



KWALE COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

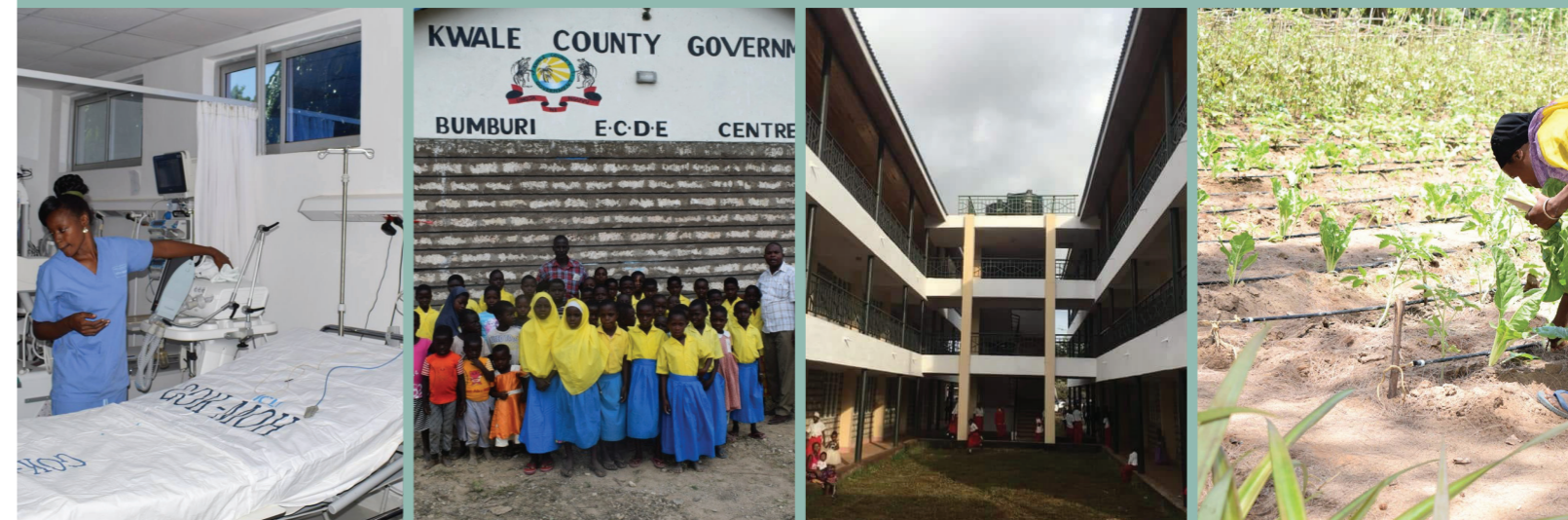
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FOREWORD

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.



STATEMENT

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

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

Kwale County is one of the counties in Jumuiya ya Kaunti za Pwani (JKP) economic bloc. The county has an estimated population 866,820 of which 49.0 per cent is male and 50.9 per cent female (KNBS, 2019) as indicated in table 1. Of the population 112,152(1.7 per cent) are persons with disability. The youth constituted 33.0 per cent of the population of whom 53.0 per cent were female. The County has a population density of 105 per km2. About 85.4 per cent of the population live in rural areas of whom 57.0 per cent are female. The elderly population (over 65year-old) make up 3.8 per cent of the total population of whom 53.7 per cent were female. The population in school going age group (4-22 years) was 49.3 per cent in 2019.

In 2015/2016, the overall poverty rate in Kwale County was 47.0 per cent against the national poverty rate of 36.1 per cent. In addition, 40.3 per cent of the population were living in food poverty and 69.9 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 35.0 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Kwale County

	County	National
Estimated County Population (KNBS, 2019)	866,820	1.7% of the total population
Males	425,121	49.0%
Females	441,681	50.9%
Intersex	18	0.002%
Estimated Population Density (km2)	105	82
Persons with disability	1.7%	2.2%
Population living in rural areas (%)	85.4%	68.8%
School going age (4-22 years)(%)	49.3%	68.7%
Youth (%)	33.0%	36.1%
Elderly population (over 65-year-old)	3.8%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	63	0.19% of the national cases
Poverty (2015/2016)(%)	47.0%	36.1%
Food Poverty (2015/2016)(%)	40.3%	31.9%
Multidimensional Poverty (2015/2016)(%)	69.9%	56.1%
Stunted children (KDHS 2014)	35.0%	26.0%
Gross County Product (Ksh Million)	86,278(2017)	1.1 % Share to total GDP (2017)
Average growth of nominal GCP /GDP (2013-2017)(%)	13.2%	15.3 %

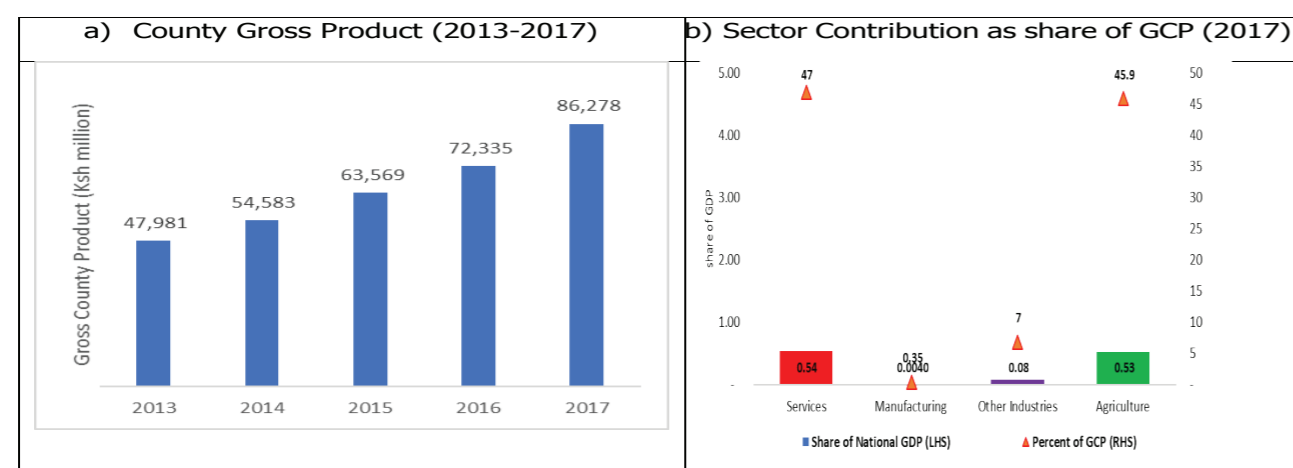
Data Source: KNBS (2019)



Kwale County Gross County Product (GCP) accounted for 1.1 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from ksh. 47,981 in 2013 to ksh.86,278 in 2017 representing an annual average growth rate of 13.2 per cent. The service sector contributes 47.0 per cent of GCP while agriculture, manufacturing and other industries sector shared 45.8 per cent, 0.35 per cent and 7.0 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 plastics, furniture, textiles, and food processing.

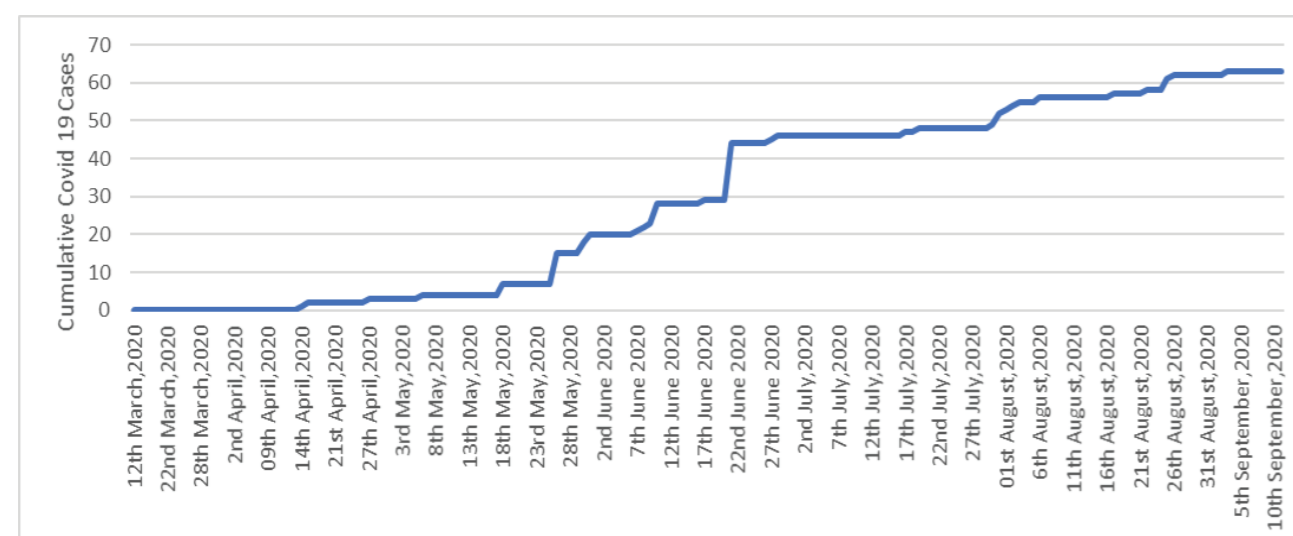
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 14th April 2020. Since then the number of confirmed cases increased to 63 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH

1.2 County fiscal position

Kwale county expected to receive a total of Ksh. 13.25 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 7.79 billion (58.8%) equitable share, Kshs. 2.51 billion (20%) conditional grants, Ksh. 325 million (2.5%) generated from own source revenue (OSR) and had Ksh. 2.48 billion (18.7%) as cash balance from FY 2018/19. As such, the county's main source of revenue is the equitable share from the National government.

During FY 2019/20, the County received a total Ksh. 11.02 billion which accounted for 83.2 per cent of the expected revenues. This comprised of Ksh. 7.1 billion equitable share, 1.0 billion as conditional grants, Ksh. 254.5 million as OSR and Ksh. 2.48 billion as cash balance from FY 2018/19. In relation to OSR, the county generated Ksh. 254.5 million which represented a 19.2 per cent decrease as compared to Ksh 315.03 million generated during FY 2018/19. The decline was attributed to the suspension of charges and provision of waivers on single business permit, land rates, parking fees, cess and market fees instituted by the county government to cushion its traders.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 13,246.0 million consisting of Ksh. 6,172.4 million allocation for recurrent expenditure and Ksh. 7,073.6 million for development expenditure. Of the recurrent expenditure, Ksh. 3,004.7 million was meant for compensation of employees while Ksh. 3,167.7 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 8,899.5 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 60.6 per cent of the total spending, with development expenditure accounting for only 39.4 per cent. This translating to absorption rate at 67.2 per cent for the overall budget, 87.4 per cent recurrent expenditure and 49.6 per cent development expenditure. Health sector expenditure accounted for 27.7 per cent of total spending with an overall absorption rate of 70.6 per cent. Absorption rate for health sector recurrent expenditure stood at 83.0 per cent while that for development expenditure stood at 42.0 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 2,840.2 million consisting of Ksh. 2,655.8 million and Ksh. 184.4 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, Kwale county undertook various following measures to curb the spread and take of the confirmed cases.

The county reallocated its budget away from non-essential projects to the pandemic. The county government reduced allocations to various votes to create a fund to help fight the pandemic. For instance, Ksh. 30 million allocated for a library at Ukunda was reduced to Ksh. 15 million, Ksh. 25 million was obtained from various ranches and a further Ksh. 2.5 million reallocated from Msambweni town. Money allocated for foreign travels and trainings for all departments were channeled towards the fund. In total the county generated a fund of Ksh. 160 million to help fight the pandemic. From the fund, Ksh. 130 million was used to purchase PPE, Ventilators, and increase beds in the wards, Ksh. 25 million was allocated to the water department to ensure sufficient water supply and Ksh. 5 million was assigned under the emergency fund.



Suspension of charges and provision of waivers. Following the disruption of economic activities, the county government suspended various charges and provided waivers on parking fees, interest on land rates, market fees, cess and single business permits to cushion traders. In addition, all the fees in the matatu industry were waived. However, this move led to a loss of revenue that would have accrued to the county of about Ksh. 90 million.

County health services and preparation of COVID-19 management. The county government established six quarantine centers furnished with beds and hand-washing points at Kinango, Kwale, Samburu, Matuga, Lungalunga and Msambweni. Following the presidential directive of establishing at least 300 bed capacity isolation facility in each county, Kwale county surpassed the requirement, with over 424 beds, 84 of which were in Msambweni COVID-19 Hospital. In addition, the county purchased 10 ICU beds and 13 ventilators for patients that may require critical care. The county further trained 1,119 healthcare workers on COVID-19 case management besides recruiting over 160 healthcare workers of different cadres under the UHC program for COVID-19 response.

The county received support from the Red Cross and Base Titanium through a relief program to help fight the pandemic and cushion more than 1,000 affected families. Base Titanium company donated 120 hand washing units and food items to about 500 needy families.

The county offered support to SMEs. In addition to the various waivers granted to SMES, the county introduced the “Buy Kwale Build Kwale program”. This was initiated through the local production of face masks as well as the production of beds using local materials and labor. The TVET in Kwale was contracted to produce face masks and furniture which were on high demand. The county targeted to have ten beds made locally in each dispensary in the county.

The county offered free medicines and waived hospital charges. The county was the only county offering medicine for free. This however caused health units adjacent to other counties such as Mariakani and Ombeni to be congested.

The county undertook to enhance access to water to its residents. The county government allocated Ksh. 25 million to the water department to ensure sufficient supply. Part of the allocated funds were used in construction of five boreholes and rehabilitation of others including the broken pipes. In addition, Kwale Water and Sewerage Company allocated 20 million to facilitate availability of water throughout and pay for electricity bills and wages. The county also installed small tanks with handwashing detergents in markets, public buildings and dispensaries across the county.





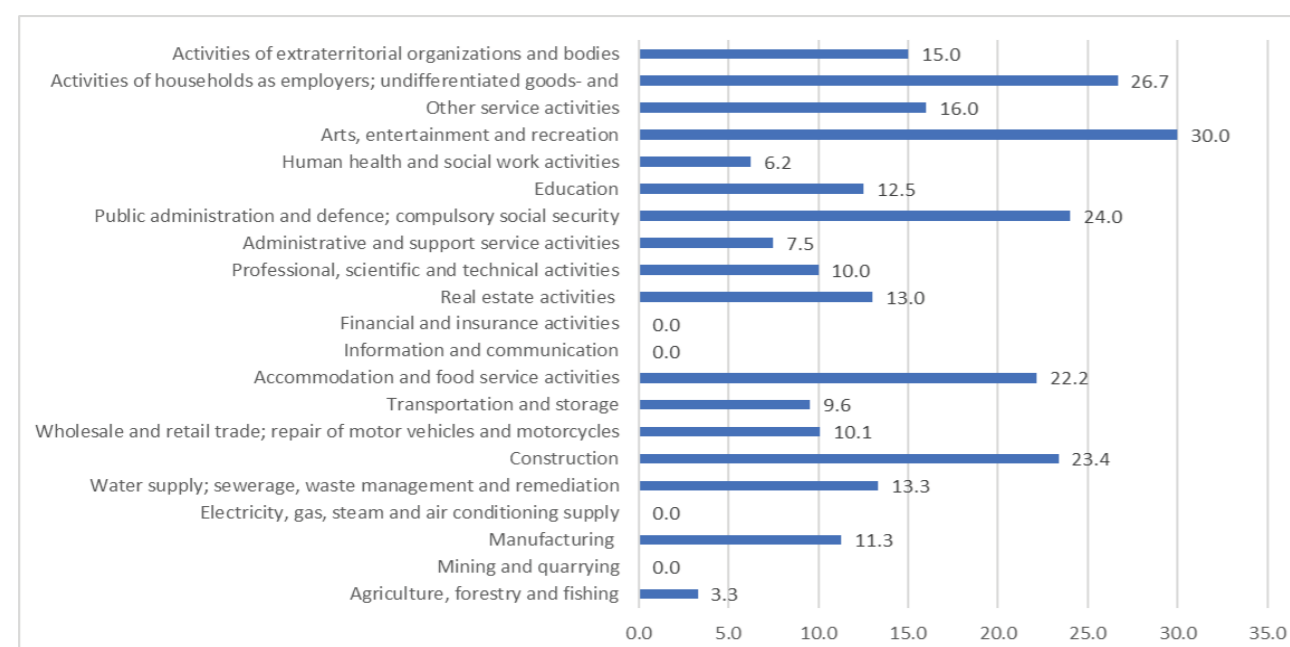
2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

a) Labour participation

According to the May 2020 KNBS COVID-19 Survey, workers in arts, entertainment and recreation lost the most hours in a week (30.0 hours) followed by workers in household activities with 26.7 hours. As a result of closure of schools, workers in education sector lost 12.5 hours while cessation of movement and curfew led to loss of 9.6 hours per week in transport sector as shown in figure 3. Workers in construction and accommodation and food service activities lost a total of 23.4 hours and 22.2 hours per week, respectively while workers in manufacturing and real estate activities lost 11.3 hours and 13.0 hours per week, respectively.

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



Source: KNBS

From the May 2020 KNBS COVID-19 Survey, 44.0 per cent of workers in Kwale county recorded decreased income; while 74.9 per cent recorded working as unpaid workers. The county had 67.3 per cent of workers in informal sector and 15.3 per cent never attended to work due to COVID-19. 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 were rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 12.7 hours worked in a week and the hours lost in economic base of the county like service activities (16.0 hours) and agriculture sector (3.3 hours) negatively affect the county economy.

b) Agricultural sector

The May 2020 KNBS COVID-19 survey found 15.2 per cent of the households in Kwale county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (88.2 per cent). A key concern was that the food groups affected most are the nutritious food categories – fruits and vegetables – which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 84 per cent of households in Kwale county indicated experiencing an increase in food prices. It is important to note that 13.1 per cent of households' purchase food products from open-air markets, 23.3 per cent from kiosks and 49.8 per cent from general shops (KIHBS 2015/16). Additionally, 68.1 per cent of the total valued consumed was from purchases, 23.2 per cent from own production, 5.3 per cent from own stock and 3.3 per cent from gifts and other sources. As such, an increase in food prices is likely to have significant implications on household budget.

Disruptions in marketing activity, as a result of movement restrictions, prevented the small-scale producers from taking their products to the market leading to loss of income and purchasing power among households. In addition, physical extension services offered to farmers was disrupted due to the pandemic and the associated mitigation measures.

A decline in labor participation was experienced with subsistence agricultural and fishery workers recording the highest difference of 8 hours between the usual and actual hours worked in a week. Other affected sub categories included – agricultural, fishery and related labourers (8 hours difference); food and related products machine operators (8 hours difference); food processing and related trades workers (14 hours difference); and farm workers (3 hours difference).

c) Services sector

As a result of global travel restrictions imposed to contain spread of COVID-19 pandemic, in March – August 2020 period, the county saw a decline in number of visitors, who are attracted to the county's sandy beaches, rich cultural and heritage assets, water sports, Shimba Hills National Reserve, Mwaluganje Sanctuary, and Kisite/Mpunguti Marine Park – by an estimated 55 per cent over the previous year's figure of 77,500¹ to 34,875 tourists, who were mainly domestic tourists. As a result, the 15 star-rated tourist hotels in the county registered a 60 per cent decline in occupancy rate forcing them to downscale operations and employment, since foreign tourists, who are their main clients postponed their travel plans. The decline in tourist receipts to the county economy in 2020 was estimated at over KSh.1.7 Billion², which includes lost earnings and livelihoods by hotels, employees, tours and travel agents, and other tourism value chain players. In addition, the decline in visits to the marine parks and museums led to a loss in park entry fees of an estimated KSh.63.9 Million³.

1. KNBS Economic Survey 2020

2. Tourist arrivals declined by 42625. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is 42625 x 4 x 10,000 = KSh.1,705,000,000.

3. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf>; 42625 foreign tourists x sh.1500 park entry fee = ksh.63,937,000



The COVID-19 pandemic had a devastating impact on education sector, mainly the loss of learning and teaching time. Due to higher proportion of digital divide in the county, online learning process was not effective. In some instances, only 4.3 per cent of households in Kwale county owned Desktop Computer/ Laptop/ Tablet and about 90.0 per cent of household had no access to internet connectivity, (Kenya Population and Housing Census (KPHS)(2019)). In addition, the suspension of school feeding programs had implications on the food security and nutritional status of many children, especially those that depended on the programme.

According to May 2020 KNBS COVID_19 Survey, most of county residents did not visit health facilities amidst the pandemic. This could affect the health outcomes in the County both in medium and long term. The pandemic also resulted into closure of stadiums and playgrounds; hence the county was not actively participating sporting activities leading to temporary stoppage of youth talent identification programmes in the county.

This notwithstanding 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 sector

Majority of MSMEs in Kwale County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles(60.7%); accommodation and food services(13.6%); manufacturing(8.3%); arts, entertainment and recreation (5.4%); financial and insurance activities (4.2%). Ideally, these are the sectors that have been affected mostly by the pandemic and needed to be prioritised during reengineering and recovery.

MSMEs in Kwale County are largely located in commercial premises (72.1%). This implying that most businesses in the County faced difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID_19 Survey, 78.5 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings, 12.6 per cent experienced delayed incomes/earnings while 8.9 per cent attributed the same to temporary layoffs/closure of businesses. For those involved in farm businesses, 78 per cent attributed the same to reduced incomes/earnings while 22 per cent were affected by delayed incomes/earnings.

Accommodation and food services sector were hard hit and lost 22.2 hours while wholesale and retail trade sector lost 10.1 hours in usual and actual hours worked in a week (May 2020 KNBS COVID_19 Survey). Equally, the manufacturing sector lost 11.3 hours implying a potential loss of productivity, output and employment.

Regarding access to markets, none of the MSMEs in the County depend neither on export nor import markets for their material inputs (KNBS 2016). Therefore, disruptions in the external markets may not have adverse implications to MSMEs operations in Kwale County. That said, it is critical to support the MSMEs diversify their markets for survival and growth.

e) Infrastructure and housing

The measures instituted in transport sector in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 30.9 per cent. Residents responded by changing their travel patterns with 44.6 per cent of the population traveling less often, while 9.3 per cent were unable to travel due to the pandemic.

Kwale County Headquarters is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 97.8 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 9.8 per cent of the conventional households in the county 'own' internet with 4.3 per cent owning a desktop, computer laptop or tablet. Further, only 1.5 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (1.8 per cent) than women (1.2 per cent). Further, there is a gender divide in use of internet where 15 per cent male and 9.9 per cent of the women using internet.

Majority of households (77.0 per cent) own the housing units they occupy while 22.9 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 91.3 per cent, followed by private companies (4.0 per cent); National Government (2.1 per cent); County Government (1.2 per cent); Parastatals (0.7 per cent); and FBO/NGO/Church based housing at (0.7 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 42.4 per cent of the population indicating inability to pay rent on the agreed date. The main reason being reduced incomes /earnings, reported by 58.9 per cent of the population.

f) Gender and youth

Kwale County had a population distribution of more female (51%) than male (49%). The Kenya Health Information System (KHIS, 2020) reported 4,052 cases of teenage pregnancies between January and May 2020. While this is a drop from 5,201 cases compared to a similar period in 2019, there is need to ensure zero tolerance to such cases since they are associated with high rates of school dropouts, stigma, increased mental health concerns, postpartum depression and suicidal ideation. The May 2020 KNBS COVID_19 survey indicates that 13 per cent of the respondents in the County had witnessed or heard of domestic violence. According to Healthcare Assistance Kenya (HAK) 2020, the county recorded 6 cases of GBV in April 2020. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

Water companies have lost a significant amount of their revenues due to low demand for water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This may affect the delivery, development and rehabilitation of Water Sanitation and Hygiene (WASH) services.



3 KEY PILLARS OF THE RECOVERY STRATEGY

It is important to urgently respond to the social and economic effects of the COVID-19 pandemic in Kwale County, for the County to recover and regain 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 Diani resort city.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the county economy in reducing poverty through income generating opportunities for the vulnerable households. Most of the private sector activities (60.7%) are in the services sector with only 8.3 per cent in manufacturing (KNBS 2016). In terms of size, most of the enterprises in the County are in the micro category (92.2%), 6.3 per cent are small, 1.2 per cent are medium while 0.3 per cent are medium enterprises. Since most firms are micro in nature, this implied that the informal sector tends to dominate the private sector in Kwale County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (60.7%); accommodation and food services (13.6%); arts, entertainment and recreation (5.4%); financial and insurance activities (4.2%).

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 (66.2%) in Kwale County got their raw materials from their peer MSMEs within the County. MSMEs widely sell their products to individual consumers (78.2%) within the County. This means that when some firms are adversely affected these spills over to 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). 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 a platform to address structural issues related to private sector development and collaboration, in designing new growth models in industrial/manufacturing development and innovation as well as participate in national and global value chains are useful through;



- (i) Agro - processing for value addition with important areas of focus include coconut, mango, fish, cassava, cotton, cashew nuts, sugarcane, leather production and processing.
- (ii) Exploration and processing of minerals such as titanium, iron ore, manganese, coal, cement, coral rock harvesting, quarrying, ballast, and sand harvesting for both domestic and export markets.
- (iii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

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

- (i) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (ii) Entering partnerships with neighbouring counties that seek to facilitate trade including but not limited to harmonizing number of licenses or permits obtained by MSEs.
- (iii) County government to collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (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) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development. 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.
- (vi) Collaboration with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (vii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects. Enhance market access for private sector both locally and regionally by developing JKP regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

- (viii) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

Legislation enacted by Kwale County included laws on transport within the county, vocational training institutes, forest conservation and management, flag, emblems and names protection, creation of a disaster management fund, animal disease control, regulation of quarrying, public participation and access to information. There were however several bills under consideration in the County Assembly.

In recognizing that good legal and policy frameworks contribute to the prevention of infectious diseases, and improves public service delivery, the County will endeavour to:

- (i) Establish a regulatory framework to provide the legal architecture for management of COVID-19 and other infectious diseases that may occur in future.
- (ii) Introduce additional channels and strategies for conducting public participation digitally and through other means while observing rules on social and physical distancing to continue ensuring the participation and involvement of the public.
- (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

Kwale County is prone to perennial flooding and landslides which lead to severe and long-term ecological and social damage. It has also been affected by the COVID-19 pandemic. In light of these challenges, the County will:

- (i) Provide a clear policy, legislative and institutional structure for the mitigation of, preparedness for, response to and recovery from pandemics and disasters.
- (ii) Form and maintain partnerships with international organisations, national government, other county governments, the private sector, civil society, research institutes and academia.
- (iii) Enhance research efforts through collaboration with the Kenya Medical Research Institute.
- (iv) Engage the services of public health, veterinary and environmental experts to equip key decision and policy makers at County level with a better understanding and knowledge of COVID-19 and other similar diseases.



- (v) Adopt a collaborative, multisectoral, and interdisciplinary approach to disaster risk reduction and management of pandemics.
- (vi) Enlist the assistance of various health and environmental experts for successful public health interventions on COVID-19 and other similar diseases.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 36.7 per cent of the population aged 3 years and above own a mobile phone which is below the national average of 47.3 per cent, (Kenya Population and Housing Census (KPHS), 2019)

The perception that individuals do not need to use the internet, lack of knowledge and skills on internet 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 as follows.

- (i) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund⁴ as a "last resort" in providing ICT access in remote areas and islands where market forces fail to expand access.
- (ii) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (iii) 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 36.7 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony⁵
- (iv) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- (v) Negotiate with the public primary schools for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (vi) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce

especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.

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

3.5 Promoting Human Capital Development

Through the expansion of focus to include key measures relevant to the containment of COVID-19 pandemic, Kwale county will be able to leverage lessons learned for future crisis planning, as well as gaining insights into the full impact of coronavirus on the county, its employees and other stakeholders. The County population aged 15-64 years (labour force) was estimated at 337,762 people of whom 333,587 people were working and 44,175 were seeking work but work was not available representing an unemployment rate of 11.7 per cent (Kenya Population and Housing Census 2019).

From the May 2020 KNBS COVID_19 Survey, 17.2 per cent of the county labour force worked at least for 1 hour for pay; 15.5 per cent had never worked, and 67.3 per cent worked in the informal sector. However, 15.3 per cent of employees did not attend to work due to COVID-19 with other 82.0 per cent of employees working without pay. On average, workers in the County lost 12.7 hours per week due to COVID-19 and 44.0 per cent of county residents recorded decrease in income while 1.0 per cent recorded increase of income.

The average years of schooling was 6.4 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 0.48 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. Thus, with a rating of 0.48 this implies the county loses about 52 per cent of its economic potential to lack of adequate education and health. About 35.0 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 28.5 per cent while the number of children vaccinated was 84.5 per cent, implying 15.5 per cent of the population were susceptible to infectious diseases in the event of any outbreak.

The labour sector needs to gradually shift from an emergency response to recovery and building resilience. Recovery strategies that the County will implement include:

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

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



- (i) Promote implementation of stronger labour market interventions and policy reforms that drive employment creation. The County will deepen technical education, training, innovation and skills development among the youth.
- (ii) Promote investment and entrepreneurship through provision of loans, Kwale county will improve access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iii) Create more employment opportunities through the development of pro employment policies; investment in education and training and skills development; and investments within the key sectors of Agriculture, Infrastructure, Technology and innovation.
- (iv) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all Kwale County economic sectors
- (v) Provide an emergency rescue package for businesses and traders hard-hit by the effects of COVID-19 containment restrictions. The emergency fund, supported by development partners and other stakeholders, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by COVID-19. The key priorities to revamp businesses shall also be based on those providing essential goods and services, dealing in products and services that have demand, and employing large number(s) of people such as textile and apparel.
- (vi) The Kwale County government will cushion businesses and traders, for example, through affordable credit; waiver of some County taxes and other charges

3.6 Exploiting Diani Resort City as a comparative advantage

The main economic activities driving the Gross County Product (GCP) in Kwale County are agriculture, forestry and fishing (46.0 per cent); accommodation and food service activities (8.0 per cent); and Real estate activities (7.0 per cent). The National Spatial Plan 2015-2045[1] identified Kwale as a key less developed coastal region with potential in tourism, large scale livestock, mining and irrigation. Geographically, Diani offers access to beach amenities and kitesurfing, skydiving and deep-sea fishing activities, access to dolphin watching at Kisite, access to Shimba Hills National Reserve and Mwaluganje Elephant Sanctuary, and it is within 2 hours access to Tsavo game park. Diani Beach has been awarded the best beach destination in Africa for 5 years running, and in 2019, Diani Beach was declared the winner of Africa's Leading Beach Destination by the World Travel Awards[2].

The Kenya Vision 2030 provides for the development of Diani in Kwale as one of the three resort cities, along with Isiolo and Kilifi, to expand the accommodation capacity and other facilities. Diani resort city is planned with the unique theme of wellness and an exposure of tourists to the rich culture of Kenyan communities, interspersed with high quality facilities. The County also has unique advantages in the Blue Economy.

The County will optimize on these comparative advantages by:

- (i) Developing tourism infrastructure to further tap the tourism potential and upgrade the main road in Diani.
- (ii) Implementing the blue economy strategy in tourism, complemented by fisheries, maritime transport and mineral exploration activities in Kwale.
- (iii) Promoting diversification of tourism by offering diverse and niche products in the County.
- (iv) Preparing a tourism development master plan which will focus on tourism zoning, product development and quality standard of tourism services.
- (v) Identifying and prioritize potential touristic projects in consultation with the local communities.
- (vi) Providing infrastructure to support manufacturing value addition investments and human settlements.
- (vii) Promoting the development of 5 000 bed capacity, 12 hotels of which 80 per cent are classified as 4/5-star, 100 luxury villas, and a premium signature golf course in line with Kenya Vision 2030. This can be assigned as significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (viii) Formulating a strategy for local economic development (LED) to promote growth of the local economy through commerce and industry and for generation of employment and income.



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector is one of the top three sectors contributing 0.3 per cent to the Kwale Gross County Product (GCP). Hence, it is essential in supporting recovery of the economy of Kwale County from the effects of COVID-19 pandemic. Manufacturing in Kwale County include: food and food products (46.5%), wearing apparel (25.5%), furniture (16.9%), wood and wood products (7.3%), and fabricated metal products, except machinery and equipment (3.8%). The key products useful in value addition and driving manufacturing include; coconut, mango, sugarcane, cassava, cotton, sisal, cashew nuts, fish, leather, textiles, livestock, dairy, craft, titanium, iron ore, manganese, cement, coral rock harvesting, quarrying, ballast, salt and sand harvesting.

The sector is important to the County due to its potential in revenue and employment generation. The County will:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Further, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Provide incentives and subsidies to attract more investors and entrepreneurs.
- (v) Establish cottage and light industries for coconut and cashew nut production and value addition.
- (vi) Promote the fishing industry by procuring assorted fishing accessories which include fishing boats and nets, and distribute them to Beach Management Units (BMUs).
- (vii) Tap and harness the major fish reserves found in Shimoni, Vanga, Msambweni, Diani and Tiwi.



- (viii) Explore the potential for offshore oil and gas in collaboration with the national government and private investors.
- (ix) Provide the necessary legal and policy framework to guide the exploitation of the County's rich assortment of minerals.
- (x) Strengthen apiculture farming.

4.2 Agriculture and Livestock

Agriculture accounts for the largest share of economic activity in Kwale county. More than 40 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 39,610 million out of the total KES 86,278 million Gross County Product (GCP) amounting to 45.9 per cent of the county's GCP. About 58 per cent of the households produce crops, 42 per cent produce livestock, 0.1 per cent practice aquaculture and about 2.6 per cent are involved in fishing. Only 1.1 per cent of households uses irrigation for farming where the main source of water for irrigation is from rivers at 53.3 per cent, water from deep wells at 32.4 per cent, water from shallow well at 14.3 per cent.

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

- (i) Develop partnership with development partners, such as, the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county. Specifically, the county has great potential in agro-processing and value addition capacities in fisheries and aquaculture to include: - rehabilitation and reconstruction of the fishing ports and fish-landing sites; establishment of fishing plants; and support the seaweed plant farming in the county;
- (ii) Provision of storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses;
- (iii) Promote agricultural production through expansion of county's efforts to revitalizing/rehabilitation of land. Currently, 3,000 farmers in Nyalani community within Tumo ward have benefited from revitalization of land to produce horticulture crops. In addition, there are opportunities in building the capacity of farmers in produce handling/ output/ improved product standards, adoption of modern farming technologies (e.g. water harvesting techniques, fodder establishments) and practices and adopt sustainable land management practices to minimize environmental degradation;
- (iv) Enhance farmers access to quality and affordable inputs including climate resistance and high livestock breeds, certified seeds, water, animal feeds, AI services, fertilizers, livestock vaccination and ploughing services by county tractor hire services;

- (v) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks;
- (vi) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services;
- (vii) Boost fisheries and aquaculture in the county, by investing in suitability mapping; infrastructure development; availing affordable and sustainable fish feeds; diversification and domestication of fish species; and investment in hatcheries for good quality seed;
- (viii) Establish county multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors that provide crucial market infrastructure such as road infrastructure, lighting and water services.
- (ix) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Frequent and correct hand hygiene was emphasized by the World Health Organization (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. About 72 per cent of the households had access to water and soap while 93.7 per cent of the households did not have a designated handwashing facility in their households (May 2020 KNBS COVID-19 survey).

There is low access to piped water in the county among urban (18.2 per cent) rural (11.4 per cent) and peri urban (12 per cent) households. Additionally, there is low access to piped sewer among households which is 12.5 per cent in urban and less than 5 per cent for both peri urban and rural households. On the other hand, most of the rural households (46.5 per cent) urban households (12.4 per cent) and peri urban (30.4 per cent) households do not have a toilet facility. Sharing of a toilet facility with other households is common in the county among rural (54.4 per cent) urban (60.7 per cent) and peri urban (49.3 per cent) households. (KNBS KIHBS 2015/2016)

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. They include; To improve access and supply of clean water through Development and management of Dams, Pans, boreholes and pipelines; Protect the water catchment areas by mapping out all water sources and water catchment areas; Strengthening of Public Private Partnerships



to increase water piping and supply infrastructure; Enhance the water quality through establishing water quality testing and treatment facilities; Continued control and monitoring quality of water at source points; Conduct EIA (environmental impact assessment) on new water projects; Repair and maintenance of water infrastructure.

The County will implement the following strategies for recovery:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes and development of dams, water pans in all the sub-counties.
- (ii) Integrate public private partnerships arrangements to enhance water provision in the county.
- (iii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (iv) Enhance water quality through establishing water quality testing and treatment facilities
- (v) Protect the water catchment areas by mapping out all water sources and water catchment areas
- (vi) Strengthen Public Private Partnerships to increase water piping and supply infrastructure
- (vii) Provide water treatment facilities to households to increase access to improved sources of water
- (viii) Enhance Capacity building on management of water supplies to help reduce Non-Revenue Water and moreover increase functionality rate of already developed water facilities.
- (ix) Expand sewer infrastructure to accommodate more households.
- (x) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁶
- (xi) Support the implementation of Community Led Total Sanitation (CLTS) initiatives
- (xii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xiii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

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



4.4 Urban Development and Housing

Majority of the households (76.5 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 9.4 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 41.8 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 58.2 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 90.2 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the county will focus to:

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

4.5 Transport

The county has a total of 4,766.23 Kilometers of classified road network. Approximately 50.5 per cent of the paved road network is in good condition, 15.0 per cent in fair condition and 30.9 per cent in poor condition. While 9.3 per cent of the unpaved road network is in good condition, 51.9 per cent fair and 38.8 per cent in poor condition.

The main means of transport used in the County is walking at 33.4 per cent, followed by motorbike 20.7 per cent, Tuk Tuk 16.3 per cent, PSV matatus at 9.3 per cent, own bicycle 6.9 per cent, and private car at 6.7 per cent. On average, residents travel 3.84 Kilometers to their workplace which is beyond the threshold distance for walking but within the threshold for cycling.



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

- (i) Promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable land and sea transport systems.
- (ii) Encourage urban-rural connectivity by investing in sustainable transport and mobility infrastructure linked to sea and land.
- (iii) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency
- (iv) Sensitize PSV and boda boda and tuk tuk operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (v) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (vi) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁷.
- (vii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 63.0 per cent with a target to match the national average of 70.0 per cent.
- (viii) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic and to take advantage of the blue economy opportunities in maritime transport.
- (ix) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and sea-based threats.

4.6 Tourism

Tourism is a key sector for the creation of wealth, increasing employment opportunities, reducing poverty and fostering economic growth in the County of Kwale. The key tourist attractions in the County include: Physical attractions / nature-based tourism (Shimoni Caves, Kongo Mosque); Beach tourism (Diani beach – which has been voted the Best Beach Destination in Africa for five years consecutively; Beach hotels); Cultural and heritage tourism; Wildlife tourism (Shimba Hills National Reserve, Mwaluganje Sanctuary, Kisite/Mpunguti Marine Park, Marine parks and reserves); Sports tourism (water sports); Eco-tourism (the marine sites that offer eco-tourism opportunities); M.I.C.E tourism (provided by venues at the beach

hotels); medical tourism. Shimba hills National Park and Kisite/Mpunguti marine park received a total of 77,500⁸ visitors in 2019.

Kwale County has 15 star-rated hotels with a total capacity of 1913 rooms and 3797 beds. In addition, there are several unclassified hotels in the county. Accommodation and food services account for 14.7 per cent of Total GCP, highlighting the strategic importance of hospitality sub-sector to socio-economic development of the County. Tourism potential is notably huge as there still exists untapped cultural resources, nascent tourist sites especially within islands (Funzi, Wasini etc.) and sports tourism.

Regarding linkage with other sectors, the recently expanded Ukunda Airstrip, the upgrading of Samburu – Diani road to bitumen standards, and completion of the Dongo Kundu bypass will open up the south coast to tourism growth. The County has invested in developing tourism-supporting infrastructure (opening up beach access roads, pedestal walkways, street lights), constructing public amenities (Washrooms) along the Beach access road, marketing and promotion (participation in expos and exhibitions- national and international) and capacity building (beach operators) to promote Kwale as a tourist destination.

Among the constraints to growth in tourism sector in the county included insufficient funds allocated for development of tourism; land ownership conflicts; stakeholders opposition to tourism bill; lack of county tourism development strategy; poor coordination of stakeholders in the industry (synergy); inadequate mechanism of monitoring tourist harassment incidences; ineffective strategies for getting tourism statistics; and inadequate funds for marketing and promotional activities, and participation in promotional forums or expos⁹.

Re-engineering of tourism sector in the county will include:

- (i) Improve sanitation aspects in tourism attraction sites and accommodation facilities to deal with spread of COVID-19 and ensure health of tourists.
- (ii) Promote domestic to cushion the sector against external shocks such as pandemics.
- (iii) Provide incentives to investors to put up hotels in the hinterland to enable visitors enjoy the vast natural scene that will be supplemented by the neighbouring rich Tsavo National Park.
- (iv) Package Kwale as a favourable tourism investment destination through deliberate efforts to reduce the cost of doing business in the county; attract PPP projects in the tourism sector; Integrated development program to leverage on the upcoming Dongo-Kundu bypass.
- (v) Improve on safety and security of tourists, especially along the beaches.
- (vi) Development of relevant and progressive tourism policies

8. KNBS Economic Survey 2020

9. Kwale County CIDP 2018 – 2022



4.7 Health

The County has a total of five (5) government hospitals, ten (10) health centres and ninety (90) dispensaries located in Msambweni, Matuga, Lunga-Lunga and Kinango Sub-Counties. The doctor and nurse population ratio stand at 1:76,741 and 1: 3,133 respectively as compared to WHO recommendation on Doctor or Nurse population of 1:230. In addition, the county has a total of (36) private health facilities and (9) health facilities owned by faith-based organizations. The average distance to the nearest health facility within the County is 7 kilometres as compared to the required maximum of 3 kilometres.

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 management and control; upgrading of working conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety. Specifically, the County will:

- (i) Revamp, expand, modernize and equip health facilities, including, the Msambweni Referral Hospital to handle almost all emergency and routine medical procedures. In addition, consider equipping Kidimu Dispensary maternity wing in Pongwe-Kikoneni Ward to boost to the health services in the County
- (ii) Support health workers personnel with logistical interventions throughout Kwale and Likoni to enable them complete important tasks such as mass net distribution, polio vaccination campaigns, drug-resistance interventions; TB awareness campaigns and COVID-19 awareness campaigns.
- (iii) 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 Kwale county; and enforce wearing of face masks in the entire county.
- (iv) Provide additional funding for strengthening of UHC (universal health coverage) by improving uptake of health insurance, improving diagnostic services in the health facilities and for staffing of health facilities, recruitment, capacity building and retention of health workforce in specialized services like urology, oncology, surgery and emergency medical care as envisioned in CIDP 2018-2022.
- (v) Establish a county disaster team for effective respond in case of any other form of a disease outbreak.
- (vi) Establish a factory for manufacturing quality mask and PPEs that meet international standards. The surplus will be sold to other counties or international markets while generating more revenue for the county.
- (vii) 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.

- (viii) The County will invest in research and development to spur innovation in health sector including in the area of medicine

4.8 Education and training

The County has a total of 1,072 Early Childhood Development Education (ECDE) centres spread evenly in the county with 82.0 per cent being public and 16.0 per cent being private. The total enrolment stands at 77,067 pupils of which 52.0 per cent are boys and 48 per cent are girls. This translates to a gross enrolment of 83.7 per cent and a net enrolment 81.2 per cent. There is a total of 2,087 ECDE teachers in the County. The county has total of 471 primary schools comprising of 392 and 79 public and private primary schools respectively with a total enrolment of 178,166 pupils which constitute a gross enrolment rate of 107.5 per cent and a net enrolment rate of 76.1 per cent. The primary school teacher population is 4,892 which translate to a teacher/pupil ratio of 1:36. The county has a total of 79 secondary schools with a total enrolment of 25,739 students which constitutes a gross enrolment rate of 35.5 per cent and a net enrolment is 25.3 per cent. The secondary school teacher population is 1,173 this translates to a teacher student ratio of 1:21 though the teacher distribution is uneven with hinterland schools experiencing high teacher shortage. The tertiary institutions in the County include a Kenya School of Government (KSG), Kenya Medical Training College and 34 registered public and 4 private vocational training centres. The County has no university but has a satellite campus of Technical University of Mombasa (TUM).

To mitigate the effects of COVID-19, the County will require to partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate learning spaces upon reopening.

The recovery strategies will include:

- (ix) The County will promote construction of new ECDE classes to promote social distancing, and recruit skilled teachers, as envisioned on CIDP 2018-2022.
- (x) Provide adequate personal protective equipment for teachers, learners and other employees in the schools.
- (xi) The county needs to 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
- (xii) Education sector in collaboration with health authorities need to establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, School fumigations and enhance school feeding.
- (xiii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus



- (xiv) 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.

4.9 Social Protection

The County has an estimated number of 112,152 PWDs and the elderly population (over 65year-old) make up 3.8 per cent of the total population of whom 53.7 were female. The County is implementing various social protection programmes including providing basic assistive devices to PWDs. The County is also supporting and building capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. With increasing demand for cash transfers, the County government initiated targeted cash transfers to the elderly and food distribution to vulnerable households both before COVID-19 and during COVID-19 period. The county 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 deserving beneficiaries.

The recovery strategies will include:

- (i) Enrollment of more county residents in welfare programmes such as NHIF which will ease their access to health care.
- (ii) County government will initiate tax exemptions for the SMES who have suffered losses in their business as result of COVID-19. The County government will create a kitty where they will 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 needs since their movement had been reduced as they were at great risk of contracting the virus.
- (iii) Provide basic income security, especially for persons whose jobs or livelihoods had been disrupted by the crisis.
- (iv) 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.
- (v) 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

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in Kwale County. Evidence indicates 4,052 cases of teenage pregnancies were reported between January and May 2020 (KHIS, 2020) and 6 cases of GBV (HAK, 2020). That said, COVID-19 compounded the situation necessitating targeted interventions to address the same. The County will:

- (i) Prioritize elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls
- (ii) Support enforcement of laws related to teenage pregnancies especially where adults are involved.
- (iii) Community training and sensitization programmes targeting teenage boys and girls to deal with increased cases of teenage pregnancies.
- (iv) Identify and train champions (individual actors) active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.
- (v) 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.
- (vi) Collaboration between the county, state agencies, and other partners to strengthen capacities of various stakeholders including, political leadership within the county, women's groups, religious leaders, and community leaders to combat harmful practices that breed GBV.
- (vii) Designate gender safe spaces to provide accommodation for GBV survivors and create spaces to be used as recovery centers preferably County Referral Hospitals.

4.11 Environment and Natural Resources Management

The county has a rich ecosystem that includes forests, rivers and hills. Efforts to conserve the environment are hampered by increasing population which exerts pressure on the natural resources, encroachment on wetlands, land degradation, deforestation, illegal logging, water pollution, charcoal burning and land pollution. The major sources of energy for cooking used by households are firewood (81.6 per cent), charcoal (9.7 per cent), liquified gas (4.4 per cent) and Kerosene (3.8 per cent). Use of firewood and charcoal has a negative effect on environment management and conservation.

Majority of the households in the county dispose their solid waste by dumping in the compound (39 per cent) dumping in the street/ open field (5.9 per cent) and burning in open air (43 per cent). On the other hand a small proportion of households solid waste is collected by the county government (2.9 per cent) and community associations (0.4 per cent). This means that only a small portion of household solid waste is safely disposed, thus exposing many households to environmental and health hazards.

To address the environmental challenges, the County will:

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.



- (ii) Increase forest cover and biodiversity conservation through tree planting.
- (iii) Facilitate and promote climate change financing and investments programmes.
- (iv) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (v) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vi) Develop and implement solid waste management strategy
- (vii) Cushion households from the adverse effects of droughts and floods by putting in place disaster management plan.
- (viii) Develop and implement disaster management policy
- (ix) The county to support disaster management committees at ward levels





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Kwale 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) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees;
- (v) Invest in the Conservation of the Environment for Sustainable Development;
- (vi) Prioritization of settlement of payment of pending bills;
- (vii) Provide extension services and market creation for Agriculture;
- (viii) Create a COVID-19 revolving recovery Fund utilizing structures such as table banking, self-help groups and MFIs to small scale traders and businesses in the informal sector.

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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





6 MONITORING, EVALUATING AND REPORTING

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

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

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

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

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

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

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

7 COMMUNICATION CHANNELS

Communication¹¹, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development¹² (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹³ are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID-19 Survey, majority of Kwale County residents received information about coronavirus through radio (91.0%), television (60.0%) and mobile (58.0%). Though, the survey was not specific whether mobile included both written (short text messages <SMS>) and voice (calls). Friends and family stood at a frequency of 43 per cent followed by social media at 18 per cent. Government sources frequency was ranked at 12 per cent. Health Care Worker, newspaper and Non-Governmental Organization (NGO) workers all scored 7 per cent and below.

Thus, the following channels of communication will be utilized:

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

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

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

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

13. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6ywS&result=2>



Table 2: Communication channels with target audience

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

✓ Most appropriate channel to be used.

NOTES:

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

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

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

- Weekly updates on County website & social media.
- Bi-weekly broadcast messages (TV interchanged with either local or kiswahili radio station).
- Monthly SMS and telephone calls.
- Quarterly I.E.C materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, huduma centers).
- Monthly barazas.

ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	10	10	20	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		30	30	60	County Government	County Government



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Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	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
	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
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



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Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
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	3	3	5	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		4	4	8	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSr) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	5	5	10	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		5	5	10	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Kwale 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		50	50	100	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			3	3	6	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 - 5 years	2	2	4	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 - 5 years	1	1	2	County and National Governments; development partners	County Government



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Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
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		10	10	20	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		30	30	60	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		5	5	10	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		2	2	4	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		10	10	20	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		3	3	6	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		8	8	15	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
		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		10	10	20	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
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		25	25	50	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					743	743	1476		

COUNTY GOVERNMENTS



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