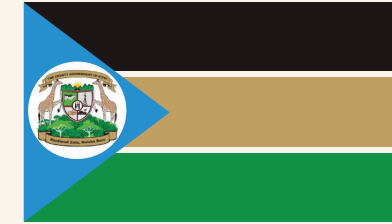


KITUI COUNTY

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

Kitui County is one of the counties in South Eastern Economic Bloc (SEKEB). The county has an estimated population of 1,136,187 of which 50.5 per cent is male and 49.5 per cent female (KNBS, 2019) as indicated in table 1. Of the total population 27,029 (2.7 per cent) are persons with disabilities. The youth constituted 33.0 per cent of the population of whom 52.0 per cent were female. The County has a population density of 37 persons per km². The elderly population (over 65-year-old) make up 7.0 per cent of the total population of whom 62.4 per cent were female. The population of the school going age group (4-22 years) was 48.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Kitui County was 48.0 per cent against the national poverty rate of 36.1 per cent. In addition, 40.0 per cent of the population were living in food poverty and 81.7 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to the KDHS 2014, 38.2 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Kitui County

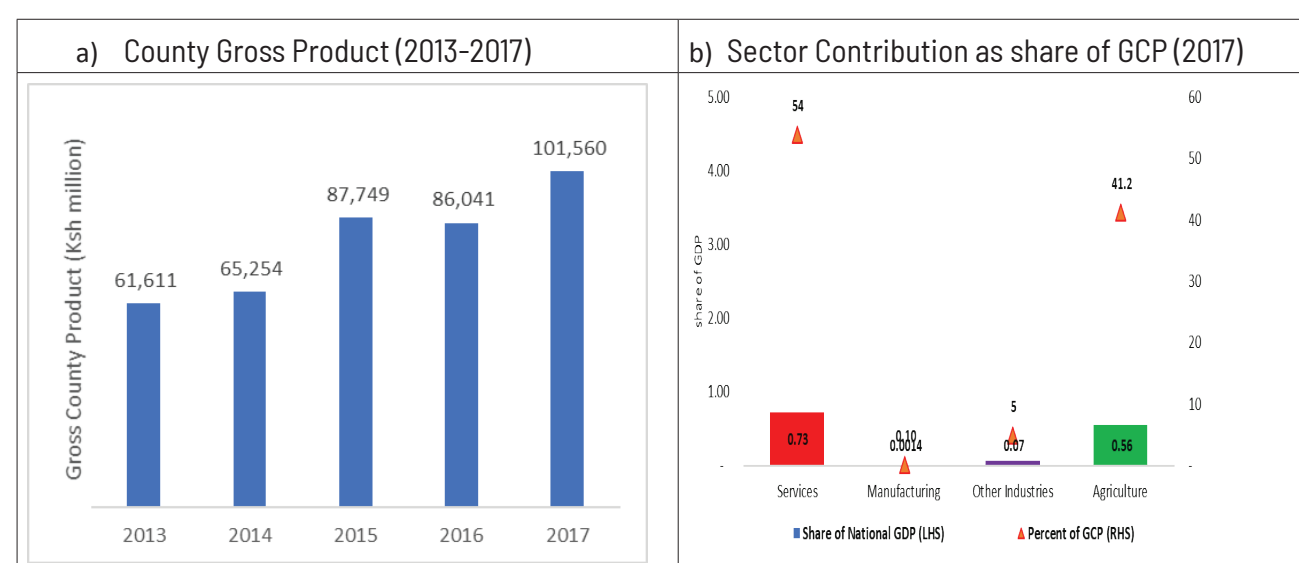
	County	National
Estimated County Population (KNBS, 2019)	1,136,187	2.4% of the total population48.3%
Males	549,046	51.7 %
Females	587,151	0.002%
Intersex	33	
Estimated Population Density (km ²)	37	82
Persons with disability	2.7%	2.2%
Population living in rural areas (%)	95.2	68.8%
School going age (4-22 years) (%)	48.6%	68.7%
Youth (%)	33.0%	36.1%
Elderly population (over 65-year-old)	7.0%	3.9%
Number of Covid-19 cases (as at 11 th September 2020) (MOH); National cases were 35,232 people	252	0.73 % of the national cases
Poverty (2015/2016) (%)	48.0%	36.1%
Food Poverty (2015/2016) (%)	40.0%	31.9%
Multidimensional Poverty (2015/2016) (%)	81.7%	56.1%
Stunted children (KDHS 2014)	38.2%	26%
Gross County Product (Ksh Million)	101,560(2017)	1.3% Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017) (%)	12.2%	15.3 %

Data Source: KNBS (2019)

Kitui County Gross County Product (GCP) accounted for 1.3 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh.61,611 million in 2013 to Ksh.101,560 million in 2017 representing an annual average growth rate of 12.2 per cent. The service sector contributes 54.0 per cent of GCP while agriculture and other industries share constituted 41.2 per cent, and 5.0 per cent, respectively.

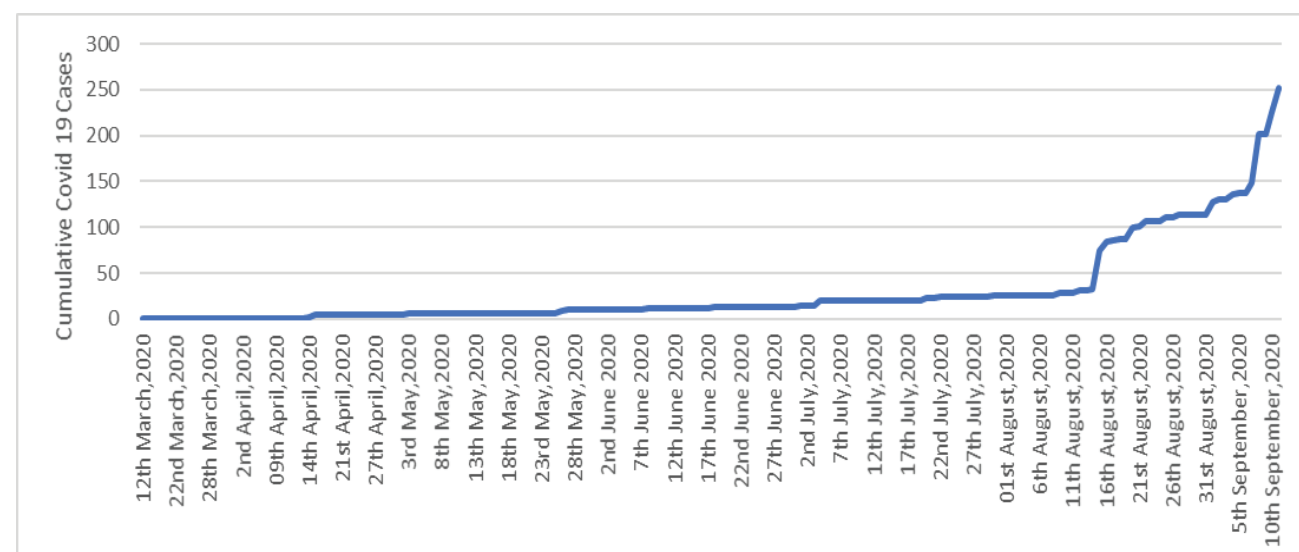
The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by Crop farming and livestock production while industries and manufacturing include production of consumer goods such as food processing furniture and textiles.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 14th April 2020. Since then the number of confirmed cases increased to 252 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH

1.2 County Fiscal position

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

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

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

1.3 County Fiscal Response, Interventions and Budget Re-allocation

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

The County established the Kitui County COVID-19 Response Committee. The committee is co-chaired by the county governor and county commissioner and endeavors to coordinate surveillance of COVID-19 preparedness, provide advisory on management and containment of the virus and mobilizes resources necessary in the fight against the COVID-19 pandemic. The team also oversees that there is strict adherence to all directives issued by the National Government and county government on COVID-19.



The County supported the Buy Kenya Build Kenya policy by ensuring that all masks were produced at the Kitui County Textile Center (KICOTEC). Some of these were exported to various counties across the country including Kakamega county, Kilifi county and Mombasa county. In the manufacturing of isolation beds, the county used locally available resources and engaged various small enterprises in the county in making of these beds.

The County prepared for treatment of confirmed cases: The County Department of Health set aside 74 isolation beds in the four of its isolation centers spread across the county. Besides, county health workers were trained on handling corona virus cases with special focus on screening of travelers along the County borders, screening in public spaces, taking care of patients under their custody, taking samples, contact tracing and case management. In addition, the county received project fund worth Ksh. 25 million from European Union to be implemented by AMREF Health Africa and Red Cross Kenya to combat COVID-19. The project fund will aid in strengthening the national and sub-national capacity to detect COVID-19 at source, manage the virus and deliver continuity of essential health services.

The County implemented working-from-home guidelines. The county introduced working in shifts both at county offices and national government offices within the county. This was geared toward minimization of contact between county government personnel while serving “Wananchi” in various capacities. Face masks were provided to those in shifts.

In addition, the County promoted COVID-19 safety guidelines. This involved prohibition of all forms of public gathering, 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. This also included restriction of public gatherings including bars and restaurants, *Miraa* and *Muguka* joints, funerals and weddings.

The County undertook to enhance access to water for hand washing. County received over 200 water tanks from Kenya Association of Manufacturers. County distributed water tanks, water and soaps at points of entry, and erected hand washing points in the informal settlements and other high-risk areas for hand washing to meet the heightened demand for water.

Enhancing social protection for the vulnerable groups: the county supported vulnerable groups including women, people with disability and the elderly with food items and cloth face masks.



2 SOCIO-ECONOMIC EFFECT OF COVID-19

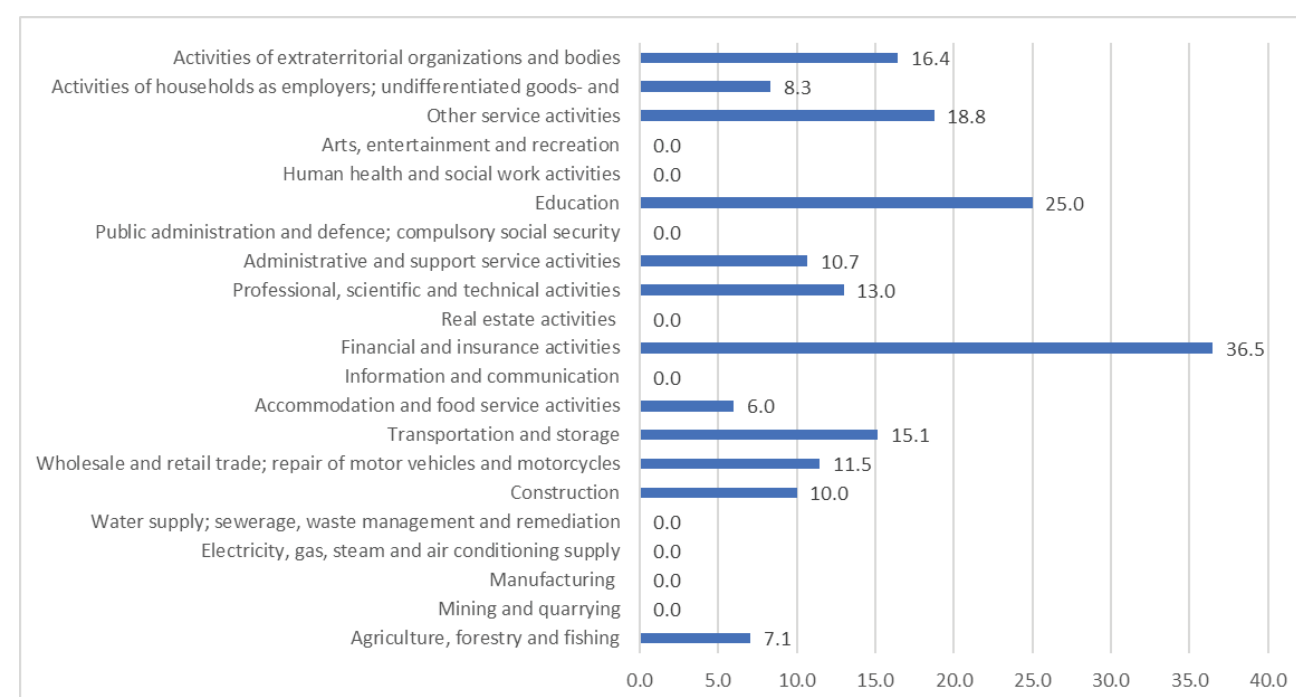
As the country was hit by the COVID-19 pandemic, several other shocks affected the county including: Desert locusts; floods and livestock diseases.

a) Labor participation

The COVID-19 had adverse effects on the labour sector in Kitui County. Several people lost their sources of income due to close of business and job loss. This was as a result of closing bars, entertainment joints and markets. County popular markets such as Kalundu and Kabati were closed leaving traders with limited access to markets. However, Kitui County seized the opportunity provided by Covid-19 to start mass production of masks which have since been in great demand. Kitui County Textile Centre (KICOTEC) plugged in the gap and has since been producing 30, 000 face masks daily.

According to the May 2020 KNBS COVID_19 survey, Financial and insurance activities sector reported the highest level of loss of hours worked (36.5 hours) followed by workers in Education at 33.0 hours (Figure 3). Workers in Other service activities and Activities of extraterritorial organizations and bodies recorded on average loss of 18.0 hours and 16.4 hours per week respectively. Transportation and storage and Professional, scientific and technical activities reported loss of 15.1 and 13.0 hours respectively. This implies that the pandemic negatively affected the County economy, which implies loss of employment, productivity and output.

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



Source: KNBS

According to the May 2020 KNBS COVID_19 Survey, 49.0 per cent of workers in Kitui recorded decreased income; 5.0 per cent reported increase in income; while 86.4 per cent recorded working as unpaid workers. The county recorded 66.5 per cent of workers in informal sector and 7.8 per cent never attended to work due to covid-19 related activities. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, county lost 11.9 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (7.1 hours) will negatively affect the county economy.

b) Agricultural sector

The May 2020 KNBS COVID_19 Survey found that 41 per cent of the households in Kitui county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of movement restrictions (74.3 per cent) and closure of the markets/ grocery stores (10.2 per cent). A key concern was that the food groups affected most are the nutritious food categories -fruits, vegetables and meat products -which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 74 per cent of households in Kitui county indicated experiencing an increase in food prices. From the KIHBS 2015/16 11.8 per cent of households purchase food products from open-air markets, 23.5 per cent from kiosks, and 54.9 per cent from general shops. Additionally, 56.1 per cent of the total valued consumed was from purchases, 32.5 per cent from own production, 6.8 per cent from own stock and 4.5 per cent from gifts and other sources. Consequently, an increase in food prices is likely to have significant implications on household budget.

As a result of Covid-19, agricultural markets were closed affecting farmers and traders livelihoods particularly those of fresh produce. Lots of wastages and losses have been seen in the fresh produce and high perishable products. Other affected commodities due to low marketing activities include poultry products.

Further, there was a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates food processing and related trades workers recorded the highest difference of 18 hours between the usual and actual hours worked in a week. Other affected sub categories include: Agricultural, fishery and related labourers (6 hours difference); subsistence agricultural and fishery workers (14 hours difference); and farm workers (1-hour difference).

c) Services sector

Tourism sector in Kitui County thrives on wildlife (located at Tsavo east national park, South Kitui game reserve, Mwingi game reserve), physical attractions and cultural heritage assets. Visits to the tourist attractions in the county declined by 50 – 60 per cent in 2020 due to measures taken to contain the Covid-19 pandemic.

The Covid-19 pandemic had implications on education sector, mainly due to the loss of learning and teaching time. Due to higher proportion of digital divide in the county, e-learning constrained. For instance,



only 9.0.0 per cent of households in Kitui county owns Desktop Computer/ Laptop/ Tablet and about 986.0 per cent of household have no access to internet connectivity, (Kenya Population and Housing Census (KPHS),2019). In addition, the suspension of school feeding programs which had a consequence to the food security and nutritional status of many children, especially those from the marginalized area who used to depend on the programme, ultimately having adverse long-term effects on human capital in the County.

According to May 2020 KNBS COVID_19 Survey, most of county residents did not visit health facilities amidst the pandemic, this affected the revenue stream of the hospitals. Furthermore, some activities such as breast and cervical cancer screening were temporarily stopped following the implementation of directives from WHO on the postponement of public screening. The pandemic has also resulted into closure of stadiums and playgrounds; hence the youth in the county were not actively participating in sporting activities.

The instituted COVID 19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold

d) Micro Small and Medium Enterprises (MSMEs) sector

Majority of MSMEs in Kitui County operate in the wholesale and retail trade; repair of motor vehicles and motorcycles (67.2 per cent), manufacturing (11.8 per cent), accommodation and food services (8 per cent), arts, entertainment and recreation (5.6 per cent), and financial and insurance activities (3.1 per cent). Generally, these are the sectors that were worst affected by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Kitui County experienced a lot of difficulties in meeting their rental obligations due to income disruptions resulting from Covid-19 pandemic considering they are largely located in commercial premises (74.9 per cent). According to the May 2020 KNBS Covid_19 survey, all interviewed respondents from non-farm and farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings. The May 2020 KNBS Covid_19 survey also shows that the wholesale and retail trade sector lost 11.5 hours in usual and actual hours worked while accommodation and food services lost 6 hours in a week. This is an indicator of the adverse effects on the service sector of Kitui County due to the pandemic which implies loss of productivity, output and employment.

Regarding access to markets, data from KNBS 2016 survey indicates none of the MSMEs in the County depend on export markets. However, 0.7 per cent of the MSMEs import markets for their material inputs. Therefore, disruptions in the external markets could have limited implications to MSMEs operations in Kitui County, and especially for inputs. That said, expanding the scope of market for MSMEs is important for their survival and growth.

e) Infrastructure and housing

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares



increase by 70.4 per cent. Residents responded by changing their travel patterns with 28.8 per cent of the population traveling less often, while 12.7 per cent were unable to travel due to the pandemic.

Kitui County Headquarters Kitui town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 99.5 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 6.8 per cent of the conventional households in the county 'own' internet with 3.5 per cent owning a desktop, computer laptop or tablet. Further, only 1.7 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (2.1 per cent) than women (1.4 per cent). Further, there is a gender divide in use of internet where 15.1 per cent male and 12.1 per cent of the women using internet.

Majority of households (85.8 per cent) own the housing units they occupy while 14.2 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 90.9 per cent, followed by National Government (3.6 per cent); private companies (3.3 per cent); FBO/NGO/Church based housing at (1.1 per cent); County Government (0.6 per cent); and Parastatals (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 12.0 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 50.6 per cent of the population.

f) Gender and youth

The social and economic effects of the Covid-19 pandemic had increased households' susceptibility to Gender Based Violence (GBV) in the county. Response measures taken to contain the Covid-19 pandemic, such as movement restrictions, lockdown and curfew hours, have led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact. Based on The May 2020 KNBS COVID_19 Survey 20.8 per cent of the respondents in the county indicated to have witnessed or heard some form of domestic violence in their community since MoH instituted COVID 19 measures. Further, the Healthcare Assistance Kenya (HAK) reports that a total of 6 GBV cases were recorded in the county during the Month of April 2020. Of the reported cases, 4 were from women, 1 from a girl and 1 from a boy. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include establishment of washing points with water and soaps mostly in markets, hospitals and public places. The county has ensured continued supply of water within the county as well ensuring there is enough water, masks and soaps in all schools before re-opening. Furthermore, water companies have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations.



3 KEY PILLARS OF THE RECOVERY STRATEGY

There is need for urgent responses for addressing the social and economic effects of the Covid-19 pandemic in Kitui County, in order for the County to recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity; human capital development; and exploiting the green gram value chain.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Kitui County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (67.2 per cent) are in the services sector with only 11.8 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (97.1 per cent), 2.6 per cent are small, while 0.3 per cent are large enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Kitui County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (67.2 per cent); accommodation and food services (8 per cent); arts, entertainment and recreation (5.6 per cent); and financial and insurance activities (3.1 per cent).

Covid-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (88 per cent) in Kitui County get their raw materials from their peer MSMEs within the County. Equally, they sell their products to individual consumers (96.1 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 characterised by low levels of innovation, lack of training and apprenticeship programme for artisans, fragmentation due to multiplicity of players who offer training and capacity building, and lack of monitoring and evaluation of training programmes. With the market environment, MSEs face inadequate market for their local products; stiff competition among themselves; and unfair trade practises which manifest through; contract enforcement, counterfeiting, dumping (substandard goods) and misrepresentation (through weight, price, ingredient). MSEs also face bottlenecks related to; insecurity; multiple licences and permits; numerous procedures for obtaining licenses; and shortage of raw materials.



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

- (i) Agro – processing for value addition with important areas of focus include honey production and processing, hides and skins processing; and crops such as green grams, cow peas, maize, tomatoes, bananas, water melons, kales, spinach, pawpaw, onions and mangoes, tomatoes, maize, beans, and kales.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as limestone, iron ore, coal, graphite, gypsum, quartz, copper and granite.

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

- (i) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (ii) Collaboration with the National government to ensure security is enhanced and reduce on crime and create a peaceful business environment.
- (iii) Initiate and strengthen self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iv) Partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (v) Partner with Kenya Power to reduce frequency of outages as well as hasten complaint resolution. Further, the county will collaborate with private sector is in harnessing alternative sources of energy such as solar. Enhance market access for private sector both locally and regionally by developing SEKEB regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.



3.2 Policy, Legislatives, and Institutional Reforms

Kitui County's laws cover a wide range of areas for example emergency funds, financing, health facilities management, business licensing, charcoal management, abattoirs, markets and farm produce and sorghum regulation. Though these sectoral laws are important in ensuring proper regulation and functioning of the respective sectors, the face of Covid-19 pandemic and in building legal frameworks that are responsive to public health emergencies, the County has committed to:

- (i) Develop a legislative framework that seeks to prevent, protect against, control and provide a public health response to public health emergencies within the County.
- (ii) As County executives and county assembly members play a significant role in policy and law-making process, they will be equipped with technical, specialised skills through training to enhance their knowledge and understanding of highly infectious diseases and other public health emergencies to strengthen public health legal preparedness.
- (iii) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

Kitui County was affected by drought and also flooding though it has not developed a stand-alone disaster risk management policy. Besides this, the County was also adversely affected by the Covid-19 pandemic. In strengthening the County's preparedness and response to pandemics and disasters the County will:

- (i) Establish a disaster risk framework for the management of various disasters and emergencies which may occur within the County.
- (ii) Collaborate and consult with public health experts and organizations such as World Health Organization and Kenya Medical Research Institute to develop, strengthen and maintain the capacity of the County to detect, assess, notify, report and respond effectively to various public health risks and emergencies.
- (iii) Consult specialists in public health, epidemiology, veterinary medicine and specialized organizations such as International Institute for Livestock Research to provide specialized insights on Covid-19 and other zoonotic diseases.
- (iv) Maintain interdisciplinary networks and linkages with organizations involved in containment and research on Covid-19 and other similar infectious diseases.
- (v) Support and facilitate frequent training of medical staff engaged in the County for continuous professional development.



- (vi) Engage professional bodies and societies such as Kenya Medical Association, Kenya Medical Practitioners and Dentists Council and National Nurses Association of Kenya to organize specialized and tailor-made training to County staff customized according to identified training needs of the staff.
- (vii) Involve the public in adopting a participatory approach to the management of disasters and emergencies.
- (viii) Mobilize resources for emergency prevention and control including procurement of response and communication supplies.
- (ix) Enhance linkages with community surveillance informants to ensure flow of data for early detection of public health events.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 42.9 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception that individuals do not need to use the internet and lack of knowledge and skills on internet are the leading reasons that the people of in the County don't have internet connection. In the new normal driven COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters including.

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 42.9 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (ii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund² as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- (iii) Promote technology transfer and diffusion by collaborating with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (iv) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- (v) Enhance internet connectivity to public buildings and key trade centers to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.

1. Universal access to mobile telephony: <http://www.itu.int/itu-news/manager/display.asp?lang=en&year=2007&issue=07&ipage=universal-telephony>
2. Universal Service Fund: <https://ca.go.ke/industry/universal-access/purpose-of-the-fund/>



- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats, disasters and pandemics. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting Human Capital Development

The County population aged 15-64 years (labour force) was estimated at 518,388 people of whom 484,486 people were working and 31,902 were seeking work but work was not available representing an unemployment rate of 6.2 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID-19 Survey, 13.4 per cent of the county labour force worked at least for 1 hour for pay; 20.2 per cent had never worked, and 66.5 per cent worked in the informal sector. However, 7.8 per cent of employees did not attend to work due to COVID-19 with other 86.4 per cent of employees working without any pay. On average, workers in the County lost 11.9 hours per week due to COVID-19 and 49.0 per cent of county residents recorded decrease in income while 1.0 per cent recorded increase of income.

The average years of schooling was estimated at 7.1 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index (HDI) was 0.38 out of a maximum of 1 as compared to national average of 0.52. The HDI at county level measures extent to which the counties can mobilize the economic and professional potential of the citizens. With a rating of 0.38 this means the county lost about 60 percent of its economic potential due to lack of adequate education and health. About 38.2 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations.

The NHIF coverage was 26.9 percent while the number of children vaccinated was 56.8 per cent. Loss of jobs and closing down of businesses in Kitui county due to Covid 19 had far reaching consequences to county residents. This will also have effect on people source of income hence increasing poverty among Kitui residents. NHIF coverage will also decline as people cannot afford to make month subscriptions due loss of jobs where they were working. Children vaccination rate could decline due to fear of infection with Covid 19 while visiting health centers. The labour sector need to gradually shifts from an emergency response to recovery, and building resilience, we recommend the county to adopt the following strategies; expand partnerships in the agricultural sector in the county which is the main source of employment. This will create more demand for cotton creating employment to county residents.



- (i) Deepen technical education, training and skills development.
- (ii) Improve the quality of MSMEs products and Research in Kitui County by partnering with research institutions like South Eastern Kenya University (SEKU) and the Productivity Centre at the Ministry of Industry.
- (iii) Promote investment and entrepreneurship through provision of loans. Kitui county need to improve access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iv) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all Kitui County economic sectors.

3.6 Exploiting the Green Gram Value Chain

Kitui County is classified as an Arid and Semi-Arid Land (ASAL) area with high potential of green gram farming for subsistence and commercial purposes. Available evidence from the State Department for Agriculture (SDA) indicates Kitui County had 78,316 Ha under green gram production (SDA, 2017). In terms of tonnage, the County produced 53,870 tonnes in the same period. Widespread green gram (also popularly referred to as Ndengu) production and value chain exploitation in Kitui County is important in supporting food and nutrition security, growing incomes, and supplying industrial raw materials to support other components of the “Big Four” Agenda. Green grams are also climate smart and can be produced in bulk at minimal cost.

The key challenges faced include; lack of clear marketing strategies, low technology adoption, poor storage, and poor road network, high transportation costs, and penetration of cheaper similar products from neighboring countries³. Others are; lack of collateral for credit access, post-harvest losses, pests and diseases, environmental degradation due to poor farming practices, and limited value addition opportunities that contributes to low prices resulting to exploitation of the farmers by middlemen. In the recovery, the County will tap into the green gram value chain through:

- (i) Maintaining and improving access roads and other infrastructure for ease of access to markets and reduction of transport costs.
- (ii) Supporting the development of post-harvest management systems, technology and aggregation infrastructure.

3. Report on Can Green Grams Enhance Food Security and Nutrition in Kenya? Evidence from Top Eight Green Grams Producing Counties in Kenya by National Treasury, State Department for Planning (2020).



- (iii) Providing subsidized farm machinery and equipment (ploughs, harvesters, threshers, etc.) to maximize yields and bring down the cost of production.
- (iv) Increasing the amount of certified seeds per farmer and subsidize the cost of other farm inputs such as fertilizer and agro-chemicals.
- (v) Providing crop insurance scheme to cushion farmers against losses due to weather variability and pests.
- (vi) Supporting farmers with the requisite financial, knowledge and skills in production of green grams by strengthening extension services.
- (vii) Supporting and promoting the development of cottage industries for value addition while using extension officers to provide training to farmers in value addition techniques to help yield desired results.
- (viii) Promoting use of ICT to provide farmers with reliable and up to date market information, weather and best farming practices.



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 0.1 per cent to the Kitui Gross County Product (GCP). Manufacturing in Kitui County include: wearing apparel (37.3 per cent), food products (32.9 per cent), furniture (13.1 per cent), fabricated metal products, except machinery and equipment (12.6 per cent), and textiles (3.3 per cent). The key products useful in value addition and driving manufacturing include livestock and skins and hides processing; and crops such as green grams, cow peas, maize, tomatoes, bananas, water melons, kales, spinach, pawpaw, onions and mangoes, tomatoes, maize, beans, and kales. The industries and factories driving manufacturing sector in the County are involved in production and processing of honey, mangoes, poultry, leather, garment making and Ndengu. Hence, the sector is essential in supporting recovery of the economy of Kitui County from the effects of Covid-19 pandemic. This is due to its potential in revenue and employment generation. In the recovery, the County will:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short term. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Carry out productivity improvement programmes in manufacturing enterprises in the County.
- (v) Develop and promote value chains in livestock (abattoirs), honey, mangoes, poultry, leather, garment making, Ndengu production.
- (vi) Fastrack establishment of industries in the County to process hides and skins into leather and its products.
- (vii) Prioritise and support value addition in agriculture and livestock industries.



- (viii) Establish cottage industries for briquette production, wood-fuel production, fabrication of energy saving Jikos, and moulding of clay liners.

4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Kitui county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 41,799 million out of the total KES 101,560 million Gross County Product (GCP) amounting to 41.2 percent of the county's GCP.

About 75.9 per cent of the households produce crops, 67.6 per cent produce livestock, 0.2 per cent practice aquaculture and about 0.3 per cent are involved in fishing. Only 15.1 per cent of households uses irrigation for farming where the main source of water for irrigation is rivers at 23.2 per cent, water from deep wells at 6.9 per cent, water shallow well 57.1 per cent and water from a pond at 12.9 per cent. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, Kitui County will adopt the following strategies:

- (i) Intensive agroprocessing and value addition capacities of the county particularly in meat, leather, horticulture and bee keeping (apiculture) production in partnership with development partners. Currently the county is planning to establish a leather making plant to manufacture shoes, bags and belts. This will enhance livelihood for locals who sell skins and hides as well as stimulate local employment. Additional value addition and processing areas that the county is investing in is in juice production where the county hopes to tap on the local and regional production of fruits like mangoes and tomatoes to produce tomato paste. Further, the county is in the process of acquiring machines to dry vegetables to avoid waste of fresh vegetables. In addition, the county is in the process of establishing a honey and ndengu processing plant and an abattoir is being set up to produce meat that can be exported to other counties as well as outside the country.
- (ii) Promote households' access to agricultural inputs. To enhance production in the county, there is need to enhance access to quality and affordable inputs including; bee keeping tools and gears and containers for storage; certified seeds; water; animal feeds; artificial insemination (AI) services; fertilizers; livestock vaccination; and modernized agriculture mechanization such as ploughing services by county tractor hire services.
- (iii) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Kitui's rural access index (RAI) is relatively low at 56 per cent compared to the national average of 69.4 per cent. There is thus need for the county to invest in access roads to enhance linkage between farms and markets. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.



- (iv) Invest in cold storage facilities, on-site cold storage and refrigerated vehicles to transport fresh produce and meat to markets in Kenya and abroad.
- (v) Digitize the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (vi) Establish programmes for surveillance of disasters, such as extreme weather conditions and livestock disease, at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) Sustainable expansion of irrigation and water harvesting projects in the county to support livestock production, food crops and horticultural farming. The county also seeks to have cash crop farming (tomatoes, hoho, onions, watermelons) along the river banks for fresh farm produce. The county is also exploring opportunities for carrying out irrigation for a large-scale production. To support expansion of sustainable irrigation, there is need to promote development of Irrigation Infrastructure and water harvesting technologies in the county.
- (viii) Build the capacity of farmers in adoption of modern farming technologies and practices and adopt sustainable land management practices to minimize environmental degradation especially with plans to engage in riverine agriculture.
- (ix) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of Covid-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. Majority of the households (60.6) had access to water and soap while 90.1 per cent of the households did not have a designated handwashing facility in their households.

There is low access to piped water which stands at 13.1 per cent in urban areas, 18.4 per cent in peri urban and 8 per cent in rural areas. Access to improved sources of water in rural areas is 48 per cent, 39.2 per cent urban and 45.3 per cent peri urban. , currently there is low connectivity of households to piped sewer which is 8 per cent in urban and less than 1 per cent both in rural and peri urban areas. Additionally, sharing



of a toilet facility with other households is common which stands at 27.3 per cent rural, 91.9 per cent urban and 40.5 per cent peri urban. Similarly, 16.5 per cent of households do not have a toilet facility.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. To increase piped water and sewer connectivity to households, drilling of boreholes, rehabilitation of dams, rainwater harvesting and protection of water catchment areas.

The recovery strategy recommends the following strategies for implementation:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (ii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (iii) Reclaim land forest land and water catchment land that's under encroachment
- (iv) The county to support afforestation by providing tree seedlings to communities, schools and households.
- (v) The county to implement its policy on environment and natural resources conservations.
- (vi) Integrate public private partnerships arrangements to enhance water provision in the County.
- (vii) Strengthen community forest associations.
- (viii) The county to increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (ix) Expand sewer infrastructure to accommodate more households.
- (x) Improve access to safe and improved sanitation⁴ in schools, health care facilities, workplaces and public places.
- (xi) The county should promote awareness on proper hygiene and sanitation.

4. Improved sanitation include the following –Flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab) while access to unimproved sanitation include-Composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field, others. This is according to WHO and UN classification of sanitation



- (xii) Provide maximum protection to employees working in water and sanitation through provision of personal protection equipment.
- (xiii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xiv) Enforce the WASH regulations of having toilets in all public facilities such as supermarkets, hotels and banks.
- (xv) The county to organize sensitization forums on the importance of handwashing through the media and in community forums.

4.4 Urban Development and Housing

Majority of households (92.5 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 3.0 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 57.0 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 47.0 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 92.6 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children.

For re-engineering and recovery, the county will focus on:

- (i) Integrating and implementing disaster risk reduction and management in County Spatial Plans and urban area plans to reduce vulnerability and build resilience and responsiveness to natural and human-made hazards.
- (ii) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used in pandemic and disaster surveillance and emergency response.
- (iii) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (iv) Improve capacity for urban planning and design and the provision of training for urban planners at all subcounty offices.
- (v) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.



- (vi) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (vii) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (viii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.5 Transport

The county has a total of 13,314.0 Kilometers of classified road network. Approximately 44.6 per cent of the paved road network is in good condition, 44.9 per cent in fair condition and 10.5 per cent in poor condition. While 2.8 per cent of the unpaved road network is in good condition, 37.2 per cent fair and 59.9 per cent in poor condition.

The main means of transport used in the County is walking at 46.9 per cent, followed by motorbike 21.4 per cent, PSV matatus at 19.9 per cent, bicycle (bodaboda) 4.4 per cent and private car at 3.8 per cent. On average, resident travel 2.5 Kilometers to their workplace which is beyond the threshold for walking but within the threshold for cycling. Approximately 97.1 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities, the County will implement the following strategies.

- (i) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 56.0 per cent with a target to match the national average of 70.0 per cent.
- (ii) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁵.
- (iii) Identify county significant infrastructure projects for implementation under a stimulus package to support economic recovery from the effects of the pandemic.
- (iv) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁶.
- (v) Sensitize PSV and boda bode operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.

5. Sustainable Mobility for All: <https://sum4all.org/implementing-sdgs>
6. Roads 2000 programme <http://krb.go.ke/our-downloads/roads%202000%20strategic%20plan.pdf>



- (vi) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (vii) 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.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.

4.6 Tourism

The County's tourist attractions are categorized as National parks, game reserves and other tourist attraction centres. Wildlife is found in the Tsavo east national park, South Kitui game reserve, Mwingi game reserve, which is visited by both domestic tourists (62.1%) and foreign tourists (37.9%). In FY2016/17, the county received 665 visitors comprising of 385 domestic and 280 foreign tourists. Other attractions are physical attractions (e.g., the Nzambani rocks); cultural and heritage tourism; ecotourism and conservation; excursions: nature walks; mountain climbing; picknick sites⁷.

Kitui county lacks star-rated accommodation facilities. However, there are over a dozen registered facilities, mainly guest houses and medium size hotels located across the county. The county also has potential for enhancing tourism in the following areas which remains under-exploited; Sport tourism, Ecotourism, M.I.C.E, Cultural tourism.

In the first CIDP period, 2013-2017, the accommodation and food services sub-sector accounts for only 0.21% of the GCP. This implies the sector had not been prioritized. In the second CIDP period, the county allocated 6.92% of the proposed total budget of KSh.140,547.75 Million to development of the Tourism, Sports and Culture sector. This will enhance contribution of tourism to the economy of Kitui County. Specifically, the county requires a tourism development master plan in order to allocate development resources and timelines effectively. There is need to allocate more resources to its development, especially MICE facilities and other niche products.

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

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

7. Kitui CIDP 2018-2022



- (iii) Developing and implementing a tourism promotion and marketing strategy; Promoting sports tourism products to empower the youth; promoting wildlife tourism; Promote cultural festivals; and domestic tourism.
- (iv) Improving on the tourism circuit connecting coast and Kitui County.
- (v) Upgrading sports facilities to promote talent; setting up a sports council; leveling playgrounds in primary and secondary schools.
- (vi) Rehabilitate the south Kitui National Reserve; promoting wildlife tourism circuit.
- (vii) Developing relevant policies to preserve Kamba culture and heritage; pre-historic sites; construction of cultural centres.
- (viii) Improve infrastructure to physical tourist attractions to enhance accessibility.
- (ix) Provide incentives for: construction of recreation facilities and promote the destination to increase its popularity and visits; construction of star-rated hotels and modern M.I.C.E facilities; building 3 conference facilities at Kitui, Mwingi and Mutomo towns.
- (x) Improve WASH in all tourist sites, hotels and other facilities to curb spread of Covid-19 and other pandemics.
- (xi) Enforce the sand harvesting Act.

4.7 Health

The county has two main isolation centres Kauwi Sub-County Hospital with 25 isolation beds and Mwingi Level 4 Hospital with a total of 8 isolation beds. There are 240 functional public health facilities in the County, accounting for 6% of the country's 4,000 public health facilities. This exceeds the national average of 85 health facilities per County by 145 (63%) facilities. In addition, the county recruited 322 new recruits into the workforce to serve in various health facilities in the county. The health workers of different cadres included 3 Cuban doctors, 196 nurses, 70 clinical officers, 24 nutritionists, 13 orthopaedic trauma practitioners, 13 laboratory radiographers and 13 health administrators.

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 Mwingi Level 4 Hospital and the County Referral Hospital.
- (ii) Recruit additional of public health officers and Community health workers to strengthen preventive and primary health systems.
- (iii) Invest in research and development by partnering with research institutions such as KEMRI to spur innovation in health sector including in the area of medicine.
- (iv) Implement a comprehensive human resource health management system including undertaking training needs assessments and information system to ensure skilled and motivated health care workers are equitable deployed.
- (v) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities within the county.
- (vi) proactively address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs, economic downturns, uncustomary care and burial of affected relatives.
- (vii) Ensure health workers needs are catered for including payment of salaries and allowances in good time. This will avoid strikes that disrupts service delivery especially this time of COVID-19.
- (viii) The county will establish 14 level 4 hospitals in Kitui and Mwingi and provide computerized tomography (CT) Scans on these hospitals; Modernize mortuaries, both in Kitui and Mwingi region; operationalization of amenity wards in Kitui County referral hospital and Mwingi Level IV hospital and upgrade Kitui referral hospital to level V; establishment of more level IV hospitals and Provision of adequate drugs and non-pharmaceuticals.



4.8 Education and training

The county has a total of 1,518 public and 308 private ECDE centers. In addition, the number of primary schools are 2,318 public and 158 private. Also, it has 374 public and 10 private secondary schools. In terms of youth Vocational training centers, the county has 52 of which 3 are not operational and a total of 311 adults and continuing education centres.

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

The recovery strategies are;

- (i) Promote construction of more ECDE classes and modified desks to promote social distancing, and recruit skilled teachers, as envisioned on CIDP 2018-2022.
- (ii) Provide adequate personal protective equipment for teachers, learners and other employees in the schools for free.
- (iii) 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.
- (iv) Create awareness and effectively engage parents on matters education if the county is to address the high illiteracy levels. There is need to develop ICT in this county so that communication can be effective and online learning can take place effectively. For this to be successful, county government in partnership with national government need to ensure there is increased internet access in the county.
- (v) Establish the safety of school buildings and their surroundings before reopening and ensure adequate provision of sanitation facilities, School fumigations and enhance school feeding.
- (vi) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.
- (vii) Promote back to school campaign when schools reopen and community outreach to ensure that no child is being dropped out of school due to COVID-19 emergency. County need to come up with school feeding programme to feed those from poor and vulnerable families.



4.9 Social Protection

The County has an estimated number of 27,029 PWDs and 79,767 older persons aged 65 years and above. This represents 2.7 per cent and 7.0 per cent of the population, respectively. The County government has been supporting youths, women and PWDs, benefiting from the Afya County and National Support Programme (Afya Halisi) which is a 5-year Programme carried out in the county. The programme seek to support the Reproductive Maternal, Newborn, Child & Adolescent Health (RMNCAH) activities in different Sub-counties in Kitui.

The government allocated 30% of the annual budget to health in the 2018/19FY. This guaranteed access to specialized treatment by all, purchase ambulances for the 40 wards and ensure a workable, sustainable and practical cover for the people.

The county will need to align its 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.

The recovery strategies are;

- (i) Enroll more county residents in welfare programmes such Afya County and Afya Halisi which will ease their access to health facilities when they fall sick.
- (ii) Give tax exemptions for the SMES who have suffered losses in their business as result of Covid-19. This will encourage more business to get back to their feet hence creating more employment opportunities to the county residents.
- (iii) Create a kitty where they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly also needs to be provided with food and other basic wants since their movement have been reduced as they are at great risk of contracting the virus.
- (iv) Provide basic income security, especially for persons whose jobs or livelihoods have been disrupted by the crisis.
- (v) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (vi) Undertake research to get a better understanding of the actual situation of disability and chronic illness in Kitui County, and to map existing initiatives to improve delivery of social protection initiatives in the county.
- (vii) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations



4.10 Gender and Youth

Due to social distancing and curfew hours, GBV victims had limited contact with family and friends who would act as the first contact persons during violence. Survivors also experienced challenges accessing healthcare services, counseling Services and access shelters. These challenges underscore the need for deliberate measures at the county level to prevent and support GBV survivors in times of emergencies as experienced with the pandemic. The county will develop Kitui Youth Skills Enterprise Centre to address the unemployment challenge. The enterprise will create job opportunities for Kitui youth through employing them to work in the centre to produce various building and Civil construction materials which have hitherto been imported from outside the county. Some of the units in the centre will produce Stabilized Soil Blocks (SSB), precast materials, Cabros, Road kerbs and Road Channel. The county will take the following measures on Gender and youth.

- (i) Launch hotlines/helplines using toll-free calls and SMS numbers for gender-based violence victims. This will assist GBV victims access support and guidance to include psycho-social support, counselling and health care.
- (ii) Establish platforms for Tele Counselors to offer virtual counseling services to affected persons during emergencies/pandemics to mitigate the effects of the high levels of stress and anxiety associated with such emergencies
- (iii) Online sensitization and GBV education as a preventive measure on the prevalence of GBV during emergencies periods. The county governments can identify GBV champions to serve as change agents, changing harmful attitudes and behavior in communities that lead to GBV.
- (iv) Designate gender safe spaces to provide accommodation GBV survivors.
- (v) Create employment among the youths, the county will expand Kitui pharmaceuticals for manufacturing sanitizers, promote establishment of Kitui foods for juice processing, expansion of Kitui County Textile Center (KICOTEC), and establishment of ballast crusher to assist in preparation of construction materials. The county will also establish a furniture production factory. Promote establishment of Youth Empowerment Fund.
- (vi) Commercialize vocational Youth Centres such as Mwingi, Mutomo, Ikutha, Kyatune, Mutonguni and Syongila.

4.11 Environment and Natural Resources Management

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



The major sources of energy for cooking used by households are firewood at 85.2 per cent, charcoal 7.4 per cent, liquified gas at 3.9 per cent. This has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste dump in the compound at 55.8 per cent, 6.6 per cent dump in the street/ open field, 11.9 per cent burn in open air and 1.7 per cent is collected by the county government for disposal. Only 23.6 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

To mitigate these environmental risks, the County has put in place measures to mainstream environmental and climate change in County planning and budgeting processes with aim of strengthening disaster risk mitigation measures and reducing damages caused by natural hazards like floods and droughts.

Additional strategies to enable Country to recover from effects of COVID 19 include;

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Reclaim land forest land and water catchment land that's under encroachment.
- (iii) The county to support afforestation by providing tree seedlings to communities, schools and households.
- (iv) The county to implement its policy on environment and natural resources conservations.
- (v) Strengthen community forest associations.
- (vi) Establish a factory for plastic waste recycling to make shoes, dust bins, cabros and roof.
- (vii) Provide waste collection services at households.
- (viii) The county to promote and facilitate regular waste collection, environment clean up exercises at neighborhoods in shopping centres.
- (ix) Cushion households from the adverse effects of droughts and floods by building dams and dykes along riverbanks to control floods.
- (x) Promote and facilitate regular waste collection, environment clean up exercises in neighborhoods and in towns.
- (xi) Develop and implement solid waste management master plan, including a factory for waste paper recycling.
- (xii) Develop and implement disaster management plan.
- (xiii) The county to sensitize the community on disaster awareness and strengthen communities on disaster resilience.



5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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



6 MONITORING, EVALUATING AND REPORTING

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

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

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

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

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

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

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



7 COMMUNICATION CHANNELS

Communication⁹, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development¹⁰ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹¹ are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on KNBS COVID-19 wave 2 survey data, majority of Kitui County residents received information about coronavirus through radio (94%), Friends and family (71%), and mobile (69%). All the same, the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Television followed closely at 65 per cent then newspapers at 50 per cent. Government and social media were rated at 39 per cent and 24 per cent respectively. Health Care Workers' frequency was recorded at 13 per cent while Non-Governmental Organization (NGO) workers' frequency was recorded at 2 per cent.

Accordingly, the following channels of communication shall be utilized:

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

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

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

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

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



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

NOTES:

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

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

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

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

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	10	10	20	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centers	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-centers and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		40	40	80	County Government	County Government



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



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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	20	20	40	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	5	5	10	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		4	4	8	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of 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	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	3	3	6	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		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 Kitui County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		30	30	60	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			3	3	6	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	2	2	4	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed.	3 – 5 years	1	1	2	County and National Governments; development partners	County Government
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 and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms		2 years	50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited		1 year	30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.		1 year	30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches		1 year	5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines		1 year	5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled		2 years	15	15	30	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development		1 years	5	5	10	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		15	15	30	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		8	8	15	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	1	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		5	5	10	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	1	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		20	20	40	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ 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		20	20	40	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		5	5	10	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County Governments; development partners	County Government
		Grand Total					761	761	1511		

COUNTY GOVERNMENTS



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