



MOMBASA COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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



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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E. WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

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

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



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

2) **Strengthening ICT Capacity**

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

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

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) Agriculture

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

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

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

2) Water and sanitation

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

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

3) Urban development and housing

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

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



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

4) **Transport**

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

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

5) **Tourism**

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) **Gender and youth**

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

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



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1 INTRODUCTION

1.1 County Context

Mombasa County is one of the counties in Jumuiya ya Kaunti za Pwani (JKP) economic bloc. The county has an estimated population of 1,208,333 people of which 50.5 per cent were male and 49.5 per cent female (KNBS, 2019) as indicated in table 1. Of the population 14,241(1.4 per cent) are persons with disabilities. The youth constituted 42.0 per cent of whom the population of whom 45.0 per cent were female. The County has a population density of 5,495 per km2. The elderly population (65year and above) is made up 1.9 per cent of the total population of whom 51.6 per cent were female. The population in school going age group (4-22 years) was 37.5 per cent in 2019.

In 2015/2016, the overall poverty rate in Mombasa County was 27.0 per cent against the national poverty rate of 36.1 per cent. In addition, 23.5 per cent of the population were living in food poverty and 22.2 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, 21.1 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

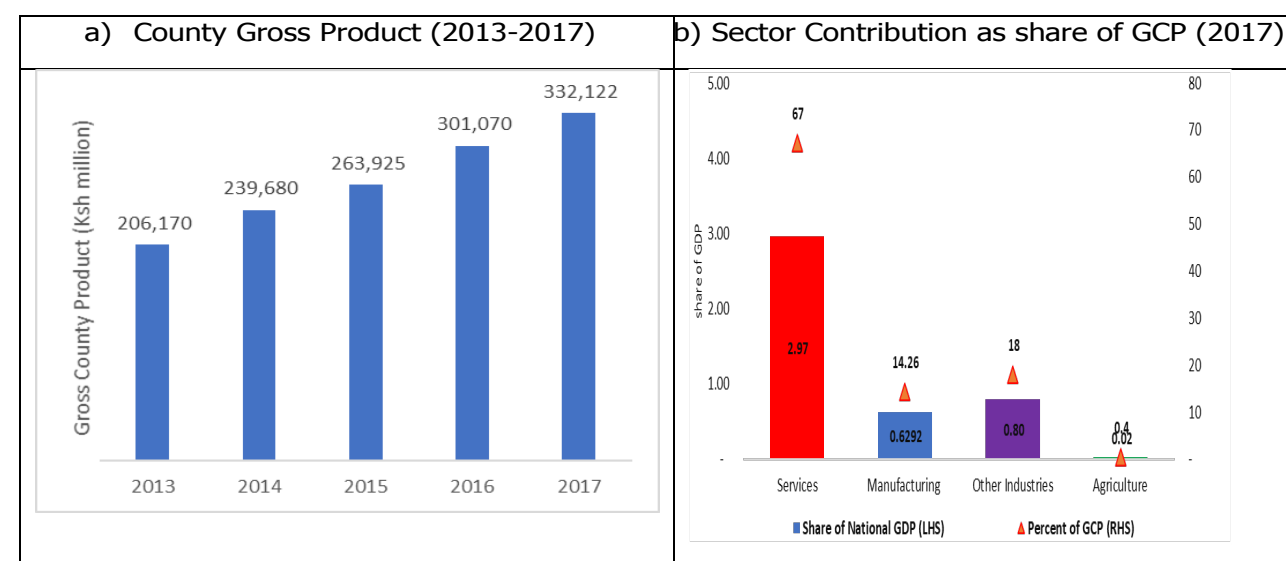
Table 1: Development indicators in Mombasa County		
Estimated County Population (KNBS, 2019)	County	National
Males	1,208,333	2.4% of the total population
Females	610,257	50.5%
Intersex	598,046	49.5 %
	30	0.002%
Estimated Population Density (km2)	5,495	82
Persons with disability	6.8%	2.2%
Population living in rural areas (%)	0.0%	68.8%
School going age (4-22 years)(%)	37.5%	68.7%
Youth (%)	42.0%	36.1%
Elderly population (over 65-year-old)	1.9%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	2,289	6.84 % of the national cases
Poverty (2015/2016)(%)	27.0%	36.1%
Food Poverty (2015/2016)(%)	23.5%	31.9%
Multidimensional Poverty (2015/2016)(%)	22.2%	56.1%
Stunted children (KDHS 2014)	21.1%	26%
Gross County Product (Ksh Million)	332,122(2017)	4.4 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	12.2%	15.3 %

Data Source: KNBS (2019)



Mombasa County Gross County Product (GCP) accounted for 4.4 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from ksh.206,170 million in 2013 to ksh.332,122 million in 2017 representing an annual average growth rate of 12.2 per cent. The service sector contributed 67.0 per cent of GCP while manufacturing and other industries share constituted 14.3 per cent, and 18.0 per cent, respectively. The services sector includes such activities as wholesale, tourism, and retail trade. industries and manufacturing activities include production of consumer goods such as plastics, furniture, textiles, and petroleum/oil refining, salt, and food processing.

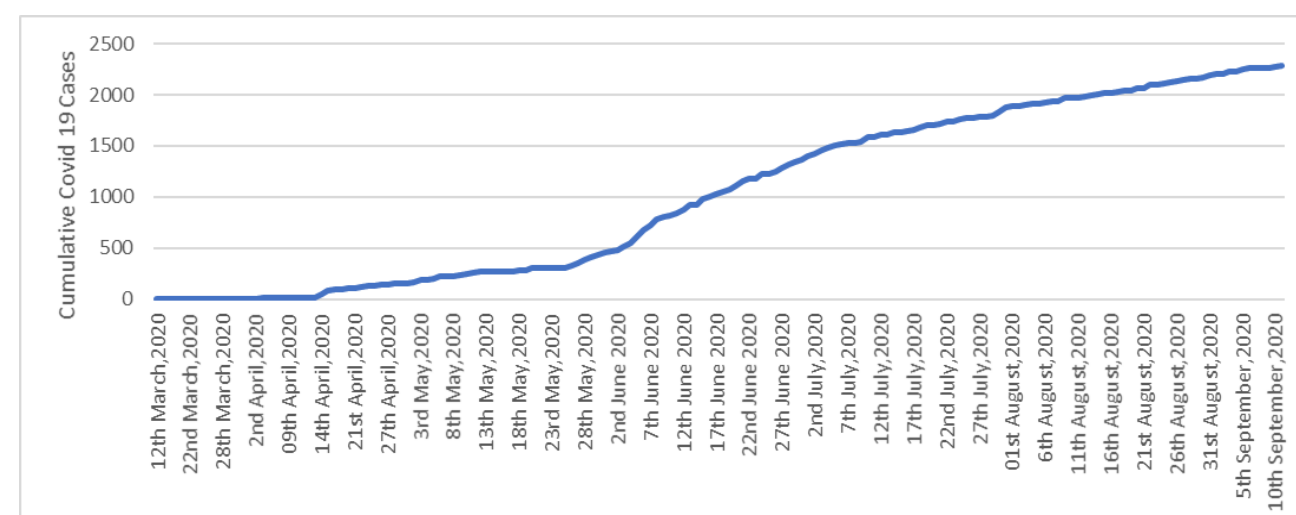
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 30th March 2020. Since then the number of confirmed cases increased to 2,289 as at 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH



1.2 County Fiscal position

Mombasa county expected to receive a total of Ksh. 13.67 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh.7.06 billion (51.6%) as equitable share, Ksh. 1.9 billion (13.7%) conditional grants and Ksh. 4.73 billion (34.6 %) generated from own source of revenue (OSR).

During FY 2019/20, the County received a total Ksh. 11.36 billion which accounted for 83.5 per cent of the expected revenue. This comprised of Ksh. 7.06 billion equitable share, Ksh. 1.04 billion as conditional grants and Ksh. 3.26 billion generated from OSR. With the outbreak of the covid-19 pandemic, the county's revenue streams were adversely affected as most businesses mainly hotels and quarries were closed. OSR declined by 12 per cent compared to Ksh. 3.7 billion realized during FY 2018/19. With the disruptions on the county's economic activities, a further decline is expected.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 13,670.0 million consisting of Ksh. 9,389.0 million allocation for recurrent expenditure and Ksh. 4,281.0 million for development expenditure. Of the recurrent expenditure, Ksh. 5,532.4 million was meant for compensation of employees while Ksh. 3,856.5 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 10,795.5 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 70.8 per cent of the total spending, with development expenditure accounting for only 29.2 per cent. This translating to absorption rate at 79.0 per cent for the overall budget, 81.4 per cent recurrent expenditure and 73.6 per cent development expenditure. Health sector expenditure accounted for 38.5 per cent of total spending with an overall absorption rate of 124.8 per cent. Absorption rate for health sector recurrent expenditure stood at 141.4 per cent while that for development expenditure stood at 23.3 per cent. At the end of FY 2019/20, the county the county did not avail information on outstanding pending bills.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

In response to the COVID-19 crisis, Mombasa county undertook various administrative and budgetary interventions.

The County re-allocated its budget through a supplementary budget. It reallocated resources toward the health sector and food nutrition program, where Ksh.200 million was allocated to support food program which aimed at feeding 227 vulnerable households and Ksh.100 million was allocated to support the health sector through the purchase of equipment, support health workers, and establishment of isolation centers.

The county further established an Economic Stimulus Package. It allocated Ksh 200 million Emergency Household Relief and Nutrition Support Project as part of the Mombasa Economic Stimulus Programme aimed to assist the affected households in the county both households and traders.

Senior county government officials took pay cuts. The County Governor donated 80 per cent of his salary to fight COVID-19 while his Deputy donated 50 per cent of his salary. The move was taken to obtain funds that were channeled towards the fight against the COVID-19 pandemic in the county.



Support from private sector and other stakeholders. The county received support from various stakeholders including Dubai leader, Sheikh Ahmed Mohammed Al-Falas who donated 18 ventilators and businesses who donated relief food amounting to Ksh16 million.

The county also offered support to MSMEs. To cushion the small traders, the county government waived various fees and licenses. It also waived charges on vehicles supplying agricultural products from upcountry to make the products available and affordable to mwanachi. To create a conducive environment for traders, the county government remodeled, refurbished, fumigated and provided hand washing facilities in all major markets in Mombasa like Kongowea and Marikiti. In addition, the county government supported kazi mtaani program by the National Government by providing necessary tools and materials (supplied by SMES) for the youths. The county was one of the pilot counties involving about 19,500 youths (labour force) in the program.

County health services and preparation of covid-19 management. The county established a 300-bed capacity and COVID-19 treatment centre at the Technical University of Mombasa and launched 4 ICU ambulances dedicated to COVID-19 related cases. The county also rehabilitated the Raimtullah private and Lady Grig Maternity wings at Coast General Teaching and Referral Hospital as isolation units with 19 and 150 bed capacity respectively. In addition, it launched 19 contact-free testing booths to protect the health care workers as well as those who are being tested. The booths had a transparent barrier which minimizes direct physical contact thus offering maximum protection for health care worker as well as the patient when getting the specimen required for the test. At the Likoni ferry crossing channel, the county government installed auto sprayers to sanitize the passengers before using the ferry.

In addition, the county established measures to mitigate Gender Based Violence (GBV) and reporting mechanisms. The County did establish a situation room to follow up on the gender-based violence cases through trained social workers. The situation room acts as a call center and deals with survivors who walk in to report cases of GBV and information on the referral pathways. Sauti ya Wanawake (local NGO) through their partners offered to support the toll-free number 0800 720 587 and SMS number 21094 for a period of three (3) months from May to July 2020. The County was expected to budget for this initiative after July for sustainability. To ensure efficiency, the County had ten (10) people working at the situation room and linked the tollfree number to various extensions for people within to ensure that a psychosocial tele-counsellor is always available to receive a call from the survivors. Six (6) of the workers at the situation room were employees of the County Government while the other four (4) are volunteers from the community.

The county undertook to enhance access to water. Through the supplementary budget allocation (Ksh. 20 million) to the department of water and private sector support, the county managed to buy and install 70 water tanks in public areas which are refilled using water buzzers, drilled three boreholes and waived water bills.

Further, the county enforced COVID-19 safety guidelines given by the Ministry of Health and the National government. This included the reduction in the seating capacity for passengers per vehicle to observe social distance, hand hygiene, the dusk to dawn curfew, and the cessation of movement in and out of Mombasa as well as the ban on all social gatherings. The county also worked closely with community-based organizations especially youth groups to carry out sensitization to traders on preventative measure against COVID-19.





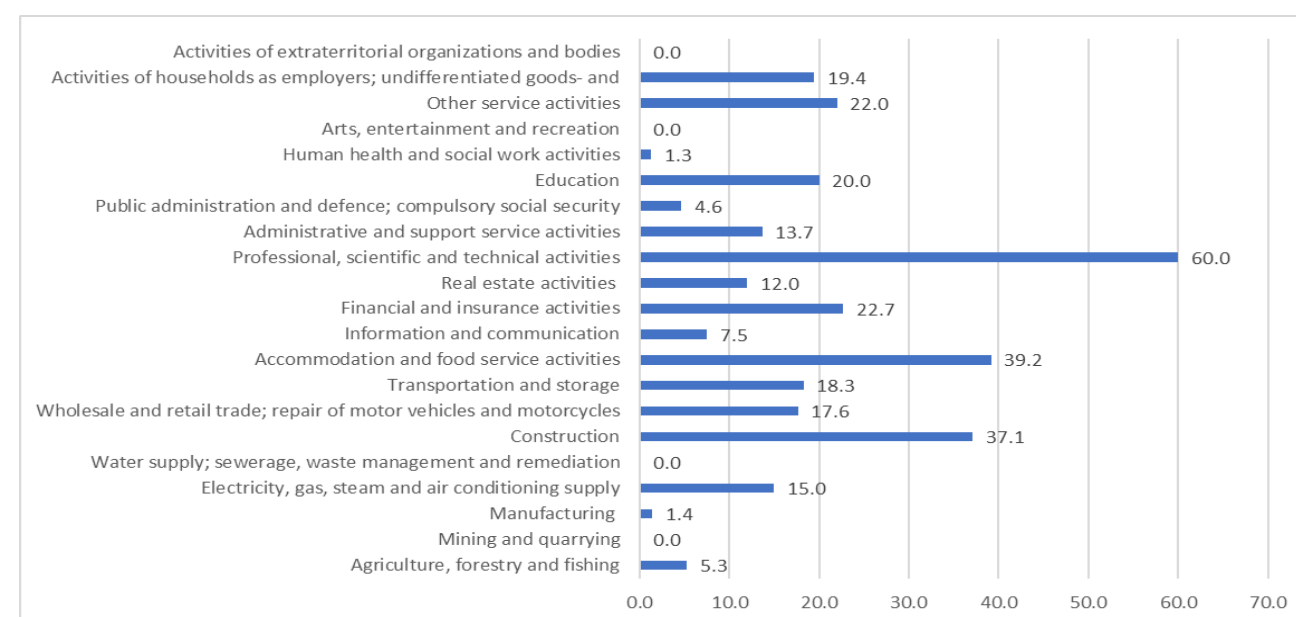
2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

a) Labour participation

From the May 2020 KNBS COVID-19 Survey, workers in professionals, scientific and technical activities recorded the highest number of hours lost (60 hours) followed by accommodation and food service at 39.2 hours lost in a week. Construction, financial and insurance services lost 37.0 hours and 22.7 hours, respectively. Workers in education sector and administrative and support services lost an average of 20.0 hours per week and 13.7 hours per week, respectively. Workers in real estate and information and communication lost and average 12.0 hours per week and 7.5 hours per week, respectively.

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



Source: KNBS

Further, 29.0 per cent of workers in Mombasa county recorded decreased income; 74.9 per cent recorded working as unpaid workers; and 21.4 per cent never attended work due to covid-19 related issues. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 16.7 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (5.3 hours) will negatively affect the county economy.

b) Agricultural and Livestock

The May 2020 KNBS COVID-19 survey found that 6.2 per cent of the households in Mombasa county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (40.2 per cent), transport limitations (35.3 per cent) and movement restrictions (21.4 per cent). For instance, Mombasa gets its supplies of fruits and vegetables from other counties. Thus, transport limitations between counties affected the supplies of the same in local markets.

Further, with restrictions affecting seamless movement of food commodities, 82 per cent of households in the county indicated experiencing an increase in food prices. It is important to note that 13.3 per cent of households purchased food products from open-air markets, 35 per cent from kiosks and 33.6 per cent from general shops (KIHBS 2015/16). Additionally, 88.3 per cent of the total valued consumed was from purchases, 0.7 per cent from own production, 8.8 per cent from own stock and 2.3 per cent from gifts and other sources. Thus, an increase in food prices is likely to have significant implications on household budget.

Further, there was a decline in labor participation where in agriculture, food processing and related trades workers recorded the highest difference of 12 hours between the usual and actual hours worked in a week. Other affected sub categories include: - agricultural, fishery and related labourers (6 hours difference); food processing and related trade workers (12 hours difference); subsistence agricultural and fishery workers (4 hours difference); and farm workers (9 hours difference).

c) Services sector

The tourism sector in Mombasa county was negatively affected in 2020 by the COVID-19 pandemic through disruption in travel plans for local and international tourists, cancellation of flights in and out of Moi International Airport Mombasa (MIAM) and cruise ships to the port of Mombasa, halting of daily passenger travel on the Standard Gauge Railway in and out of Mombasa. In effect, between March and August 2020 period, the county saw a decline in number of visitors to Haller's Park, Mombasa Marine Park, Fort Jesus, cultural festivals, beaches and beach hotels by an estimated 55 per cent over the previous year's figure of 538,100¹ to 242,145 tourists, who were mainly domestic tourists. Consequently, tourist hotels in the county registered a 60 per cent decline in occupancy rate forcing them to downscale operations and employment. The decline in tourist receipts to the county economy in 2020 is estimated at over KSh.11.8 Billion², which includes lost earnings and livelihoods by hotels, employees, tours and travel agents, and other tourism value chain players. In addition, the decline in visits to the Mombasa marine park and fort Jesus from 136,500 in 2019 to 75,075 in 2020 led to a loss in park entry fees of an estimated KSh.112.6 Million³.

1. Data compiled from KNBS Economic Survey 2020

2. Tourist arrivals declined by 295,955. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is 295,955 x 4 x 10,000 = KSh.11,838,200,000

3. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf> ; 75075 foreign tourists x sh.1500 park entry fee = KSh.112,612,500.



The COVID-19 pandemic had implications in education sector, mainly in terms of loss of learning and teaching time. Due to higher proportion of digital divide in the county, online learning process was constrained. For instance, only 13.0 per cent of households in Mombasa county own Desktop Computer/ Laptop/ Tablet and about 70.0 per cent of household have no access to internet connectivity (Kenya Population and Housing Census (KPHS), 2019)). In addition, the suspension of school feeding programs had a consequence to the food security and nutritional support of many children, especially those from the marginalized areas who used to depend on the programme.

Most of county residents did not visit health facilities amidst the pandemic, and this is likely to affect the health outcomes such as immunization and management of non-communicable diseases (May 2020 KNBS COVID_19 Survey). Furthermore, some activities such as breast and cervical cancer screening were temporary stopped following the measures to postpone public screening.

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

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

d) Micro Small and Medium Enterprises sector

Majority of MSMEs in Mombasa County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (62.2%); arts, entertainment and recreation (9.5%); accommodation and food services (6.6%); and manufacturing (6.6%). These are the sectors that have been affected most by the pandemic and need to be prioritised in achieving reengineering and recovery.

MSMEs in Mombasa County have experienced a lot of difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic considering they are largely located in commercial premises (67.6%). The May 2020 KNBS COVID_19 survey shows that 71.7 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings, 11.7 per cent due to temporary layoffs/closure of businesses, 11 per cent were affected by delayed incomes/earnings while 5.5 per cent attributed the same to permanent layoffs/closure of businesses. For those involved in farm businesses, all the respondents attributed the same to reduced incomes/earnings.

The survey also revealed negative effects of COVID-19, with accommodation and food services heavily affected and losing 39.2 hours while wholesale and retail trade sector losing 17.6 hours in usual and actual hours worked in a week. This is an indicator of the adverse effects on the service sector of Mombasa County due to the pandemic which implies loss of productivity, output and employment. The manufacturing sector lost 1.4 hours.



Regarding access to markets, MSMEs in the County depend on export markets and 6.2 per cent import markets for their material inputs (KNBS, 2016). Therefore, disruptions in the external markets could have adverse implications to MSMEs operations in Mombasa County, and especially in sourcing of inputs for MSMEs.

e) Infrastructure and housing

The measures instituted in transport sector in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on transport increase by 34.0 per cent. Residents responded by changing their travel patterns with 13.1 per cent of the population traveling less often, while 34.5 per cent were unable to travel due to the pandemic.

Mombasa County Headquarters Mombasa town in Annex Wing is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 96.9 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. Only 28.2 per cent of the conventional households in the county 'own' internet with 13.0 per cent owning a desktop, computer laptop or tablet. Further, only 7.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (7.9 per cent) than women (6.5 per cent). Further, there is a gender divide in use of internet where 42.1 per cent male and 36.3 per cent of the women use internet.

Majority of households (20.8 per cent) own the housing units they occupy while 79.1 per cent of the households are under rental tenure. Individuals are the primary providers of rental housing at 89 per cent, followed by private companies (5.4 per cent); County Government (2.0 per cent); National Government (1.9 per cent); Parastatals (1.4 per cent); and FBO/NGO/Church based housing at (0.3 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 56.6 per cent of the population indicating inability to pay rent on the agreed date. The main reason being reduced incomes / earnings, reported by 42.5 per cent of the population.

f) Gender and youth

In Mombasa County, COVID-19/GBV Cases were reported for 10 women, 3 girls, 3 men and 3 boys as of April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. Further, approximately 23.9 per cent of respondents had witnessed or heard of domestic violence in their communities since the National Government instituted measures to contain the pandemic (May 2020 KNBS COVID_19 survey). Between March and May 2020, there were a total of 612 cases of adolescents (age 10 - 19) presenting with pregnancy at health facilities based on data from the Kenya Health Information System (KHIS, 2020). The county established measures to mitigate Gender Based Violence and reporting mechanisms, including a situation room to follow up on the gender-based violence cases through trained social workers.

g) Water and sanitation

The county incurred additional cost in water service provision. The county is distributing clean water in public places and markets, the county had to buy and install 70 water tanks in public areas and water buzzers



are used to fill them with water, drilled 3 boreholes and waived water bills. Additionally, a supplementary budget of Ksh 20 million has been allocated to water. On the other hand, water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations.





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 Mombasa 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 Blue Economy.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Mombasa 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 (62.2%) are in the services sector with only 6.6 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (86.1%), 13.4% are small, and 0.5 per cent are medium enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Mombasa County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (62.2%); arts, entertainment and recreation (9.5%); accommodation and food services (6.6%).

Covid-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (44.4%) in Mombasa County get their raw materials from their peer MSMEs within the County. MSMEs generally sell their products to individual consumers (93.9%) within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

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

The crisis offered an opportunity to address the County's structural issues, especially through private sector development and collaboration, in designing new growth models in industrial/manufacturing development

and innovation and participation in national and global value chains are also useful especially through:

- (i) Agro - processing for value addition with important areas of focus include coconut, mango, fish, cassava, cotton, cashew nuts, leather production and processing.
- (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 cement, coral rock harvesting, quarrying, ballast and sand harvesting for both domestic and export markets.

In strengthening the private sector, efforts targeted at improving the business environment, the county will;

- (i) In partnership with other institutions both from public and private spheres facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (ii) Collaborate with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (iii) 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.
- (iv) Collaborate with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (v) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (vi) Initiate and strengthen self-sustaining funds dedicated and easily accessible to MSMEs in the County; promote tailor made financial literacy programmes for MSMEs; and establish a framework for micro-leasing for the MSMEs.
- (vii) Improve infrastructure and promote private sector investment in specific sectors of the economy including Manufacturing, Light Industries, and Transport and Logistics with a focus on Promoting Exports.
- (viii) Enter partnerships with neighbouring counties that seek to facilitate trade including but not limited to harmonizing number of licenses or permits obtained by MSEs.



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

3.2 Policy, Legislatives, and Institutional Reforms

Mombasa County has numerous laws regulating finance, water and sewerage, outdoor advertising, port health, local tourism, childcare, education and trade licensing. It has also enacted critical legislative frameworks such as the Mombasa County Public Participation Act, 2017, the Mombasa County Disaster Preparedness and Emergency Management Act, 2017, the Mombasa County Reproductive Healthcare Act, 2017 and the Mombasa County Environmental Health and Sanitation Act, 2017. The County also has bills under consideration by the County Assembly such as the Mombasa County Quality in Learning and Teaching Bill, 2015 and the Mombasa County Medical Facilities and Services Co-ordination Bill, 2014.

In strengthening the law to play a critical role in preventing and mitigating health consequences of emergencies such as the COVID-19 pandemic, which is continuously evolving, the County will:

- (i) Provide a framework for prescribing measures to address Covid-19 and other infectious diseases. This would cushion the County in future and raise its level of preparedness in the event of a surge, or re-emerging or emerging infectious diseases.
- (ii) Collaborate with expert agencies such as Kenya Law Reform Commission and International Development Law Organisation to strengthen the County's public health laws as an intervention tool in supporting the County's public health systems and to reflect current modern terminologies, trends and practices.
- (iii) Enact critical laws such as those regulating the County Medical Facilities and Services Co-ordination.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

Mombasa County is prone to floods and has enacted a Mombasa County Disaster Preparedness and Emergency Management Act, 2017 in response to these existing challenges. Even then, the County has not been spared by the Covid-19 pandemic which has negatively affected its residents.

In response to this situation, the County will implement the strategies highlighted below:

- (i) Promote research initiatives within the County in collaboration with relevant research institutes, scientists, academia, private sector, non-governmental organisations and public health experts.



- (ii) Actively engage professional health bodies such as Kenya Medical Practitioners and Dentists Council to sensitize health staff on their duties, responsibilities, obligations and roles in the event of pandemics and other disease outbreaks.
- (iii) Enlist the assistance of experts on Covid-19 from different fields and disciplines to engage County staff to build their expertise on Covid-19 and other similar infectious diseases.
- (iv) Incorporate utilization of surveillance information in decision-making by key policy makers.
- (v) Engage local communities including youth to be trained in emergency response to see more youth gainfully engaged in nation-building through income generating activities.
- (vi) Deepen consultations among health stakeholders and experts.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 61.8 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The high cost of services as well as the perception that the individual does not need to use the internet and lack of knowledge and skills on internet are the leading reasons that the people of in the County don't have internet connection.

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

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 61.8 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony⁴
- (ii) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- (iii) Speed up the construction of fiber-optic broadband networks in the county and collaborate with telecom companies to upgrade and improve the communication networks in remote areas to guarantee the quality of internet in line with international standards.
- (iv) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.

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



- (v) Negotiate with the public primary schools for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (vi) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (vii) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (viii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats, disasters and pandemics. 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 Covid-19 pandemic made enterprises to lay off some of their workers due to economic crisis. The County population aged 15-64 years (labour force) was estimated at 565,381 people of whom 423,439 people were working and 141,942 were seeking work but work was not available representing an unemployment rate of 5.9 per cent (Kenya Population and Housing Census, 2019).

From the May 2020 KNBS COVID-19 Survey, 16.0 per cent of the county labour force worked at least for 1 hour for pay; 19.7 per cent had never worked, and 21.4 per cent of employees did not attend work due to COVID-19 with other 83.5 per cent of employees working without any pay. On average, workers in the County lost 13.4 hours per week due to COVID-19 and 29.0 percent of county residents recorded decrease in income while 1.0 percent recorded increase of income.

The average years of schooling was 9.2 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index was 0.49 out of a maximum of 1 as compared to national average of 0.52. The HDI measures extent to which the counties can mobilize the economic and professional potential of the citizens. With a rating of 0.49 this means the county lost about 51 per cent of her economic potential due to lack of adequate education and health. About 21.1 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 31.8 percent while the number of children vaccinated was 78.6 per cent.

To develop human capital the County will;

- (i) Improve the quality of MSMEs products for enhanced productivity. The Mombasa County will partner with research institutions like Kenya Industrial Research and Development Institute (KIRDI) and the Productivity Centre at the Ministry of Industry to ensure enhanced quality of commodities produced by various small and micro enterprises in the county.



- (ii) Promote investment and entrepreneurship through provision of loans. Mombasa county will improve access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all County economic sectors.
- (iv) Create more employment opportunities through the development of pro employment policies; investment in education and training and skills development; and investments within the key sectors of manufacturing, county infrastructure, tourism, technology and innovation.
- (v) Improve access to finance for small and medium enterprises through lending institutions for sustained business.
- (vi) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families. Invest in Community and public health including community health workers, water, sanitation, immunization and public health.

3.6 Exploiting the Blue Economy

The main economic activities driving the Gross County Product (GCP) in Mombasa County are Transport and Storage (27.0 per cent) and Manufacturing (14.0 per cent). The National Spatial Plan 2015-2045⁵ identifies Mombasa as a key coastal urban centre that serves as a Port City and Gateway to East Africa. The Sea Port of Mombasa provides direct connectivity to over 80 Ports worldwide and is linked to a vast hinterland comprising countries in East Africa. Altogether, these countries account for approximately 27.0 per cent of the annual total cargo throughput at the port. Kenya has a 5,500 KMs of Fibre Optic Cable connecting Fujera, UAE with the Port of Mombasa. The national spatial plan designates Mombasa as one of the regions for selective concentration of urban based activities to leverage national competitiveness. It is identified as a destination for outward looking investment given its strengths as a player in the global arena in terms of commerce, international transport and strong locational advantages. The country has invested in upgrading the port and railway infrastructure towards enhancing efficiency in transport and logistics in Mombasa and the hinterland.

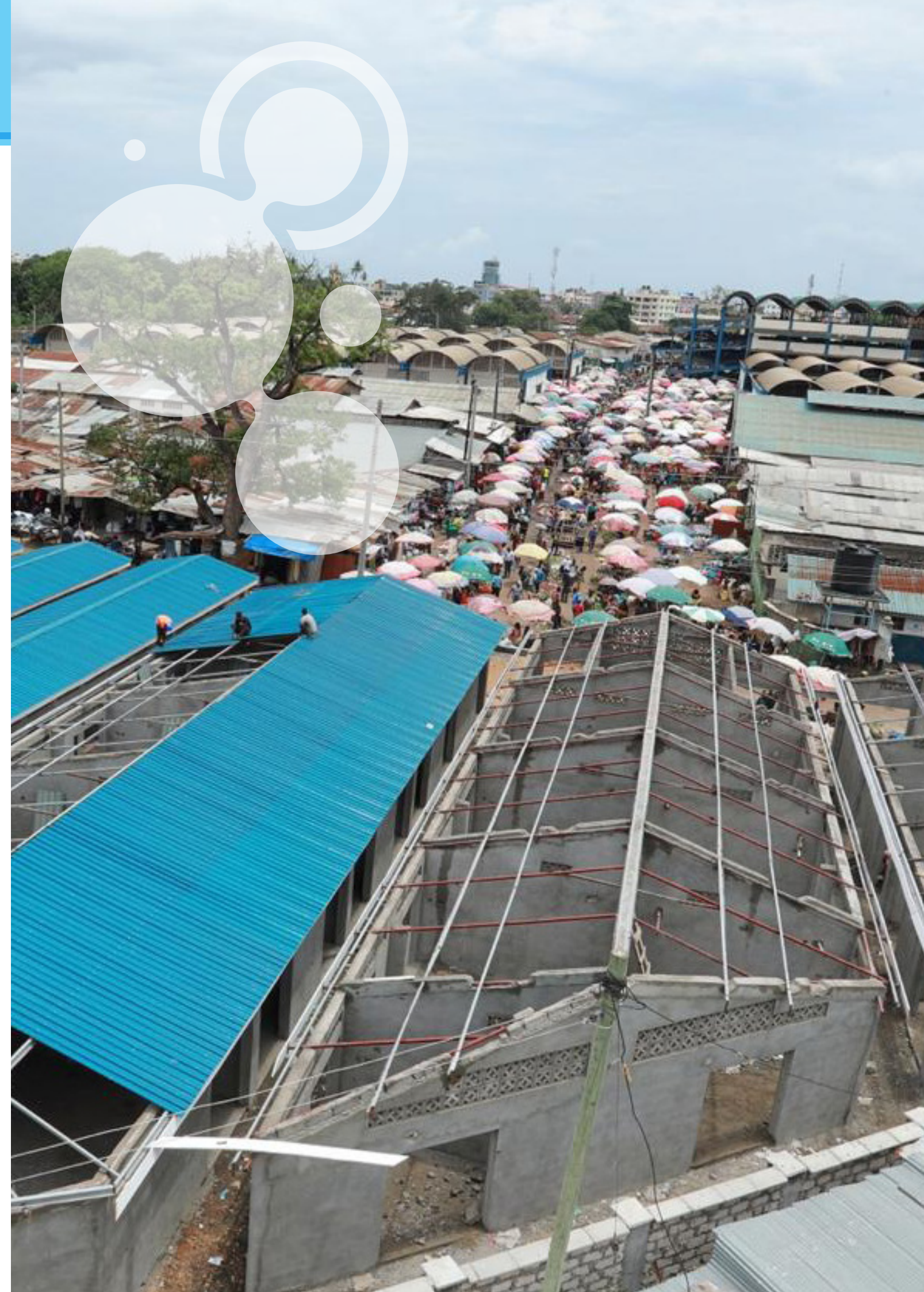
According to the KIPPRA report on *Enhancing Productivity and Competitiveness of the Kenyan Economy Through a Cluster Development Strategy (2012)*, Mombasa was identified as a strategic cluster with advantages in Transport and Logistics, Marine Fisheries, Textile and Garments, Tea Value Addition and Auction and Beach Tourism. The County also has unique advantages in the Blue Economy.

The county will optimize its comparative advantage by:

5. National Spatial Plan: <https://vision2030.go.ke/publication/kenya-national-spatial-plan-2015-2045/>



- (i) Locating external market oriented industrial and manufacturing activities in Mombasa to leverage on its transportation hub advantage.
- (ii) Formulating, approve and implement urban development plans that integrate land use and transport development to create a City-Port nexus for sustainable development.
- (iii) Providing infrastructure to support manufacturing value addition investments and human settlements.
- (iv) Implementing the blue economy strategy in fisheries, maritime transport and mineral exploration activities in the Indian ocean.
- (v) Formulating a strategy for local economic development (LED) to promote growth of the local economy through commerce and industry and for generation of employment and income.
- (vi) Concentrating urban based economic activities such as industrial and manufacturing of garments, textiles, fisheries and tea, ICT, knowledge-based services and biotechnology targeting global/ international markets.
- (vii) Modernizing and expanding Moi international airport Mombasa as a transport and logistics hub to complement the port and serve industrial and commercial needs of the coast region.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes to 14 per cent of the Mombasa Gross County Product (GCP). Manufacturing in the County includes: wearing apparel (52.2%); textiles (30%); wood and wood products (8%); fabricated metal products, except machinery and equipment (4%). The key products useful in value addition and driving manufacturing include; coconut, mango, cashew nuts, fish, poultry, leather, textiles, cement, coral rock harvesting, quarrying, ballast, and sand harvesting.

Further, the industries and factories driving manufacturing sector in the County are involved in cement production, export processing (apparel), oil refineries (both edible and petroleum), glassware, flour mills and car assembly plants; fish processing, coconut, cashew nut, mango processing. Examples of some of the major industries in the County include: East African Oil Refineries; Bamburi Portland Cement Company; E.A. Wire Industries and Steel Rolling Mill; Kenya Aluminum Works; E.A. Breweries; Kenya Meat Commission Factory; African Marine –Boat repair and Dry Dock; and Scope – Boat building. The sector is thus critical in supporting recovery of the economy of Mombasa County from the effects of Covid-19 pandemic. This is especially 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 run. The emergency Fund, supported by development partners and other stakeholders, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Further, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Improve power supply reliability in collaboration with the national government by at least 20 per cent by 2022 as planned in the MTP III.
- (v) Establish, in collaboration with the national government Special Economic Zones (SEZs) at Dongo Kundu, Mombasa, which is a Vision 2030 flagship programme.



- (vi) Upgrade and equip the Kenya Bureau of Standards (KEBS) testing laboratories at Mombasa as part of capacity building in testing of oil and gas products.
- (vii) Collaborate with the national government in developing programme for Fisheries and Maritime Infrastructure as outlined in MTP III. The programme involves construction of fish ports in Mombasa, among other coastal areas.

4.2 Agriculture and Livestock

Agriculture accounts for a very minimal share of economic activity in Mombasa county. Less than one per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh.1,459 million out of the total Ksh. 332,122 million Gross County Product (GCP) amounting to 0.4 per cent of the county's GCP. Only 11.5 per cent of households uses irrigation for farming in the past 12 months where the main source of water for irrigation is deep well at 100 per cent. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, Mombasa County will adopt the following strategies:

- (i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agroprocessing and value addition capacities of the county particularly in coconut, cashew nuts and fisheries and aquaculture processing plants (e.g. seafood processing and packaging).
- (ii) Boost fisheries and aquaculture in the county, through investments in: -suitability mapping; infrastructure development; availing affordable and sustainable fish feeds; diversification and domestication of fish species; and investment in hatcheries for good quality seed.
- (iii) Invest in storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iv) Enhance availability of affordable formal credit targeting the blue economy and urban value chain innovations and technology in support of urban farming.
- (v) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (vi) Access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination (AI) services, fertilizers and livestock vaccination.



- (vii) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks.
- (viii) 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) Promote irrigation farming by provision developing irrigation infrastructure.
- (x) Lastly, exploit market opportunities within the Jumuiya ya Kaunti za Pwani bloc to enhance commercialization of agricultural output and access to food among households.
- (xi) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of Covid-19. This has placed a higher demand for water more so at the households, health care facilities, market places, public places and among essential services providers. About 60 per cent of the households had access to water and soap while 76.5 per cent of the households do not have a designated handwashing facility in their households. Access to piped water stands at 24.1 per cent, this means low revenue from piped water for the county. There is low access to piped sewer among households which is 20.4 per cent. Additionally, 67.1 per cent of urban households do share a toilet with other households.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management; Increase access to clean and safe water for domestic, institutional and livestock consumption and to establish a waste management plan that ensures proper reduction, reuse and recycle of all types of waste across the county.

The recovery strategy recommends the following strategies for implementation:

- (i) The county to fast the following activities to help increase access to water by households, institutions and public places. These activities include; drilling/rehabilitation of boreholes, building of desalination plants; building/ rehabilitation of water pipeline, construction of water kiosk construction/rehabilitation of tanks and gutters in schools; and drilling boreholes and wells for schools and health facilities.



- (ii) The county to fast truck clustering of all water service providers in the urban settlements in the County for efficiency in water service provision.
- (iii) The county to support protection of water springs, wetlands and water catchment areas in the county
- (iv) Rehabilitate existing water and sewerage infrastructure to reduce water leakages leading to water losses.
- (v) The county to fast track the development of legal instruments to facilitate merger of existing WSPs.
- (vi) Capacity build rural water management committees, Water Resource Users Associations and Water Service Providers (WSP).
- (vii) Expand sewer infrastructure to accommodate more households.
- (viii) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁶.
- (ix) Provide personal protective equipment to staff working in water and sanitation sector for maximum safety and uninterrupted service delivery during this period of Covid-19.
- (x) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xi) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.
- (xii) Integrate public private partnerships arrangements to enhance water provision in the County.

4.4 Urban Development and Housing

Majority of the households (75.9 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 2.87 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 94.3 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 5.7 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 60 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.

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



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

- (i) Integrating the blue economy in spatial planning for human settlements and urban areas along the Indian Ocean with the objective to balance sea-based and land-based activities livelihoods, and to create port-to-city synergies.
- (ii) Formulating urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies.
- (iii) Adopting programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (iv) Developing and implementing an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used as pandemic and disaster surveillance and emergency response.
- (v) Developing a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (vi) Fastracking the implementation of the affordable housing programme in partnership with the private sector targeting urban centers and upgrading of informal settlements.
- (vii) 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.
- (viii) 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.

4.5 Transport

The county has a total of 1,036.49 Kilometers of classified road network. Approximately 35.6 per cent of the paved road network is in good condition, 51.7 per cent in fair condition and 10.0 per cent in poor condition. While 0.7 per cent of the unpaved road network is in good condition, 46.0 per cent fair and 52.4 per cent in poor condition.

The main means of transport used in the County is PSV matatus at 36.9 per cent, followed by walking at 19.9 per cent, motorbike 11.61 per cent, private car at 10.8 per cent and *Tuk Tuk* at 9.7 per cent. On average, residents travel 3.6 Kilometers to their workplace.



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

- (i) Identify county significant infrastructure projects for stimulus support and funding to boost economic recovery from the effects of the pandemic. These should be integrated with the Mombasa Port projects and related blue economy agenda.
- (ii) Promote investments in shipbuilding and repairs, dry-docking, port infrastructure development and water transport.
- (iii) Encourage urban-rural connectivity by investing in sustainable transport and mobility infrastructure linked to sea and land.
- (iv) Promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable land and sea transport systems.
- (v) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency.
- (vi) Sensitize PSV, boda boda and tuk tuk operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (vii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (viii) 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.
- (ix) 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 policy⁷.
- (x) 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 Goals⁸.
- (xi) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to integrate sea-based threats on infrastructure.

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

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



- (xii) Apply Performance Based Road Maintenance Contracting⁹, with maintenance of the existing road network in good condition being a priority.

4.6 Tourism

As a tourist destination, the County of Mombasa hosts several tourist attractions and world heritage sites including physical attractions (Fort Jesus Museum which is also a UNESCO World Heritage site, the Likoni Ferry Services and the gigantic Elephant Tusks along Moi Avenue, several buildings in the old town including the Old Port and mangrove forests); Beach tourism (white sandy beaches and beach hotels, popular to both domestic and foreign tourists); cultural and heritage tourism (annual Mombasa cultural festival; multi-ethnic communities); wildlife tourism (Mombasa Marine Park and two private nature trails - Haller Park and Butterfly Pavilion); Sports tourism (golf; water sports such as scuba diving, boat racing, sea surfing); M.I.C.E tourism (at various hotel facilities); Medical tourism (visiting herbalists and traditional medicine men; various referral hospitals in the county).

A total of 538100 tourists visited the Haller's Park, Mombasa Marine Park and Fort Jesus in 2019¹⁰, which was a growth of 23.8 per cent over the previous year's visits, depicting growing popularity of Mombasa County as a tourist destination. Mombasa County is home to approximately 201 registered hotels and lodges mainly along the North coast with a total bed capacity of about 8,000 beds and an average annually bed occupancy of 64 per cent. In addition, the county has 18 star-rated tourist-class hospitality facilities with a capacity of 1875 rooms and 3482 beds. There are over 430 beach and tour operator firms that provide various tourist-related services. Accommodation and food services account for 6.4 per cent of total GCP.

Despite the strategic and economic importance of tourism to Mombasa county, only a paltry 0.9 per cent of the total spending was allocated to the tourism development by the County Government during the 2013 – 2017 planning period. This will be much lower at 0.3 per cent during the 2018-2022 planning period¹¹. It is projected that revenue collection from tourism establishments (hotel levy and other income) will contribute a paltry 0.4 per cent from all sources during the second CIDP period. Given the strategic socio-economic importance of tourism to Mombasa County, and the fact that 68 per cent of the wage employment in the county (i.e., 278,004 persons) is from tourism-related activities there is need to prioritize resource allocation towards tourism development.

Several constraints to development of tourism in the County include: gender inequality in participation in tourism value chain (more men benefiting from tourism than women); encroachment of heritage sites due to uncontrolled human activity; inaccessibility of heritage sites due to poor road network; general neglect of the sites; lack of diverse tourism products; under exploitation of some tourist attraction sites; non-adherence to pollution policies, laws and regulations; e.g., release of untreated domestic sewage and microbial contamination of waters at Kilindini, Port Reitz and Tudor Creeks, release of smoke and other waste products from the numerous industries such as the Kipevu oil refinery, and the cement

9. performance based road maintenance contracting: <https://www.kenha.co.ke/images/pbc/00-pbc-guideline-edition-1.1.pdf>

10. knbs economic survey 2020

11. Mombasa County CIDP 2018 - 2022



manufacturing plant has also contributed significantly to air pollution; low collection of tourism levies; disaster preparedness – e.g. handling of ferry-related accidents. The ferry is an important link that enables tourists to cross from Mombasa Island to facilities in the South Coast.

The following are strategies for re-engineering of tourism sector in the county:

- (i) Increased allocation of development budget to tourism by the County Government; promote domestic tourism to cushion the sector from global shocks such as pandemics and other disruption to international travel.
- (ii) Mapping and surveying of tourist attraction sites; and restoring them to modern standards.
- (iii) Diversification and marketing of tourist product offering; Sustaining the annual Mombasa cultural festival.
- (iv) Improvement of hygiene standards in the tourist hotels and attraction sites.
- (v) Refurbishment of tourist accommodation facilities to achieve star-rating requirements.
- (vi) Provision of market for cultural goods and services trade; open air markets to enhance participation of youth and women
- (vii) Enforcement of existing laws regarding pollution and natural resource management.
- (viii) Enhanced energy and ICT infrastructure development; establishment of county tourism online information portal.
- (ix) Improvement of tourism-supporting infrastructure: there is need to improve transport and tourism infrastructure at the County in anticipation of future growth in the sector; refurbishment of beach hotels to give them a modern look; improvement on the sanitation aspects especially during the Covid-19 era whereby tourists will be seeking for tourists experiences that assure them of health and safety.
- (x) Construction of the proposed Mombasa International Convention Centre to popularize M.I.C.E tourism in the County.

4.7 Health

The county hosts the Coast Level Five Hospital which is a referral facility serving the entire coast region. Other notable private hospitals include the Aga Khan Hospital, the Mombasa Hospital and Pandya Memorial Hospital. Other lower level hospitals include the Tudor and Port Reitz level four hospitals. These are further



complemented by fifteen private hospitals, four nursing homes, nine health clinics of which two are public and seven privately managed. There are 27 dispensaries out of which 25 are public and two privates. Additionally, there are 106 private clinics, some specializing on particular ailments while others being general clinics. The county has over 800 health staff members. About 160 health workers were trained through the national and county governments efforts. Gaps exist because the county is vast, and the health budget is limited. The county has been able to finalize on the ICU that has been under construction. 40 newly built dispensaries are yet to be operational due to limited resources necessary for employing new health staff within the county.

The county will undertake the following strategies for re-engineering and recovery of the sector;

- (i) Focus on regular training of the Healthcare workers on various management protocols and infection prevention control across the levels of healthcare system in Mombasa county. Also due to the gap in the numbers and skills of staff under the county health sector, the county will invest in employing more Doctors, Nurses and the health specialists to reduce the human resources for health deficit.
- (ii) Adopt and strengthen community health outreach programs to sensitize its members to adopt proper health seeking behaviors that could have been affected due to the stigmatization that comes along with the pandemic. Attention will be paid to expectant women on the need to attend regular antenatal clinics for checkup and the caregivers of children on the importance of immunization.
- (iii) Enhance Covid-19 sensitization to the community through Health promotion messages and distribution and printing of information, education and communication (IEC) materials, provision of hand washing facilities to the community level, provision of hand washing soap and fumigation exercises in the markets and other busy towns and health facilities.
- (iv) Provide frontline caregiver mental and physical health assessment and support during the Covid-19 pandemic. Psychological support will be given to families of frontline health care workers affected by the working conditions and stringent measures effected during Covid-19 response period.
- (v) Promote the construction, upgrading and equipping of health facilities through additional funding to health sector. This will enable the county to achieve the CIDP 2018-2022 goal of improving health service delivery in the County.
- (vi) 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 Mombasa county; and encouraging the population to wear face masks in the public places.
- (vii) Address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs, and economic downturns



4.8 Education and training

There are 770 ECDE centres within the county, 85 public and 685 private centres with a total enrolment of 47,867 students and 1,714 teachers. The County has a total of 645 primary schools (95 public and 550 private) with an enrolment of 70,345 students in public and 76,301 in private schools. Teacher-pupil ratio in public primary schools stands at 1:41 which compares favourably with the recommended ratio of 1:40. The number of private academies in the county was also quite high with over half of all school going pupils attending private schools. At the secondary school level, there are 35 public secondary schools with a student population of 14,576 and a teacher population of 423. The teacher pupil ratio for this segment is 1:41. Private schools also have a significant presence in the county, especially those funded by religious organizations, being 64 in number.

The county hosts one Technical Training Institute (Mombasa Technical Training Institute) an Industrial Training Centre (Mombasa Industrial Training Centre), a Medical Training College (Kenya Medical Training College in Mombasa and Port Reitz) and a Teacher Training College (Shanzu Teachers Training College). There is one polytechnic, one fully fledged University (the Technical University of Mombasa, formerly Mombasa Polytechnic) and seven university campuses where four are public and three are privately owned. The county's literacy rate stands at 57 per cent due to high accessibility to learning institutions.

The Free Primary Education Programme, the Subsidized Secondary Education Programme, adult literacy programmes along with numerous bursary schemes from the CDFs, LATF and Government are expected to contribute to a higher literacy rate in the future. To address the effects of COVID 19, the county will require to partner with the national government and private sector to enhance ECDE and vocation training through infrastructural development as well as equipment of all ECDE, primary, secondary and vocational training; and University branches in the County with adequate WASH and adequate learning spaces upon reopening.

Some of the strategies the county will focus on once schools reopen include:

- (i) In partnership with other stakeholders, continue to invest in early childhood development through infrastructural development to allow for adequate social distancing when schools reopen; deployment of ECDE teachers, provision of sanitation facilities and enhanced school feeding programme.
- (ii) Promote back to school campaign when schools reopen and community outreach to ensure that no child is being dropped out of school due to COVID-19 and other related factors.
- (iii) Building the capacity of all public-school teachers to provide training, guidance and quality assurance to them and prepare for education continuation in future outbreaks through provision of internet and ICT support among households
- (iv) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.



- (v) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of returning students and to ensure that the risk of pandemic is minimized

4.9 Social Protection

The county has 14,241 (1.4 per cent) persons with disability. The elderly population (65 year and above) is made up of 1.9 per cent of the total population of whom 51.6 per cent were female. To mitigate the impact of covid-19 to vulnerable members of society, the county will prioritize various programmes including giving soft loans to small scale traders, collaborating with NHIF to increase the number of vulnerable people covered and partnering with well-wishers to mobilize and distribute food to the less fortunate in the society.

Additional recovery strategies will include;

- (i) Enrollment of more county residents in welfare programmes such as NHIF which will ease their access to health facilities when health care is demanded.
- (ii) Provision of tax exemption for the SMES who have suffered losses in their business as result of Covid-19. County government will create a fund where the county will collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly also will be provided with food and other basic wants since their movement have been reduced as they are at great risk of contracting the virus.
- (iii) Provision of basic income security, especially for persons whose jobs or livelihoods have been disrupted by the crisis.
- (iv) Building linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (v) Undertake research to get a better understanding of the actual situation of persons and categories of population that require social protection in Mombasa County, and to map existing initiatives to improve coordination and delivery.
- (vi) 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

The social and economic effects of the Covid 19 pandemic has increased households' susceptibility to Gender Based Violence (GBV) in Mombasa county. Response measures taken to contain the Covid-19

pandemic, such as movement restrictions, lockdown and curfew hours, have led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact.

The county will:

- (i) Enhance community awareness and sensitization on gender inequalities, gender-based violence reporting and prevention and reproductive health.
- (ii) Provide funding and collaborate with NGOs working in the GBV space in supporting innovative initiatives to address and respond to GBV.
- (iii) Bring onboard key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/Aids and COVID-19 prevention measures.
- (iv) Establish a multi-sectoral committee that oversees the implementation of gender policies across various cross-cutting sectors.
- (v) Designate gender safe spaces to provide accommodation for Gender Based Violence (GBV) survivors and create space in County Referral Hospitals to serve as GBV recovery centers.
- (vi) Support 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.
- (vii) Strengthen inclusive community outreach strategies to ensure GBV messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services & COVID-19 information among differently able persons.

4.11 Environment and Natural Resources Management

Oceans, tree cover and islands form part of the Mombasa county ecosystem, though its existence is threatened by human socio-economic activities which leads to water and land pollution. The major sources of energy for cooking used by households are firewood at 4.1 per cent, electricity 1.9 per cent, charcoal 30 per cent, liquified gas at 21. Per cent and Kerosene 37.7 per cent. Use of firewood and charcoal has a negative effect on environment management and conservation. About, 0.2 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

Disposal of solid waste at the household level in the county is poor where by 22.2 per cent of households dump their solid waste in the street/ vacant plot/ drain, 21.5 per cent dump in the compound. On the other hand, 23.5 per cent of household waste is collected by private company, 3.3 per cent and 3.4 per cent of the solid waste is collected by county government and local community associations for safe disposals.



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

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

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) The county will develop and implement the County Environment Action Plan (CEAP).
- (iii) Increase forest cover and biodiversity conservation through tree planting.
- (iv) The county will facilitate and promote climate change financing and investments programmes.
- (v) The county will adopt and implement environment conservation policy.
- (vi) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vii) The county will fast track the development of requisite infrastructure for solid waste management (e.g. dump sites, sewerage systems and recycling plants)
- (viii) 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.
- (ix) The county to recycle solid waste.
- (x) Cushion households from the adverse effects of droughts and floods by developing and implementing the county disaster risk reduction framework.
- (xi) The county will sensitize the community on disaster awareness, disaster and strengthen communities on disaster resilience.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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





6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.¹²

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.

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



7 COMMUNICATION CHANNELS

Communication¹³, 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 Development¹⁴ (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 channels¹⁵ 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 Mombasa County residents received information about coronavirus through radio (83%), television (77%) and mobile (68%). Nevertheless, the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Friends and family and social media followed at 59 per cent and 44 per cent respectively. Government sources' frequency was recorded at 26 per cent. Newspaper, Health Care Workers and Non-Governmental Organization (NGO) workers were all rated at 10 per cent and below.

Subsequently, the following channels of communication will be utilized:

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

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

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

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

15. <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

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

> Most appropriate channel to be used.

Notes:

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

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

Furthermore, the scheduled communication or frequency of messaging are proposed as follows:

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
County Revenue Policy	OSR Enhancement	Develop and implement a resource mobilization strategy	Increase in OSR and county revenues to enable smooth implementation of county projects.	Increase in revenue collection	Amount of own source revenue increased	Continuous from 2020/21	500	500	1000	County Government	County Government
	External grants Sourcing	Source for more funding from development partners inform of conditional grants			No of funding agreements signed		-	3000	3000	Development Partners	
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centered	Increase expenditure in health sectors and other functions such as Water, Trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focused on growth-creating sectors such as health, education, water, infrastructure, ICT etc	Increased expenditure on the social sectors	Amount of resources allocated to the social sectors	Continuous from 2020/21	300	500	800	County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	Increased budget absorption	Reduction of expenditure on administrative costs	Amount of money diverted from administrative functions in the budget		15%	4%	19%		
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
Pending Bills	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers	Reduced pending bills	Reduced pending bills	Amount of pending bills cleared	Continuous	500	700	1200	County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		30.0	30.0	60.0	County Government	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		30.0	30.0	60.0	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		20	20	40	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		10	10	20	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		3	3	6	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		15	15	30	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	50	50	100	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	10	10	20	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	20	20	40	County Government of Nandi,National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		100	100	200	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		50	50	100	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
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		15	15	30	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure in good and fair condition	Knowledge management of NMT infrastructure in good and fair condition	6 months	100	100	200	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	20	20	40	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		15	15	30	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSr) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSr		5	5	10	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		10	10	20	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	20	20	40	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	10	10	20	County and National Governments	County Government



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

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Mombasa County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fasttrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		100	100	200	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	20	20	40	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
		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	20	20	40	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		100	100	200	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		50	50	100	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		10	10	20	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		20	20	40	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		70	70	140	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		15	15	30	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	2	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		50	50	100	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		70	70	140	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		70	70	140	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		30	30	60	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	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		10	10	20	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County Governments; development partners	County Government
		Grand Total					2,724	6,124	8,848		
		Grand Total					1524	1524	3048		

COUNTY GOVERNMENTS



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