; human diseases outbreaks, endemic infectious disease outbreaks; epidemics or pandemics; livestock and wildlife epidemic; wildlife extinction; crop infestations; raids, terrorist attack, civil war, civil commotion or riots, war, threat of or preparation for war, armed conflict; nuclear, chemical or biological contamination; and collapse of buildings, fire, explosion or accident.
- (ii) Link the Disaster Risk Management policy to policies on social, infrastructure, environmental and natural resources including on health, HIV and AIDS, nutrition and food security, gender, youth, child protection, education, the elderly, persons with disabilities, water and sanitation, housing, infrastructure, transport, environment, forestry and energy.
- (iii) The County 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. This could be supported by a comprehensive Disaster Risk Management Strategy that outlines the management of disasters, sets out standard operating procedures including saving lives, securing the scenes of crime and evidence, public education, sensitizations and awareness creation, and managing the national reaction and public attitude following such occurrences. This could also include mechanisms to facilitate early warning, communication strategies, risk assessment and command structure, including controlling operational command issues, information flow management and roles, obligations, mandates and functions of first responders.
- (iv) Develop a legal and regulatory framework that applies to all other infectious diseases and are drafted in futuristic terms as it is unlikely that COVID-19 will be the last pandemic to affect Kenya. Overall, a framework needs to be established for the effective response to and management of a pandemic to prevent the occurrence or spread of a pandemic whenever it arises. The framework should provide



measures to mitigate the effects of the pandemic and provide a mechanism to cushion those that may be adversely affected by the pandemic. In addition, the legal framework needs to prescribe who is to cater for medical costs for the treatment and care of persons infected with COVID-19, whether admitted to public or private hospitals.

- (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 to avoid abuse of procurement processes that often lead to lack of value for money, delivery of substandard or poor quality goods, payment for non-delivery of goods or non-delivery of services, unqualified suppliers, incompetent contractors and inflated costs.
- (vi) Establish legal and statutory requirements for audit of the financial statements of emergency funds to ensure accountability in the use of funds.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in Kisumu County is low, especially among households. In the public sector, the County Government headquarters and public primary schools are connected to the national ICT infrastructure. In the new normal driven COVID-19, the County administration needs to fast-track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters.

- (i) Boost household ownership and use of ICT assets and services.
- (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 34.3 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹.
- (iii) To ensure use of ICT devices, stable and reliable internet connectivity at the households is required. The County administration could adopt programmes to ensure ubiquitous access to reliable and affordable internet (internet everywhere). Strategically, the County administration could negotiate with the public primary schools for community access to the ICT infrastructure, devices and personnel currently deployed in schools. This is to further enhance digital literacy and internet access to the local communities around the schools. This is in line with the Kisumu CIDP projects on digital literacy and establishment of model ICT centres which aim to train people on ICT.
- (iv) Enhance connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business: ICT has the potential to create and transform home-based economies dependent on e-commerce for women and youth. In the public sector, the NOFBI programme can be expanded to sub-County administrative units to further enable deployment of e-governance

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



solutions. This is aligned to the Kisumu CIDP project on establishment of a Data Center, Automation of County Services and enhancement of Integrated County Network Infrastructure.

- (v) Make ICT a standalone sector for budget allocation: ICT is currently administered under the Ministry of Education, ICT and Human Resources in Kisumu County. To give strategic prominence to planning, budgeting and investment in ICT, the sector could be treated as standalone sector and not combined with other sectoral budgets. This will give special attention to the ICT needs covering: infrastructure, ICT service, devices, training and capacity building for households, businesses and the public sector.
- (vi) Review and implement ICT policies and procedures to mitigate cyber threats and collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation. The CIDP includes a project to establish a Security Surveillance System which can further be tailored to provide pandemic and disaster early warning, surveillance and response support.

3.5 Promoting human Capital Development

Human capital is central in the County's re-engineering and recovery strategy. According to May 2020 KNBS COVID-19 Survey, 25.4 per cent of the county labour force worked at least for 1 hour for pay and about 74.6 per cent of the employees worked for no pay. About 24.9 per cent had never worked, and 49.7 per cent worked in the informal sector. However, 11 per cent of employees did not attend to work due to COVID-19. On average, workers in the County lost 9.6 hours per week due to COVID-19.

The County population aged 15-64 years (labour force) was estimated at 485,155 people of whom 434,312 were working and 50,843 were seeking work representing an unemployment rate of 10.5 per cent (Kenya Population and Housing Census, 2019).

The average years of schooling was 8.6 years out of the target of at least 12 years if entire population was to attain basic education up to complete secondary education (KIHBS 2015/16). Human development index was 0.55 compared to 0.52 at national level and maximum of 1. The HDI at county level measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With a rating of 0.55 it means the county lost about 45 per cent of her economic potential due to limited education and health. About 28.7 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 32.0 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 78.9 per cent as compared to the average national level at 74.9 per cent. The data indicates about 21.1 of children in the county were at risk of contracting preventable diseases like polio and measles. The economic crisis of the pandemic led to decline of the NHIF coverage



as most of county residents could not afford the monthly remittances, in addition most of people did not show up for immunizations due to fear of contracting COVID-19 hence there was a decline of vaccination rate in the county.

The County will invest heavily in the first 1000 days of life of children to ensure improved nutrition, sustained productivity of a worker and to build commitments for effective recovery reforms and investments that will transform human capital outcomes for greater productivity and producing requisite skills for all sectors of the County economy. The County will address the risks in health and education, housing and water deprivations. To achieve this, the County will:

- (i) Enhance universal access to health to collectively finance health services for all, including uninsured workers and their families, and invest in community and primary health including community health workers, water, sanitation, immunization and public health.
- (ii) Expand access to collectively financed paid sick leave, sickness benefits, and parental/care leave to ensure income security for those who are sick, quarantined or caring for children, the elderly or other family members.
- (iii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all economic sectors.
- (iv) Promote implementation of stronger labour market interventions and policy reforms that drive employment creation. The County should deepen technical education, training and skills development.
- (v) Create more employment opportunities through development of pro-employment policies; investment in education and training and skills development; and investments within the key sectors of manufacturing, agriculture, infrastructure, tourism, technology and innovation.
- (vi) Improve access to finance for small and medium enterprises through lending institutions for sustained business. Also, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (vii) Encourage appropriate flexible working arrangements, such as teleworking.
- (viii) Liaise with humanitarian actors and development partners to establish a pool fund to finance seasonal public works or employment guarantee scheme.
- (ix) Strengthen the capacity of workers and employer's organizations to enhance their knowledge base and understanding of the mechanism of minimum wages determination amidst COVID-19 pandemic.



3.6 Exploiting the Blue Economy

The blue economy is emerging as a new frontier of economic growth and development. Kisumu County is strategically located to harness the blue economy in the Lake region by developing sectors such as fisheries, aquaculture, tourism, marine transport and logistics, energy, manufacturing, water sports and biotechnology. Unlocking the potential of blue economy in the County will be critical for sustainable socio-economic development through job creation and improvement of livelihoods and incomes of residents of Kisumu and the greater Lake region. For the County to harness the potential of blue economy the following interventions are imperative:

- (i) Identify strategic blue economy activities in the County and invest in research to prioritize areas with significant potential in the region.
- (ii) Revival of marine transport over the lake through rehabilitation and modernization of the port of Kisumu, other ports and piers and incentivize investors to run the transport sector over the lake while the government maintains the infrastructure.
- (iii) Take the lead in ensuring that the Lake Victoria ring road is constructed. Further, the revival of Nakuru-Kisumu railway will be key in the development of an integrated transport system in the Lake region that will support the marine transport system.
- (iv) Develop fisheries value chain that integrates fisheries resources from the lake, aquaculture products and manufacturing of fish products within Kisumu County.
- (v) Invest in new technologies to exploit the water hyacinth for alternative energy production and for making various products for sale.
- (vi) Promote and market water sports in Kisumu County. This will be crucial in attracting both local and foreign tourists to the region.
- (vii) Invest in the Lake Basin conservation. This will be critical not only for the lake but also the surrounding environs to ensure sustainable harnessing of blue economy opportunities in the County and the Lake Region Economic Bloc.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 11.9 per cent to Kisumu Gross County Product (GCP). Its importance is also underlined in its ability to facilitate absorption of excess labour from the agricultural sector and has a significant multiplier effect with backward and forward linkages. The manufacturing sector in Kisumu County includes: wood and wood products (furniture, paper and paper products); metal (fabricated metal products, basic metals); chemical and chemical products; textile (wearing apparel); beverages; machinery (transport machines, and machinery and equipment) and other non-metallic mineral products. The key products useful in value addition and driving manufacturing include; maize, cotton, rice, fish, leather, textiles, dairy, and livestock. The large industries critical in driving manufacturing in the county are involved in cement processing, sugar milling, alcohol and beverage processing, water bottling, paint production, steel industry and lime processing. Huge potential also exists in fish and cotton processing. Therefore, the sector is essential in supporting recovery of the Kisumu County economy from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation. The county will therefore take the following measures:

- (i) Exploit the opportunity presented by the pandemic especially in production of essential goods such as masks, Personal Protective Equipment (PPEs), and sanitizers, disinfectants, canned foods, immunity boosting products, hospital beds and ventilators.
- (ii) Adopt the new pandemic guidelines including rearranging floor plans to allow for social distancing in manufacturing establishments.
- (iii) Undertake training and capacity building to assist MSMEs to surmount the shocks faced during the pandemic and allow for turn-around and recovery of affected enterprises.
- (iv) Partner with research institutions such as the Kenya Industrial Research and Development Institute (KIRDI) and the Productivity Centre at the Ministry of Industry to improve the quality of manufactures and MSME products.
- (v) Provide a cushion to businesses and traders with affordable credit; waiver of some County taxes, cess, and other charges.
- (vi) Create partnerships with other counties to enhance markets for the County's produce and sustainability.
- (vii) Development of a Special Economic Zones (SEZ) and completion of Small and Medium Enterprises (SME) Park as per Kenya Vision 2030 aspirations.

- (viii) Collaborate with National government to rehabilitate fish landing sites in Ogal as per the Third Medium Term Plan 2018-2022 flagship programmes and projects as support of the Lake Victoria rehabilitation programme.
- (ix) Collaborate with National government to facilitate development of International Nile Perch Research Centre at Kabonyo in Kisumu as per the Third Medium Term Plan 2018-2022 flagship programmes and projects that support Aquaculture Technology and Development and Innovation Transfer Programme.
- (x) Revitalize operations of Chemelil, Muhoroni and Miwani Sugar companies as well as KICOMI. Revival of the fish processing company that has remained dormant will also be prioritized.
- (xi) Promote start-ups to develop business ideas, for instance, through incubation facilities, establishing centres of excellence, developing capacity for start-ups on Intellectual Property acquisition.

4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Kisumu county. More than a 20 per cent of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 51,445 million out of the total Ksh. 194,489 million Gross County Product (GCP) amounting to 26.5 per cent of the county's GCP.

About 48.9 per cent of the households in Kisumu county practice farming. About 44.4 per cent of the households produce crops, 33 per cent produce livestock, 0.26 per cent practice aquaculture and about 2 per cent are involved in fishing. About 3.2 per cent of the households practice irrigation farming. While crop production activities were not significantly impacted by the COVID-19 pandemic, fish harvesting, which is usually done at night has been significantly affected by curfew hours imposed as a mitigation strategy. This affects livelihoods of about 2 per cent households involved in fishing. While consumption of nutritious food categories such as fruits, vegetables and leave products is necessary to boost immune systems of the population especially with COVID-19 pandemic, about 1 per cent and 4.6 per cent of households reported that vegetables and fruits were not readily available in their locality during the COVID-19 pandemic period.

To safeguard livelihoods and achieve the sector's targets during the pandemic period, the County Government will:

- (i) Transform agriculture from subsistence to an innovative, commercially oriented and modern agricultural sector through enhanced marketing opportunities and supportive services, such as agricultural finance.
- (ii) Diversify production into fast-maturing vegetable crops through irrigation. Currently, acreage under irrigation stands at 15 per cent, and thus there is need to increase the area under irrigation to increase food productivity. This can be achieved through resource allocation in the sector, collaboration



between the County, National Government and PPP and promoting water harvesting in the County as envisioned in the 2018-2019 CIDP.

- (iii) Develop County private partnership in enhancing agro-processing and value addition capacities of the county through: - enhanced market linkages; training; and establishing processing and value addition processing plants particularly for key value chains including sugar, fish, meat, leather, horticultural and cotton. This intervention is in line with the County's 2018-2022 CIDP strategy on promoting development of crop production, fisheries and livestock production value chains.
- (iv) Investment in storage and cooling facilities especially at collection centres minimize spoilage and post-harvest losses.
- (v) Promote uptake of digital platforms to: - train and build capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce, and improving access to innovative support services including credit and insurance services. Digitization will assist the County achieve its 2018-2022 goals on enhancing access to credit and by agricultural value chain actors, and train County farmers.
- (vi) 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 disasters. There is also need for the County to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) 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.
- (viii) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by the World Health Organization (WHO) as one of the measures to curb the transmission of COVID-19. This has placed a higher demand for safe water more so at the households, health care facilities, marketplaces, public places and among essential services. The County 2018-2022 CIDP intended to achieve the following under water, sanitation and hygiene (WASH), irrigation, environment conservation and management: improve access to safe water services from 58 per cent to 68 per cent in the next 5 years through development of Kisumu Water and Sewerage Master Plan, rehabilitation and expansion of existing viable water supply facilities and development of new water infrastructure; conserve degraded land and lakeshores; strengthen environment management; conserve



and preserve water for irrigation by 2022; and increase area under irrigation from 15 per cent to 45 per cent in the next 5 years. The recovery strategy recommends the following interventions for implementation:

- (i) Expand and rehabilitate existing and cotton viable water facilities to help increase access to safe water.
- (ii) Increase water storage capacities especially in rural area to enhance safe water reliability with focus on rainwater harvesting in learning institutions.
- (iii) Enhance capacity building on management of water supplies to help reduce Non-Revenue Water and moreover increase functionality rate of already developed water facilities.
- (iv) Integrate public private partnerships arrangements to enhance water provision in the County.
- (v) The county to upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increased to water access and to reduce distance taken to water sources.
- (vi) Expand sewer infrastructure to accommodate more households.
- (vii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (viii) Promote and facilitate regular environment clean up exercises at neighborhood and in towns to enhance solid waste management. This will include sensitization programmes on importance of tree planting, environment management and conservation. The County Government could work in collaboration with donor agencies, private sector, and local communities to come up with initiatives to manage solid waste.
- (ix) Construct dams and dykes and install, rehabilitate storm water drainage infrastructure in urban centres to reduce the effects of flooding in the County.
- (x) County to adopt climate resilient water safety planning and designs.
- (xi) Increase water supply in households, institutions and public places through development of new water infrastructures using viable water development technological options in all the 7 sub-counties.
- (xii) Improve access to safe toilets in schools, health care facilities, workplaces and public places.



4.4 Urban Development and Housing

The informal settlements in Kisumu County pose a significant risk in the spread of COVID-19 especially due to inadequacies in living conditions, crowding, hygiene and exposure to flood risk. Low income households lack access to adequate clean energy sources and technologies for cooking. The County will focus on improving the living conditions and the quality of life in these settlements by;

- (i) Fast-tracking implementation of the affordable housing programme with a focus on improving living conditions in informal settlements.
- (ii) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (iii) Map flood risk settlements and implement flood disaster mitigation plans, including relocation and re-settlement of households.
- (iv) The County administration should adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.5 Transport

The transport sector in Kisumu County is dominated by non-motorized and motorcycle transport, with the residents travelling, on average, 3.8 kilometres to their workplace. Over 50 per cent of the unpaved road network covering 2291.3 kilometres is in poor condition, which was made worse by recurring floods. The County will enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities. The County will:

- (i) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (ii) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy². This can be incorporated into the CIDP programme to grade and open new roads.
- (iii) 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 Goals³.

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

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



- (iv) Adopt green roads engineering design to address the problem of floods and develop storm water infrastructure on roads to harvest run-off for domestic and commercial use.

4.6 Tourism

As a tourist destination, the key attractions of Kisumu County include Lake Victoria, Safari/wildlife (Ndere Island National Park and Impala Park), sports tourism (water sports); and M.I.C.E tourism. The County is also endowed with cultural and heritage tourism including Luo cuisine; and music and performing arts (e.g. Benga music) and several heritage sites including Kajulu Caves, Abindu Shrine, God Mesa viewpoint, Kit Mikayi, Fort Ternan, Okore Kogonda site, Anguom Yuak, Sango Ka Kere and Oneno Nam. The County is well endowed with tourist-class accommodation facilities including 11 star-rated hotels with a total of 567 rooms and 780 beds; and 5 other registered major hotels (The Grand Royal Swiss, Imperial Express, Wigot, Pinecone and Jumuiya) with a total of 341 rooms.

In terms of talent management, there are inadequate structures for tapping talents of the youth in Kisumu County in the arts, culture and sports, and the lake is under-utilization as a mode of water transport. Environmental pollution is emerging as a challenge to development of tourism in the County. Sports tourism is under-developed due to limitation of resources and dilapidation of infrastructure (e.g. the Kisumu Moi Stadium). In addition, the Kisumu International Airport, although being strategically located to serve the great lakes region as a transport hub, is under-utilized.

The County Government will develop a clear tourism sector masterplan to guide coordination, marketing and systematic development of the indicated priority areas. Despite the importance of the sector to the County, in the first 2013-2017 period, tourism contributed only 1.24 per cent of the GCP, implying low prioritization of development of the sector. In the 2018-2022 planning period, the County Government plans to spend 2.59 per cent of the total projected budget (Ksh 66,305.58 million) on development of tourism, culture, creative arts and sports. Given the scope of activities required to revamp the sector, more funds (up to 6 per cent of the total budget) need to be allocated. Priorities for consideration include:

- (i) Exploit the opportunities of the Lake Victoria, including utilizing the Lake as a mode of water transport and tourist attraction.
- (ii) Address emerging issue of environmental pollution and solid waste management.
- (iii) Open the waterfront for commercialized cultural and recreational activities.
- (iv) Develop value chains in sculpture and handicrafts.
- (v) Allocate resources for investment and rehabilitation of tourism-supporting infrastructure, including sports stadia, modern M.I.C.E venues, and roads leading to the physical tourist attraction sites. Also refurbish infrastructure leading to cultural heritage sites, which are impassable during poor weather.



- (vi) Diversify tourism products to include cultural, sports (boat racing, sports fishing, soccer stadia), 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 Hippo Point public beach.
- (vii) Develop tourism information and data centres.
- (viii) Upgrading medical facilities to promote medical tourism.
- (ix) Construct modern theatre and art gallery to support development of talent in music, visual and performing arts; marketing of sculpture and handicrafts; and upgrading of sports stadia to develop talents in sport.
- (x) Conduct research on potential areas for investment in tourism to catalogue information on existing and potential tourism products in each sub-County; branding and marketing tourism products; hosting promotional events such as annual tourism and trade investment expos and M.I.C.E events.
- (xi) Leverage on opportunities availed by the Kisumu International Airport in terms of facilitating chartered transportation of tourists, passenger and cargo transportation in serving the County and the Lake Region Economic Bloc.
- (xii) 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.

4.7 Health

The County invested immensely in construction and renovation of health facilities resulting to 34 hospitals and 176 primary health care facilities. The County has 117 medical officers, 21 dentists, 36 pharmacists, 878 nurses, 8 nutrition and dietetics officers, and 116 public health officers as the County Human Resources for Health. The County has 124 government health facilities. In 2020, the medical officers to population ratio was 1: 44,634 and nurse to population ratio is 1: 2,383 against the recommended WHO standard doctor or nurse population ratio of 1:230.

The County has prioritized public health management through enhancement of latrine coverage, solid and liquid waste management. The County Government had also schemed on enhancing supply of drugs; investing in preventive care through regular tests and screening exercises; providing improved sanitation and environment health services; establishing a universal health insurance scheme; improving health infrastructure and equipment.

The health sector requires enhanced investment in health systems, including in the health workforce, capacity building of community health workers and the medical officers on COVID-19, upgrading of working



conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety. Social dialogue is essential to building resilient health systems in crisis response and in building a future that is prepared for health emergencies. Specifically, the County will:

- (i) Revamp, expand, modernize and equip health facilities, including Jaramogi Oginga Odinga Teaching and Referral Hospital (JOOTRH), Kisumu County Referral Hospital and Lumumba Hospital.
- (ii) Implement a comprehensive human resource health management system, including undertaking training needs assessments and information system to ensure skilled and motivated health care workers who are equitably deployed.
- (iii) Recruit additional public health officers and community health workers to strengthen preventive and primary health systems.
- (iv) 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 with Kisumu County.
- (v) Legislate compensation initiative for Community Health Volunteers (CHVs). Each Community Unit is covered by not less than 10 CHVs. Currently, partners cater for stipends for 30 per cent of the CHVs. In the Kisumu County Health Sector Strategic Investment Plan II (KCHSSIP) (2018-2023), the County has committed to provide stipends and National Hospital Insurance Fund (NHIF) cover to all CHVs. Legislation on the CHVs compensation needs to be considered for sustainability.

4.8 Education and training

The County has 1,711 Early Childhood Development Education (ECDE) centres enrolling 236,000 learners, 767 primary schools enrolling 265,464 learners, 244 secondary schools enrolling 76,437 students, 19 public technical training institutions, over 1000 private technical institutions, and 1 university and 4 university constituent universities. The County education sector focus was to enhance the quality and access to Early Childhood Development and Education (ECDE), promote high transition rates and promote tertiary education through Technical and Vocational Education Training (TVETs).

To address the effects of COVID-19, the County will require to partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate learning spaces upon reopening. Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, ECDE capitation grants, capacity building of ECDE teachers and staff and parents on effects of COVID-19 awareness, and establishment of ECDE teacher's college. For primary and secondary education, the County needs to increase primary and secondary enrolment rates. For TVETs, the main objective is to fill the gap in training of middle level and technical employees through improved construction of new centres and incorporation of modern



infrastructure. Recovery sector specific interventions include the following:

- (i) Promote monitoring and address psycho-social well-being of students, teachers and education officers and educate them on how to mitigate the spread of Coronavirus.
- (ii) Promote back to school campaign when schools reopen and community outreach to ensure that no child drops out of school due to COVID-19 emergency.
- (iii) Develop and implement intervention programmes for the marginalized and most vulnerable.
- (iv) Build the capacity of all public-school teachers to provide training, guidance and quality assurance to them and prepare for education continuation in future outbreaks through provision of internet and ICT support among households.
- (v) Integrate ICT into teaching and learning in the education sector. The County should consider facilitating production of radio and online teaching and learning materials and extend the existing distance learning programmes to all rural areas.
- (vi) 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.
- (vii) The education sector in collaboration with health authorities shall establish the safety of school buildings and their surroundings before reopening and ensure adequate provision of sanitation facilities and enhanced school feeding programmes.
- (viii) Provide adequate Personal Protective Equipment (PPEs) for teachers, learners and other employees in the schools.

4.9 Social Protection

The County has an estimated number of 56,623 PWDs and 44,589 older persons aged 65 years and above. This represents 4.9 per cent and 3.8 per cent of the population, respectively. The County is implementing various social protection programmes including providing basic assistive devices to 2000 PWDs. This represents 3.5 per cent of the target group. The County was also supporting and building capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. With increasing demand for cash transfers, the County government initiated targeted cash transfers to the elderly and food distribution to vulnerable households both before COVID-19 and during COVID-19 period. The County spent around Ksh 90 million on social protection in 2018/19⁴. However, the county will align the County Government social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries.

4. he County spent around Ksh 516 million on education, gender, youth, human resource development, ICT, and social services in 2018/19 fiscal year.



The County will continue implementing the key County plans for social protection sector in the current CIDP (2018-2022), including: Provision of Basic assistive devices for enhanced mobility of 2,000 PWDs; Complimentary cash transfers for orphaned and vulnerable children (OVCs)-headed households, persons living with severe disabilities (PLWSD) and the aged not reached by the National Government; Health assistance through the National Hospital Insurance Fund (NHIF) for special groups such as persons living with disability (PWDs) and the aged not reached by the National Government; Mentorship and life skills; Construct elders multi-purpose and recreation centres at Ward level; Construct and equip Gender-Based Violence (GBV) recovery centre; Support special international (UN Days) days/events; Rehabilitate and integrate street children. The County is also providing health insurance for 90,000 County citizens.

Additional COVID-19 recovery strategies are:

- (i) Provide accessible infrastructure from platforms that applies universally to all those unable to work while ill or quarantined, or while providing essential care for sick family members, and which relates to pre-pandemic average earnings. Develop policies that specify precisely and openly how much workers will be paid, with simple application processes which do not impose burdensome health documentation requirements that sick workers cannot meet.
- (ii) Undertake research to get a better understanding of the actual situation of disability and chronic illness in Kisumu County, and to map existing initiatives to improve it.
- (iii) Extend sickness benefit coverage to all, with attention given to reaching women and men in non-standard and informal employment, the self-employed and vulnerable groups.
- (iv) Build linkages with other Ministries, and with Non-Governmental Organizations (NGOs) that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (v) 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.
- (vi) Extend social security assurance to vulnerable workers within the casual and residential division.
- (vii) Promote gender mainstreaming, protection and response against gender-based violence and involve women in all sectors.
- (viii) Build resilience and promote affirmative action to address the challenges facing vulnerable groups through implementation of special programmes; coordinate social protection programmes and strengthen linkages across various social protection interventions.



4.10 Gender and Youth

The County's population distribution indicates that there are more female (51.4%) than men (48.5%). The youth (15-34 years) comprise 38 per cent of the population. Prior to COVID-19, women and youth had disproportionately been affected by various socio-economic challenges, including limited access to reproductive health, gender-based violence and youth unemployment. Gender-based violence was prevalent in Seme and Kisumu East sub-counties. Support programmes such as the Nyabende support programme continue to offer legal and psychological support to GBV survivors. Through lobbying supported initiatives, the County Government of Kisumu through the County Assembly passed a motion for the establishment of sub-County rescue centres for GBV survivors. Key additional interventions include:

- (i) Need to create awareness on availability and importance of healthcare services in the County, including free maternity services, and address constraints to access of maternal health services in the County due to fear of contracting COVID-19 in event of visiting health facility. The County needs to consistently allocate resources towards nutrition-specific and sensitive programmes in the various sectors by establishing specific budget lines for nutrition support initiatives.
- (ii) Initiate targeted programmes to address unemployment created by job losses due to COVID-19 mostly among the youth.
- (iii) Promote community awareness on the negative effects of gender-based violence across all sub-counties while targeting both men and women.
- (iv) Strengthen inclusive community outreach strategies to ensure GBV messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services and COVID-19 information among differently able persons.
- (v) County Governments through the Department in-charge of gender and youth to bring onboard key stakeholders to actively engage and sensitize the youth, both women and men on reproductive health, HIV/AIDS and COVID-19 control and prevention initiatives.
- (vi) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

4.11 Environment and Natural Resources Management

The major sources of energy for cooking used by households are firewood at 37.6 per cent, charcoal 41.0 per cent, and liquified gas at 6.3 per cent. This has a negative effect on environment management and conservation. Majority of the households in the County dispose their solid waste as follows: 8.0 per cent dump in the compound; 13.3 per cent dump in the open field/plot; 53.7 per cent burn in the open; 15.6 per cent is buried, 1.0 per cent is collected by community groups; 0.3 per cent is collected by the County



Government for disposal; and 4.4 per cent by private company for disposal. This means that only a small portion of household solid waste is safely disposed, thus exposing many households to environmental and health hazards. The County will have partnerships and collaborations with the National Government, NGOs and other established stakeholders in natural resource management and conservation. Currently, 8.8 per cent of households have experienced droughts or floods in the past five years, which has adversely affected their farming activities. Floods negatively affect agriculture and reduce the ability of households to be food secure. They also lead to loss of lives and destruction of the environment. To achieve food security and ensure minimal damage from droughts and floods, it is important for the County to work with the National Government, donor agencies, private sector, local communities to come up with up mitigation measures to droughts and floods.

Specifically, the county will:

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Support environmental conservation through planting of trees.
- (iii) Involve communities in environment and natural resources conservation.
- (iv) The county to enforce environment and natural resources conservation policy.
- (v) The county to conduct regular clean-up of urban water drainage system to control flooding.
- (vi) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighbourhoods and in towns.
- (vii) Construction of waste transfer stations in the urban centers of Ahero, Muhoroni, Maseno, Katito and Kombewa.
- (viii) Cushion households from the adverse effects of droughts and floods by doing the following; distillation of drainages and water ways planting trees and building dams and dykes.
- (ix) Carry out re-afforestation on hills and gazetted forests as a way of preventing human destruction of planted trees and forests for use as woodfuel.
- (x) Provide fruit tree seeds, bamboo seedlings and tree seedlings to county tree nurseries for growing to the stage of transplanting on farms and landscapes, and for protection of riverbanks.
- (xi) Train the Waste Actors network and Tree nursery operators network members to improve their technical capacity for nursery management and composting.



- (xii) Provide noise meters to the Environment department for measuring levels of noise as vendors and businesses set to re-open their businesses so that business owners can be rightly trained on better ways of compliance with noise regulations, and their businesses are not interrupted.
- (xiii) Provide protective clothing; hand gloves, safety shoes and boots, overalls and safety goggles to waste collectors/evacuators and the drivers. Safety clothing will help prevent further spread on Corona virus (Covid-19).
- (xiv) Procure and strategically place waste collection bins in strategic areas in urban centers for collection of solid wastes.
- (xv) Complete the Kisumu county Environmental policy and County Environmental Action plan, Kisumu County Climate Information Service plan, and review Kisumu County Solid Waste Management Act-2015





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

- (i) Infrastructure – targeting roads, water and electricity.
- (ii) Information and Communication Technology (ICT) – a greater enabler for business continuity during and after COVID-19.
- (iii) Environment and solid waste management.
- (iv) Waivers/concessions – cess, single business permits, parking stickers, water bills, market fees.
- (v) Prioritization of settlement of payment of pending bills.
- (vi) Subsidize farming inputs – certified seeds, fertilizers and mechanized inputs (tractors).
- (vii) Provide extension services and market creation for agriculture.
- (viii) Create a COVID-19 revolving recovery fund using structures such as table banking, self-help groups and micro-finance institutions 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 (PPPs) and non-state actors including NGOs.

5.3 Implementation Framework for the Economic Stimulus Programme

Effective implementation of the Kisumu 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.⁵

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) in each County department, 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

Communication⁶, 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 Development⁷ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be used. Communication for Development is evidence-based processes that involve 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 channels⁸ 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 the May 2020 KNBS Covid_19 survey, majority of Kisumu respondents received information about Coronavirus through radio (87%) and television (72%). The survey was not specific whether mobile included both written (short text messages - SMS) and verbal (calls). However, mobile (47%), friends and family (30%) and social media (26%) followed the broadcast media. Government sources and newspaper were 14 per cent and 10 per cent, respectively. Health care workers and Non-Governmental Organization (NGO) workers were not popular channels of communication to Kisumu residents. In matters information, communication and technology (ICT), the analysis of the 2019 KPHC reveals that only 20 per cent of the conventional households in the County 'own' internet, with 9.8 per cent owning a desktop, computer laptop or tablet.

Therefore, the following channels of communication shall be utilized:

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

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

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

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

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



Table 2: Communication channels with target audience

	Children 3yrs-17yrs	Youth 18yrs- 35yrs	Men 36yrs- 70yrs	Women 36yrs- 70yrs	PWDs	Aged 71yrs +	Literate & Semi- Literate	Rural	Urban & Informal Settlements
Barazas <100 persons									
Face to face <100 persons									
Radio									
Newspaper									
TV									
SMS									
Website & Email									
Social Media									
IEC- 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 (table 2).

The scheduled communication or frequency of messaging are as follows:

- Weekly updates on County website and social media
- Bi-weekly broadcast messages (TV interchanged with either local or Kiswahili radio station)
- Monthly SMS and telephone calls.
- Quarterly IEC materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, Huduma centres).
- 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: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	30	30	60	County and National Governments; development partners;	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners;	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County and National Governments; development partners;	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 and National Governments; development partners;	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		50.0	50.0	100.0	County and National Governments; development partners;	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		60	60	120	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		30	30	60	County and National Governments; development partners;	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		10	10	20	County and National Governments; development partners;	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		5	5	10	County and National Governments; development partners;	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		5	5	10	County and National Governments; development partners;	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	20	20	40	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	10	10	20	County and National Governments; development partners;	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	15	15	30	County and National Governments; development partners;	County Government
	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	Nationa Government; County Government; Donor Agencies	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		80	80	160	County and National Governments; development partners;	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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		50	50	100	County and National Governments; development partners;	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners;	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		20	20	40	County and National Governments; development partners;	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	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		5	5	10	County and National Governments; development partners;	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County and National Governments; development partners;	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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		8	8	16	County and National Governments; development partners;	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	5	5	10	County and National Governments; development partners;	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	4	4	8	County and National Governments; development partners;	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners;	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		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 Kisumu 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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		100	100	200	County and National Governments; development partners;	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		10	10	20	County and National Governments; development partners;	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners;	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	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	10	10	20	County and National Governments; development partners; Kenya Tourism Fund	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 - 5 years	5	5	10	County and National Governments; development partners; Kenya Tourism Fund	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		30	30	60		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 Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		40	40	80		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 Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10		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 Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20		County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20		County 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		7	7	14		County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		30	30	60		County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10		County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		10	10	20		County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		0.5	0.5	1		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 Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10		County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2		County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30		County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2		County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		20	20	40		County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		60	60	120		County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		15	15	30		County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		3	3	6		County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10		County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		4	4	8		County Government
		Grand Total					998.5	998.5	1987		

COUNTY GOVERNMENTS



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