

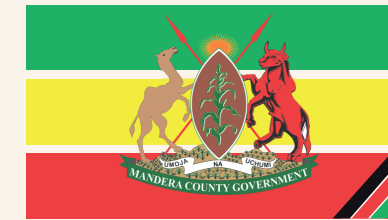


# MANDERA COUNTY

## COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





# MANDERA 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 1<sup>st</sup> 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)<sup>1</sup>.
- (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

Mandera County is one of the counties in Frontier Counties Development Council (FCDC) bloc. The county had an estimated population 867,457 people of which 50.1 per cent were male and 49.8 per cent female (KNBS, 2019) as indicated in table 1. Of the population 6,237 or (0.9 per cent) are persons with disabilities. The youth constituted 32.0 per cent of the population of whom 49.0 per cent were female. The County has a population density of 33 per km2. About 68.8 per cent of the population live in rural areas of whom 49.8 per cent are female. The elderly population (over 65year-old) make up 1.5 per cent of the total population of whom 42.1 per cent were female. The population in school going age group (4-22 years) was 59.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Mandera County was 78.0 per cent against the national poverty rate of 36.1 per cent. In addition,62.9 per cent of the population were living in food poverty and 91.8 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, 31.8 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

**Table 1: Development indicators in Mandera County**

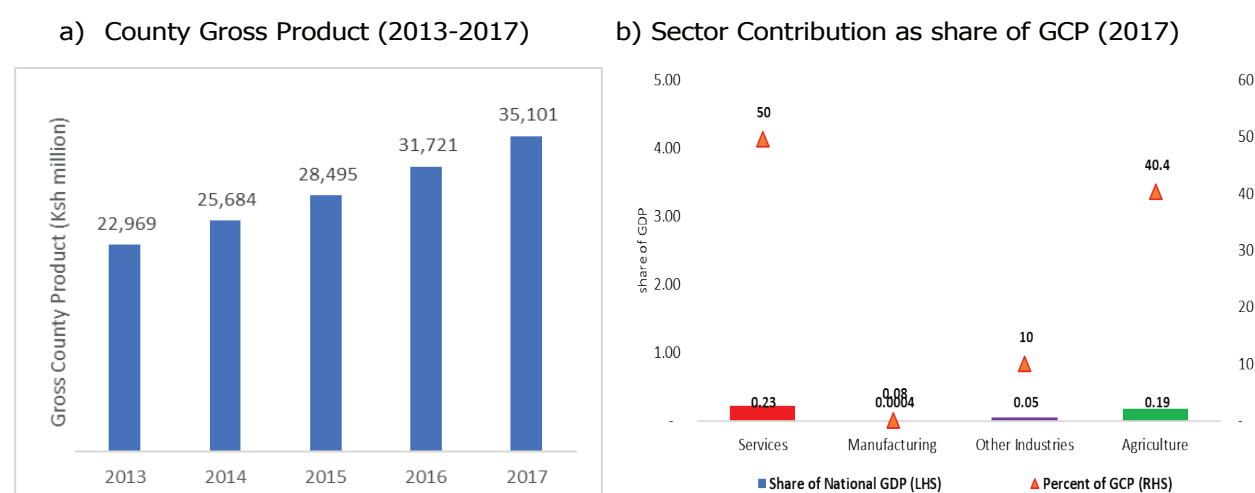
	County	National
Estimated County Population (KNBS, 2019)	867,457	1.6% of the total population
Males	434,976	50.1%
Females	432,444	49.8%
Intersex	37	0.004%
Estimated Population Density (km2)	33	82
Persons with disability	0.9%	2.2%
Population living in rural areas (%)	68.8%	68.8%
School going age (4-22 years)(%)	59.7%	68.7%
Youth (%)	32.0%	36.1%
Elderly population (over 65-year-old)	1.5%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	36	0.11% of the national cases
Poverty (2015/2016)(%)	78.0%	36.1%
Food Poverty (2015/2016)(%)	62.9%	31.9%
Multidimensional Poverty (2015/2016)(%)	91.8%	56.1%
Stunted children (KDHS 2014)	31.8%	26%
Gross County Product (Ksh Million)	35,101	0.5 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	10.6%	15.3 %

Data Source: KNBS (2019)

Mandera County Gross County Product (GCP) accounted for 0.5 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh.22,969 million in 2013 to Ksh.35,101 million in 2017 representing an average growth rate of 10.6 per cent per year. The service sector contributed 50.0 per cent of GCP while agriculture and other industries sector shared constituted 40.4 per cent and 10.0 per cent, respectively.

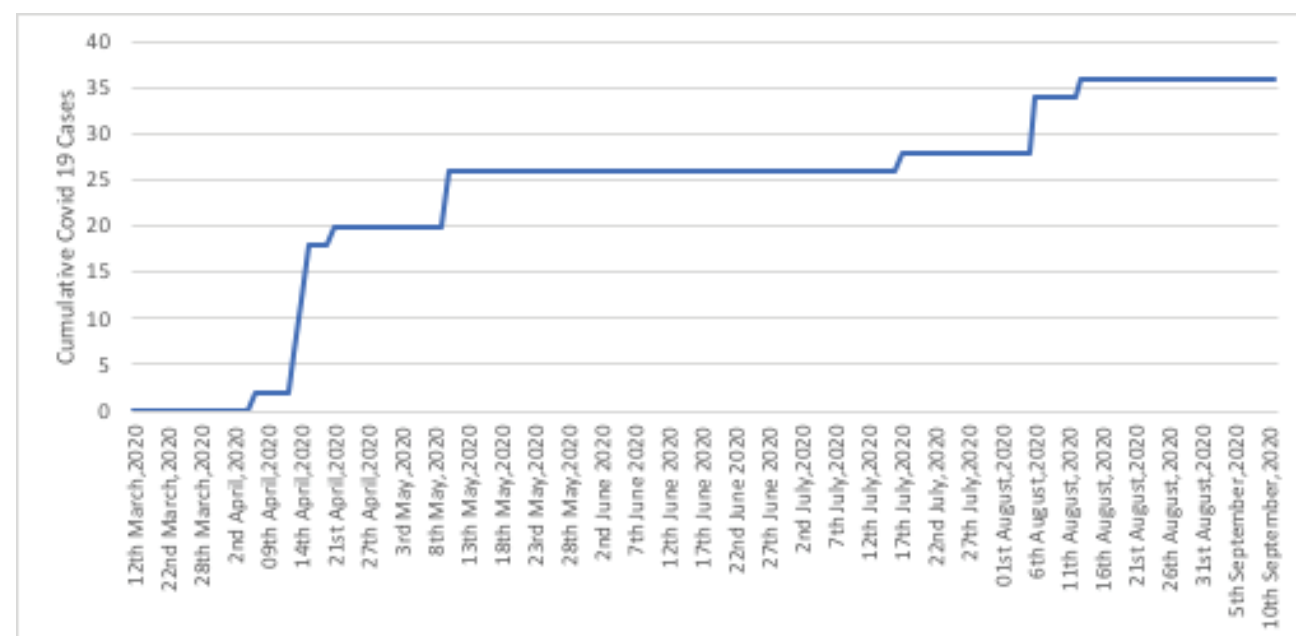
The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by Crop farming (Sorghum), beekeeping and livestock production while industries and manufacturing include production of consumer goods and food processing.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 5th April 2020. Since then the number of confirmed cases increased to 36 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH

## 1.2 County Fiscal position

Mandera county expected to receive a total of Ksh. 13.1 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 10.2 billion (78.7 per cent) as equitable share, Ksh. 1.4 billion (10.3 per cent) conditional grants, Ksh. 183.56 million (1.4 per cent) generated from own source of revenue (OSR) and Ksh. 1.4 billion (10.5 per cent) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 12.2 billion which accounted for 92.5 per cent of the expected revenue. This comprised of Ksh. 9.3 billion equitable shares, Ksh.1.4 million as conditional grants, Ksh. 125.0 million as OSR and Ksh. 1.4 billion as cash balance from FY 2018/19. In Mandera county, covid-19 pandemic affected several businesses leading to the closure of market stalls, business activities and suspension of miraa market. The County registered improved performance on OSR collections during the financial year with an increase of 30.9 per cent from what was realized in previous year. The increase was mainly attributed to automation of revenue collection system in the entire county and land digitization in Mandera East.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 13,118.3 million consisting of Ksh. 6,822.8 million allocation for recurrent expenditure and Ksh. 6,295.5 million for development expenditure. Of the recurrent expenditure, Ksh. 3,111.7 million was meant for compensation of employees while Ksh. 3,711.1 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 11,550.3 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 56.6 per cent of the total spending, with development expenditure accounting for only 43.4 per cent. This translating to an absorption of 88.0 per cent in overall budget, 95.8 per cent recurrent expenditure and 79.7 per cent development expenditure. Health sector expenditure accounted for 21.4 per cent of total spending with an overall absorption rate of 92.4 per cent. Absorption rate for health sector recurrent expenditure stood at 97.1 per cent while that for development expenditure stood at 82.0 per cent. At the end of FY 2019/20, the county had not accumulated any pending bills.

## 1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of Covid-19, Mandera county undertook the following measures to fight the pandemic.

**The County closed market stall and business activities as a measure to curb the spread of COVID-19 infections.** Market places, including the miraa markets, were closed during the onset of the disease. This move was in line with government directive to decongest public spaces since they could lead to increased infections. The move however resulted in revenue losses that would have accrued to the county since revenues were not collected.

**The county set up isolation centers due to its vulnerability for sharing borders with Ethiopia and Somalia.** The county was among the very first counties to report a case of covid-19 infection. As such, a section of Mandera referral hospital was equipped to serve as an isolation center and hence some medical services like maternity were moved to satellite hospitals across the county. To support the front healthcare





workers, the county procured several medical equipment and supplies for the referral hospital and other health centres.

**The county further re-aligned its budget to take care of the most critical needs and fight the pandemic.**

Although the county's CIDPs and ADPs were not quickly adjusted, the county responded by dropping some budget items and at the same time reducing recurrent expenditures. For instance, local travel and the hiring of new staff were put on hold.

**The health sector preparedness.** The county government took various measures aimed at preventing spread and offering treatment to the infected. It procured several medical equipment and supplies to be used in hospitals by the frontline health workers. Mandera referral hospital was converted into an isolation center and some medical services such as maternity were moved to other nearby hospitals. However, in realization that the hospital was key to the population, plans have been underway to move the isolation center to a peripheral hospital. Further, the county government increased the number of ICU beds and purchased 5 HDU beds for Mandera referral hospital at the onset of the pandemic. The bed capacity in the county was also improved to attain the 300 beds capacity as directed by the National government. Some funds were also allocated towards improving health facilities in the rural areas of the county. In addition, the county also trained its medical staffs on diagnosis, management and testing of COVID-19, leading to increase of capacity to test COVID-19. Health awareness campaigns were also conducted to sensitize the public on the pandemic.

**The county undertook two poverty-level surveys to identify vulnerable households and offered Ksh. 120 million budget support to them.** In the first phase, 40,000 households were identified but the county could not support all of them. This prompted the second phase which identified 10,000 most vulnerable households. In addition, 11,000 people who had been affected by floods were also considered in the program, and relief food was distributed to them.

**Water provision to the water-scarce areas was given utmost priority.** Given the urgent need for handwashing to curb the spread of the covid-19 and considering that the county is water scarce, the county government drilled about 125 boreholes across the county. Further, in the last 6 years, the county has been able to supply 98 water pumps across the county. In collaboration with the World Bank and the African Development Bank (AfDB), the county also invested in irrigation. The irrigation project worth Ksh. 453 million was aimed at boosting the county's food security. In addition, the AfDB supported another water project worth Ksh 2.4 billion.

**The county fostered the design and production of face masks and handwashing kits through local colleges.** These were aimed at enhancing innovation and small-scale manufacturing in the county, as well as creating opportunities for business or self-employment during the covid-19 period.



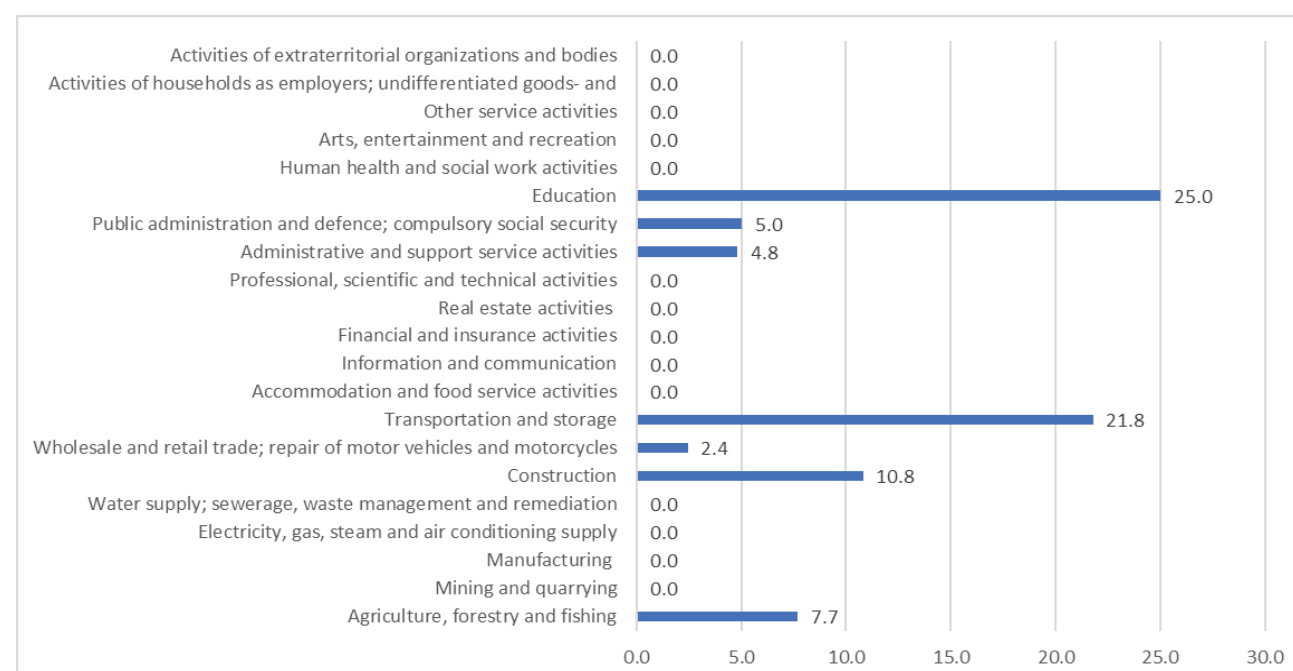
## 2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county as well including, droughts, floods, desert locust and insecurity issues.

### a) Labour participation

Mandera County was negatively affected due to Covid-19 outbreak. Several business activities were affected leading to loss of jobs and income. Mandera was among the most affected since it was among the few counties that national government implemented lock down. In addition to lockdown, other counties also closed borders such as Marsabit-Mandera border. According to the May 2020 KNBS COVID\_19 Survey, workers in education sector recorded the highest level of hours lost (25.0 hours) in a week followed by workers in transportation and storage who lost 21.8 hours in a week. The above indication was as a result of closure of schools and imposition of curfews to mitigate the spread of the virus. Other service sectors like wholesale and retail trade, construction and administrative and support service activities lost 2.4 hours per week, 10.8 hours per week and 4.8 hours per week, respectively. Workers in agriculture sector which is mainly dominated by small scale crop production and bee keeping lost 7.7 hours in a week.

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



Source: KNBS

Further, 31.0 per cent of workers in Mandera county recorded decreased income; 3.0 per cent reported increase in income; while 78.1 per cent recorded working as unpaid workers. The county recorded 44.1 per cent of workers in informal sector and 7.4 per cent never attended to work due to covid-19 related activities. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as

bars, hotels, market centres had totally closed, leading to reduced business activities. On average, county lost 3.3 hours worked in a week.

### b) Agricultural sector

The May 2020 KNBS COVID\_19 Survey found that 28.1 per cent of the households in Mandera 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 (43.1 per cent), movement restrictions (30.1 per cent), transport limitations (13 per cent) and closure of the markets/ grocery stores (12.5 per cent). A key concern was that the food groups affected most are the nutritious food categories -fruits and vegetables-which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 99 per cent of households in Mandera county indicated having experienced an increase in food prices. From the KIHBS 2015/16, 17.6 per cent of households' purchase food products from open-air markets, 52.6 per cent from kiosks, and 25.9 per cent from general shops. Additionally, 79.4 per cent of the total valued consumed was from purchases, 6.6 per cent from own production, 7.4 per cent from own stock and 6.7per cent from gifts and other sources. Thus, an increase in food prices is likely to have significant implications on household budget.

Low marketing activity, especially with suspension of miraa market for some time, led to loss of income among traders with a net effect of reduced revenue streams to the county government.

Further, was a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates farm workers and food and related products machine operators recorded the highest difference of 9 hours between the usual and actual hours worked in a week. It was however noted that Forestry and Related Workers worked 24 hours more between the usual and actual hours worked in a week. Workers in this subcategory plan and carry out the necessary operations to cultivate, conserve and exploit forests, for sale or delivery of forestry products on a regular basis to purchasers or at markets.

The Covid 19 pandemic effects on the sector were worsened by desert locusts, floods/ mudslides/ landslides, and livestock diseases affecting 3.3 per cent, 7.0 per cent and 17.2 per cent of households respectively in Mandera County during the pandemic period.

### c) Services sector

The Covid-19 pandemic disrupted visits by both local and international tourists to Mandera County's Malkamari National Park that is home to most of the wildlife population in the County. Other challenges to development of tourism in Mandera County include insecurity, human-wildlife conflict, absence of a tourism sector development strategy, and low-quality roads leading to potential tourist attraction sites. There is need for coordinated multi-stakeholder involvement – from both national and County governments – in managing human-wildlife conflict in the county.

The closure of schools resulted to most of Private schools being unable to sustain the salary for their employees, both teaching and non-teaching staff, Public schools have also faced challenges in making payment for the other expenses such as electricity and security bills.



In addition, the suspension of school feeding programs had a consequence to the food security and nutritional status of many children, especially those from the marginalized area who used to depend on the programme.

The closure of schools led to disruption of education sector due to loss of learning and teaching time. Some of the school opted for remote learning which was not effective due to technology gap among the residents of Mandera. According to the Kenya Population and Housing Census (KPHS), 2019, there was inadequate ICT infrastructure in the county making it difficult for the online learning to take place effectively. About 96.0 per cent of the households had no internet access which constrain online learning, also only 1.5 of county residents have access to ICT equipment such as laptops and computers. Some activities such as breast, esophagus and cervical cancer screening were temporary stopped following the directives from Government on the postponement of public screening.

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

Majority of MSMEs in Mandera County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (73 per cent); education (4.7 per cent); public administration and defence (4.2 per cent); arts, entertainment and recreation (3.5 per cent); mining and quarrying (3.4 per cent); and manufacturing (1.7 per cent). Generally, these are the sectors that have been worst hit by the pandemic and need focus in achieving reengineering and recovery.

Due to income disruptions occasioned by Covid-19 MSMEs in Mandera County faced difficulties in meeting their rental obligations considering quite a number are in commercial premises (72.2 per cent). According to the May 2020 KNBS Covid\_19 survey 74.4 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 25.6 per cent attributed the same to temporary layoffs/closure of businesses. For those involved in farm businesses, 50 per cent attributed the same to reduced incomes/earnings while 50 per cent were affected by temporary layoffs/closure of businesses. Further, wholesale and retail trade sector lost 2.4 hours in usual and actual hours worked in a week. This implying loss of productivity, output and employment.

Regarding access to markets, none of the MSMEs in the County depend on export markets and 0.1 per cent import markets for their material inputs (KNBS 2016). Therefore, disruptions in the external markets could have minimal implications to MSME operations in Mandera County. That said, diversification for market for the MSMEs is crucial in supporting their survival and growth.

#### **e) Infrastructure and housing**

The measures instituted transport sector in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 91.2 per cent. Residents responded by changing their travel patterns with 10.4 per cent of the population traveling less often, while 32.8 per cent were unable to travel due to the pandemic.



Mandera County Headquarters Mandera town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 81.8 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, the county experiences low household ownership and use of ICT assets and low penetration of e-commerce. Only 3.5 per cent of the conventional households in the county 'own' internet with 1.5 per cent owning a desktop, computer laptop or tablet. Further, only 0.9 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (1.1 per cent) than women (0.8 per cent). Further, there is a gender divide in use of internet where 8.8 per cent male and 6.8 per cent of the women using internet.

Majority of households (92.4 per cent) own the housing units they occupy while 7.6 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 82.6 per cent, followed by private companies (4.9 per cent); County Government (4.6 per cent); National Government (4.1 per cent); Parastatals (2.8 per cent); and FBO/NGO/Church based housing at (1.0 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 7.2 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 49.0 per cent of the population.

#### **f) Gender and youth**

Mandera County has a population distribution of more male (50.1 per cent) than female (49.9%). The Kenya Health Information System (KHIS, 2020) reported 1,417 cases of teenage pregnancies between January and May 2020. While this is a drop from 2,018 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, spread of sexually transmitted diseases, postpartum depression and suicidal ideation. The May 2020 KNBS COVID\_19 survey indicates that 21.9 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

#### **g) Water and sanitation**

Water companies and other rural water service providers have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations.





### 3 KEY PILLARS OF THE RECOVERY STRATEGY

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

#### 3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Mandera County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (73 per cent) are in the services sector with only 1.7 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (94.9 per cent), while 5.1 per cent are small enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Mandera County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (73 per cent); education (4.7 per cent); public administration and defence (4.2 per cent); arts, entertainment and recreation (3.5 per cent); and mining and quarrying (3.4 per cent).

Covid-19 has 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 (48 per cent) in Mandera County get their raw materials from their peer MSMEs and individual suppliers 48 per cent within the County. Equally, MSMEs widely sell their products to individual consumers (96.1 per cent), also within the County. This means that when some firms are adversely affected this adversely affects the private sector.

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



The crisis offered a platform to address County's structural issues related to private sector development and collaboration. 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; livestock production, hides and skins, fruit and vegetable production, oil crops, and apiculture.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as; gypsum, alluvial sand, oil, gold, limestone, coal and precious stones.

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

- (i) Collaborate with the National government to ensure security is enhanced to create a peaceful business environment.
- (ii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (iii) Lay emphasis on 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) Partner with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (v) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (vi) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (vii) Collaborate with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.



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

### 3.2 Policy, Legislative, and Institutional Reforms

The County Government of Mandera has passed several legislations such as for establishing an education bursary, trade development, finance, tourism, fire and rescue, plant health, public works and services and pre-primary and early childhood education. However, a number of bills are still pending approval such as for trade licensing and the County Citizen Participation Bill, 2015. Amidst the devastating effects of Covid-19 and the threat of emerging infectious diseases, the County has resolved to:

- (i) Provide policy and legal frameworks to enhance the prevention and guard against the introduction of infectious diseases into the County, promote public health, limit, prevent and suppress infectious, communicable, or preventable diseases in the county and to enhance the prevention of non-communicable diseases, violence and injuries related deaths.
- (ii) Enact legislation to facilitate citizen participation while recognizing the potential of ICT in facilitating digital participation, consultations and engagement with citizens through online and digital platforms in order to take into account regulations to maintain social and physical distancing.
- (iii) Strengthen inter-governmental relations and coordination in implementing government policies at national and county levels.

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

Drought is one of the main disasters which have affected Mandera County, though the County has not developed a Disaster Risk Management policy or law. However, in building its preparedness for natural disasters and disease outbreaks, the County will:

- (i) Develop a disaster risk management policy and law to provide the guidance and framework to guide county departments in mainstreaming disaster management programmes and strategies. The policy and legislative framework would establish and provide for the maintenance and operation of an effective system for the anticipation, preparedness for, prevention, co-ordination, mitigation, management, response to and recovery from emergencies and disasters in the County. This will adopt a multi-stakeholder approach and involve multi-stakeholder consultations.
- (ii) Develop standard operating procedures for the different types of disasters.
- (iii) Enhance sensitisation and awareness among local communities while ensuring the participation of local communities to promote a culture of preparedness.



- (iv) Engage with relevant Non-governmental organisations to provide critical technical assistance and multidisciplinary support in disaster risk reduction and pandemic preparedness.
- (v) Collaborate with non-governmental institutions to coordinate the response to pandemic threats, including collating information, providing guidelines and advice, developing response strategies and sharing lessons learned for improved preventive actions.
- (vi) Promote cross-sectoral collaboration to address risks from Covid-19, disease outbreaks and other public health threats.
- (vii) Raise awareness among policy makers on the importance of investing in interdisciplinary surveillance, detection and preventive measures regarding Covid-19 and other infectious diseases.
- (viii) Invest in detection, prevention and early response measures of infectious diseases.
- (ix) Increase awareness of risks and proactive mitigation steps at the level of communities on Covid-19 and other similar infectious diseases.

### 3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 25.3 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. The high cost of internet services and equipment and the 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 by 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 such, the county will;

- (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 25.3 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony<sup>1</sup>
- (ii) Harness the power of technology and use innovative solutions to bridge the gender digital divide and promote technology adoption in daily socio-economic activities.
- (iii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund<sup>2</sup> as a "last resort" in providing ICT access in remote areas where market forces fail to expand access, and increase access to reliable and affordable internet service.

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

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



- (iv) Deploy IT personnel in public primary schools to support the development of ICT competence and skills among the children.
- (v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions. Develop an ICT based document management system for appropriate records and documentation management as outlined in the CIDP.
- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Develop and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the 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 397,102 people of whom 303,296 people were working and 93,806 were seeking employment but work was not available representing an unemployment rate of 23.6 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID\_19 Survey, 11.3 per cent of the county labour force worked at least for 1 hour for pay; 44.1 per cent had never worked, and 44.5 per cent worked in the informal sector. However, 7.4 per cent of employees did not attend to work due to COVID-19 with other 88.3 per cent of employees working without any pay. On average, workers in the County lost 3.3 hours per week due to COVID-19 and 31.0 per cent of county residents recorded decrease in income while 3.0 per cent recorded increase of income.

The average years of schooling among Mandera county population was 6.0 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). Human development index was 0.45 out of a maximum of 1 as compared to national average of 0.52. The HDI at county level measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With the 0.45 rating this means the county lost about 55 per cent of her economic potential due to lack of adequate education and health. About 31.8 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 9.8 per cent while the number of children vaccinated was 42.7 per cent.



For recovery, the county will;

- (i) Promote investment and entrepreneurship through provision of loans, the county Government 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 the SMEs.
- (ii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all Mandera County economic sectors.
- (iii) Enhance universal health access through investment in Community and public health including community health workers, water, sanitation, immunization, enhancing social health insurance and public health.
- (iv) Promote implementation of stronger labour market interventions and policy reforms that drive employment creation within the key sectors of agriculture (pastoralism) in the County.
- (v) 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.
- (vi) The county will strengthen preventative and promotive health services through malaria control; expanded programmes on immunization; integrated management of childhood illness; and control and prevention of environmentally communicable diseases.
- (vii) 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.

### 3.6 Exploiting Meat and leather processing

Pastoralism is the main economic activity in Mandera county which contributes to 72 per cent of the total household income<sup>3</sup>, the most commonly bred types of livestock are the indigenous breeds of cattle, goats and sheep due to their high resistant to diseases and the hot climatic condition in the region. Most of the livestock are sold live for meat in the local market and the neighbouring Somalia, they are sold without value addition thus fetching low price for the households.

**Table 2: Livestock Sales in Mandera county**

Type of livestock	Number of Livestock	Number of Livestock Sold	Sales (% of Production)	Value of Livestock Sold
Indigenous cattle	90,372	8,979	9.94%	116,553,764
Indigenous goat	1,783,846	145,681	8.17%	359,845,533
Indigenous sheep	371,614	30,138	8.11%	62,213,113
Camel	108,045	7,979	7.38%	208,484,263
Donkey	54,590	2,607	4.78%	17,557,036

Source: Estimated using the KIHBS 2015/2016.

The county can leverage on the high demand for livestock and livestock products locally and internationally by setting up a meat and leather processing factory as one way of adding value to the livestock. Value addition will lead to increased revenue for the county, increased income for households through job creation. The county can capitalize on the religious festivals in the Middle East to market livestock finished products. Further, Mandera's proximity to Middle East through Somaliland, the religious and cultural traditions that the populations have in common can be the basis for entry into the Middle East market. Inadequate water and pasture, diseases and insecurity in the area are some of the challenges that may hinder the growth of the livestock production, meat and leather industry in the region.

The County will take the following intervention measures to improve livestock production.

- (i) Support livestock farmers in provision of water by construction of water pans and water troughs, as well as water trucking to pastoralist during times of drought.
- (ii) Support livestock farmers by training them on pasture and fodder production to enhance pastoral productivity.
- (iii) Set up veterinary laboratories for livestock disease surveillance and control
- (iv) Support pastoralist with agricultural extension services.
- (v) Exploit the potential of ranch farming to help in yield productivity and access to international markets.
- (vi) Support farmers in the marketing of the livestock products.
- (vii) Promote private sector investment in livestock production value chain for instance provision of livestock insurance and finances.



- (viii) Develop and implement disaster identification and disaster warning mechanism.
- (ix) Sensitize the community on disaster awareness and strengthen communities on disaster resilience.
- (x) Address the problem of insecurity in the region to attract investment. This can be achieved through collaboration with the national government and other stakeholders.





## 4 SUPPORT TO KEY SECTORS

### 4.1 Manufacturing

The manufacturing sector contributes 0.1 per cent to the Mandera Gross County Product (GCP). Manufacturing in Mandera County include: wearing apparel (51.7 per cent), furniture (31 per cent), and fabricated metal products, and except machinery and equipment (17.2 per cent). The key products useful in value addition and driving manufacturing include; livestock production, hides and skins, fruit and vegetable production, oil crops, and apiculture. The county is also endowed with minerals such as oil, gold, limestone, coal and precious stones. The sector is essential in supporting recovery of the economy of Mandera County from the effects of Covid-19 pandemic. This is due to its potential in revenue and employment generation.

In the recovery, the County will:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short term. The emergency Fund, supported by development partners and other stakeholders, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Support and participate in the implementation of Northern Eastern Corridor Transport Improvement Project (NETIP) to spur industrial growth as planned in MTP III.
- (v) Participate in rolling out Livestock Insurance Programme for ASAL areas as per Vision 2030 aspirations.
- (vi) Fasttrack negotiation of tax subsidies with the national government to attract major industries in the County.
- (vii) Support establishment of cottage and light industries for value addition.



- (viii) Explore opportunities in the natural resources exploitation such as minerals, gums and resins, and livestock-processing industries in the County.
- (ix) Fasttrack establishment of appropriate legal frameworks and incentives such as land, tax rebates to attract investors.
- (x) Fasttrack establishment of Leather industries at Takaba town
- (xi) Partner with the national government to link the County to the national grid in order to lower the cost of energy.

### 4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Mandera county. A substantial more than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 14,169 million out of the total Ksh. 35,101 million Gross County Product (GCP) amounting to 40.4 percent of the county's GCP.

Much of the agriculture is practiced along river Daua aided by irrigation for the growth of maize cow peas, mangoes, pawpaws, banana, pasture and other horticultural crops. Only 20.7 per cent of households uses irrigation for farming where the main source of water for irrigation is from rivers at 95.4 per cent, water from the pond at 4.6 per cent.

Livestock is a core economic activity in Mandera County. Over 40 per cent of the households in Mandera county practice farming. About 12.2 per cent of the households produce crops, 48.2 per cent produce livestock, 1.3 per cent practice aquaculture and about 0.9 per cent are involved in fishing. About 4.3 per cent of the households practice irrigation farming.

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

- (i) Establish partnership with the National Government, NGOs, Research Institutions and the Private sector in establishment of fully equipped milk, meat and leather processing plants and horticultural processing and value addition plants (particularly in honey, watermelons, banana, pawpaw, oranges and mango processing and value addition processes).
- (ii) Establishment of abattoirs and cold storage facilities (on-site cold storage and refrigerated vehicles to transport the meat to markets in Kenya and abroad).
- (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. Mandera's rural access index (RAI) fairs poorly at 20 per cent. This is low compared to the national average of 69.4 per cent. There is thus need for the county to





invest in access roads to enhance linkage between farms and markets. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.

- (iv) Digitize the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (v) Promote uptake of agricultural insurance, particularly livestock insurance among households. With recurrent natural disasters like droughts, floods, land/mudslides, pest and disease outbreaks in ASALs, it is crucial that the county seeks affordable index-based insurance from development finance institutions (DFIs) to safeguard livelihoods.
- (vi) Diversify sources of growth through development of the fisheries and aquaculture sub-sector. Towards this, there is need for development of systems for riverine fisheries, ponds, dams and aquaculture to increase fish and aquatic plants production.
- (vii) Invest in sustainable irrigation and water harvesting technologies. Being an ASAL county, sustainable and efficient irrigation and water harvesting have a great potential in improving access to water for improved production. This in turn is likely to increase farmers' incomes and subsequently safeguard their livelihoods from increased frequency and intensity of extreme weather conditions such as floods and droughts. Towards this, the county is undertaking an irrigation project of about Kshs. 453 million of which some funds are coming from the World Bank and county government. The county is tapping water to be used in irrigation and this will go hand in hand in securing food security. Another 2.4 billion water project funded by African Development Bank is being undertaken in the county. In addition, the county is undertaking Chrome irrigation scheme funded by Mandera County which is ongoing and will sustain water and food security.
- (viii) Establish programmes for surveillance of disasters, such as extreme weather conditions and livestock disease, at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. The county will mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (ix) Strengthen cooperative development with effective stakeholder engagement and implementation of cooperative 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 (56.8 per cent) households had access to water and soap while 92.1 per cent of the households did



not have a designated handwashing facility in their households (May 2020 KNBS COVID-19 Survey).

There is low access to piped water which stands at less than 2 per cent both in urban, rural and peri urban areas. Additionally, is low access to piped sewer among households which is less than 1 per cent both in rural, urban and peri urban areas. Since majority of households in rural (63.3 per cent) peri urban (13.3 per cent in) and urban (6.9 per cent) have no access to toilet facility. Sharing of a toilet facility with other households is common which stands at 77.2 per cent rural, 36.7 per cent urban and 51.1 per cent peri urban.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management; improve access to safe water and sewerage services, promote rainwater harvesting through roof catchment and provision of water storage tanks to households, and construct water pans and extension of pipeline from water sources to towns and households. On recovery strategies, the county will:

- (i) Fast track drilling of borehole, construction of water pans and extension of water troughs to help increase access to water for domestic and for livestock use.
- (ii) Support households, schools, health institutions with the construction of rainwater harvesting facilities and storage facilities to help households' access to water.
- (iii) Undertake water trucking to households and to the livestock farmers during times of emergencies and drought.
- (iv) Enhance Capacity building on management of water supplies to help reduce Non-Revenue Water and moreover increase functionality rate of already developed water facilities.
- (v) Introduce community-based management systems (CBMS) for water for production and management.
- (vi) Involve both men and women in water management and governance initiatives.
- (vii) Establish water supply monitoring system for efficiency water supply and management.
- (viii) Fast track the expansion and rehabilitation of the existing piped water connection infrastructure to help increase access to water.
- (ix) Construct additional Water Kiosks in high population density urban areas to as a pro-poor water supply technology promotion approach.



- (x) Assist Water Service Providers/ Water Companies to off-set Pending Electricity, Fuel & Lubricants' Bills arising from high non-revenue waters which accumulated during the Covid-19 period.
- (xi) Supply and Install Plastic and Collapsible Tanks at rural villages and Institutions designated as water trucking sites within the County.
- (xii) Support Water service Providers (WSPs) to automate water supply billing and revenue collection systems.
- (xiii) Expand sewer infrastructure to accommodate more households.
- (xiv) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation<sup>4</sup>
- (xv) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xvi) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

#### 4.4 Urban Development and Housing

Majority of the households (86.8 per cent) did not receive a waiver or relief on payment of rent from the landlord, despite inability to pay, because of the pandemic. Approximately 18.7 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 81.3 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 96.7 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children.

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

- (i) Fast tracking implementation of the affordable housing programme in partnership with the private sector targeting urban centers
- (ii) Developing a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (iii) Developing and implementing an addressing system with complete, correct and unique address data in line with the National Addressing System to be used for pandemic and disaster surveillance and emergency response.

4. 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.



- (iv) Availing appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (v) Identifying and designating urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (vi) Developing and implementing urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (vii) Adopting programmes aimed at increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

#### 4.5 Transport

The county has a total of 3,609.31 Kilometers of classified road network. Approximately 53.2 per cent of the paved road network is in good condition, 6.4 per cent in fair condition and 12.2 per cent in poor condition. While 26.3 per cent of the unpaved road network is in good condition, 20.8 per cent fair and 52.9 per cent in poor condition.

The main mode of transport used in the County is PSV matatus at 41.9 per cent, followed by motorbike 27.6 per cent, Bus (PSV) 10.8 per cent, Tuk Tuk 4.1 per cent walking at 3.9 per cent, and bicycle (boda boda) 3.9 per cent. On average, residents travel 6.6 Kilometers to their workplace which is beyond the 2km threshold for walking but within the threshold for cycling. Approximately 73.7 per cent of the unpaved road network is in poor and fair condition. There is need to enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities. As such, the county will;

- (i) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 20.0 per cent with a target to match the national average of 70.0 per cent.
- (iii) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (iv) Identify county significant infrastructure projects for implementation under a stimulus programme to support economic recovery from the effects of the pandemic. For these, 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 policy<sup>5</sup>.

5. Roads 2000 programme <http://krb.go.ke/our-downloads/roadsper cent202000per cent20strategicper cent20plan.pdf>



- (v) 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 Goals<sup>6</sup>.
- (vi) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (vii) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.

#### 4.6 Tourism

Mandera County is a hilly landscape whose key tourist attraction are wildlife and Malkamari Game Reserve. The county does not have classified hotels. There are medium-class hotels in major towns and smaller hotels and restaurants distributed across Mandera Town. The County Government plans to construct a model 4-star hotel. Accommodation and food services account for 0.3 per cent of total GCP.

The strategies to support tourism sector recovery include:

- (i) Mapping all the sites with tourism potential in the county; coming up with a tourism sector development master plan; protecting cultural heritage sites.
- (ii) Tourism product diversification and marketing; niche products such as annual cultural festivals, and animal sanctuaries / wildlife reserves.
- (iii) Setting up a cultural documentation centre and tourism information centre.
- (iv) Ensuring high sanitation standard in the hotel facilities to deter spread of Covid-19 in line with the national guidelines for reopening of the hospitality sector.

#### 4.7 Health

The County has 69 health facilities comprising of 61 new dispensaries and 8 health centres with a health workforce to 864 including 330 nurses, 54 doctors, 104 clinical officers, 37 pharmtech and 68 lab technicians. Most of the primary health care facilities require adequate personnel and health commodities. The health

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



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.

On recovery strategies, the County will:

- (i) Revamp, expand, modernize and equip primary health facilities, in the County.
- (ii) Recruit additional public health officers and Community health workers to strengthen preventive and primary health systems.
- (iii) Implement a comprehensive human resource health management system including undertaking training needs assessments and information system to ensure skilled and motivated health care workers are equitably deployed.
- (iv) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities within the county.
- (v) Consistently allocate resources towards nutrition specific and sensitive programmes in the various sectors by establishing specific budget lines for nutrition support initiatives.
- (vi) Train more health officers on Covid-19 management. This will reduce the risk of infection even among medical officers and patients.

#### 4.8 Education and training

The County has 259 public ECDE centres with an enrolment of 34,341 children, of whom 56.0 per cent are boys and 44.0 per cent are girls. The number of Primary schools in the county is 235 which include: 2 public primary boarding schools, 159 public primary day schools and 39 day and boarding primary schools. The enrollment in public primary schools is 183,560 pupils of which 63.0 per cent are boys and 37.0 per cent are girls. In addition, the county has 35 private primary day. Additionally, county has 46 secondary schools of which 89 per cent are public schools and 11 per cent are private schools with Moi Girls' and Mandera Boys' secondary schools being of national status. Out of the total secondary schools, 39 per cent are Day schools, 50 per cent are boarding and 11 per cent are Day and boarding secondary schools. The total enrolment in secondary school is 12,259 of which 70.0 per cent are boys and 30.0 per cent are girls. The county does not have a public university.

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





spaces upon reopening. Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, capacity building of ECDE teachers and staff and parents on effects of COVID-19 awareness.

Further the County will;

- (i) Promote construction of new ECDE classes to promote social distancing, and recruit of adequate number of teachers.
- (ii) Provide adequate personal protective equipment for teachers, learners and other employees in the schools for free.
- (iii) Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of learners and to ensure that the risk of pandemic is minimized.
- (iv) Create awareness and effectively engage parents on matters education if the county is to address the high illiteracy levels. The County will enhance ICT infrastructure for effective communication and online learning especially at home.
- (v) Education sector in collaboration with health authorities will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, School fumigations and enhance school feeding.
- (vi) Promote provision of school bursaries and school feeding programme to enhance children attainment in schools and encourage transition and retention among students from marginalized area.
- (vii) Expand the capacity of vocational training centres to train more students as well as collaborating with private sectors to offer some courses for free. Thereafter, the county will provide a startup kits for trained students to encourage them start their workshops.
- (viii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.

#### 4.9 Social Protection

The County has an estimated number of 6,237 PWDs and 12,615 older persons aged 65 years and above. This represents 4.9 per cent and 3.8 per cent of the population, respectively. The County has implemented various social protection programmes including providing basic assistive devices to PWDs. The County will be supporting and building capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. The county will promote cash transfer programme targeting the elderly and food distribution to vulnerable households. The county Government 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.

Additional recovery strategies the county will undertake are;

- (i) Enroll more county residents in welfare programmes such as NHIF which will ease their access to health facilities when they fall sick.
- (ii) Establish a Centre for Persons with Disabilities (CPWD) to ensure persons with disabilities (PWDs) can live in dignity with full access to work, health services, education and society. The centre will educate the county residents about disability, breakdown the barriers of stigmatization and provide advice and help to PWDs around the Mandera county.
- (iii) 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 they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly also needs to be provided with food and other basic wants since their movement have been reduced as they are at great risk of contracting the virus.
- (iv) Provide basic income security through cash transfer, especially for persons whose jobs or livelihoods have been disrupted by the crisis.
- (v) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (vi) Conduct survey to ascertain the exact number of vulnerable groups in the county including PWDs and street children in the county.
- (vii) Promote provision of school bursaries and school feeding programme to enhance children attainment in schools and encourage transition and retention among students from marginalized area.
- (viii) Expand the capacity of vocational training centres to train more students as well as collaborating with private sectors to offer some courses for free. Thereafter, the county will provide a startup kits for trained students to encourage them start their workshops.
- (ix) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations.

#### 4.10 Gender and Youth

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in Mandera County. Evidence indicates 1,417 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 could have compounded the situation hence need for 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)including using elders active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.
- (v) 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.
- (vi) Designate gender safe spaces to provide accommodation for GBV survivors.
- (vii) 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.

#### 4.11 Environment and Natural Resources Management

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

The major sources of energy for cooking used by households are firewood at 81.5 per cent, charcoal 17.9 per cent, liquified gas at 7.3 per cent and electricity 0.2 per cent use of firewood and charcoal has a negative effect on environment management and conservation. 5.5 per cent of the households in the county dispose their solid waste dump in the compound, 27.6 per cent dump in the street/ open field, 59.8 per cent burn in open air. Only 5.6 per cent is collected by the county government for disposal while 0.3 per cent is collected by private companies and 0.3 per cent is collected by community associations. About 14.8 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

To mitigate these environmental risks, the County has put in place measures to mainstream environmental and climate change in County planning and budgeting processes with aim of strengthening disaster risk mitigation measures and reducing damages caused by natural hazards like floods and droughts. Additional strategies to enable Country to recover from effects of COVID 19 include:

- (i) Provide and promote alternative sources of clean energy for cooking.
- (ii) promote harnessing of clean renewable energy, this can be achieved through collaboration with other stakeholders.
- (iii) develop and implement the County Environment Action Plan (CEAP).
- (iv) Increase forest cover and biodiversity conservation through tree planting.
- (v) Provide waste collection services at households.
- (vi) Increase the efficiency of solid waste management through regular waste collection, environment clean up exercises at neighborhoods and in towns, adequate staffing levels and facilitation.
- (vii) Develop and implement waste management strategy for the county
- (viii) Cushion households from the adverse effects of droughts and floods by planting trees, building dams and dykes along river Daa to control floods.



## 5 ECONOMIC STIMULUS PROGRAMME

### 5.1 Economic Stimulus Package

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

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

### 5.2 Financing Economic Stimulus Package

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

### 5.3 Implementation Framework for the Economic Stimulus Programme

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





## 6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.<sup>7</sup>

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

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

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

7. [https://elibrary.worldbank.org/doi/10.1596/978-1-4648-0779-4\\_ch2](https://elibrary.worldbank.org/doi/10.1596/978-1-4648-0779-4_ch2)





## 7 COMMUNICATION CHANNELS

Communication<sup>8</sup>, 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 Development<sup>9</sup> (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 channels<sup>10</sup> 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 Mandera County residents received information about coronavirus through radio (67 per cent). Both television and friends and family were ranked at 45 per cent. Government sources ensued with a 37 per cent frequency followed by Health Care Workers at 28 per cent. Although the survey was not specific whether mobile included both written (short text messages <SMS>) and voice (calls) mobile had a 22 per cent frequency. Social media was rated at 22 per cent while newspaper and Non-Governmental Organization (NGO) workers had a frequency of 10 per cent and below.

Thus, the following channels of communication will be utilized:

- (1) Written communication such as: posters, digital and online communications.
- (2) Verbal communication such as: radio, telephone, and face to face meetings.
- (3) Non-verbal communication for example: gestures, and sign language.
- (4) Visual communication: Television and PowerPoint presentations.

The effectiveness of the different channels would vary depending on the circumstance and the characteristics of the communication. For instance, conferences, seminars and workshops (large physical gatherings) is currently prohibited due to the COVID-19 pandemic. Therefore, to increase buy-in from the members of the public on the county socio-economic recovery strategies, opportunities, interventions and to encourage positive feedback, table 2 below are the channels of communication with target audience.

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

9. [https://www.unicef.org/publications/files/UNICEF\\_2017\\_Report\\_on\\_Communication\\_for\\_Development\\_C4D.pdf](https://www.unicef.org/publications/files/UNICEF_2017_Report_on_Communication_for_Development_C4D.pdf)

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





**Table 2: Communication channels with target audience**

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

> Most appropriate channel to be used.

**Notes:**

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

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

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

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







## ANNEX

### Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams.	Increase in OSR and county revenues to enable smooth implementation of county projects.	Enhanced revenue collection	Proportion of revenue growth over the two years	Continuous from 2020/21	125	125	250	County Government	County Government
		Seek for more funding from development partners inform of conditional grants			Amount of grants received and utilized		450	450	900	Development partners	County Government
County Expenditure Reforms	Re-engineer expenditure to be growth oriented and people-centred; Eliminate pending bills	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; Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT; County expenditure in line with existing National Government and County Government laws	Efficient Accounting and financial services	NO of County consolidated procurement report	Continuous from 2020/21	400	400	800	Exchequer	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions; Systematically and in phase-out approach reduce pending bills owed to suppliers	Fully fledged stand-alone ICT department with a budget	Improved county operations through use of ICT	No of LAN infrastructure done; No of systems developed and in use; No. of ICT policies formulated	2020/21	100	100	200	County Government/ National Government/ Development partners	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation	2020/21	40	40	80	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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	2021/2022	300	200	500	County Government/ National Government/ 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	2020/21	50	50	100	County Government/ National Government/ 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	2020/21	10	10	20	County Government/ National Government/ Development partners	County Government
	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.		Enhanced access to agricultural finance	2020/21	150	50	200	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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	2020/21	50	50	100	County Government/ National Government/ Development partners	County Government
<b>Manufacturing and MSMEs</b>	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	50	50	100	County Government/ National Government/ Development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	Continuous	50	50	100	County Government/ National Government/ 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 Government/ National Government/ 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 sold	continuous	5	5	10	County Government/ National Government/ Development partners	County Government
<b>Water and Sanitation</b>	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Drill and equip 50 Boreholes & provide these with Civil works; Construct 50 fenced Water Pans	% of the population with access to clean and safe water					County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
				Rehabilitate & expand 6 urban water supplies with pro-poor approach; Rehabilitate & expand 16 Rural water supplies with pro-poor approach; Deliver trucked water services at 150 Sites County-wide		2 YEARS	375	375	750	County Government/ National Government/ Development partners	County Government
				Supply & Install 45 x 10,000 ltrs Plastic Tanks and 45 x 10,000 ltrs collapsible tanks; Electricity & fuel Bills of 6 urban WSPs off-set; Supply & install 6,000 Consumer meters	% of population covered with piped water	2 YEARS	550	550	1100	County Government/ National Government/ Development partners	County Government
				Billing & revenue systems of 5 WSPs automated		2 YEARS	120	120	240	County Government/ National Government/ Development partners	County Government
				Design and development of 1 sewerage system for Elwak town done	% of population covered by water trucking services	2 YEARS	120	120	240	County Government/ National Government/ Development partners	County Government
		To Facilitate Efficient Water Trucking Services	No of Water Trucking Sites served & provided with Storage Tanks		% of population covered by water trucking services	2 YEARS	90	90	180	County Government/ National Government/ Development partners	County Government
		To support WSPs to off-set pending bills and enhance revenue collection	No of WSPs Supported		% of non-revenue-water (NRW) reduced by 50%	2 YEARS	15.6	19.2	34.8	County Government/ National Government/ Development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed		% of the population covered by sewer line	2 YEARS	463.5	463.5	927	County Government/ National Government/ Development partners	County Government
<b>Solid waste management</b>	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	2 YEARS	100	300	400	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
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	2 YEARS	10	10	20	County Government/ National Government/ 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	1YEARS	20	30	50	County Government/ National Government/ 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	30	-	30	County Government/ National Government/ 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	10	-	10	County Government/ National Government/ 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	2years	20	30	50	County Government/ National Government/ 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	2YEARS	60	90	150	County Government/ National Government/ Development partners	County Government
		Apply labor-based approaches for road construction and maintenance	Creation of local employment opportunities for youth and women and local economic development	Increased jobs for youth and women	Number of jobs created	2YEARS	35	35	70	County Government/ National Government/ Development partners	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	6MONTHS	20	-	20	County Government/ National Government/ Development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with telecom companies to upgrade and improve the communication networks in remote areas.	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	1year	10	-	10	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		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	1year	5	-	5	County Government/ National Government/ Development partners	County Government
		Pursue a Universal Mobile Telephony programme	Increased access Mobile phone services	Increased proportion of people aged 3 years and above owning a mobile phone from 57.4% to 100%	Proportion of population aged 3 years above who own a phone	2YEARS	20	20	40	County Government/ National Government/ Development partners	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities	1YEAR	50	-	50	County Government/ National Government/ Development partners	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce	1 YEAR	20	-	20	County Government/ National Government/ Development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Mandera 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	1year	30	-	30	County Government/ National Government/ 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 YEARS	7	8	15	County Government/ National Government/ 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	2 YEARS	40	60	100	County Government/ National Government/ Development partners	County Government
		Develop and implement an addressing system for use in pandemic and disaster surveillance and emergency response.	Effective pandemic and disaster surveillance and emergency response.	Improved response time to disasters and emergencies	No. of emergencies responded to; Time take to respond to emergencies	2 YEARS	10	10	20	County Government/ National Government/ Development partners	County Government





Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.	Reduced risk of rent distress	Reduced cases of rent distress	Number of reported rent distress	1YEAR	5	-	5	County Government/ National Government/ 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	1YEAR	5	-	5	County Government/ National Government/ 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		1YEAR	20	-	20	County Government/ National Government/ Development partners	County Government
<b>Tourism</b>	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	40	60	100	County and National Governments; development partners; Kenya Tourism Fund	County Government
		Niche tourism product developed, marketing incorporating aspects of Covid-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 - 5 years	25	25	50	County and National Governments; development partners; Kenya Tourism Fund	County Government
<b>Health</b>	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	County Government/ National Government/ 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		40	-	40	County Government/ National Government/ Development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		20	-	20	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		200	-	200	County Government/ National Government/ Development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		11	-	11	County Government/ National Government/ Development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		15	-	15	County Government/ National Government/ 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		8	8	16	County Government/ National Government/ 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	County Government/ National Government/ Development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		10	10	20	County Government/ National Government/ Development partners	County Government
<b>Education</b>	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		15	15	30	County Government/ National Government/ Development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	-	5	County Government/ National Government/ Development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		7	8	15	County Government/ National Government/ Development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		5	-	5	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		25	25	50	County Government/ National Government/ Development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		30	-	30	County Government/ National Government/ Development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		10	-	10	County Government/ National Government/ 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		20	-	20	County Government/ National Government/ 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		3	-	3	County Government/ National Government/ Development partners	County Government
<b>Social Protection</b>	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	% of people covered	1 year	15	15	30	County Government/ National Government/ Development partners	County Government
	Support to Vulnerable groups	Provide housing and restocking program	Reduction of poverty	Number of house constructed	% of house constructed	1 year	50	50	100	County Government/ National Government/ Development partners	County Government
	Designate gender safe spaces to provide accommodation for GBV survivors	Construct safe houses for GBV survivors	Safe house space provided	Number of safe house constructed	Safe constructed and operationalized	1 year	20	20	40	County Government/ National Government/ Development partners	County Government
	Promote awareness on GBV	Enhance awareness program on GBV	Reduction in GBV	Number of people trained	% of people trained	1 year	5	5	10	County Government/ National Government/ Development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	% of people receiving money	1 year	25	25	50	County Government/ National Government/ Development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
<b>Human Resource</b>	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		50	-	50	County Government/ National Government/ 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		20	-	20	County Government/ National Government/ 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		20	-	20	County Government/ National Government/ 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		25	-	25	County Government/ National Government/ Development partners	County Government
		<b>Grand Total</b>					<b>4,785.1</b>	<b>4,186.7</b>	<b>8,971.8</b>		

## 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](mailto:info@cog.go.ke) | Website: <http://www.cog.go.ke>