



LAMU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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



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FOREWORD

The advent of COVID-19 in Kenya elicited a proactive response by the whole of the Government of Kenya, at both tiers strengthening inter-governmental relations. We the leaders of the National and County Governments immediately came together and quickly established practical and effective responses to this Pandemic that were geared towards safeguarding the lives and livelihoods of our people.

Acting on the basis of the recommendations and advice given to us by medical and public health professionals, we issued directives that established policy platforms and institutional mechanisms that would mitigate the adverse local effects of this global pandemic. To drive a concerted and coordinated multi-agency response, the National Emergency Response Committee on the Coronavirus Pandemic was established vide Executive Order No. 2 of 2020; bringing together all relevant government departments and agencies so that they would act in unison and synergistically pursue harmonious and complementary agenda, in line with their particular areas of mandate and expertise.

Many Kenyans have demonstrated their patriotism and sense of responsibility through adherence to the social distancing protocols, wearing face masks in public spaces and observing hygiene measures. The compliance to the containment measures demonstrate the individual and collective civil responsibility to protect ourselves, family members and other citizens. As a result, we have, together, contributed to slowing the spread of the coronavirus.

The pandemic has also taught us that as a country, we need to forge partnerships and collaboration within the country and with the rest of the world. Through extraordinary summits, organized for the National and County Governments, we discovered our synergy and commitments in responding to the needs of the citizens, in timely and appropriate manner. Through the use of technology, the National Government has kept a robust diplomatic engagement with our partners in the East African Community (EAC), Inter-Governmental Authority on Development (IGAD), African Union (AU), and Organization of the African, Caribbean and Pacific States (OACPS), in implementing joint measures to curb the spread of the virus across international borders. As a government, we have also held virtual bilateral and multilateral talks and consultations with our partners on **post Covid-19 economic recovery plans**.

The resolve of the government to expand our healthcare infrastructure through installing new and more medical equipment, recruiting additional healthcare workers, training of healthcare labour force on Covid-19 and increasing the testing capacity, is already bearing the expected outcomes. This notwithstanding, the Covid-19 pandemic will accelerate the realization of the national endeavor to achieve Universal Health Coverage.

The effects of Covid-19 on various sectors of economy cannot be gainsaid. Tourism, trade, manufacturing, Micro and Small Enterprises (MSEs), transport and education, to name but just a few, have been adversely affected. Many Kenyans have lost their jobs and livelihoods. The government has implemented various intervention measures to cushion the vulnerable Kenyans from shocks of the Covid-19, and going forward, enhancing our social protection system that is increasingly supporting the elderly, PWDs, orphans and other vulnerable households in the country, is a priority.

Among the welfare measures and interventions instituted to protect the economy include 100 per cent tax relief for persons earning gross monthly income of up to Ksh. 24,000; reduction of Income Tax Rate (Pay-As-You-Earn) from 30 per cent to 25 per cent; reduction of Resident Income Tax (Corporation Tax) from 30 per cent to 25 per cent; reduction of the turnover tax rate from 3 per cent to 1 per cent; temporary



suspension of the listing with the Credit Reference Bureau (CRB); and reduction of the VAT from 16 per cent to 14 per cent, effective 1st April 2020. I am also aware that counties have collectively and individually taken measures that complement the efforts to **protect lives and livelihoods of Kenyans**.

The government, in addition to the tax relief measures, rolled out the National Hygiene Programme (*Kazi Mitaani*) for job creation to the youth and to keep our environment clean and healthier. Further, the government has supported MSEs to manufacture basic medical equipment for both domestic use and export. The resilience and entrepreneurial spirit of this country have come out strongly as Kenyans seize the opportunities provided by the Covid-19, to demonstrate that we can expand our manufacturing by exploiting the significant amount of capabilities in the sector. Today, MSEs are producing masks, Personal Protective Equipment (PPEs), hand sanitizers and soap, among other products. This tells us that there are many other potential areas where we can locally produce or manufacture what we need rather than rely on imported goods and services.

During my fourth Presidential Address on the Coronavirus Pandemic in April 2020, I assured the People of Kenya that their government would formulate and implement a vibrant post COVID-19 economic recovery plan. The National and County Governments have been engaging all stakeholders including the private sector, academia, research institutions and development partners; towards the development and re-engineering of socio-economic recovery strategies in the wake of this pandemic. These strategies aim not only at dealing with the present challenges but are also aimed at enhancing Kenya's resilience and response capability in the face of future challenges of a similar nature.

We are taking into account the need to respond to both internal and external shocks arising from significant crisis situations; with a view of formulating enhanced protections for our priority areas of manufacturing, agriculture, tourism, Information and Communication Technology (ICT), housing, transport, education, health and social protection. The two levels of government are committed to transforming the economic and governance systems so as to ensure that the systems are more responsive to citizen needs, especially those of the youth, women and vulnerable members of the society.

The present pandemic situation has underscored the urgent need for Kenya to revitalise her welfare system; and establish a more progressive, effective, agile and sustainable system that meets the fast-changing needs of both current and future generations.

Together we prosper.

UHURU KENYATTA, C.G.H.,

**PRESIDENT OF THE REPUBLIC OF KENYA, AND
COMMANDER-IN-CHIEF OF THE DEFENCE FORCES**



TOGETHER WE ARE STRONGER

The promulgation of the Constitution of Kenya 2010 brought forth several reforms, key among them a devolved system of governance. Article 10 of the Constitution illuminates the National Values and Principles of Governance, Article 174 espouses the objectives of devolution and the Fourth Schedule articulates the distribution of functions between the National and the County Governments. While the last eight years have seen significant progress with devolution, the COVID-19 pandemic serves to provide more impetus to strengthen the devolved system of governance in achieving inclusive development.

The pandemic has presented an opportunity to critically reassess, rethink and review the existing systems and structures in securing the welfare of Kenyans in a devolved system of governance. This is particularly important considering the critical role of the County Governments in ensuring the delivery and implementation of the Big Four Agenda and the Kenya Vision 2030. The COVID-19 pandemic has also clearly highlighted the essential role of regional economic blocs and the opportunities that can be leveraged in post-COVID-19 to strengthen the devolved system of governance. In spite of the prevailing challenges, the potential in establishing joint regional development blocs to deliver shared services promises a more effective post-COVID-19 recovery strategy.

In responding to the pandemic, counties have come up with county-specific COVID-19 prevention guidelines and strengthened community surveillance while implementing the COVID-19 prevention measures, including social distancing and general hygiene. County Governors also moved to protect their people through movement restrictions, setting up quarantine and isolation facilities in county rooms in hospitals; launching nutrition support systems; and even specifying protocols for funerals and last rights.

The 47 County Governments are committed to continue working together in harnessing their synergies and working closely with the National Government to recover from the COVID-19 pandemic and progress further to ensure realization of national development goals. This requires further deepening of the principles of intergovernmental relations as espoused under Article 6(2) of the Constitution, which provides that the National and County Governments are to conduct their mutual relations on the basis of consultation and cooperation. Thus, in discharging their constitutionally defined roles or functions and in addressing the COVID-19 pandemic, both levels of Government have been guided by these two key principles of intergovernmental relations.

The recommendations emerging from the County COVID-19 Economic Re-engineering and Recovery Strategy and Specific County Strategies will go a long way in informing the policy process, ultimately strengthening the devolved system of government in the post-COVID period.

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

The outbreak of Covid-19 is an eye opener on our levels of preparedness for pandemics and calamities that may threaten the existence of our society. If country borders are closed and restricted movement of goods and persons all over the world were to remain in place for much longer, one important question each country would ask is for how long each society would survive. Thus, exploiting opportunities for enhanced self-reliance becomes essential for survival of societies.

The collective response of both the national and county governments to this pandemic demonstrates the importance of interdependence of the two levels of government. Establishing policies, institutions and safeguards that can effectively respond to and mitigate such pandemics is vital. In that regard, the Council of Governors initiated a study by KIPPRA on its behalf to examine county and national policies in the context of the COVID-19 experience and its aftermath. I was privileged to chair the team that undertook this study.

As part of this preparedness is the domestic capacity to produce materials: intellectual, technical and equipment, needed at such times as much as possible.

We in Kenya should realize that the policy of Import Substitution Industrialization (ISI) that we threw out of the window in the 80s with the advent of the Washington Consensus may need to be re-examined in view of our experience with this pandemic.

With Covid-19, we have seen the importance of having: a well-functioning health care system to serve the population; proper functioning medical research institutions to develop vaccines; and a good planning of our cities, transport systems, education system and housing to offer services in the midst of the pandemic notwithstanding the threat of being left alone with the closure of international transport highways. We have also seen the importance of good government systems for continued provision of public service in difficult times, proper utilization of resources for longevity of our societies, and socio-economic sustainability in securing livelihood.

The pandemic therefore highlights the need to promote innovations and adopt modern technologies in the path to enhancing self-reliance. Our young population showcased their capabilities with innovations to help in responding to the pandemic. It takes our commitment as government to nurture innovations by re-energizing our institutions of technical training, science, technology and engineering to maintain the momentum for innovation to the level of being commercialized. This also presents an opportunity for our research and policy institutions to relook at the kind of innovation model the country and counties require in economic transformation.

What has happened in the area of health shows the relevance of research as governments and individuals have had to rely on evidence for solutions. Pharmaceutical companies, universities and research institutions all over the world have been actively engaged in research to understand the virus and help come up with vaccine, while others are actively providing evidence to inform policy formulation with the effects of Covid-19. Thus, highlighting the importance of strengthening the link between research and decision making.



We in Kenya and the East African Community need to invest even more robustly in research to be capable of implementing evidence-based policies. Evidence is an important tool in forging economic recovery strategies in view of the effects of Covid-19.

This calls for a realistic and appropriate budgeting to support our academic and research institutions. It also calls for the political class to formulate strategic laws and regulations governing our economic and social activities in all sectors of our society. For example, our taxation policies that have led to high costs of energy have not only retarded investment in our economy but also put many counties in jeopardy in the provision of services and creating enabling environment for investments.

Covid-19 has shown the importance of paying more attention and committing more investments to preventive, promotive and public health. "Cleanliness is indeed next to Godliness". During this period of the pandemic, diarrheal diseases and other water borne diseases went down considerably. This is attributed to the access to sufficient portable water both for consumption and hygiene. We could probably reduce our public health bill by investing effectively in water and hygiene.

Studies on economic recovery strategies have shown that counties are vital for the growth of the nation as frontiers for production and provision investments. Deliberate investments should be focused in the areas of food production targeting the weak and vulnerable small holder. The pandemic, however, demonstrated that without a strong value chain, the resilience of our small holder farmers can easily be jeopardized, thereby threatening the very basic foundation of our society.

Finally, the informal sector, provided with enhanced market access as a whole, can contribute even more to the counties and national economy.

H.E. PROF ANYANG' NYONG'O
GOVERNOR, KISUMU COUNTY

STATEMENT

The COVID-19 pandemic has taken a toll on both lives and livelihoods in Kenya. The National and County Governments quickly adopted a multipronged approach that help to safe protect many citizens from the pandemic. Firstly, was to respond; second, is to allow for recovery; and thirdly, is to allow for thriving. Several measures were instituted at both National and County Government levels to curb the spread of the disease including social distancing, hand hygiene, and preparation of facilities for care and treatment of confirmed cases. As the country progresses to recovery and allow the economy to thrive, County Governments found it necessary to develop a socio-economic strategy to facilitate re-engineering and recovery of their economies from the impact of COVID-19.

As part of KIPPRA's mandate to provide advisory and technical services to the government, the Institute supported the Council of Governors (COG) in jointly developing the COVID-19 County Socio-Economic Re-Engineering and Recovery Strategy (CCSERS) and 47 County Specific COVID-19 County Socio-Economic Re-Engineering and Recovery Strategies. With the spirit of *Thinking Policy Together*, the process involved robust, independent yet consultative evidence-based research and policy analysis which saw collecting views from a wide range of stakeholders including: various committees at Council of Governors such as; health, agriculture, trade, manufacturing, cooperatives, and education, youth, sports, gender and culture. Other committees included; transport, housing, urban development and energy and tourism; and natural resources, water, forestry and mining. Consultative engagements were also carried out with all the County Governments which offered great insights that informed the development of the recovery strategies. Equally, in depth literature review and secondary data was collected, collated and analysed to inform the strategies.

County Governments have the potential to make their economies recover and thrive by leveraging on the following five pillars: Boosting private sector activity; Policy, legislatives, and institutional reforms; Strengthening County Government's preparedness and response to pandemics and disasters; Enhancing Information Communication Technology (ICT) capacity for business continuity; and Investing in human resource development. It will also be critical to institutionalize monitoring, evaluation, regular reporting and communication of the strategies up to grassroots level and across all communities and institutions in the counties.

DR ROSE NGUGI
EXECUTIVE DIRECTOR
KENYA INSTITUTE FOR PUBLIC POLICY RESEARCH AND ANALYSIS (KIPPRA)





ACKNOWLEDGEMENT

The Council of Governors extends its gratitude to all those who participated in the preparation of the County Socio-economic Re-engineering and Recovery Strategy. The development of this Strategy was a combined effort of Council of Governors, County Governments, researchers, development partners, and sector stakeholders. Special thanks go to all County Governments for their active participation and providing data and information that was used in preparation of the Combined COVID19 County Re-engineering and Recovery Strategy and County-Specific Strategies.

We acknowledge the steering committee led by H.E. Hon. Prof Anyang' Nyong'o, H.E Prof. Kivutha Kibwana and H.E. Ndiritu Muriithi who conceptualized and guided the development of this strategy.

We would like to thank the Kenya Institute for Public Policy Research and Analysis (KIPPRA) for providing the technical lead throughout the preparation of these Strategies. Specifically, we wish to thank KIPPRA's Executive Director Dr Rose Ngugi for guiding the process.

We are also grateful to the COG County Socio-economic Re-engineering and Recovery Committee under the technical leadership of the Chief Executive Officer for their strategic and policy guidance, and the team of reviewers who provided insightful inputs towards the finalization of the Strategies.

We also greatly appreciate the county staff and stakeholders who participated in data and information collation and consultations, and others who verified the contents of various drafts of this Strategy.

Finally, we would like to thank the UNDP for financial support and technical input towards the assignment; and World Bank, UN-WOMEN and GIZ for the technical assistance in quality assurance of this strategy.

This strategy will guide County Governments in bouncing back from the impact of the COVID-19 pandemic through planning and budgeting of the policy interventions in the re-engineering and recovery phase.

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

This County COVID-19 Re-Engineering and Recovery Strategy 2020/21-2022/23 embeds the principles of response, recovery and thriving. The counties will continue to respond to the crisis while dealing with the immediate effects of the pandemic to contain it, treat the affected, flatten the curve of new infections, and ensure immediate financial assistance and restructuring of County Integrated Development Plans. Towards recovery, counties are mitigating socio-economic impacts as the pandemic is controlled, while also preventing a second wave. To thrive, the re-engineering and recovery strategies are aimed at long-term interventions to prevent or address future disasters and support sustained development across counties. The Strategy also envisages the revitalisation of the county regional blocs in the recovery and re-engineering processes.

Measures by County Governments to Mitigate the Effects of COVID-19

The Council of Governors through its mandate established under Section 19 of the Intergovernmental Relations Act 2012 has provided a central point for coordination of County Governments' COVID-19 response measures. The COVID-19 pandemic adversely impacted on various sectors particularly tourism, transport, trade, industry (manufacturing and construction) and agriculture. The pandemic has particularly affected micro and small enterprises that form a significant proportion of the establishment and many vulnerable households in the counties have been pushed into poverty. Many vulnerable households depend on farming and informal wages.

The County Governments came up with plans to tackle the COVID-19 pandemic including: Treatment of confirmed cases (recruitment of health workers, procurement of personal protective equipment (PPEs), expanding intensive care units, establishment of quarantine, isolation and testing capabilities); Preventing the spread (COVID-19 prevention guidelines, community surveillance strengthening of border disease surveillance by counties, enforcement of market guidelines, initiating production of face masks at vocational training centres in various counties); Supporting the vulnerable with formation of County Food Security War Rooms; and Raising finance by setting up COVID-19 emergency funds.

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

The private sector is dominated by microenterprises (89.2%) and small farm holders (99.0%) majority of whom were adversely affected by the pandemic. As the engine that drives economic activity, it is important to get the private sector thriving by creating an enabling environment at county level. This will facilitate counties in enhancing their contribution to the national cake and expand the basket for own source revenue. To improve the business environment, there is need to:

- (i) Enhance access to affordable credit: For the MSEs, initiate and strengthen self-sustaining funds dedicated and easily accessible to MSEs; promote tailor made financial literacy programmes; and establish frameworks for micro-leasing; utilize the SMEs credit guarantee scheme.



- (ii) Provide for worksite: Develop adequate, cluster-informed and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans, and provide machines and safety gear.
- (iii) Enhance access to intermediate goods: Enhance and promote local manufacture of affordable tools and machinery including strengthening the Numerical Machine Complex.
- (iv) Improve infrastructure and security: Provide for connectivity to roads, electricity, water and drainage and enhance security to reduce crime in continuing to improve Kenya's global Ease of Doing Business ranking.
- (v) Enhance access and diversification of markets for private sector production both locally and regionally including by developing county regional bloc value chains and consolidating markets within economic integration value chains. Also increase market access with greater use of e-commerce to move transactions to the digital economy.
- (vi) Encourage formalization of informal sector with appropriate incentives to provide more sustainable income, stable employment and sustained innovation.

2) **Strengthening ICT Capacity**

Less than 15 per cent of households in rural areas use internet and only 5 per cent have gadgets such as desktops, laptops and tablets. As a result, even with 90 per cent of public primary schools being installed with digital literacy infrastructure and devices, continued learning from home is a challenge because only 12.8 per cent of households have access to internet. Further, only 50 per cent of counties are fully connected to the Government Common Core Network (GCCN). Enhancing Information and Communication Technology (ICT) capacity in the public sector and households will enable business continuity and build resilience to future disasters and pandemics. This includes:

- (i) Complete the County Connectivity Project to the Government Common Core Network (GCCN)¹.
- (ii) Enhance connectivity of businesses to ICT by extending the National Optic Fibre Backbone Infrastructure (NOFBI) in trade centres, public buildings and public spaces to boost e-commerce.
- (iii) Enhance household access to reliable, stable and affordable internet connectivity through Public-Private Partnerships (PPPs) between County Governments and ICT service providers such as the Goole Loon and Telkom Kenya partnership.
- (iv) Promote household access to and use of ICT by providing devices such as smartphones that are 4G enabled and affordable.

1. The County Connectivity Project <http://icta.go.ke/county-connectivity-project-ccp/>



3) **Human Capital Development**

Investing in human resource development enhances productivity which supports long term growth and development at county level. With the COVID-19, workers across various sectors reported reduced working hours and only a few who managed to provide new and expanded goods and services during the period managed to enhance their income. As such, human resource development will entail addressing health and education risks exposed by COVID-19. The interventions include:

- (i) Extending the scope of Universal Health Coverage to collectively finance health services for all, including uninsured workers and their families; and investing in community and public health.
- (ii) Investing in technical education, training and skills development to create more employment opportunities.
- (iii) Establishing a pool fund to finance a seasonal public works or employment guarantee scheme.
- (iv) Promoting safety at workplaces with enforcement of guidelines to reduce the exposure of all workers including informal workers to the virus.

4) **Policy, Legislative, and Institutional Reforms**

The Constitution gives the National Government the role of policy development, and thus County Governments rely on policy and legislative frameworks passed at the national level for activities in various sectors. Counties also develop their policy frameworks and it is important to improve inter-governmental relations to facilitate the integration and coordination of policies at national and county levels. With the pandemic, there is need reforming the following aspects in various sectors:

- (i) Review the Public Health Act, Cap 242, to consider modern public health trends, developments, challenges and emerging opportunities.
- (ii) Harmonization and rationalization of the various laws on agriculture to streamline operations between the National and County Governments.
- (iii) Enact appropriate legal and regulatory frameworks to regulate and control the protection of data and status of individuals who are confirmed, suspected or recovered cases of COVID-19 and other future pandemics or public health outbreaks that may occur in future.
- (iv) Develop regulations for protection and regulation of information shared, recorded or documented through online platforms including video conferencing platforms and mobile applications.
- (v) Review the Employment Act 2007 to protect patients, or suspected patients, of COVID-19 from discrimination, harassment, unlawful disclosure of their status, stigmatization, reprisals or termination of employment due to fear of COVID-19, infectious disease or on grounds of their health status.



5) Strengthening County Government's Preparedness and Response to Pandemics and Disasters

The county governments have a weak disaster management framework. A robust, comprehensive and well-coordinated policy and institutional framework for disaster management leveraging on regional bloc synergies is critical in mitigating any losses. This will include:

- (i) Developing a Disaster Risk Management Policy that covers unforeseen disasters that may occur in future.
- (ii) Linking the Disaster Risk Management Policy to policies in relevant sectors given the cross-cutting nature of disaster interventions.
- (iii) County Governments to develop a legal and regulatory framework to provide the legal foundation for a collaborative partnership in institutional participatory management of disasters, including mobilization of the essential resources necessary for the management of all disasters.
- (iv) Developing a legal and regulatory framework that applies to infectious diseases, including catering for medical costs.
- (v) Review of procurement laws including the Public Procurement and Asset Disposal Act 2015 to have clear provisions on emergency procurement and procurement in times of urgent needs and disclosure of information in the case of direct procurement.
- (vi) Ensuring accountability in the use of funds, and development of legal and statutory requirements for audit of the financial statements of emergency funds.

Support to Key Sectors

1) Agriculture

As the sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, counties should aim at building back better especially for the smallholders through:

- (i) Enhancing agro-processing and value addition capacities of counties by adopting appropriate regulations, policies and legislations.
- (ii) Greater exposure to market access by pointing out alternative markets and marketing channels to farmers. Regional blocs can provide greater market access and synergies.
- (iii) Improving disaster surveillance at county level and mitigate risks associated with disasters, such as those related to floods, disease and pest invasion.

- (iv) Facilitating access to quality and affordable inputs including certified seedlings, water, animal feeds, Artificial Insemination (AI) services, fertilizers, livestock vaccination and ploughing services by county tractor hire services.
- (v) Facilitate access to affordable formal finance and advisory and information services.
- (vi) Train and build capacity of farmers on modern agricultural technologies, including integrating best practices.
- (vii) Enhance the role of agricultural cooperatives through development of more sustainable models of financing and customized training of cooperative members. County governments play a vital role in cooperative development through the effective stakeholder engagement and the implementation of well-designed cooperative policies.

2) Water and sanitation

COVID-19 has placed high demand on water for hand hygiene, and this has compelled counties to ensure continuity in provision of water. To enhance connectivity of households, there is need to:

- (i) Expand and rehabilitate the existing piped water connection infrastructure to increase access to water.
- (ii) Expand sewer infrastructure to accommodate more households; currently there is low access to piped sewer.
- (iii) Promote the importance of handwashing and construct water and sanitation (WASH) facilities to increase access at the household level.
- (iv) Provide waste collection services at households, promote and facilitate regular waste collection, and embrace environment clean up exercises at neighbourhoods and in towns.

3) Urban development and housing

Urban areas have emerged as hot-spots for the spread of the COVID-19 pandemic. For example, Nairobi and Mombasa and the surrounding urban areas have recorded the highest confirmed positive cases of the pandemic. Tied to this is the role that adequate housing plays in the home-based care strategy of treating COVID-19 patients. Opportunities and areas of focus for re-engineering and recovery strategies will include the following:

- (i) Promote a National Home Ownership Policy; this would cushion households from future shocks that impede payment of rent.



- (ii) Designate and approve urban areas of different cadres and undertake urban planning as an opportunity to boost investment and stimulate economic activity in the modern sectors. Ensure this is accompanied by appropriate road, water and electricity infrastructure.
- (iii) Fast-track affordable housing in counties through provision of public land to improve housing conditions and improve the turnaround period for transactions for land and construction.

4) **Transport**

There is need to enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities. Towards this goal, there is need to:

- (i) Use labour-based and local resource-based approaches for road development and maintenance.
- (ii) Improve and expand infrastructure for Non-Motorized Transport (NMT) and intermediate transport modes which will also enhance environmental sustainability.
- (iii) Adopt climate-smart road engineering designs to address the problem of floods that destroy roads and bridges and ensure harvesting of storm water for domestic and commercial use.
- (iv) Develop better synergies between car, bus, rail, non-motorised transport and between public and private transport and select the most environmentally friendly solutions.

5) **Tourism**

The impact of COVID-19 pandemic on tourism sectors has been substantial. Re-engineering strategies for the sector include:

- (i) Allocating resources for investment and rehabilitation of tourism-supporting infrastructure, including sports stadia, modern meetings, incentives, conferences and exhibitions (M.I.C.E) venues, and roads leading to the physical tourist attraction sites including cultural heritage sites.
- (ii) Diversify tourism products across all counties to include cultural, sports, agro-tourism, M.I.C.E, nature-based, community-based, adventure, culinary and beach-based tourism products; jetties and floating facilities; amusement parks; and construction and development of public beaches.
- (iii) Develop tourism information and data centres.
- (iv) Upgrading medical facilities to promote medical tourism.
- (v) Construct modern theatre and art gallery to support development of talent in music, visual and performing arts, and upgrading of sports stadia to develop talents in sport across counties.



- (vi) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments to ensure business continuity.
- (vii) Developing products specifically tailored to enhancing domestic tourism which is less susceptible to shocks. Such products to be affordable, and packages designed to maximize domestic tourist utility. Leverage on regional blocs for joint marketing of tourist attractions.

6) **Health**

The COVID-19 has implications on healthcare systems (public hospitals, isolation centres). The healthcare system will need to strengthen COVID-19 response, and all the other healthcare services. Recovery of the sector calls for collaboration between the National and County Governments for the following:

- (i) Strengthen coordinated mechanism to facilitate care and treatment of confirmed cases of COVID-19.
- (ii) Identify training gaps among the health providers and make available targeted training.
- (iii) Proactively address the mental health needs, including those of the health workforce.
- (iv) Invest in research and development to spur innovation in health sector, including in the area of medicine.
- (v) Legislate and equip health workers and Community Health Volunteers (CHVs) to adequately provide community health and counselling on appropriate maternal, infant and young child nutrition practices amidst the pandemic.
- (vi) Mainstream family health training in medical training colleges curriculum as well as in university medical training programmes.

7) **Education**

The education sector was totally disrupted with closure of all schools, which has led to loss of learning time and teaching time. Recovery of the sector will require significant collaboration between the National and County governments in:

- (i) Preparing guidelines for schools reopening, improving WASH facilities and providing adequate personal protective equipment for teachers, learners and other employees in the schools.
- (ii) Protecting the poorest and most vulnerable learners and enable them to continue learning, such as through targeted conditional cash transfers and learning vouchers.



- (iii) Supporting back to school campaigns and supporting educators on the utilization of computerized devices by giving internet data when they are required to live-stream lessons.
- (iv) Promoting monitoring and addressing psychosocial well-being of students, teachers and education officers and educating them on how to mitigate the spread of coronavirus.
- (v) Carrying out large-scale assessment to identify learning gaps and inform remedial programming and learning opportunities so that all students catch up due to the learning time lost during the pandemic.
- (vi) Strengthen ICT integration in teaching and learning in the education sector by facilitating production of radio, television and online teaching and learning materials and extending the existing distance learning programmes to all rural areas. Hybrid learning encompassing a blend of face to face and digital learning at all levels of education to be encouraged in the education sector.
- (vii) Strengthen collaboration between county and non-state not-for-profit institutions including faith-based organizations in delivery of pre-primary education across counties.
- (viii) National and county governments to review boarding vs day schooling models in guiding areas to promote investments.

8) **Social protection**

Kenya has an estimated 918,00 PWDs (2.2% of the total population) and 1,870,443 older persons aged 65 years and above (representing 3.9% of the population). Social protection interventions require collaboration between the National and County Governments and will include:

- (i) Supporting businesses to access credit guarantee for people whose occupations or employments have been disrupted by the pandemic.
- (ii) Ensuring effective access to essential healthcare and other basic social services, in particular population groups and individuals who have been drawn into vulnerability due to the pandemic.
- (iii) Supporting Child Help Line initiatives and other partners to provide counselling services, address mental health and psycho-social support targeting children and youth in their homes, community and in institutions and quarantine/isolation centres.
- (iv) Facilitating coordination with health, WASH, nutrition and other sectors to ensure that COVID-19 prevention services are accessible to the hard to reach children (in informal settlements, arid and semi-arid counties and other care institutions).
- (v) Use this opportunity to continue efforts to reviewing the more expansive and inclusive safety nets.



9) **Gender and youth**

The interventions to address emerging gender issues with the pandemic include:

- (i) Designating gender safe spaces to provide accommodation for Gender-Based Violence (GBV) survivors and create space in County Referral Hospitals to serve as GBV recovery centres.
- (ii) Promoting use of alternative means of Gender-Based Violence safe outreach and awareness-raising that limit direct contact; that is, using traditional methods such as town criers and use of loud-speakers.
- (iii) Supporting gender champions and sign language interpreters to activate and communicate an 'alert chain' to reach GBV survivors or those in imminent danger of injury and harm.
- (iv) Strengthening inclusive community outreach strategies to ensure GBV messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services and COVID-19 information among differently able persons.
- (v) Bringing on board key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/AIDS and COVID-19 prevention measures.



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1 INTRODUCTION

1.1 County Context

Lamu County is one of the counties in Jumuiya ya Kaunti za Pwani (JKP) economic bloc. The county has an estimated population of 143,920 persons of whom 52.8 per cent were male and 47.1 per cent female (KNBS, 2019) as indicated in table 1. Of the population 2,403 (1.9 per cent) are persons with disabilities. The youth constituted 35.0 per cent of the population of whom 46.0 per cent were female. The County had a population density of 23 per km2. About 73.3 per cent of the population live in rural areas of whom 46.4 per cent are female. The elderly population (over 65year-old) make up 4.0 per cent of the total population of whom 48.8 per were female. The population in school going age group (4-22 years) was 44.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Lamu County was 29.0 per cent against the national poverty rate of 36.1 per cent. In addition, 20.1 per cent of the population were living in food poverty and 56.5 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, 29.2 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Lamu County		
	County	National
Estimated County Population (KNBS, 2019)	143,920	1.3% of the total population
Males	76,103	52.8%
Females	67,813	47.1%
Intersex	4	0.003%
Estimated Population Density (km2)	23	82
Persons with disability	1.9%	2.2%
Population living in rural areas (%)	73.3%	68.8%
School going age (4-22 years)(%)	44.7%	68.7%
Youth (%)	35.0%	36.1%
Elderly population (over 65-year-old)	4.0%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	111	0.33% of the national cases
Poverty (2015/2016)(%)	29.0%	36.1%
Food Poverty (2015/2016)(%)	20.1%	31.9%
Multidimensional Poverty (2015/2016)(%)	56.5%	56.1%
Stunted children (KDHS 2014)	29.2%	26%
Gross County Product (Ksh Million)	86,278(2017)	1.3 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	13.2%	15.3 %

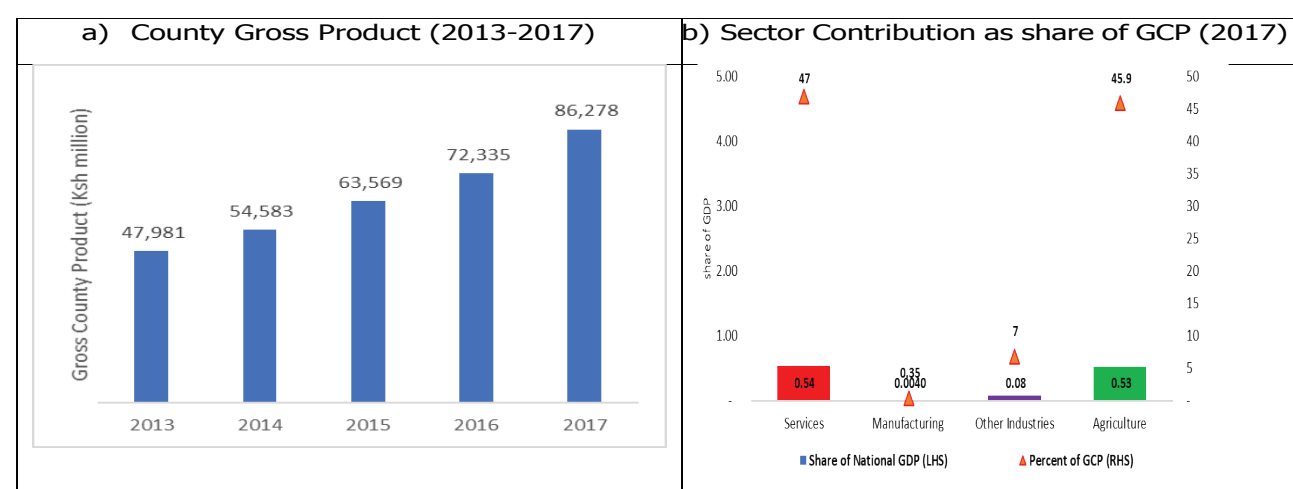
Data Source: KNBS (2019)



Lamu County Gross County Product (GCP) accounted for 1.3 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from ksh.47,981 Million in 2013 to ksh.86,278 Million in 2017 representing an annual average growth rate of 13.2 per cent per. The service sector contributed 47.0 per cent of GCP while agriculture, manufacturing and other industries sector constituted 45.8 per cent, 0.35 per cent and 7.0 per cent, respectively.

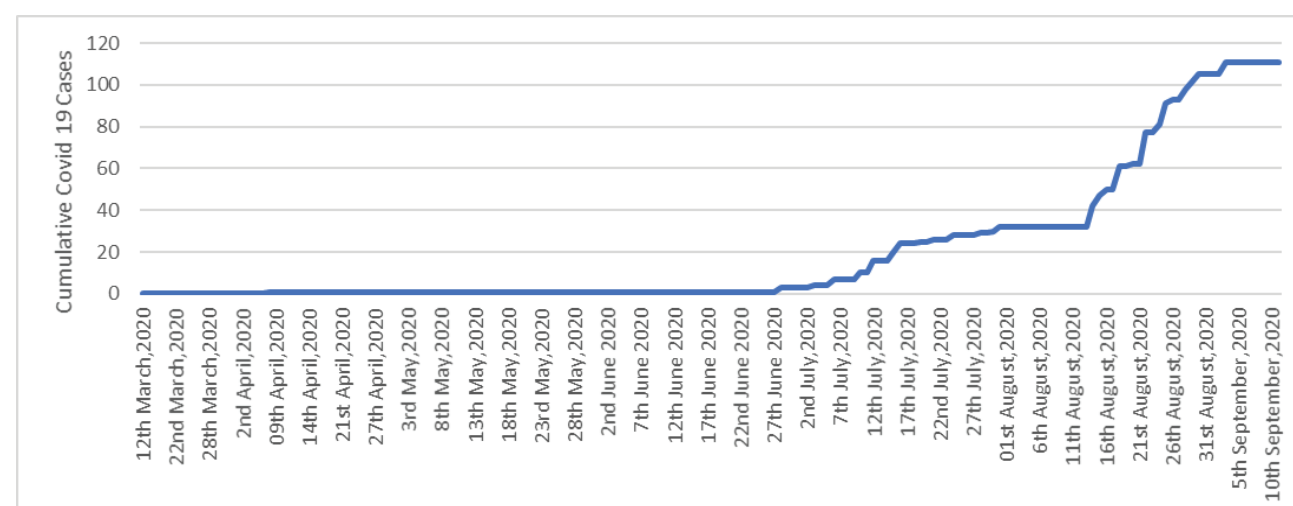
The services sector includes such activities as tourism, wholesale and retail trade. Agriculture was mainly dominated by Crop farming and livestock production while industries and manufacturing include production of consumer goods such as plastics, furniture, textiles, and food processing.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 7th April 2020. Since then the number of confirmed cases increased to 111 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH



1.2 County Fiscal Position

Lamu county expected to receive a total of Ksh. 4.74 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 2.6 billion (54.8%) equitable share, Ksh. 544.59 million (11.5%) conditional grants, Ksh. 100 million (2.1%) generated from own sources of revenue (OSR) and Ksh. 1.46 billion (30.9%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 4.41 billion which accounted for 93.1 per cent of the expected revenue. This comprised of Ksh. 2.37 billion equitable shares, Ksh. 419.7 million as conditional grants, Ksh. 108.9 million generated from OSR and Ksh. 1.46 billion as cash balance from FY 2018/19. The county registered improved performance on OSR, with an increase 34 per cent when compared to Ksh. 71.8 million realised during FY 2018/19. However, with the outbreak of the COVID-19 pandemic, which saw the county suspended the collection of various fees including single business permits, cess and land rates, the OSR is likely to be adversely affected in FY 2020/21.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 4,736.3 million consisting of Ksh. 2,655.9 million allocation for recurrent expenditure and Ksh. 2,080.4 million for development expenditure. Of the recurrent expenditure, Ksh. 1,392.5 million was meant for compensation of employees while Ksh. 1,263.5 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 3,052.5 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 72.4 per cent of the total spending, with development expenditure accounting for only 27.6 per cent. This translating to absorption rate of 64.4 per cent for the overall budget, 83.2 per cent recurrent expenditure and 40.6 per cent development expenditure. Health sector expenditure accounted for 33.6 per cent of total spending with an overall absorption rate of 82.1 per cent. Absorption rate for health sector recurrent expenditure stood at 92.9 per cent while that for development expenditure stood at 52.7 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 236.0 million consisting of Ksh. 178.3 million and Ksh. 57.7 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, Lamu county undertook various administrative and budgetary interventions that include;

The county set up a contingency fund and reallocated more funding to key priority areas. To fight the pandemic, Lamu county established a contingency fund worth Ksh 10 million. In addition, it instituted budget reallocations to avail more funding to key priority areas that included; health, agriculture and water. An allocation of Ksh 30 million was made to agriculture to help farmers purchase seedlings; about Ksh 144 million was allocated to the water sector for the establishment of more water projects. The county government also provided a Ksh 1 million chlorine subsidy distributed to all water supplying companies within the county.



The county devised a subsidy program to farmers. This providing them with free certified seeds, free vaccination of livestock and subsidized ploughing services. Farmers were provided with more than 22,500 coconut seedlings, 19,000 cashew nut seedlings, 10 tons of certified maize seedlings, 8 tons of cowpeas and 4 tons of green gram seedlings. In addition, farmers were supported through provision of grants under the smart climate agriculture project and trained on various issues about COVID-19. Following the outbreak of COVID-19, the county closed the livestock market and relocated other markets to open fields to ensure social distancing.

The county suspended collection of fees In addition, revenue from single business permit and CESS collection were adversely affected as the county relaxed on revenue collection. The closure of markets also affected the county's streams of revenue. The implementation of the various measures to contain the virus narrowed the county's revenue base adversely affecting attainment of the set annual OSR target.

The health department was restructured, and additional funding allocated to the sector. This was meant to support measures including the free provision of NHIF to all county residents. The capacity of health workers was enhanced with training offered to over 80 per cent of health care workers on the use of PPEs and how to deal with COVID infected patients. Health care workers aged above 58 or with underlying conditions were relieved of their duties as they were considered most vulnerable to contract the disease. The county also trained over 300 community health volunteers in sensitization and disease surveillance. A rapid response unit was established to assist in contact tracing. Health infrastructure was further improved with the county purchasing an incinerator to address the problem of disposal of infectious waste.

The county undertook to enhance access to water for hand washing. Water points were established in Lamu CBD with collapsible tanks that were filled every day and soap provided for hand washing to improved hygiene. Further, hand washing booths were set up in the informal settlements and market areas to meet the demand for water. To boost water supply, the county also revived the water wells that were not functional.

The county engaged the Lamu Youth Polytechnic, Lamu Youth Alliance and Bunge Initiative to produce face masks. Under the plan, over 10,000 face masks were produced in the first three weeks which were then distributed for free to the residents to prevent the spread of the COVID-19 pandemic.

The county has also put in place a revamping and rebranding plan for the tourism sector to align the sector with the Ministry of Health guidelines for COVID 19. The county embarked on marketing its attraction sites as one of the key strategies to revive the tourism sector. Training of the hotel workers was done to ensure that they conduct services safely as a way of promoting prevention of the COVID-19 disease and in adherence to the MoH regulations.

On transport and infrastructure, the county has been able to open various access roads. The transport sector was however affected by the restriction of movement orders by the national government to contain the spread of the pandemic. In terms of ICT, the county experienced challenges due to network problems making it difficult to hold virtual meetings and engagements. To rectify the network problem, the county installed boosters at various points.





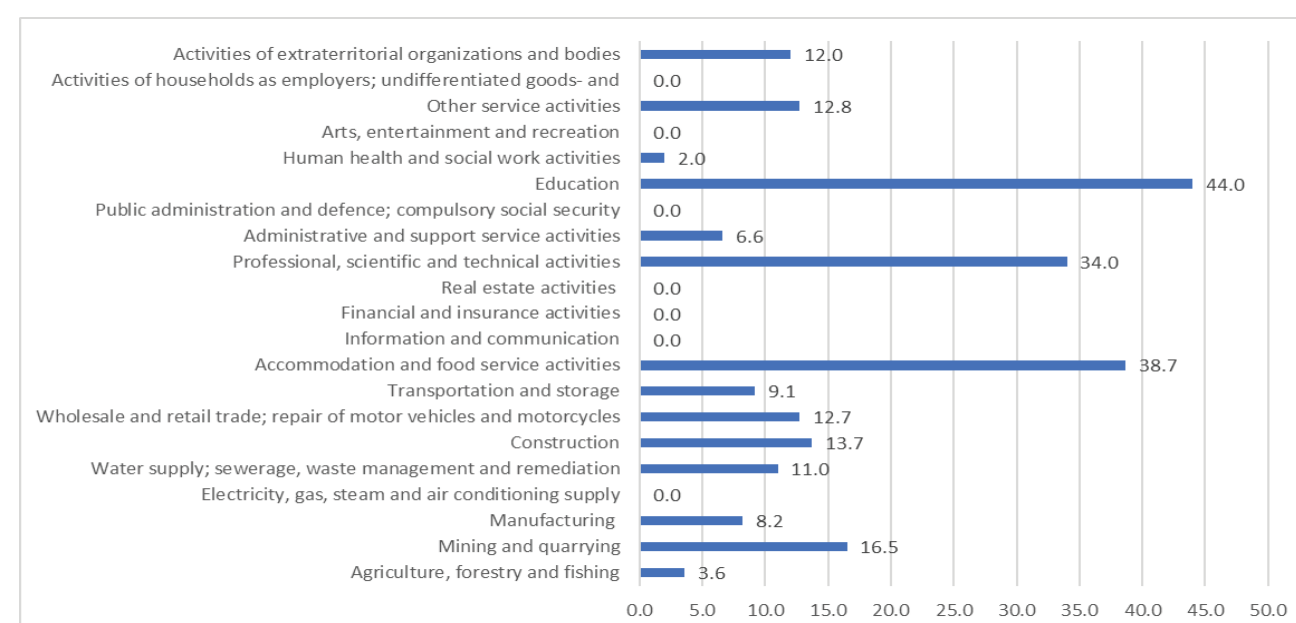
2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

a) Labour participation

Education sector reported the highest level of loss of hours worked (44.0 hours) followed by workers in accommodation and food service activities who lost a total of 38.7 hours in a week (May 2020 KNBS COVID-19 Survey). Workers in professionals, scientific and technical activities lost 34.0 hours while service sectors comprising of transport, construction and wholesale and retail trade lost an average of 9.1, 13.7 and 12.7 hours worked per week, respectively.

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



Source: KNBS

Further, 44.0 per cent of workers in Lamu county recorded decreased income, 89.3 per cent recorded working as unpaid workers, while 19.7 per cent never attended to work due to COVID-19 related activities. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres totally closed, leading to reduced business activities. Some workers in the transport sector were also rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 13.4 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (3.6 hours) will negatively affect the county economy.



b) Agricultural sector

The May 2020 KNBS COVID-19 survey found that 12.5 per cent of the households in Lamu 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 concerns about leaving the house due to outbreak (37.6 per cent), movement restrictions (33.1 per cent) and transport limitations (26.8 per cent).

Further, with restrictions affecting seamless movement of food commodities, 94 per cent of households in Lamu county indicated experiencing an increase in food prices. It is important to note that 13.5 per cent of households' purchase food products from open-air markets, 25.9 per cent from kiosks and 43.7 per cent from general shops (KIHS 2015/16). Additionally, 79.8 per cent of the total valued consumed was from purchases, 11.9 per cent from own production, 4.7 per cent from own stock and 3.7 per cent from gifts and other sources. Thus, an increase in food prices is likely to have significant implications on household budget.

Among the key economic activities in the county include agriculture, livestock and fishing. Disruptions in marketing activity, due to the pandemic, have affected agricultural trade in the county. The only livestock market in the county was closed while main markets were relocated to open fields to ensure social distancing. Lamu exports crabs and lobsters to the far east. Curfew hours have affected fish harvesting given it mainly takes place at night. In addition, the closure of international markets for crabs and lobsters which are produced in large quantities in the county negatively affected fish farmers' incomes. Reduced incomes negatively affected households purchasing power capabilities which further reduced marketing activities.

A decline in labor participation was observed with fishery and related workers recording the highest difference of 36 hours between the usual and actual hours worked in a week. Other affected sub categories include:- agricultural, fishery and related labourers (3 hours difference); food and related products machine operators (7 hours difference); food processing and related trades workers (3 hours difference); subsistence agricultural and fishery workers (4 hours difference); and agriculturalists and related professionals (3 hours difference).

c) Services sector

The outbreak of COVID-19 pandemic along with measures to contain it, such as travel restrictions and social distancing requirements disrupted visits to the Lamu cultural heritage sites (Lamu Old Town, Lamu Museum, Lamu fort and the German post office) and conduct of scheduled annual county festivals (religious festivals, food festivals, cultural festivals, donkey race); water sports and dhow safaris and other beach tourism activities. The cultural festivals, which draw close to 20,000 visitors from around the world were postponed, resulting in loss of income to the local economy of close to KSh.1 Billion¹.

1. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is 20,000 x 4 x 10,000 = KSh.800,000,000



The COVID-19 pandemic had a devastating impact on education system, mainly the loss of learning and teaching time. Due to higher proportion of digital divide in the county, online learning was constrained. For instance, only 14.0 per cent of households in Lamu county owned Desktop Computer/ Laptop/ Tablet and about 85.0 per cent of household have no access to internet connectivity (Kenya Population and Housing Census (KPHS), 2019)). In addition, the suspension of school feeding programs had implications of food security and nutritional status of many children, especially those from the marginalized area who used to depend on the programme, ultimately having adverse long-term effects on human capital in the County.

Most of county residents did not visit health facilities amidst the pandemic, this affected the revenue stream of the hospitals (May 2020 KNBS COVID_19 Survey). Furthermore, some activities such as breast and cervical cancer screening were temporary stopped following the directives from WHO on the postponement of public screening.

The pandemic also resulted to closure of stadiums and playgrounds; hence the county was not actively participating in sporting activities leading to temporary stoppage of youth talent identification programmes in the county.

The instituted COVID 19 measures especially public health interventions on water, sanitation and hygiene (wearing face masks, 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 Lamu County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (60.6%); arts, entertainment and recreation (5.6%); accommodation and food services (11.8%); and manufacturing (8.3%). Ideally, these are the sectors that affected most by the pandemic and needed focus in achieving reengineering and recovery.

MSMEs in Lamu County are largely located in commercial premises (49.9%). This implying some businesses in the County have experienced difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID_19 Survey 70.8 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings; 27 per cent were due to temporary layoffs/closure of businesses while 2.3 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, all interviewed respondents attributed the same to reduced incomes/earnings.

The survey also shows that accommodation and food services sector was adversely affected losing 38.7 hours while wholesale and retail trade sector lost 12.7 hours in usual and actual hours worked in a week. In addition, the manufacturing sector lost 8.2 hours. This implying loss of productivity, output and employment.



Regarding access to markets, about 0.6 per cent of the MSMEs in the County depend on export markets while none of the MSMEs depend on import markets for their material inputs. Therefore, disruptions in the external markets could have minimal implications on MSME operations in Lamu County.

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 transport increase by 33.7 per cent. Residents responded by changing their travel patterns with 5.3 per cent of the population traveling less often, while 31.5 per cent were unable to travel due to the pandemic.

Lamu County Headquarters is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 96.8 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 11.8 per cent of the conventional households in the county 'own' internet with 4.2 per cent owning a desktop, computer laptop or tablet. Further, only 3.1 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (3.7 per cent) than women (2.3 per cent). Further, there is a gender divide in use of internet where 23.4 per cent male and 15 per cent of the women using internet.

Majority of households (67.9 per cent) own the housing units they occupy while 32.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 90.4 per cent, followed by Government (4.9per cent); private companies (2.4 per cent); County Government (0.6 per cent); FBO/NGO/Church based housing at (1.5 per cent); and National Parastatals (0.2 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 60.6 per cent of the population indicating inability to pay rent on the agreed date. The main reason being reduced incomes /earnings, reported by 49.2 per cent of the population.

f) Gender and youth

Lamu County has a population distribution of more male (52.9%) than female (47.1%). The Kenya Health Information System (KHIS, 2020) reported 516 cases of teenage pregnancies between January and May 2020. While this was a drop from 587 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 15.9 per cent of the respondents in the County witnessed or heard some form of domestic violence. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

Lamu county share of revenue collected per month from water bills dropped as a result of COVID-19. This was due to inability of households to pay water bills with reduced economic activities. Despite this the county continued to enhance water and sanitation service delivery by allocating Ksh 144 million and Ksh



1 million chlorine subsidy to water department to increase water production and supply to the people of county. The county erected water points in the CBD of Lamu where there are collapsible tanks which are filled on daily basis. Similarly, private water companies have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. Other activities are ongoing. The county erected water points in the CBD of Lamu where there are collapsible tanks which are filled on daily basis. Similarly, community-based water organizations (3) Himwa, Lakwa and Wiwa private water companies have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. Moreover, the County in partnership with Water Sector Trust Fund constructed 232 toilets in Mokowe area.





3 KEY Pillars OF THE RECOVERY STRATEGY

Responding urgently to the social and economic effects of the COVID-19 pandemic is crucial for Lamu County to recover and be on an upward growth trajectory. In this regard, five (5) pillars were 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 Lamu Port and Blue Economy.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Lamu County economy in reducing poverty through income generating opportunities for the vulnerable households. Most of the private sector activities (60.6%) 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 (96.3%), 3.4 per cent are small, and 0.3 per cent are medium enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in Lamu County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (60.6%); arts, entertainment and recreation (5.6%); accommodation and food services (11.8%); among others.

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 (82.3%) in Lamu County get their raw materials from their peer MSMEs within the County. MSMEs generally sell their products to individual consumers (76.5%) within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

MSMEs face various challenges in the County. This including financial and technical capacity, market environment, and worksite and related infrastructure (KIPPRA 2019). 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 Lamu County's structural issues related to private sector development and collaboration in designing new growth models in industrial/manufacturing development

and innovation as well as participation 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, sim sim, leather production and processing.
- (ii) Exploration and processing of minerals such as coal, cement, coral rock harvesting, quarrying, ballast, salt 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) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (ii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (iii) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iv) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (v) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PUBLIC PRIVATE PARTNERSHIP's to get financing of the projects.
- (vi) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vii) 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

Lamu County has developed County laws to support access to bursaries and scholarships, fisheries development, youth polytechnics, finance, revenue administration, trade licensing, valuation and rating. It is recognized though that in the context of the COVID-19 pandemic, strong legal frameworks are critical for national COVID-19 responses. The COVID-19 pandemic has demonstrated that a strong foundation of law for health is essential in supporting health systems.

In supporting this initiative and in building back better, the county will:

- (i) Develop a framework for the control, suppression, prevention and management of the spread of COVID-19 and other infectious diseases.
- (ii) Work with agencies such as Kenya Law Reform Commission, International Development Law Organisation, International Institute for Legislative Affairs and public health experts to develop effective public health laws to respond to current and emerging public health risks.
- (iii) Enact into law proposed bills as anticipated protecting persons with disabilities, enhancing maternal, new-born and child healthcare, animal disease control and public participation to better improve the County's socioeconomic development.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

Lamu County is faced with unique challenges due to its strategic location along the Indian Ocean, which is susceptible to maritime crimes, illegal, unregulated and unreported fishing, human trafficking, drug smuggling, trafficking in weapons, terrorism, maritime pollution and climate change which pose significant dangers to the maritime environment and seafarers and causes significant loss to the various seafarers, private commercial entities and shipping companies, international trade as well as losses to the economies affected.

Besides these challenges which are unique to Lamu County, given that the County also recorded COVID-19 cases, it will take strategic actions to:

- (i) Formulate a policy, legal and institutional structure for the County to provide strategic direction and guidance for the County in preparedness for and recovery from various categories of disasters.
- (ii) Establish resource mobilisation and allocation structures in the event of disaster or emergency.
- (iii) Ensure medical personnel engaged in the County are equipped with the requisite skills to respond to pandemics, emerging infectious diseases and other public health emergencies.



- (iv) Work closely with international organisations such as World Health Organisation and Centre for Disease Control and local based organisations such as Kenya Medical Research Institute and other relevant organisations involved in COVID-19 to provide specialised training to County officers on COVID-19 and other similar infectious diseases.

- (v) Dedicate resources towards providing professional training of County officers on COVID-19.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 45.2 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. The high cost of services as well as the perception of that the individual does not need to use the internet and lack of knowledge and skills on internet are the leading reasons that the people of in the County don't have internet connection.

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

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 45.2 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony²
- (ii) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- (iii) Improve ICT connection networks to island based human settlements through aerial and subsea technologies. Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund³ as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- (iv) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (v) Negotiate with the public primary schools a 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

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

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



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) Develop and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting human Capital Development

The County population aged 15-64 years (labour force) was estimated at 67,250 people of whom 60,022 people were working and 7,228 were seeking work but work was not available representing an unemployment rate of 10.7 per cent (Kenya Population and Housing Census, 2019). The May 2020 KNBS COVID-19 Survey, found 10.3 per cent of the county labour force worked at least for 1 hour for pay; 19.7 per cent had never worked, and 69.9 per cent worked in the informal sector. However, 9.7 per cent of employees did not attend to work due to COVID-19 with other 89.3 per cent of employees working without any pay. On average, workers in the County lost 13.4 hours per week due to COVID-19 and 44.0 percent of county residents recorded decrease in income while 1.0 percent recorded increase of income.

The average years of schooling among Lamu county population was 7.1 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index was 0.55 per cent out of a maximum of 1. HDI measures extent to which the counties can mobilize the economic and professional potential of the citizens. Thus, with a rating of 0.55, it means the county lost about 45 percent of its economic potential due to lack of adequate education and health. Further 29.2 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations. The NHIF coverage was 13.0 percent while the number of children vaccinated was 67.4 per cent.

The labour sector needs to gradually shifts from an emergency response to building resilience. Under recovery strategies the County will;

- (i) Promote implementation of a stronger labour market interventions and policy reforms that drive employment creation. The County shall deepen technical education, training and skills development.
- (ii) Partner with research institutions like Kenya Industrial Research and Development Institute (KIRDI) and the Productivity Centre at the Ministry of Industry to improve the quality of products from the cottage industries.



- (iii) Promote investment and entrepreneurship through provision of loans, Lamu 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.
- (iv) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all sub-counties as well as enforcing re-organization of workspaces to ensure heightened safety, and the right balance between virtual and non-virtual interactions.
- (v) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families.

3.6 Exploiting Lamu Port and Blue Economy

To achieve the Kenya Vision 2030, several flagship projects have been identified to actualize it. Among them is the development of the Lamu Port Southern Sudan Ethiopia Transport Corridor (LAPSSET). This is further underscored by the National Spatial Plan (2015-2045). The Project's objective is to position and enhance Kenya's strategic location as a gate way to Africa for foreign direct investments. It will serve to develop Northern Kenya which is not linked to the Mombasa Port. The Northern region is less developed in terms of transport (road network), energy, water, information and communication while the southern part is better developed. There is potential to develop the ASAL areas as potential industrial development areas, supported by the development of the LAPSSET corridor.

Lamu port, which is under construction, is expected to consist of 30 berths when complete. It will consist of rail, road and oil pipeline. Apart from the trunk infrastructure, it is designed to encompass other investment and economic activities such as International Airports, Resort cities, Special Economic Zones, Industrial parks and mineral exploration. One of the key competitive advantages that Lamu has for Port and corridor development is the availability of space to allow growth and expand, and a deep and natural harbor. It also has the potential to catalyze the Blue Economy in the Indian Ocean.

For Lamu County to harness the Port's potential, it will take the following intervention measures:

- (i) Provide infrastructure to support manufacturing value addition investments and human settlements.
- (ii) Develop export-oriented manufacturing or agro-processing industries, or those that make use of global value chains, in Lamu and along the LAPPSET Corridor.
- (iii) Implement the blue economy strategy in fisheries, maritime transport and mineral exploration activities in the Indian ocean.
- (iv) Formulate a strategy for local economic development (LED) to promote growth of the local economy by exploiting the blue economy through commerce and industry and for generation of employment and income.



- (v) Prepare spatial development plans for the main transportation corridors to guide the planning and development of the corridors for sustainable economic development and transportation.
- (vi) Develop Lamu Port to provide support to the existing port of Mombasa, handle cargo from the Northern Africa region and enhance Kenya's competitiveness as a transportation hub.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes to 0.1 per cent to the Lamu Gross County Product (GCP). Manufacturing in Lamu County include: wearing apparel (67.1%), food products (11.3%), furniture (8.6%), fabricated metal products, except machinery and equipment (8.3%), chemicals and chemical products (3.4%). The key products useful in value addition and driving manufacturing include; coconut, mango, cassava, cotton, sim sim, cashew nuts, fish, leather, textiles, poultry, livestock, dairy, craft, coal, cement, coral rock harvesting, quarrying, ballast, salt and sand harvesting. Further, the industries and factories driving manufacturing sector in the County are involved in fish processing, coconut, cashew nut, mango processing.

The sector is essential in supporting recovery of the economy of Lamu County economy from the effects of COVID-19 pandemic 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, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. The County will also 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) Collaborate with the national government in the construction of Lokichar-Lamu Crude Oil Pipeline as outlined in MTP III. The project involves development of the crude oil pipeline from Lokichar to Lamu for transportation of the oil for export and early monetization of the resource.
- (v) Collaborate with the national government in developing programme for Fisheries and Maritime Infrastructure as outlined in MTP III. The programme involves construction of fish ports in Lamu, among other coastal areas.
- (vi) Develop and implement policies for the growth of urban waste recycling industries.
- (vii) Establish cottage industries for coconut, cashew nut, and sim sim.



4.2 Agriculture and Livestock

Agriculture accounts for the largest share of economic activity in Lamu county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 18,699 million out of the total KES 32,386 million Gross County Product (GCP) amounting to 57.7 per cent of the county's GCP.

About 40 per cent of the households produce crops, 35 per cent produce livestock, 0.2 per cent practice aquaculture and about 8.3 per cent are involved in fishing. About 7.3 per cent of households practice irrigation farming where the main source of water for irrigation is from rivers at 19.7 per cent, water from deep wells at 51.8 per cent and water from shallow well at 27.5 per cent.

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

- (i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agro processing and value addition capacities of the county to include establishment/reviving/ expansion of: fruit processing factory plants; cotton ginnery; livestock feed reserve; disease free livestock processing for export and fish processing plants.
- (ii) Invest in storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses in every ward.
- (iii) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Lamu's rural access index (RAI) fairs poorly at 13 per cent compared to the national average of 69.4 per cent. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.
- (iv) In addition to enhanced road access, there is need for enhanced commercialization opportunities among farmers in the county beyond the county level, domestically and internationally, across the agricultural value chain. For instance, Lamu exports crabs and lobsters to the far east. Expansion of export opportunities is likely to further spur economic growth in the county.
- (v) Access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and ploughing services by county tractor hire services.
- (vi) To boost fisheries and aquaculture in the county, the county will invest 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. To support these activities, there is need for policies to enhance environmental management and create a conducive environment for investment. During the COVID period, the county provided fishermen with fishing gears and equipment as a way of supporting them.

- (vii) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. The county will also mitigate against disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (viii) 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.
- (ix) 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.
- (x) Build 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.
- (xi) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Clean and safe water remains essential in the fight against COVID-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. Majority households (81.4 per cent) had access to water and soap during this period of COVID-19 while 80.4 per cent households did not have a designated handwashing facility in their households (May 2020 KNBS COVID_19).

The county has low access to piped water which stands at 25 per cent in urban, 48.2 per cent in rural and 14.9 per cent in peri urban areas (KIHBS 2015/16). Similarly, there is also low access to piped sewer among households which is at 23.8 per cent urban, 29 per cent peri urban and 6.4 per cent in rural areas. Additionally, 11.5 per cent of rural households and 1 per cent of urban and peri urban households do not have a toilet facility. Sharing of toilet facilities with other households is also common which stands at 29.4 per cent rural, 30.9 per cent urban and 28 per cent peri urban.



The county 2018-2022 CIDP intends to achieve the following under WASH, irrigation, environment conservation and management. These include; To protect water Aquifers; To improve Water Distribution by drilling boreholes in the county and to promote wastewater and sewerage management -reduce communicable diseases.

With the recovery strategy the county will:

- (i) Drill boreholes, construct water pans to help increase access to water in households, institutions and public places.
- (ii) Support protection of water springs, wetlands and other water catchment areas in the county.
- (iii) Rehabilitate existing water infrastructure to reduce water leakages to reduce water losses.
- (iv) Integrate public private partnerships arrangements to enhance water provision in the County.
- (v) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increase to water access.
- (vi) Provide water treatment facilities to households, communities and schools to help increase access to improved sources of water⁴.
- (vii) Expand/ construct sewer infrastructure in Amu, Mokowe, Mpeketoni, Faza and other Towns to accommodate more households.
- (viii) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁵
- (ix) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (x) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

4. Improved source of drinking water includes; water from the following sources Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, Tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring). While sources to unimproved source of water include; Water from spring - unprotected spring, Rain water collection, Vendors - tankers-truck, Vendors - cart with small tank/drum/bucket, Vendors-bicycles with bucket, Surface water river/streams/pond/dam/lake/cannal/irrigation channel Bottled water: WHO and UN classification of water sources

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



- (xi) Promote irrigation farming through the development of irrigation infrastructure Urban Development and Housing.

4.4 Urban Development and Housing

Majority of the households (92.8 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 5.3 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 57.6 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 42.4 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 89.5 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children.

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

- (i) Formulate urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies.
- (ii) Integrate the blue economy in spatial planning for human settlements and urban areas along the Indian Ocean with the objective to balance sea-based and land-based activities livelihoods.
- (iii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (iv) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (v) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (vi) Fast-track implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (vii) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (viii) 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 1,152.66 Kilometers of classified road network. Approximately 1.9 per cent of the unpaved road network is in good condition, 47.0 per cent fair and 51.1 per cent in poor condition. The main means of transport used in the County is walking at 44.0 per cent, followed by motorbike 16.8 per cent, bicycle (boda boda) 12.8 per cent, PSV matatus at 9.7 per cent and private car at 7.6 per cent. On average, residents travel 3.87 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) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 13.0 per cent with a target to match the national average of 70.0 per cent.
- (ii) Identify county significant infrastructure projects for stimulus support and funding to boost economic recovery from the effects of the pandemic. These should be integrated with the LAPSET project.
- (iii) Encourage urban-rural connectivity by investing in sustainable transport and mobility infrastructure linked to sea and land.
- (iv) Promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable land and sea transport systems.
- (v) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency.
- (vi) 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.
- (vii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to integrate sea-based threats on infrastructure.
- (ix) Apply performance Based Contracting for maintenance, with maintenance of the existing road network in good condition being a priority.



- (x) Focus on increasing the share of unpaved roads in good and fair condition to above 62.0 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (xi) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁶.
- (xii) 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.

4.6 Tourism

Lamu County is one of Kenya's top destination that prides itself with some of the richest marine ecology, terrestrial wildlife, pristine beaches, and one of the oldest cultural heritage in Kenya, dating back to the 14th century. Its key tourist attractions include cultural and heritage assets (Lamu Old Town which is a UNESCO World Heritage Centre; Lamu Museum, Lamu fort built between 1813 and 1821, and the German post office established in 1888); Festival tourism (annual religious festivals, food festivals, cultural festivals); water sports; Beach tourism (sandy, while beaches and dhow safaris); and agro-tourism (mango and coconut plantations). In 2019, the County received 29008 tourists.

The county does not have star-rated accommodation facilities. However, it has 200 unclassified hotels with a bed capacity of almost 2000 that meets varying accommodation needs for tourists. The hotels mainly cater for tourists on holiday. There are very few lodges and conference facilities. Opportunities abound for investments in business tourism / M.I.C.E and wildlife safari markets that are yet to be fully exploited. Accommodation and food services contribute 1.9 per cent of total GCP⁸. During the 2013 - 2017 planning period, the County government spent 2.1 per cent of the total budget on the county trade and industry tourism development and culture sector.

Regarding to tourism linkages with other sectors, road transport in Lamu County is very poor and external sea transport is non-existent. Hence air transport emerges as a key transport option to link the County to other Counties and Countries of the world. There is currently one airport located on Manda Island (Manda Airport), and 12 airstrips that are in need of improvement to promote their usage especially for tourists on chartered planes. Lamu is the host county to Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor project, the biggest infrastructural project in the country with the potential to transform the economy. The county is well positioned to leap major socio-economic benefits including transportation infrastructure, energy and tourism sector development.

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

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

8. KNBS Economic Survey 2020.

9. KNBS GCP report, 2019



Several constraints inhibit growth of the sector including: inadequate funds for marketing and promotional activities, and participation in promotional forums or expos; Resource constrains in terms of Insufficient Budgetary allocation and delays in remittances from the National Government; change in priorities by implementers and consumers that occurs between the time of project identification and project implementation; insecurity situation in some parts of the county e.g. Basuba, Ishakani, Witu has affected growth in tourism sector in the county; limited institutional capacity and technical knowhow both within the County public service and contractors/service providers implementing the Projects; limited modern hotels and business tourism facilities.

Re-engineer the county tourism sector include:

- (i) Provision of WASH facilities in tourism establishments and attraction sites; and improvement in quality of service in the tourism industry,
- (ii) Mapping out all tourist attractions sites in the county and coming up with a tourism sector development masterplan; developing and implementation of county tourism policy, tourism bill, sector plans, Tourism area plans and tourism laws and regulations.
- (iii) Improving and diversifying tourism products to include community-based tourism, home-stays and M.I.C.E tourism.
- (iv) Tourism marketing and promotion: Increased awareness of Lamu as a unique tourist destination; marketing of tourism cultural festivals; *Halal* tourism promotion.
- (v) To construct one cultural promotion centre per sub county that aim to showcase the culture of Lamu, identify cultural and arts' talents, promote them and market them.
- (vi) Empowerment of youth and women to participate in tourism development
- (vii) Expanding, improving and developing tourism support services and infrastructure; improving availability and accessibility of tourism information – establishing a tourism information center;
- (viii) Renovating tourist attraction sites and roads leading to the sites to improve accessibility.
- (ix) Liaising with national government to classify accommodation facilities.

4.7 Health

The County has 42 health facilities; 24 government owned, 3 owned by faith-based organizations, 1 NGO owned and 14 private institutions composed of 3 level five facilities, 5 health centres, 1 nursing home and 33 dispensaries. The County has 316 health personnel of different cadre and over 300 trained community health volunteers who have been hired to help in sensitization and disease surveillance. The county has established an isolation ward at King Fahad, Mpeketoni, and Faza hospitals. Also, health workers over 58



years and having chronic conditions have been released to go home during the pandemic to protect them from the virus risk. The County has procured additional personal protection gears which were distributed to health personnel's. However, the county faced drawbacks due to inadequate health facilities and inadequate health officers.

The health sector requires enhanced investment in health systems, including in the health workforce, capacity building of community health workers and the medical officers on COVID 19, upgrading of working conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety. Social dialogue is essential to building resilient health systems, and therefore has a critical role both in crisis response and in building a future that is prepared for health emergencies.

Specifically, the County will;

- (i) Promote construction, upgrading and equipping of health facilities through additional funding to health sector, this will enable the county to achieve quality and affordable health care.
- (ii) Provide enough water collection points and water use facilities in the health facilities to allow convenient access to, and use of, water for medical activities, drinking, personal hygiene, food preparation, laundry and cleaning.
- (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 Lamu county.
- (iv) Improve the health insurance and assistance system for disastrous diseases. In the event of emergencies health insurance agencies should allocate part of the health insurance fund in advance to ensure that hospitals provide treatment before charging fees.
- (v) Address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs, economic downturns.

4.8 Education and training

The County has 425 ECDE centres with a total enrolment of 11,184 and 425 teachers. The total enrolment in primary schools was 26,820 pupils with 894 teachers and 136 primary schools. The net enrolment rate was 40 percent implying 6 in every 10 primary school age children were not in school. The county had 25 secondary schools, 244 teachers and 5,954 students. The closure of schools disrupted the county CIDP, 2018-2022 in education sector which has laid focus on enhancing the quality and access to Early Childhood Development and Education (ECDE), Promoting high transition and tertiary education through Technical and Vocational Education Training (TVETs).



Under the recovery and re-engineering strategies, the County will:

- (i) The county will prioritize projects that consolidate WASH, PPEs, feeding programme in ECDE sections, ECDE capitation grants, capacity building of ECDE teachers and staff and parents on effects of COVID19 prevention and mitigation measures.
- (ii) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of returning students and to ensure that the risk of pandemic is minimized.
- (iii) Create awareness and effectively engage parents on matters education if the county is to address the high illiteracy levels. There is need to enhance access to ICT in the both in schools and learning institutions to ensure effective e-learning in the county.
- (iv) Education sector in collaboration with health sector will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, school fumigation equipment and enhance school feeding.
- (v) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus and manage any emerging issues.
- (vi) Promote back to school campaign when schools reopen and community outreach to ensure that no child drops out of school due to COVID-19 related factors.

4.9 Social Protection

The County has an estimated number of 2,403 PWDs and 5,700 older persons aged 65 years and above. This represents 1.9 per cent and 4.0 per cent of the population, respectively. 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 align its social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries.

The recovery strategies are;

- (i) The county will enroll more county residents in welfare programmes such as NHIF which will ease their access to health facilities when they fall sick.



- (ii) Undertake research to get a better understanding of the actual situation of households that require social protection in Lamu County, and to map existing initiatives to improve coordination and social protection delivery.
- (iii) County government will also give tax exemption for the SMES who have suffered losses in their business as result of COVID-19. County government will create a kitty where the county will collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly will be provided with food and other basic need since their movement had been restricted as they were at great risk of contracting the virus.
- (iv) Provide basic income security, especially for persons whose jobs or livelihoods had been disrupted by the crisis.
- (v) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen family systems, deliver assistive devices, reduce barriers to access and provide vocational training.
- (vi) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

4.10 Gender and Youth

Teenage pregnancies affect the youth, women and boys and girls in Lamu County. Evidence indicates 516 cases of teenage pregnancies were reported between January and May 2020 (KHIS, 2020). GBV is also a societal issue that cannot be ignored for sustainable development of the county. That said, COVID-19 compounded the situation.

The targeted interventions to address the same through;

- (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.

4.11 Environment and Natural Resources Management

Lamu ecosystems are landscapes dominated by indigenous forests, woodlands, mangrove forests, rivers, oceans, islands and large vegetation covers. This ecosystem provides fruits, vegetables, wildlife, pasture and construction materials to the population. Efforts to conserve the environment are hampered increasing population which exerts pressure on the natural resources, encroachment on wetlands, land degradation, deforestation, illegal logging, water pollution and land pollution.

The major sources of energy for cooking used by the households are firewood (58 per cent), charcoal (27.2 per cent), liquidified gas (7.5 per cent) and Kerosene (55.1 per cent). Additionally, 14 per cent of households dump their solid waste in the compound, 28.7 per cent dump in the streets or in the open field and 44.7 per cent dump in the open air. Similarly, 5 per cent of household solid waste is collected by the county government while 0.2 per cent is collected by private organizations for safe disposal. Further, 4.9 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their livelihoods

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

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

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Work with other stakeholder to help household have access to electricity.
- (iii) Increase forest cover and biodiversity conservation through tree planting



- (iv) Facilitate and promote climate change financing and investments programmes.
- (v) The county government to provide waste collection services at households to, promote and facilitate safe disposal and recycling of the waste.
- (vi) Increase the efficiency of solid waste management through regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vii) Cushion households from the adverse effects of droughts and floods by putting in place a disaster management plan.
- (viii) Develop and implement disaster management policy.
- (ix) 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 Lamu County on upward growth trajectory, it is important to either enhance the existing programmes or create new ones which have multiplier effects to productivity and employment creation. The following are priority areas to be considered by the County when designing stimulus packages:

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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





6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.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 Lamu County respondents received information about coronavirus through radio (80%), television (63%) and friends and family (41%). Although the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls) the frequency of Lamu residents receiving coronavirus information was 32 per cent. Social media followed with a 20 per cent frequency. Government source, newspapers, Health Care Workers and Non-Governmental Organization (NGO) workers all had a frequency of below 7 per cent.

Consequently, the following channels of communication shall be utilized:

- (i) Written communication such as: posters, digital (SMS) and online communications (County website, electronic mail and social media).
- (ii) Verbal communication such as: radio, telephone, and face to face meetings.
- (iii) Non-verbal communication for example: sign language.
- (iv) Visual communication 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									
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	5	5	10	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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		20	20	40	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		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	8	8	16	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 PUBLIC PRIVATE PARTNERSHIP arrangements	Number of county-PUBLIC PRIVATE PARTNERSHIPS; 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	10	10	20	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		50	50	100	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		30	30	60	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		20	20	40	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	10	10	20	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 Lamu 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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 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		4	4	8	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
Education	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
	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

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 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					650	650	1290		

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>