

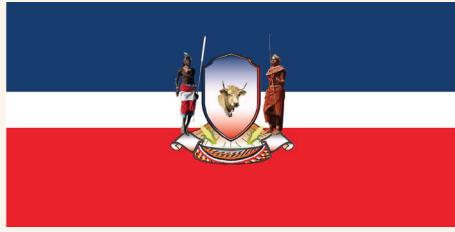
SAMBURU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



NOVEMBER 2020



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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.

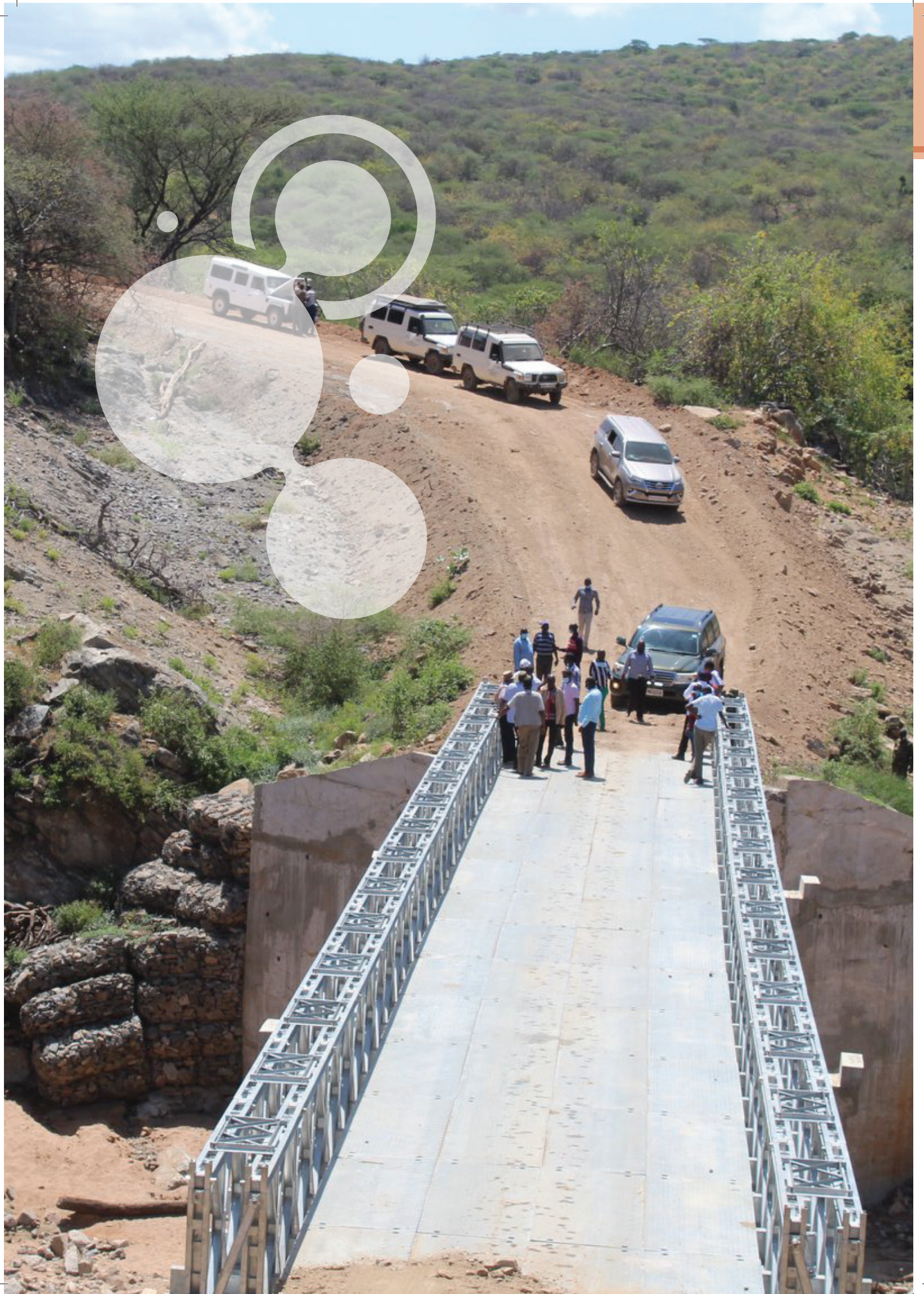




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1 INTRODUCTION

1.1 County Context

Samburu County is one of the Counties in the North Rift Economic Bloc (NOREB). The county has a population of 310,327 people comprising of 50.5 per cent male and 49.4 per cent female (KNBS, 2019) as shown in table 1. Of the population 3,377 (1.3 per cent) are persons with disabilities. The youth constituted 34.0 per cent of the population of whom 49.0 per cent were female. The county has a population density of 15 per km². About 84.8 per cent of the population live in rural areas of whom 49.4 per cent are female. The elderly population (are 65 years and above) make up 3.0 per cent of the total population of whom 54.5 per cent were female. The population in school going age group (4-22 years) was 54.1 per cent in 2019.

In 2015/2016, the overall poverty rate in Samburu County was 76.0 per cent against the national poverty rate of 36.1 per cent. In addition, 60.6 per cent of the population were living in food poverty and 81.0 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, 42.0 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Samburu County

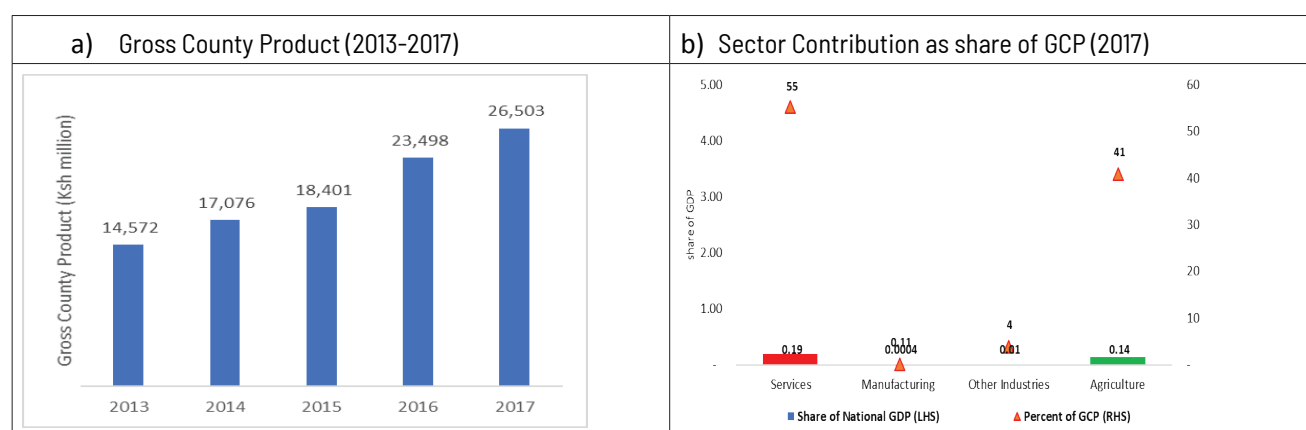
| | County | National |
|--|--------------|---------------------------------|
| Estimated County Population (KNBS, 2019) | 310,327 | 0.7% of total population |
| Males | 156,774 | 50.5% |
| Females | 153,546 | 49.4% |
| Intersex | 12 | 0.003% |
| Estimated Population Density (km ²) | 15 | 82 |
| Persons with disability | 1.3% | 2.2 |
| Population living in rural areas (%) | 93.3% | 68.8% |
| School going age (4-22 years)(%) | 47.8% | 68.7% |
| Youth (%) | 34.0% | 36.1% |
| Elderly population (over 65-year-old) | 3.0% | 3.9% |
| Number of covid-19 cases (11th September 2020)(MOH) (National Cases were 35,232 people) | 50 | 0.15% Of the national cases |
| Poverty (2015/2016)(%) | 76.0% | 36.1% |
| Food Poverty (2015/2016)(%) | 60.6% | 31.9% |
| Multidimensional Poverty (2015/2016)(%) | 81.0% | 56.1% |
| Stunted children (KDHS 2014) | 42.0% | 26% |
| Gross County Product (Ksh Million) | 26,503(2017) | 0.4 % Share to total GDP (2017) |
| Average growth of Nominal GCP/GDP (%) | 16.4% | 15.3 % |

Data Source: KNBS (2019)



Samburu County Gross County Product (GCP) accounted for 0.4 per cent of total Gross Domestic Product (GDP) as at 2017 (figure 1). The GCP increased from Ksh. 14,572 million in 2013 to ksh. 26,503 million in 2017 representing an average growth rate of 16.4 per cent per year. The service sector contributes 55.0 per cent of GCP while agriculture, and other industries share constituted 41.0 per cent and 4.0 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and livestock activities.

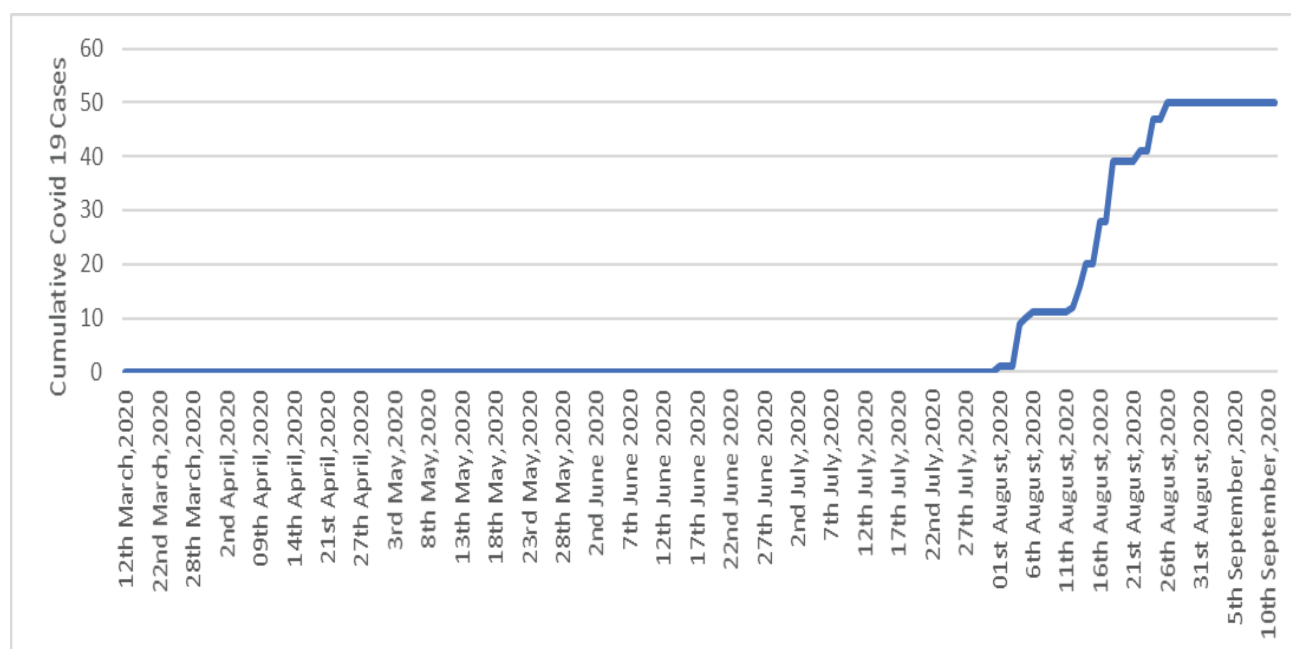
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 1st August 2020. Since then the number of confirmed cases increased to 50 in 11th September 2020 (MOH, 2020)(figure 2).

Figure 2: Cumulative number of Covid19 Cases (March-September 2020)



Data Source: MOH



1.2 County Fiscal Position

Samburu county expected to receive a total of Ksh. 6.9 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Kshs. 4.62 billion (66.6%) as equitable share, Ksh. 1.01 billion (14.4%) conditional grant, Ksh. 267.03 million (3.8%) generated from own source of revenue (OSR) and Ksh. 1.07 million (15.4%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 5.44 billion which accounted for 78 per cent of the expected revenue. This comprised of Ksh. 4.22 billion equitable shares, Ksh. 537.27 million as conditional grants and generated Ksh. 215.67 million from OSR. With the outbreak of covid-19 pandemic, the county's main revenue streams were highly affected. Specifically, the closure of livestock market and Samburu National Park, which are the county's revenue earner, had a great effect on the OSR. In addition, the county government granted various waivers to cushion traders against the adverse effects of the pandemic. This resulted to a 11.6 per cent decrease on OSR compared to Ksh. 243.84 million realized in FY 2018/19.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 6,968.6 million consisting of Ksh. 4,732.7 million allocation for recurrent expenditure and Ksh. 2,236.0 million for development expenditure. Of the recurrent expenditure, Ksh. 2,164.6 million was meant for compensation of employees while Ksh. 2,568.1 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 5,064.1 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 81.3 per cent of the total spending, with development expenditure accounting for only 18.7 per cent. This translating to absorption rate of 72.7 per cent for the overall budget, 87.0 per cent recurrent expenditure and 42.4 per cent development expenditure. Health sector expenditure accounted for 19.7 per cent of total spending with an overall absorption rate of 72.8 per cent. Absorption rate for health sector recurrent expenditure stood at 90.7 per cent while that for development expenditure stood at 18.3 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 737.9 million consisting of Ksh. 637.9 million and Ksh. 100.0 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of Covid-19 Samburu county undertook various intervention measures that include:

The County prepared and passed a supplementary budget of Ksh 228 million in order to fight covid-19. In addition, some expenditures were halted, and non-committed projects suspected to fund the COVID-19 related expenses.

The county supported the vulnerable groups. To support vulnerable groups, a sum of Ksh. 27 million was used to buy relief food and a further Ksh. 39 million set aside to the water department. The food was distributed to the vulnerable groups identified by the county government. A further Ksh. 70 million was used to buy food that will be used to support the ECDEs feeding programme once schools re-open. In



addition, the county continued supplying water to households/manyattas using the county water bowzers and putting up hand washing points.

In terms of health, Ksh 228 million was set aside to deal with COVID related issues. Of this amount, Ksh 90 million was dedicated for ICU beds, creation of isolation centers consisting of 50 beds, and the purchase of PPEs for healthcare workers as well as residents. In addition, under the UHC programme, the county recruited 60 nurses. Furthermore, the county took measures to sensitize residents on how to fight the pandemic on the media especially the local radio stations. Analysis on the county spending indicated that spending on health services accounted for the largest share of the budget at 19.1 per cent or slightly below a fifth of the budget for the last five years. As such, health expenditure is poised to increase above the 19.1 per cent average in FY 2019/20 following the outbreak of covid-19 pandemic.

To boost the low internet connectivity in the county, the county is in efforts to boost internet to 4G connectivity. In Samburu county, the ICT infrastructure is not stable with only the county HQ connected to 4G network. Other rural areas have poor internet connectivity. As a result of the outbreak of the pandemic and the need to leverage on ICT to run operations, the county worked with Safaricom and the Communication Authority of Kenya to boost 4G connectivity and connect the county to the national fiber cable.

The county enacted and passed laws related to fighting the COVID 19 pandemic. The county noted that the lack of necessary laws to aid in procuring items to fight COVID and safeguard the vulnerable groups during emergency slowed the initial fight against COVID. As a result, it enacted and passed laws that enabled the creation of the COVID Fund Committee and the Emergency Relief Fund.

The county continued to use the media especially the local radio stations to sensitize the residents on how to mitigate spread of COVID-19.





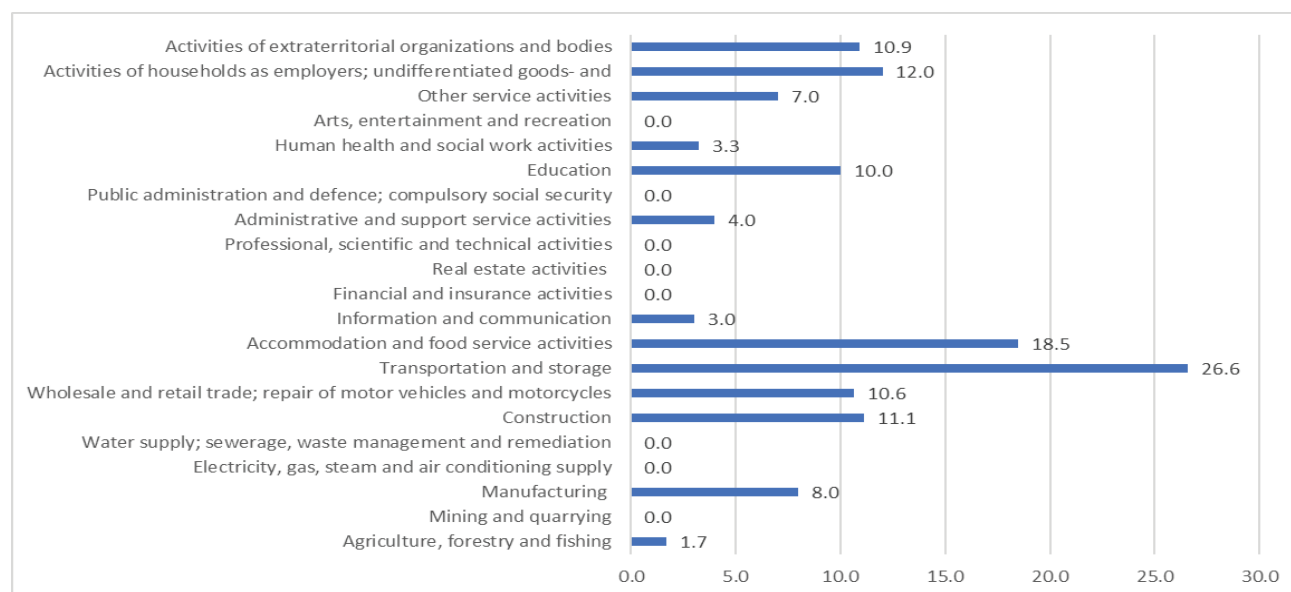
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, other shocks in the county included: Desert locusts; floods, mudslides, landslides; and livestock diseases.

a) *Labour participation*

According to May 2020 KNBS COVID_19 survey, the County reported a decrease in hours worked per week in various sectors. Workers in non-farm and farm businesses recorded a decline of 7.5 hours per week, which can be attributed to the pandemic due to the cessation measures and closure of businesses. The workers in transportation and storage sector reported the highest level of loss of hours worked in a week (26.6 hours) followed by accommodation and food services, where workers lost 18.5 hours per week (figure 3). Workers in manufacturing and construction sectors lost 8.0 and 11.1 hours worked in a week, respectively as workers in agriculture and fishing lost an average of 1.7 hours per week. The loss of working hours in service sectors which contributes to 55.0 per cent of county GCP implies that the county economy production capacity was negatively affected.

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



In private sector schools, teachers and other workers lost their incomes due to closure of schools. Some other businesses such as bars, hotels, market centres were closed, leading to reduced business activities. Some workers in the transport sector lost jobs due to restrictions of moving in and out of Nairobi and Mombasa counties. About 43.0 per cent of workers reported decrease in income due to the COVID-19.

b) *Agricultural and Livestock*

The May 2020 KNBS COVID_19 survey found that 10.8 per cent of the households in Samburu county had instances where the household or a member of the household could not access the markets/grocery stores



to purchase food items, mainly because of movement restrictions (35%), closure of the markets/grocery stores (23.9%), and transport limitations (19.6%). A key concern is that the food groups affected most are the nutritious food categories -vegetables and fruits -which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 83 per cent of households in Samburu county indicated experiencing an increase in food prices. It is important to note that, 30.3 per cent of households' purchase food products from open-air markets, 15 per cent from kiosks, and 32.9 per cent from general shops (KIHBS 2015/16). Additionally, 58 per cent of the total valued consumed is from purchases, 20.8 per cent from own production, 10.5 per cent from own stock and 10.7 per cent from gifts and other sources. Thus, an increase in food prices is likely to have significant implications on household budget.

Major agricultural activity in the county is livestock rearing. Low marketing activity, hampered by closure of major livestock markets and cessation of movement especially to Nairobi County which is a major market destination for livestock from Samburu County, had a negative impact on trade, leading to loss of income among produce farmers and traders.

Further, is a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates the food processing and related trade workers recorded the highest difference of 16 hours between the usual and actual hours worked in a week. Other affected sub-categories include: - forestry and related workers(8 hours difference)and farm workers(1-hour difference). However, it is observed that agricultural, fishery and related labourers indicated to have worked 1 hour more in a week. The Covid 19 pandemic effects on the sector were worsened by desert locusts, floods and livestock diseases affecting 4.1 per cent, 3.5 per cent and 5.4 per cent of households respectively in Samburu County during the pandemic period.

c) **Services sector**

The restriction on domestic and international travel following the outbreak of Covid-19 pandemic affected tourism sector in Samburu in a significant way. In 2020, the county lost approximately 11,000 tourists who annually visit various attractions including the Samburu National Reserve, the main tourist attraction in the County. This translated to a loss of approximately KSh. 1 Billion in business for the two-dozen tourist hotels, lodges, campsites in the county with a total capacity of 1055 beds. Many working for the county's tourism sector, including tour and travel companies, also lost livelihoods. Other emerging threats to tourism in the county include climate change, poaching, banditry, terrorism and livestock invasions into wildlife conservation areas, inadequate funding for environmental conservation, and inadequate transport infrastructure.

The education sector was disrupted due to closure of all schools leading to loss of learning and teaching time equivalent to 1 year. Due to high digital divide contributed by low internet access (6.8 per cent) online learning across the County was constrained. Furthermore, only 3.2 per cent of the households had access



to ICT equipment such as laptops and computers, and 29.4 per cent have radio hence it was difficult to adequately facilitate the national e-learning programme. (Kenya Population and Housing Census (KPHS), 2019) There was limited number of partners offering mental health and psycho-social support among girls, boys and teachers, some cases of destruction of school infrastructure were reported during the lock down period. The school feeding programmes in ECDE and primary schools was discontinued after the closure of schools in March 2020. This could have resulted to nutritional deficiency especially among learners who depend on the programme.

The pandemic has created opportunities on the need to improve the capacity of the TVET institutions which have been useful in finding local solution to production of requisite protective gears. Covid-19 also enhanced the use of technology in the county since most of transactions were being offered through online as well as virtual platforms. Security has also improved in the county due to restricted movement and curfew. According to the May 2020 KNBS COVID_19 Survey, about 96.0 per cent of county residents did not visit health facilities in 30 days, and 98.0 per cent had not volunteered for Covid-19 testing.

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

Most MSMEs in Samburu County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (66.9 per cent); accommodation and food services (13.7 per cent); manufacturing (4.4 per cent); construction (3.8 per cent); and arts, entertainment and recreation (3.6 per cent). These are some of the sectors that have been worst hit by the pandemic and need to be prioritised during re-engineering and recovery.

Due to Covid-19, incomes of MSMEs were disrupted resulting to businesses in Samburu County which are mainly located in commercial premises (52.8 per cent) facing difficulties in meeting their rental obligations. According to the May 2020 KNBS Covid_19 survey, 89.7 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 10.3 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, 50 per cent attributed the same to reduced incomes/earnings while 50 per cent were affected by delayed incomes/earnings.

The survey also shows that the accommodation and food services was worst hit and lost 18.5 hours wholesale and retail trade sector lost 10.6 hours in usual and actual hours worked in a week. This is an indicator of the adverse effects that Covid-19 has had on the service sector in Samburu County with implications on loss of productivity, output and employment. In addition, the manufacturing sector lost 8 hours.

As pertains access to markets, the KNBS 2016 survey data shows that none of the MSMEs in the County depend on export markets, while a paltry 0.2 per cent of the MSMEs import their material inputs. Therefore, disruptions in the external markets may have little or no implications to MSMEs operations in Samburu County. That said, expanding the scope of market for MSMEs is crucial for their survival and growth.



e) **Infrastructure and housing**

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport saw expenditure on fares increase by 50.0 per cent. Residents responded by changing their travel patterns with 24.2 per cent of the population traveling less often, while 18.6 per cent were unable to travel due to the pandemic.

Samburu County Headquarters Maralal town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 76.7 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 6.8 per cent of the conventional households in the county 'own' internet with 3.2 per cent owning a desktop, computer laptop or tablet. Further, only 1.3 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (1.6 per cent) than women (1.0 per cent). Further, there is a gender divide in use of internet where 11.9 per cent male and 7.6 per cent of the women using internet.

Majority of households (85.1 per cent) own the housing units they occupy while 14.9 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 88.3 per cent, followed by Government (4.1 per cent); private companies (2.7 per cent); County Government (2.6 per cent); FBO/NGO/Church based housing at (1.8 per cent); and National Parastatals (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 41.0 per cent of the population indicating inability to pay rent on the agreed date. The main reason that made households unable to pay rent was attributed to reduced incomes /earnings, reported by 46.3 per cent of the population.

f) **Gender and youth**

Samburu County reported a total of 2 GBV Cases in April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. No men nor boys and girls reported GBV. Approximately 27 per cent of respondents had witnessed or heard of domestic violence in their communities since the National Government instituted measures to contain COVID-19. Between March -May 2020, there were a total of 1,147 cases of adolescents (age 10 - 19) presenting with pregnancy at health facilities. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) **Water and sanitation**

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include, allocation of Ksh 39 million for the water department to utilize these funds in ensuring constant water supply, repair of boreholes, putting up hand washing points etc. The county also supplies water to households/Manyattas using county water bowzers.

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



3 KEY PILLARS OF THE RECOVERY STRATEGY

As stated earlier, there is a need to urgently address the social and economic effects of the Covid-19 pandemic in Samburu County. This will help the County to recover and thrive again after the pandemic. 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; and human capital development; and leather value chain.

3.1 Boosting Private sector Activity

The private sector plays a critical role in the Kirinyaga County economy in reducing poverty through income generating opportunities for the vulnerable households. From the KNBS 2016 survey, most of the private sector activities (66.9 per cent) are in the services sector with only 4.4 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (94.4 per cent), while 5.6 per cent are small-sized enterprises. Since most firms are micro in nature, this shows that the informal sector tends to dominate the private sector in Samburu County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (66.9 per cent); accommodation and food services (13.7 per cent); manufacturing (4.4 per cent); construction (3.8 per cent); and arts, entertainment and recreation (3.6 per cent).

Covid-19 pandemic 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 (69.8 per cent) in the County get their raw materials from their peer MSMEs within the County and from individual suppliers (21.1 per cent). MSMEs widely sell their products to individual consumers (73.4 per cent), and non-MSMEs (18.1 per cent) within the county. This means that when some firms are adversely affects the private sector.

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



The crisis offered a platform to address structural issues related to private sector development and collaboration. Designing new growth models in industrial/manufacturing development and innovation as well as participation in national and global value chains are useful through:

- (i) Agro - processing for value addition with important areas of focus include livestock, sorghum, barley, honey, textiles, leather and craft production and processing.
- (ii) Exploration and processing of minerals within the County for both domestic and export markets.
- (iii) The textile and wearing apparel sectors can be enhanced to provide Personal Protective Equipment for use within the County and potentially for the domestic and export market.

In strengthening the private sector efforts targeted at improving the business environment in the County.

- (i) Harmonizing the number of licenses and permits obtained by MSEs to streamline the operational requirements and improve the business environment.
- (ii) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (iii) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through public private partnerships to get financing of the projects.
- (iv) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (v) Strengthen the link between curricula and practical skill sets required in the industry in all learning institutions and centres for vocational training in Samburu County.
- (vi) Promote tailor made financial literacy programmes for MSMEs and establishing a framework for micro-leasing for the MSMEs.
- (vii) Offer access to affordable energy in collaboration with the national government and other stakeholders.
- (viii) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.



3.2 Policy, Legislatives, and Institutional Reforms

Samburu County has enacted several Acts to govern sectors including Agriculture, education, livestock, persons with disabilities, non-governmental entities, finance, trade and spatial planning. Most significantly, Samburu has enacted a Samburu County Disaster Management Act, 2015.

- (i) Though the County has enacted a Disaster Management Act of 2015, it needs to be reviewed to reflect proposals in the draft Disaster Risk Management Policy which was developed after the Act.
- (ii) The Disaster Management Act of 2015 also needs to be updated to be reflective of current developments within the County (such as the impact of Covid-19) and it should be evidence based, inclusive, equitable and gender transformative.
- (iii) As County executives and county assembly members play a critical role in formulating policies and enacting related legislation, they should be empowered through skills development to improve their knowledge, skills and understanding of the disaster-related rapid needs assessments and surveillance necessary to support responses to disasters and other public health emergencies.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

To address prevailing, recurrent and severe disasters in the County such as drought the County enacted the Samburu County Disaster Management Act, 2015 and subsequently developed a Disaster Risk Management Policy to provide guidance to the county government to mitigate, prepare for and respond to disasters. In addition, the draft policy will provide a legal framework for emergency preparedness and response activities, including those addressing food and nutrition insecurity. To strengthen management of disasters and pandemics within the County, the following strategies will be prioritised:

- (i) Provide continuous technical training to county executives and county assembly members on technical aspects related to pandemics, infectious diseases, disaster risk reduction and climate change adaptation to better formulate disaster risk management policies and pass legislation that will strengthen disaster risk reduction and climate change adaptation in the county.
- (ii) Train County Government Staff from all departments to provide multi-sectoral approaches to disaster risk reduction including staff engaged in legislative and policy affairs; medical services, public health and sanitation; roads, transport and public works; lands, housing, physical planning and urban development; finance, economic planning and ICT; educational and vocational training; tourism, trade, enterprise development and cooperatives; water, environment and natural resources; culture, social services, gender, sports and youth; and agriculture, livestock development, veterinary services and fisheries.



- (iii) Strengthen partnerships with international organisations, non-governmental organisations and humanitarian organisations to provide technical and financial support in disaster risk reduction where needed.
- (iv) Collaborate with Kenya Law Reform Commission to provide support in review of the existing legislative frameworks for control of disasters such as the Disaster Management Act of 2015.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. ICT infrastructure is not adequate with only the county HQ connected to 4G network. Other rural areas have poor internet connectivity (2G internet suitable for audio and text messaging). Approximately 27.2 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. The lack of knowledge and skills on internet and high cost are the leading reasons that the people in the County don't have internet connection. In the new normal driven COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters including:

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 34.3 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (ii) Adopt programmes to ensure ubiquitous access to reliable and affordable internet (internet everywhere) by applying aerial and satellite-based communication technologies due to the vast nature of the county.
- (iii) Promote technology adoption and diffusion of IT by collaborating with IT personnel to support the development of ICT competence and skills among the public.
- (iv) 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.
- (v) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vi) Develop and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the 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.

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



3.5 Promoting human capital development

According to May 2020 KNBS COVID-19 Survey, 17.1 per cent of the county labour force worked at least for 1 hour for pay and 81.9 per cent of employees working without any pay. About 6.4 per cent had never worked, and 76.5 per cent worked in the informal sector. However, 10.7 per cent of employees did not attend to work due to COVID-19 related factors. On average, workers in the County lost 7.5 hours per week due to COVID-19 pandemic.

The County population aged 15-64 years (labour force) was estimated at 83,558 people of whom 74,463 million were working and 9,095 were seeking work but work was not available representing an unemployment rate of 10.9 per cent (Kenya Population and Housing Census, 2019)).

The average years of schooling was 6.7 years out of the target of at least 12 years if entire population was to attain basic education up to complete secondary education (KIHBS 2015/16). Human development index was 0.59 compared to 0.52 at national level and maximum of 1. The HDI at county level measures extent to which the counties are able to mobilize the economic and potential of professional the citizens. With a rating of 0.59 this means the county lost about 41 per cent of her economic potential due to limited education and health. About 42.0 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 10.2 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 64.1 per cent as compared to the average national level at 74.9 per cent. The data indicated about 35.9 per cent of county's children had not been vaccinated against preventable diseases such as polio and measles. On the recovery and re-engineering strategies, the County will;

- (i) Focus on rural transformation through bolstering local agriculture, strengthening local food systems and expansion of dairy sector to create more employment for the residents. The county will also mount mass civic education among the people on COVID-19 prevention and support measures.
- (ii) Realign and reskill the workforce including promoting skills for virtual working in mitigating the spread of covid-19; and expedite the future of work by fostering human capital development for a more efficient labour force; and mitigate risk while sustainably increasing the county's competitiveness.
- (iii) In promoting investment and entrepreneurship, the county will enhance access to finance for small and medium enterprises through lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.



- (iv) Create more employment opportunities through investment in education and training and skills development; and investments in agriculture, infrastructure, tourism, technology and innovation.
- (v) Strengthen the capacity of workers and the employer's organizations to enhance their knowledge base and understanding of the mechanism of minimum wages determination amidst COVID-19 pandemic.
- (vi) Deepen technical education, training and skills development in the County through investing in technical education in the County.

3.6 Exploiting the Leather Value Chain

The arid and semi-arid lands (ASALs) counties are known for livestock production. Livestock sub-sector contributes immensely to the livelihoods and employment creation of residents in the ASALs region. The country relies on livestock from the ASALs for consumption and export of livestock products. As the third largest holder of livestock in Africa, Kenya needs to have an effective strategy that will enable the country to benefit from its vast livestock resources not only from meat and dairy products but also from hides and skins. Despite the large livestock population, the potential of value addition and diversification of the leather subsector remain underutilized (Onyango et. al, 2019). The development of the sub-sector could contribute to realization of manufacturing agenda.

Samburu county has an estimated 318,284 cattle; 833,794 goats; 496,767 sheep; 14,857 camels; and 10,972 donkeys. There are also exotic cattle - dairy (603) and exotic sheep (3,733). The county has invested in livestock facilities and infrastructure including cattle crushes, cattle dips, livestock sale yards and modern diagnostic veterinary laboratory. The livestock projects planned during the second phase of devolution include livestock breeding improvement through introducing superior breeds; purchase of 10 hay baling and 10 pasture seed bulking machines; establishment of 25 hay/seeds stores; construction of new sales yards; construction of three Hides and Skins tanneries and abattoirs at Maralal, Baragoi and Wamba towns.

For the County to harness the potential of hides, skins and leather value chain, the following intervention measures will be implemented:

- (i) Develop an integrated value chain that includes livestock production, abattoir, tannery and local light leather industry. The hides, skins, leather and value addition system could also include other livestock products such as meat and dairy products.
- (ii) Invest in high quality of livestock to improve quality of hides and skins. This will involve provision of veterinary services for household livestock farmers.
- (iii) Develop ranching system to control livestock mobility and long distances lead to diseases, low quality of livestock and losses.



- (iv) Invest in livestock-related technology and research to support the value chain to optimize benefits from the sub-sector.
- (v) Along Ewaso Nyiro River, the county government will invest in growing foliage for livestock, and explore growing Napier grass and other animal feeds in parts of the county with temperate climate and relatively more rainfall.
- (vi) Since Samburu County a member county to both the North Rift Economic Bloc (NOREB) and Frontier Counties Development Council (FCDC) blocs, it should push for common agenda to access both domestic and international markets. This will involve working together with the national institutions and development partners for its live animals and livestock products.
- (vii) Explore introducing high yielding and drought resistant breeds to increase production in the county.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 0.1 per cent to Samburu County GCP. Manufacturing in the County mainly include the wearing apparel (39.2 per cent), furniture (32.1 per cent), and food products (9.8 per cent). The key products useful in value addition and driving manufacturing include; maize, barley, pyrethrum, millet, sorghum, green grams, textiles, beef, dairy, honey, leather and craft. Hence the sector is essential in turning around the economy of the County from the effects of Covid-19 pandemic. The following strategies will be implemented:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Create partnerships with other counties to enhance markets for the County's produce and sustainability.
- (iv) Leverage on Public Private Partnerships to invest in renewable energy projects.

4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in the county. About 40 per cent of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 10,847 million out of the total KES 26,503 million Gross County Product (GCP) amounting to 40.9 per cent of the county's GCP.

About 21 per cent of the households produce crops, 62.4 per cent livestock, 0.3 per cent practice aquaculture and about 0.4 per cent are involved in fishing. Only 2.2 per cent of households have practiced irrigation farming where the main source of water for irrigation is water from springs at 47.6 per cent and water from shallow wells at 52.3 per cent. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, the County will adopt the following strategies:



- (i) Develop partnership with the National Government, development partners, NGOs, Research Institutions and the Private sector in enhancing agro processing and value addition capacities of the county particularly in livestock production. Current initiatives include collaboration with the United Arab Emirates (UAE) is constructing an Abattoir with a purpose to enhance value addition to livestock products as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS).
- (ii) Invest in storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iii) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Samburu's rural access index (RAI) fairs poorly at 34 per cent. This is low compared to the national average of 69.4 per cent. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.
- (iv) Improve access to quality and affordable inputs including certified seeds, water, animal feeds, artificial insemination (AI) services, fertilizers, and livestock vaccination. This is can be achieved through cooperatives and farmers associations.
- (v) Digitize of the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- (vi) Establish programmes for surveillance of disasters such as extreme weather conditions, pests invasions and crops and livestock diseases at the county level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (vii) Invest in sustainable irrigation in the county through partnership with development partners. To support expansion of sustainable irrigation, the county government will promote development of Irrigation Infrastructure and technologies in the county.
- (viii) Adopt drought resistant plants and animals to enhance food security in the county.
- (ix) Organize for sensitization programmes and enhance farmers ability to adopt sustainable land management practices to minimize environmental degradation.



- (x) 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 is emphasized by WHO as one of the measures to curb transmission of Covid-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. The county experiences water scarcity whereby the demand stands at 12,500 M3D against a supply of 2,800 M3D

There is low access to piped water households at 24.4 per cent in urban, 5.1 per cent in rural households 9.5 per cent in peri urban areas. Similarly, there is low access to improved sources among rural households (26.4 per cent) compared to urban and peri urban households. Access to piped sewer remains low (5 per cent) in most rural, urban and peri urban households whereby 86 per cent of households do not have a toilet facility, similarly most households (70 per cent) have access to unimproved sanitation. Additionally, sharing of a toilet facility with other households is common among rural households (24.6 per cent), urban (84.3 per cent) and peri urban (37.8 per cent) on the other hand most rural households (86 per cent) do not have access to a toilet facility.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management ; provide water of appreciable quantity and quality at reduced distances for both Livestock and Human populations; enhance rehabilitation, augmentation and maintenance of existing water supplies; support to 300 Boreholes (rural water supplies); promote capacity building to water service providers -Training of 50 Clustered water management committees /water user Associations (WUA); enhance rainwater harvesting and conservation; enhance Water and sanitation services planning & design by Planning and Designing 200 water supply schemes and sanitation (sewerage in urban centres) and promote Drought mitigation services by supporting the emergency boreholes team.

The following strategies will be implemented in strengthening water and sanitation in the county:

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (ii) Enhance capacity building on management of water supplies to help reduce Non-Revenue Water and moreover increase functionality rate of already developed water facilities.
- (iii) Increase water storage through rain rainwater harvesting, drilling boreholes to reduce walking distance to water distance to water points.



- (iv) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (v) Integrate public private partnerships arrangements to enhance water provision in the County.
- (vi) Establish and build capacity for Water Resource User Associations (WRUAs) and training of Community Forest Associations (CFA's).
- (vii) Undertake chlorination of water sources through provision of chlorination tablets across the county.
- (viii) Undertake water trucking during times of prolonged drought to households and pastoralist communities.
- (ix) Expand sewer infrastructure to accommodate more households and improve access to safe and improved toilets in schools, health care facilities, workplaces and public places.
- (x) Support households in rural and peri urban areas to access improved sanitation facilities by construction of community toilets. Increased access to improved sanitation can guarantee good health.
- (xi) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.

4.4 Urban Development and Housing

The county has challenges in quality of the housing stock. Approximately 48.1 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 52.0 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 94 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the county will:

- (i) Integrate and implement disaster risk reduction and management, reduce vulnerability, build resilience and responsiveness to natural and human-made hazards in County Spatial Plans and urban area plans.
- (ii) Fastrack implementation of the affordable housing programme with a focus on improving living conditions and building quality applying finished materials for walls, floors and roofing.
- (iii) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019, as provided in the CIDP.



- (iv) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (v) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.5 Transport

The county has a total of 2,821.37 Kilometers of classified road network. Approximately 97.3 per cent of the paved road network is in good condition, 1.1 per cent in fair condition and 1.7 per cent in poor condition. While 3 per cent of the unpaved road network is in good condition, 49.0 per cent in fair condition and 46.0 per cent in poor condition.

The main means of transport used in the County is motorbike 29.2 per cent, followed by bicycle (boda boda) at 23.2 per cent, matatu PSV 21.4 per cent and walking at 12.5 per cent. On average, resident travel 3.12 Kilometers to their workplace which is within the threshold for Non-Motorised transport. Over 95.0 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities, the County will:

- (i) Focus on increasing the share of unpaved roads in good and fair condition to above 62.0 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (ii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 34 per cent with a target to match the national average of 70 per cent.
- (iii) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (iv) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy².
- (v) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals³.
- (vi) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use.

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

3. sustainable Mobility for All: <https://sum4all.org/implementing-sdgs>



4.6 Tourism

The County is well endowed with tourist accommodation facilities. As at 2019, there were 3 star-rated hospitality facilities with a total capacity of 46 beds and 100 rooms; and several other accommodation facilities with a total bed capacity of 1055, mostly located within reserves and other conservation areas. Revenue collected from tourism establishments accounts for only 0.8 per cent of the total county own source revenue, despite potential of the sector in contributing to the Gross County Product through nature based, wildlife and cultural tourism. Due to the huge investment and support on community-based wildlife conservation by the County government, a number of benefits have been realized. For instance, community conservancies have greatly improved the security of both people and wildlife in the previously insecurity-stricken areas of Samburu North and Samburu East as well as the western belt of Samburu west bordering Baringo County. Community wildlife conservancies have also created employment for more than 300 individuals across the county.

The recovery strategy for implementation by the county include the following:

- (i) Improve security to encourage tourism investors by addressing inter-ethnic conflicts through dialogue and trade promotion.
- (ii) Improve infrastructure development through rehabilitation of rural access roads and provision of water and sanitation facilities which are important in supporting tourism development.
- (iii) Embrace climate change adoption and mitigation strategies to minimize human-wildlife and resource-based conflicts.
- (iv) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments in order to ensure business continuity.
- (v) Diversify niche tourism product development (including homestays, film production, ecotourism, cultural festivals, heritage and historical sites).

4.7 Health

The county has a total of 95 Health facilities run by Government of Kenya, FBOs as well as privately run clinics. The distance to the nearest health facility ranges between 20 – 40 km thus restricting accessibility of healthcare services in the county. On 1st August 2020, the county recorded the first cases of Covid-19 where 8 people tested positive. The 8 cases were detected in Maralal town. Among the 8, 6 were males and 2 females the youngest being 29 years old and oldest being 52. The county heightened her preparedness by procuring five ICU beds fully equipped with ventilators vital for supporting Covi-19 victims in critical conditions. On the recovery and re-engineering recovery strategy, the county will;



- (i) Promote construction, upgrading and equipping of health facilities through additional funding to health sector. This will enable the county to achieve quality and affordable health care- construct new isolation centres to pave way for re-location of the isolation centre in Maralal polytechnic.
- (ii) Provide enough water collection points and water use facilities in the health facilities to allow convenient access to, and use of, water for medical activities, drinking, personal hygiene, food preparation, laundry and cleaning.
- (iii) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, workplaces and health care facilities within the county.
- (iv) Improve the health insurance and assistance system for both infectious and non-communicable diseases. In the event of emergencies health insurance agencies; and will ensure that hospitals provide treatment to patients effectively.
- (v) Prepare and enroll high number of health officers to offer COVID_19 support and assistance services, while minimizing direct effects such as mortality and maintaining adequate staff patient ratio.
- (vi) Invest in research and development to spur innovation in health sector including in the area of medicine.

4.8 Education and training

The county has about 582 schools spread across the three sub-counties with 56.0 per cent being early childhood development education (ECDE) centers. Some of the institutions of higher learning include Laikipia University (Maralal campus), Kenya Medical Training College and Samburu Teachers college. However, some of the challenges affecting the education and training sector in the county include: Harsh environment, early marriages mostly among the girls, teenage pregnancies, lack of school fee due to poverty, drug and substance abuse and school absenteeism by teachers. The county will address these issues as part of recovery and re-engineering strategies as follows;

- (i) Promote construction of new ECDE classes to promote social distancing, and retool teachers in preparation for reopening of schools. This intervention is in line with CIDP 2018-2022 of promoting Early Childhood Development & Education through; construction of classrooms, construction of sanitation blocks, provision of furniture to ECDE centers and provision of county feeding programme.
- (ii) Create awareness and effectively engage parents on matters education if the county is to address the high illiteracy levels. The county will develop ICT infrastructure in the county to enhance effectiveness in online learning e-commerce and virtual working arrangements in all sectors of the county economy.



- (iii) Education sector in collaboration with health stakeholders will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, regular school fumigations and enhance school feeding. Provide adequate personal protective equipment for teachers, learners and other employees in the schools.
- (iv) Promote back to school campaign when schools reopen and community outreach to ensure that all eligible learners attend school when learning institutions reopen.
- (v) Support educators on the utilization of computerized devices by giving internet data when they are required to give live streaming lessons; and the county will embrace greater peer learning and knowledge exchange amongst counties on COVID-19 mitigation in learning environment.
- (vi) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.

4.9 Social Protection

To mitigate the impact of covid-19 to vulnerable member of community, the county distributed food to 63 per cent (190,000) families of the entire population of the county. The national government together with World Food Program gave out cash transfers to 50,000 families across the county. This included 12,000 families under the national government; 31,000 families under the World Food Program while other partners had provided cash transfers to 2000 families. According to Census 2019, 1.3 per cent of the population were persons with disabilities and older persons (65 years and above) constituted 3 per cent of the population. The recovery and re-engineering recovery strategies include the following;

- (i) Undertake research to get a better understanding of the actual situation of disability and chronic illness in the County, and map existing initiatives for effective targeted social protection interventions.
- (ii) Build resilience and promote affirmative action initiatives while addressing challenges facing vulnerable groups in the County; ensure effective coordination of social protection programmes and strengthen linkages across various social protection interventions.
- (iii) Facilitate coordination among stakeholders in health, WASH, nutrition, education and other social sectors to ensure Covid-19 prevention services are accessible to children (in marginalized settlements, arid and semi-arid regions).
- (iv) Ensure effective access to essential health care and other basic social services, population groups and individuals who have been affected by the pandemic.
- (v) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.



4.10 Gender and Youth

The social and economic effects of the Covid 19 pandemic has increased households' susceptibility to Gender Based Violence (GBV) in Samburu 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. To address these challenges, the County will:

- (i) Enhance community awareness and sensitization on gender inequalities, gender-based violence reporting and prevention and reproductive health.
- (ii) Establish a multi-sectoral committee that oversees the implementation of gender and youth policies across various cross-cutting sectors.
- (iii) 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.
- (iv) Promote use of alternative means of Gender Based Violence safe outreach and awareness-raising that limit direct contact i.e. using traditional methods e.g. town criers and use of loudspeakers.
- (v) Support youth by engaging them in infrastructure, public works and environmental management related jobs as a twin strategy to address unemployment while developing physical space.

4.11 Environment and Natural Resources Management

The county has a rich forest cover (15%), though a myriad of challenges faces conservation of natural environment in the county which include; poor solid waste management; human wildlife conflict; inadequate funding to environmental conservation; inadequate staff; lack of education to the residents on the importance of environmental conservation; and poaching.

The major sources of energy for cooking used by households are firewood at 77.3 per cent, charcoal 19.3 per cent, liquified gas at 2.8 per cent. Similarly, majority of the households (72.2 per cent) dispose their solid waste in the compound, 1.94 per cent dispose in the streets or open field/plot, 20.6 per cent burn in the open. On the other hand, only 4.7 per cent of the household solid waste is collected by the county government for disposal. Additionally, 40.7 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

To mitigate these environmental risks, the County has put in place measures to mainstream environmental and climate change in County planning and budgeting processes with aim of strengthening disaster risk mitigation measures and reducing damages caused by natural hazards like floods and droughts. Additional strategies to enable County 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) Undertake mass Tree planting at Maralal Mixed Day, Wamba Boys, Kirimon Mixed Day, Kisima Girls, Suguta Pry, Lorrok Mixed Day on celebration of WED and Ozone days.
- (iii) Reclaim land forest land and water catchment land that's under encroachment.
- (iv) Provide capacity building of communities around Nyiro, Mathew Ranges and Kirisia forests on Sustainable Forest Management.
- (v) Provide waste collection services at households to have an effective and efficient waste collection and management.
- (vi) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vii) Cushion households from the adverse effects of droughts or floods to achieve food security, minimal damages from droughts and floods.
- (viii) Construct gabions at Naimarlal, South Horr, Lodungokwe, Kisima, Nachola, Arsim, Lporos, Wamba, Loikas.
- (ix) Unblock wastewater drainage system to reduce flooding.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

To re-engineer the Samburu County economy and put it on growth recovery, it is imperative to establish programmes 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) Provide extension services and market creation for Agriculture and Livestock.
- (ii) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors).
- (iii) Give waivers/concessions including cess, single business permits, parking stickers, water bills, market fees.
- (iv) Improve infrastructure targeting roads, water and electricity.
- (v) 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.
- (vi) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after Covid-19.

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 (PPPs) and non-state actors including NGOs.

5.3 Implementation Framework for the Economic Stimulus Programme

Effective implementation of the Trans Nzoia 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, 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 the implementation of the work plans while evaluations 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 impacts 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 shall 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 program modality or design innovation will reach its intended outcomes.⁴

The County COVID-19 re-engineering and recovery strategies reporting will be informed by annual work plans. All implementing departments 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.

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



7 COMMUNICATION CHANNELS

Communication⁵, 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 Development⁶ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be used. Communication for Development is evidence-based processes that involve 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 channels⁷ 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 respondents received information about coronavirus through radio (68%), television (64%) and friends and family (52%). Government sources (40%), mobile (36%), social media (33%) closely followed. To note, the survey was not specific whether mobile included both written (short text messages <SMS>) and verbal (calls). Newspaper (8%), Health Care Workers (7%) and Non-Governmental Organization (NGO) workers (1%) all had low frequency of use. Accordingly, 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, such as television

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

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

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

7. <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

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

The scheduled communication or frequency of messaging are as follows:

- Weekly updates on County website and social media
- Bi-weekly broadcast messages (TV interchanged with either local or Kiswahili radio station)
- Monthly SMS and telephone calls.
- Quarterly IEC materials - Posters in reception areas and community gatherings (markets, mosques, churches, clinics, Huduma centres).
- 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 | -Reduction of SNR rates by 50% | -To ensure continuity of hotel businesses in the park | -Increase in the number of tourist visiting the park | Amount in KES | June 2020-July 2023 | 10.0 | 5.0 | 15.0 | County Government | County Government |
| | | -Enhance Land rate collection arrears | -Sustained County OSR growth | -Increase in OSR | Amount in KES | June 2020-July 2023 | 2.0 | 1.0 | 3.0 | County and National Governments; development partners | County Government |
| | External grants | -Sustainable and effective use of grants | -Improve the health standards of for Samburu residents | -Reduced Number of Covid -19 infections | Amount in KES | | 124.0 | 62.0 | 186.0 | County Government | County Government |
| | OSR Enhancement | Training of revenue staff on revenue management | Sustained County OSR growth | Increased capacity of revenue staff | Number of Revenue staff (NO. 40) | June 2020-July 2023 | 8.5 | 4.3 | 12.8 | County and National Governments; development partners | County Government |
| | | Updated rate records and valuation rolls | Sustained County OSR growth | Increased number of updated rates records and valuation rolls | Number of updated records and valuation roll (NO. 10 Towns) | June 2020-July 2023 | 112.0 | 28.0 | 140.0 | County Government | County Government |
| | | Raise Revenue Awareness | Sustained County OSR growth | Increased population aware of County revenue raising measures | Number of awareness campaign conducted (NO. 6) | June 2020-July 2023 | 8.0 | 4.0 | 12.0 | County Government | County Government |
| | | Revenue enhancement quarterly reports on revenue performance citizen participation | Sustained County OSR growth | Increased citizen participation on revenue performance | Number of reports produced (NO. 12) | June 2020-July 2023 | 1.6 | 0.8 | 2.4 | County and National Governments; development partners | County Government |
| | | Efficient revenue office operations | Sustained County OSR growth | Improved service delivery | Number of computer and accessories purchased (NO. 100 PCS) | June 2020-July 2023 | 8.0 | 3.0 | 11.0 | County and National Governments; development partners | County Government |
| | Enhancement of monitoring and evaluation of County projects | Monitoring & Evaluation planning / framework; Annual performance reviews; Strengthening line dept progress reporting | Ensure value for money for County projects is achieved | Increased number of projects implemented successfully | Number of M&E Reports, Key performance indicators, Annual M&E Report; and Number of staff trained on M&E | June 2020-July 2023 | 14.0 | 6.0 | 20.0 | 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 |
|--|---|--|--|--|---|-------------------------|---|------------------------------|-----------------------------------|---|--|
| County Expenditure Reforms and Pending Bills | Re-engineer expenditure to be growth oriented and people-centred | Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions; Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews; Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions | County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT; County expenditure in line with existing National Government and County Government laws; Fully fledged stand-alone ICT department with a budget | Reduction in poverty levels; Improved hygiene standards; Enhanced sustainability, transparency and efficiency in usage of county resources; Enhanced Sustainability, | | Continuous from 2020/21 | | | | County and National Governments; development partners | County Government |
| | Eliminate pending bills | Systematically and in phase-out approach reduce pending bills owed to suppliers | -Maintain the amount of pending bills within manageable limits | -Improved satisfaction levels of suppliers/ customers | -% of pending bills to the budget | Continuous | | | | County and National Governments; development partners | County Government |
| Agriculture | Diversification of production into fast-maturing vegetable crops through irrigation | Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation | County residents eat more nutritious food | Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county | Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation | Continuous from 2020/21 | 40.0 | 20.0 | 60.0 | County and National Governments; development partners | County Government |
| | Community livestock breeds improvement and food security project | Increase capacity and provision of various livestock breeds-camels, cattle, goats, sheep and chicken; and an artificial insemination centre at Nomotio | Residents have more resilient and improved breeds of livestock. | Increased number of well adopted livestock breeds | Number of breeding stocks by herders; Number of calves born from AI | Continuous from 2020/21 | 350.0 | 170.0 | 520.0 | County and National Governments; development partners | County Government |
| | Development and Rehabilitation of livestock marketing infrastructures | Construction of Nomotio Abattoir; Construction of strategic livestock sale yards | Better incomes and living standards for residents | Functional markets for produce in the county | Number of completed structures; Number of livestock sales | Continuous from 2020/21 | 60.0 | 20.0 | 80.0 | County and National Governments; development partners | County Government |
| | Enhancing capacity of farmers in aquaculture technologies | Construction of fish ponds; provision of fishing gears | Better incomes and residents have access to nutritious food | Operational fish ponds | Number of fish ponds developed | Continuous from 2020/21 | 25.0 | 10.0 | 35.0 | County Government of Nandi, National Government, | 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 |
|--------|---|--|---|--|--|---------------------------|---|------------------------------|-----------------------------------|---|--|
| | Promotion of use of certified assorted crop seeds to farmers | Procurement of certified seeds- cereals | Better incomes and residents have access to nutritious food | Increased crop productivity | Number of farmers who receive subsidized seeds; acreage of land under crop production | Continuous from 2020/21 | 50.0 | 25.0 | 75.0 | County and National Governments; development partners | County Government |
| | To enhance safety and nutritious meat for Samburu residents | Rehabilitation of slaughter houses | Healthy residents; More productive population | Functional slaughter houses | Number of rehabilitated slaughter houses; Number of livestock slaughtered | Continuous from 2021/21 | 30.0 | 30.0 | 60.0 | County and National Governments; development partners | County Government |
| | Supported livestock farmers on diseases surveillance and control | Livestock vaccinations (CCPP, PPR & RVF) and disease surveillance missions in the county | Healthy residents; More productive population | Healthy livestock free from diseases | Number of stock vaccinated; | Continuous from 2020/21 | 100.0 | 100.0 | 200.0 | County and National Governments; development partners | County Government |
| | Support livestock value chains by established conservation structures for feeds | Construction Hay Shades at various places; Capacity building of farmers on livestock production | More healthy and stable livestock population | Healthy livestock | Number of hay shades rehabilitated/ constructed; Number of hay bales in stores | Continuous from 2020/21 | 50.0 | 20.0 | 70.0 | County and National Governments; development partners | County Government |
| | Multi-Community Investments (MCIs) | Construction of multi-community investments | More stable environments that support community development | Constructed MCI | Number of MCIs constructed; Number of beneficiaries | Continuous from 2020/21 | 200.0 | 100.0 | 300.0 | County and National Governments; development partners | County Government |
| | 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 agricultural 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 | Value-addition per worker in the county; No. of agro-processing industries/ plants set up 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 | Continuous from 2020/2021 | 30.0 | 10.0 | 40.0 | County and National Governments; development partners | County Government |
| | Investments in storage and cooling facilities especially at collection centres | Construction of storage and cooling facilities for honey in the County | Enhanced food security in the County; More safe food in the county; Better living standards for residents in the county | Increased storage and cooling facilities; reduced post harvesting losses | Number of storage and cooling facilities developed at the County level | | 20.0 | 10.0 | 30.0 | 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 |
|-------------------------|---|--|---|---|---|-------------------------|---|------------------------------|-----------------------------------|---|--|
| | 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; Proportion of small-scale farmers with access to advisory and information services; | Continuous from 2020/21 | 15.0 | 10.0 | 25.0 | County and National Governments; development partners | County Government |
| | Enhanced access to agricultural finance | Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county | Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc. | Increased number of small holder farmers with access to agricultural finance. | Proportion of small-scale farmers with access to agricultural finance; | Continuous 2020/21 | 10.0 | 5.0 | 15.0 | County Government | County Government |
| Manufacturing and MSMEs | Enhance skills and capacity | Build capacity and skills of traders and businesses persons | Increased productivity; increased revenues | Increased no. of personnel trained | 3 years | continuous | 7.0 | 3.8 | 11.8 | County and National Governments; development partners | County Government |
| | Strengthening Partnerships | Increase stakeholder engagements and partnerships | Increased projects undertaken by private sector | Increased no. of PPPs | 3 years | continuous | 10.0 | 5.0 | 15.0 | County and National Governments | County Government |
| | To Support SMES to process farm produce (maize) | Purchase and installation of posh mills at strategic places/ groups | Improved access to local maize processing | 20 posho mills purchased and installed | No of posho mills purchased and installed | yearly | 3.0 | 1.5 | 4.5 | County and National Governments | County Government |
| | To support the production of local PPEs | Purchase sewing machines to people living with disability | Increased production of local manufactured clothes(Masks and other cloths) | Purchase of 100 sewing machines for disable groups | No of sewing machines purchased and distributed | yearly | 3.0 | 1.5 | 4.5 | 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 |
|------------------------|---|--|---|---|--|------------|---|------------------------------|-----------------------------------|---|--|
| | To Increase access to financial capital among the youths. | Establish emergency rescue package for SMES hard hit by Covid -19 | Increased incomes among SMES | 300 SMEs supported with capital | No of SMEs supported with capital | Continuous | 30.0 | 15.0 | 45.0 | County and National Governments; development partners | County Government |
| Water and Sanitation | To increase access to clean water | Preparation tender documents; Advertisement of Contracts; Closing, Opening and Evaluation of Tenders; Award of Tenders; Launching and start of actual construction works; Monitoring and supervision of works; Completion and Commissioning of projects. | Sustained supply of clean water; Reduced water borne diseases | Increased number of rehabilitated water supplies sources; Increased water discharge to inhabitants; Reduced water losses during supply; Reduce leakages in storage facility; Reduced Dilapidated water infrastructure | Length (M/ KMs) repaired pipeline network; Volume of water supplied (Cubic Metres); Number of Maintained water storage facilities | Continuous | 100.0 | 50.0 | 150.0 | County and National Governments; development partners | County Government |
| | 1 | Water and sanitation services planning & design | Improved standards of living; Reduced water borne diseases | Increased Sanitation Coverage; Reduced the number outdated toilets; Increased access to safe waste and waste water disposal; and Reduced environmental pollution | Number of connections to the sewerage system | Continuous | 36.0 | 18.0 | 56.0 | County and National Governments; development partners | County Government |
| | To increase water surface coverage | Construction of sand dams and wells, Water sources development | Increase water access in the County | Increased Water supply hours; Increased in Water surface coverage; Reduced water shortages in urban areas; and Affordability of services | Number of Household with individual connections; Number of Hours of water supply; Reduction in number of complains; Number of Customer satisfaction reports. | Continuous | 110.0 | 55.0 | 165.0 | County and National Governments; development partners | County Government |
| Solid waste management | To improve solid waste management in the county | Construction of Maralal dumping site and provision of garbage collection facilities | Improved solid waste management in the county | Sanitation condition in Maralal town and other major towns and markets improved | No. of dumpsites fenced and operational; No. of sites provided with garbage collection bins | Continuous | 8.0 | 2.0 | 10.0 | County and National Governments; development partners | County Government |
| | To Improve sanitation condition in major towns, markets & public institutions | Facilitate clean-up exercises and sanitation programmes in major towns | Improved access to clean and safe environment | Improved sanitation condition in major towns and markets | No of clean-up programmes conducted; No. of casuals hired | Continuous | 6.0 | 3.0 | 9.0 | 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 create awareness on environmental issues | Awareness campaigns and sensitization meetings | Improved access to information on environment issues such as climate change | Improved awareness on environment | No. of sensitization meetings conducted; No. of target stakeholders | Continuous | 2.0 | 1.0 | 3.0 | County and National Governments; development partners | County Government |
| Sustainable forest management | To increase forest cover in the county | Tree nurseries as enterprises & other Income Generating Activities for livelihood diversification e.g. brick making; woodlots established | Increased forest cover | Availability of tree seedlings improved | No. of active nurseries; No. of nursery enterprises established; % Ha under forest cover | Continuous | 5.0 | 2.5 | 7.5 | County and National Governments; development partners | County Government |
| | To strengthen the capacity of environmental clubs | School greening programme | Increased forest cover | capacity of environmental clubs improved | No. of tree seedlings procured and distributed to schools; and % Ha under forest cover | Continuous | 6.0 | 3.0 | 9.0 | County and National Governments; development partners | County Government |
| | To promote Non-Wood Forest Products & other nature-based enterprises as alternative livelihood options | Training on NWFP and linkages to markets | Improved livelihoods for communities | NWFP and other nature based enterprises adopted as alternative livelihood option | No. of groups trained on NWFP; Number of non-forestry livelihoods enterprises started & sustained | Continuous | 3.0 | 1.5 | 4.5 | County and National Governments; development partners | County Government |
| Sustainable Exploitation & Management of Natural Resources | To promote sustainable exploitation and management of Mineral resources | To Sensitize stakeholders and/or communities on minerals, mineral products and energy exploration/exploitation approaches & relevant legislations | Sustainable Exploitation & Management of Natural Resources | A better informed stakeholders on minerals & energy exploration approaches & relevant legislations | No. of stakeholder forums held; Forums workshop reports | Continuous | 3.0 | 1.5 | 4.5 | County and National Governments; development partners | County Government |
| | To increase availability of building block | Quarry development | Sustainable exploitation & management of quarries & sand harvesting activities | Availability of quarry/ building blocks increased | No. of quarry sites supported & working; No. of NRM institutions supported & working | Continuous | 6.0 | 3.0 | 9.0 | County and National Governments; development partners | County Government |
| Green Energy Development & Management | To Support promotion of alternative clean energy techniques e.g. energy cook stoves/jikos | Training on alternative clean energy techniques | Adoption of good practices by the community on the use of efficient energy technologies | Alternative clean energy techniques promoted and adopted | No. of energy efficient enterprises set-up by entrepreneurs | Continuous | 4.0 | 2.0 | 6.0 | County and National Governments; development partners | County Government |
| Water Catchment Protection and Management | To enhance management & conservation of water resource | WRUAs capacity development | Enhanced management and conservation of water resources | Capacity of WRUAs improved | No. of stakeholder forums held; No. of WRUAs and WUAs with capacity to deliver services | Continuous | 3.6 | 1.8 | 5.4 | County and National Governments; development partners | County Government |
| | To increase water volumes in the springs | Spring protection | Improved access to clean and safe water | Increased water volumes in springs | No. of springs protected | Continuous | 6.0 | 3.0 | 9.0 | County and National Governments; development partners | County Government |

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



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|-----------------------------|--|--|--|--|---|------------------------|---|------------------------------|-----------------------------------|---|--|
| Sustainable Land Management | To Promote & support Rangelands rehabilitation | pasture conservation & production; & rangelands reseedling | A healthy rangeland that can support pastoral activities | Regenerated rangeland with improved pasture production | Acres of land rehabilitated and with improved pasture production | Continuous | 4.0 | 2.0 | 6.0 | County and National Governments; development partners | County Government |
| | To control soil erosion | Soil erosion control and management (construction of soil erosion control structures) | Healthy soils and environment that can support agriculture | Reduced acreage of land under gully erosion | % reduction of land cover with gully/s and bare land/ground No. of soil conservation structures in place | Continuous | 10.0 | 5.0 | 15.0 | County and National Governments; development partners | County Government |
| Droughts and floods control | To mitigate the effects of droughts and floods | General food distribution | Reduction in malnutrition in the County | Increased number of HH benefiting | Number of HH | June 2020-July 2023 | 216.0 | 108.0 | 324.0 | County and National Governments; development partners | County Government |
| | | Cash Transfers | Reduction in vulnerability of HH | Increased number of HH benefiting | Number of HH | June 2020-July 2023 | 392.5 | 196.3 | 588.8 | County and National Governments; development partners | County Government |
| | | Evacuation during the time of disasters | To reduce risk of affected HH | Increased number of safe HH | Number of HH | June 2020-July 2023 | 3.0 | 1.5 | 4.5 | County and National Governments; development partners | County Government |
| | | Water tracking during the time of disasters | To supply clean water to affected HH | Increased number of HH that getting clean water | Number of HH | June 2020-July 2023 | 3.0 | 1.5 | 4.5 | County and National Governments; development partners | County Government |
| Transport | To enhance sustainable mobility options for household | Construct NMT infrastructure across key roads in the County | Increased modal split in favor of NMT | Increase in knowledge management of NMT infrastructure | Knowledge management of NMT infrastructure in good and fair condition | July 2020 to June 2023 | 10.5 | 10.5 | 21.0 | 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 | July 2020 to June 2023 | 288.0 | 150.0 | 438.0 | 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 | July 2020 to June 2023 | 30.0 | 30.0 | 60.0 | County and National Governments; development partners | County Government |
| | To mitigate the damage caused by floods on roads and bridges | Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use | Resilient road infrastructure that can withstand floods with controlled damage | Number of green roads projects and water harvesting infrastructure | Knowledge management of green roads and quantity of water harvested in cubic meters annually | July 2020 to June 2023 | 30.0 | 30.0 | 30.0 | County and National Governments; development partners | County Government |



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|--|--|---|--|---|---|-----------------------|---|------------------------------|-----------------------------------|---|--|
| Information and Communication Technology (ICT) | To enhance ICT capacity and use (Construction of ICT centre in Samburu East) | Access of ICT services to the public | Improved information flow | Increased number of people accessing ICT services | Number of people accessing the ICT services | FY 2020/21-2022/2023 | 7.5 | 7.5 | 15.0 | County and National Governments; development partners | County Government |
| | | LAN | Improved delivery of ICT services at the County Offices | Increased number of offices connected | Number of offices connected | FY 2020/21-2022/2023 | 16.0 | 4.0 | 20.0 | County and National Governments; development partners | County Government |
| | | Installation of CCTV | Improved office security | Increased surveillance | Number of cameras installed | FY 2020/21-2022/2023 | 3.0 | 3.0 | 6.0 | County and National Governments; development partners | County Government |
| Urban Development and Housing | To improve 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 condition in informal settlements | Enhanced quality of life in informal settlements due to improved housing | Increased proportion of households provided improved houses | Number of affordable houses constructed | June, 2020-July, 2023 | 37.5 | 12.5 | 50.0 | County and National Governments; development partners | County Government |
| | | Improvement of informal settlements | Enhanced quality of life in informal settlements | Increase in the number of household in the informal sectors living in settlements | Number of households in improved informal settlements | June, 2020-July, 2023 | 20.0 | 10.0 | 30.0 | County and National Governments; development partners | County Government |
| Tourism | Enhance tourism Product Improvement and diversification | Improvement and packaging of existing and new products and markets | Enhance and package the following new and improved products: - Wildlife Tourism, Business and Conference Tourism, Cultural and Heritage tourism, Homestays, Health and wellness tourism e.g. natural forests and products linked to traditional healing, use of natural medicines etc., Medical Tourism, Ecotourism, Sports tourism, Shopping tourism, Avitourism (Birding), Photography, Voluntourism (Communities and wildlife/nature conservation), Flora related tourism | Growth in number of Tourist visiting the County | Number of local and foreign visitors; revenue collected by county government from tourism; No of Products developed | 5-10 years | 20.0 | 10.0 | 30.0 | County Governments; development partners | County Government |

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|--------|----------------------|---|--|--|--|--------------|---|------------------------------|-----------------------------------|--|--|
| | | Develop new facilities and refresh and revamp existing facilities | Diversify the accommodation base in national reserves/parks and conservation/ protected areas, e.g. self-catering, expand and upgrade camping facilities; Identify gaps in the supply of new types and standards of accommodation, e.g. selfcatering and timeshare facilities | Increase access of Tourism Products; Growth of Tourist Numbers visiting the County; Increase in Tourism Revenues | No.of New facilities established and rehabilitated; No. of visitors received; Amount of tourism earnings realised | 3 – 10 years | 40.0 | 20.0 | 60.0 | County Governments; development partners | County Government |
| | | Enhance and expand types of activities | Improve on the existing activities and introduce new ones in protected areas, reserves, such as biking, walking, cultural experiences, special interest tours (e.g. birds, trees, and insects); Enhance existing adventure activities and expand the types of activities offered at key nodes, e.g. through activity centers, to include: rock climbing b. Hiking, Mountain biking and Scientific research | Increase access of Tourism Products; Growth of Tourist Numbers visiting the County; Increase in Tourism Revenues | No. of New Activities established; No. of Visitors undertaking this activities; Amounts of Tourism earnings realised | 3 – 6 years | 20.0 | 10.0 | 30.0 | | County Government |



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|--------|----------------------|---|---|--|--|-------------|---|------------------------------|-----------------------------------|--|--|
| | | Product packaging and Promotion of Tourism Products | Development of a comprehensive tourism products and services database; Development of Packages or itineraries Create new experiences through packaging, to gives a competitive advantage through marketing or advertising; Link products to the right market type and segment; Promote the development of authentic Kenyan products; Collaboration to assist with bidding for international conferences and meetings; Employ targeted marketing to niche tourism segments such as targeted advertising and packages tailored to each niche segment | Increase access to Tourism Products; Growth of Tourist Numbers visiting the County; Increase in Tourism Revenue; Development of new tourism products; Increased tourism potentials | No. of New Activities/ Product established; No. of Visitors undertaking these activities; Amounts of Tourism earnings realized | 3 - 6 years | 30.0 | 15.0 | 45.0 | County Governments; development partners | County Government |
| | | Information provision and Mapping of tourism resources in Kenya | Develop and improve Apps that facilitate and provide comprehensive information across the County; Develop visitor centers at strategic locations to serve as activity hubs, information centers and provide services to visitors; Develop a visitor information and interpretive strategy and policy (includes directional, information and interpretive signage; Improve the extent and quality of visitor information provided for when in the reserve, e.g. improved visitor guides, additional and better-quality maps with suggested routes and travel times | Development of Tourism information Centre; Growth of Tourism visiting the Parks; Growth of Revenue from Tourism | No. of Tourist information centers developed; No. of Tourist annually; Amount of Tourist earnings realized | 3 - 6 years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |

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RECOVERY STRATEGY 2020/21-2022/23**



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|--------|----------------------|---|--|---|---|-------------|---|------------------------------|-----------------------------------|--|--|
| | | Promote Pricing revision for Tourism Products in the county | Setting the best prices for non-market commodities in tourism including nature/ environment based resources such as parks / reserves, recreational spaces, and museums; Recommendation the best prices for commodities with market, (such as hotel rooms, food / drinks, transport / communication) that can easily be derived through traditional business pricing methods. | Increase access to Tourism Products; Increase in tourist numbers; Growth of Revenue | No. of non-market commodities developed and priced; No of Market commodities developed; Increased of tourist numbers and revenues. | 3 – 6 years | 8.0 | 4.0 | 12.0 | County Governments; development partners | County Government |
| | | Promote community based tourism | Promote engagement with host communities in development and management of community-based tourism (CBT) such as agricultural tourism and homestay tourism; enhanced awareness of values and benefits of local heritage among the host communities such as promoting the benefits of tourism industry, training in communication skills, and educating them on how to benefit from their local attractions and cultures; Identification of opportunities for community-based tourism to be developed and improved around wildlife, nature and scenic products | Establishment CBT facilities; Promotion of Community based tourism; Social benefit enhanced | No. of CBT established; No of cultural activities and experience developed; Amounts of earnings accrued from CBT tourism potentials | 3 – 6 years | 14.0 | 7.0 | 2.0 | County 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 |
|--------|-------------------------------|---|--|--|---|-------------|---|------------------------------|-----------------------------------|--|--|
| | | Improve on the role of the National and County Governments and other stakeholders in tourism management | Clear identification of roles and responsibilities of the stakeholders involve in tourism and clearly define the scope of work and accountability of each entity; Training of County representatives responsible for tourism; Development of Clear reporting mechanism to streamline the communication process between the National and the county governments by defining reporting lines and monitoring mechanisms including scope and occasion for intervention by national government and the procedure to address project derailment/ implementation; Inclusion of host communities for inclusivity in tourism development. | Efficiency in the management of Tourism Product; Skilled and well trained human resource; Effective service delivery; Monitoring, evaluation and implementation of the on-going projects; Strong partnership developed with host communities | No. of workshops and trainings conducted; No. of Participants trained; No. of Tourism projects implemented; No. of M&E reports undertaken | 3 – 5 years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| | Digitizing Travel and Tourism | Digitized mapping of tourism resources in the County; Promote Information provision and geospatial packaging of tourism resources in the County; Enhanced Strategic digital marketing platform; Integrated Destination Information System | Provide information on tourism resources for the development of a fully functional and digitized Tourism Information Centre; Provide information on tourism resources for establishment of electronic display books/brochures/ catalogues; Provide information on tourism resources for development of proper signage; Provide information on tourism resources for Mobile app for tourism in the country; A fully functional interactive integrated destination management system, with booking capabilities. | Fully functional and digitized Tourism information Centre developed; Establishment of Electronic display books, brochures, catalogues; Development of proper signage; Development of an Intergrated destination management system | No. Fully functional and digitized Tourism information Centre developed; No. of Electronic display books, brochures, catalogues developed; No. of proper signage designed; No. of Intergrated destination management system developed | 3 – 7 years | 20.0 | 10.0 | 30.0 | County 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 |
|--------|--|---|---|---|--|------------------|---|------------------------------|-----------------------------------|--|--|
| | Enhanced Digital Marketing | Promote Social Media Marketing, Content marketing, Email marketing, Search engine marketing (SEM) and Search engine optimization; Sharing interesting and relevant content; Engaging audiences in conversations; Using social media for customer service, including answering questions and addressing complaints; Building brand recognition and loyalty through engagement, commenting and sharing; Collaborating with influencers to reach out to new markets and increase recognition and trust; Analyzing data to better understand the needs, wants, and behaviors of customers and prospects; Gathering user-generated content to share; Connecting with audiences on a more personal level and building relationships; Maintain continuous online visibility; Consumer reassurances; Virtual tourism marketing; | Creation and distribution of valuable, relevant and consistent content to attract and acquire a clearly defined audience ; with the objective of driving profitable customer action through Infographics (graphics that include statistics, charts, graphs, and other information); Webpages, Podcasts and Videos); Development of Customer relationship management and loyalty or reward programmes; Creation of an Integrated Tourism Management System that is georeferenced | Growth of Tourist Revenue; Promotion of Tourism Products; Increased of Customer loyalty and confidence; Expansion of the market niche | Amount of revenue realized; No. of new packages and tourism product developed; No. of customer loyalty rewards program developed; No. of new markets potential established | 3 – 7 years | 40.0 | 20.0 | 60.0 | County Governments; development partners | County Government |
| | Enhanced Strong Stakeholder Partnerships | Partner with local tour operators and hotels in creating and promoting accessible tours; Optimize the resources between private and public stakeholders in relation to marketing tools, collaterals and skills in order to create synergy; Create affordable and discounted packages. | - Establishment of Strong partnership and strong collaborative initiatives among all the tourism and non-tourism stakeholders | Strong Partnership developed; Development of affordable Tourism Packages | No. of workshops held; No. of joints agreement on Tourism development signed; No. of Policies enacted jointly in support of tourism promotion | 3 – 5 years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| Health | Improve access to quality and affordable health services | Provide appropriate antenatal care | Improved mother and child health health. | Increased number of pregnant mothers attending atleast 4 ANC visit. | Number of pregnant mothers attending atleast 4 ANC visit | 2020/21 –2022/23 | 20.0 | 10.0 | 30.0 | County 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 |
|--------|----------------------|---|--|--|---|------------------|---|------------------------------|-----------------------------------|--|--|
| | | | | Increases number of facilities implementing KQMH Model. | Number of facilities implementing KQMH model | 2020/21 -2022/23 | 6.0 | 3.0 | 9.0 | County Governments; development partners | County Government |
| | | Promote additional funding to the health sector | Health infrastructure development | Increased number of health facilities improved and equipped as per norms | Number of health facilities constructed | 2020/21 -2022/23 | 100.0 | 50.0 | 150.0 | County Governments; development partners | County Government |
| | | | | | Number of health facilities renovation | 2020/21 -2022/23 | 60.0 | 30.0 | 90.0 | County Governments; development partners | County Government |
| | | | | | Number of facilities equipped per the norms | 2020/21 -2022/23 | 12.0 | 12.0 | 24.0 | County Governments; development partners | County Government |
| | | | | | Number of Isolations units constructed | 2020/21 -2022/23 | 22.5 | 22.5 | 45.0 | County Governments; development partners | County Government |
| | | | | | Number of health facilities equipped with modern incinerators | 2020/21 | 39.0 | 0.0 | 39.0 | County Governments; development partners | County Government |
| | | | | | Number of oxygen plants installed | 2020/21 | 20.0 | 0.0 | 20.0 | County Governments; development partners | County Government |
| | | | | | Number of facilities supplied with oxygen cylinders | 2020/21 | 0.0 | 0.0 | 0.4 | County Governments; development partners | County Government |
| | | Recruit of health care workers | Efficient and effective service delivery | Increased number of healthcare workers | Number of health care workers recruited | 2020/21 -2022/23 | 19.2 | 19.2 | 38.4 | County Governments; development partners | County Government |
| | | | | | Number of medical officers recruited. | 2020/21 -2022/23 | 60.0 | 30.0 | 90.0 | County Governments; development partners | County Government |
| | | | | | | 2020/21 -2022/23 | 201.6 | 86.4 | 288.0 | County Governments; development partners | County Government |
| | | Enhance availability of Medical Supplies | | Increase % of availability of essential Medical products. | Number health facilities stocked with essential medical products. | 2020/21 -2021/22 | 125.0 | 125.0 | 250.0 | County Governments; development partners | County Government |
| | | Improve immunization coverage in the County | | Reduced mortality | Number of immunization outreaches | 2020/21 -2022/23 | 25.2 | 12.6 | 37.8 | County 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 |
|-----------|--|--|---|---|---|----------------------------|---|------------------------------|-----------------------------------|--|--|
| | To improve sanitation in the County | Enhance construction of latrines | | Increased latrine coverage | % of homesteads with latrines | 2020/21 | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| | | Drill boreholes at County health facilities | | Improved access to safe water in public places | Number of boreholes drilled | 2020/21 – 2021/22 | 16.0 | 14.0 | 30.0 | County Governments; development partners | County Government |
| | Strengthen collaboration with health-related sectors | Pollution control; Improvement in veterinary services; Construction of latrines in public places | | Improved service delivery and coordination | % change of health sector development | 2020/21– 2021/22 | 10.0 | 5.0 | 15.0 | County 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 | 2020/21 – 2022/23 | 6.0 | 3.0 | 9.0 | County Governments; development partners | County Government |
| | | | | | Number of operational researches conducted | 2020/21 – 2022/23 | 4.0 | 2.0 | 6.0 | County Governments; development partners | County Government |
| | | | | | Number of health community units | 2020/21 – 2022/23 | 15.0 | 7.5 | 22.5 | County Governments; development partners | County Government |
| Education | To increase access, enrolment and quality service delivery in ECDE centers | Construction of Sanitary blocks; Construction of ECDE classrooms | Improved conducive learning areas | Increased sanitary blocks constructed | Number of sanitary blocks built | 3 years | 31.5 | 15.8 | 47.3 | County Governments; development partners | County Government |
| | | Construction of ECDE office, stores and kitchen | Improved conducive learning areas | Increased classrooms constructed | Number of classrooms built | Number of classrooms built | 72.0 | 36.0 | 108.0 | County Governments; development partners | County Government |
| | | Construction of ECDE office, stores and kitchen | Improved conducive learning areas | Increased offices, kitchen and stores constructed | Number of offices, kitchen and stores built | Three years | 87.5 | 87.5 | 175.0 | County Governments; development partners | County Government |
| | | Provision of tanks | Improved access to clean and safe water | Increased water tanks procured | Number of tanks procured | Three years | 11.3 | 5.6 | 16.9 | County Governments; development partners | County Government |
| | | Provision of furniture | Improved conducive learning areas | Increased furniture procured | Number of furniture procured | Three years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| | | Procurement of county feeding program food stuffs | Improved health status of ECDE children | Increased access to food by ECDE children | Number of ECDE center supplied with food stuffs | Three years | 11.3 | 5.6 | 16.9 | County Governments; development partners | County Government |



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

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|---------------------|--|---|---|---|---|---|---|------------------------------|-----------------------------------|--|--|
| | | Procurement of growth monitoring equipment for ECDE centers | Improved health status of children through regular monitoring | Increased access to health services and referrals | Number of growth monitoring equipment procured | Procurement of growth monitoring equipment for ECDE centers | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| | | Recruitment of ECDE teachers | Improved ECDE service delivery | Increased access to ECDE education and care | Number of ECDE teachers recruited | Three years | 6.5 | 3.2 | 9.7 | County Governments; development partners | County Government |
| | | Provision of teaching and learning materials | Improved quality of ECDE learning experiences | Increased access to quality education | Number of ECDE center supplied with teaching and learning materials | Three years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |
| | | Procurement of a vehicle | Improved monitoring of ECDE programs | Increased monitoring services to ECDE programs | Number of vehicles procured | Three years | 80.0 | 80.0 | 160.0 | County Governments; development partners | County Government |
| | | Facilitation of ECDE service providers forum per sub county | Improved service delivery to ECDE centers | Increased number of forums held per sub county | Number of ECDE services | Three years | 15.0 | 7.5 | 22.5 | County Governments; development partners | County Government |
| | | Provision of cooking of appliances | Improved health status of children | Improved health status of children | Number of cooking appliances supplied | Three years | 2.0 | 2.0 | 4.0 | County Governments; development partners | County Government |
| | | Conduct routine supervision of the ECDE programs | Improved service delivery of ECDE programs | Increased monitoring and supervision of ECDE programs | Number of routines monitoring visits conducted | Three years | 2.0 | 1.0 | 3.0 | County Governments; development partners | County Government |
| | | Conduct capacity building for ECDE teachers and management committee per sub county | | Increased capacity building for ECDE teachers and management committees | Number of teachers and management committees trained | Three years | 4.0 | 2.0 | 6.0 | County Governments; development partners | County Government |
| Vocational training | To improve health safety measures | Construction of dining hall and kitchen at MVTC | Improved healthy safety measures | Increased number of dining hall and kitchens constructed | Number of dining halls and kitchens constructed | Three years | 10.0 | 10.0 | 20.0 | County Governments; development partners | County Government |
| | To improve access to technical knowledge | Establishment and equipping youth polytechnic in per sub county | Improved access to technical knowledge and skills | Increased number of polytechnics established and equipped | Number of youth polytechnics established and equipped | Three years | 2.0 | 1.0 | 3.0 | County Governments; development partners | County Government |
| | To improve health safety measures | Construction of sanitary block | Improved healthy measures | Increased number of sanitary blocks constructed | Number of sanitary blocks constructed | Three years | 2.0 | 1.0 | 3.0 | County Governments; development partners | County Government |
| | To improve service delivery in youth and vocational training centers | Recruitment of youth polytechnic instructors | | Increased number of polytechnic instructors recruited | Number of instructors employed | Three years | | 5.0 | 5.0 | County Governments; development partners | County Government |
| | To improve service delivery in youth and vocational training centers | Construction of training workshop | | Increased number of training workshop constructed | Number of workshops constructed | Three years | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |

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



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|-------------------|--------------------------------------|--|--|--|---|-----------------------|---|------------------------------|-----------------------------------|--|--|
| Social Protection | Promote social protection activities | Provision of blankets to the elderly and Identification of homeless/casted / Displaced/Barren people | Improved living standards by the elderly/ homeless/casted /Displaced/Barren people | Increased No. of the elderly provided with blankets; Placement of homeless groups in respective rescue centers; Identification and training the casted on self-awareness; Training the displaced on securing lands; Identification of barren women; Motivational talks | Number of people beneficiaries and No of persons identified and placed in the centers; Number of trainings done; No of women identified | Continuous | 15.3 | 7.7 | 23.0 | County Governments; development partners | County Government |
| | Drugs and drug abuse control | Campaigns on drug and drug abuse | Increased awareness on dangers of using drugs | Trainings of youth on effects of using drugs; Having campaigns and talk shows on the use of drugs | Number of campaign done | Continuous | 2.0 | 1.0 | 3.0 | County Governments; development partners | County Government |
| | | Support to HIV/AIDS programmes | Reduction of stigmatization of persons living with HIV | Trainings done | Number of trainings done; No of beneficiary | Continuous | 1.0 | 0.5 | 1.5 | County Governments; development partners | County Government |
| | | Liquor and alcoholic drinks regulations and licensing | Adequately regulated liquor and alcoholic drinks sector | Increased number of regulated liquor and alcoholic drinks outlets | Number of premises; Number of Committee meetings; Number of Licenses issued | Continuous | 1.0 | 0.5 | 1.5 | County Governments; development partners | County Government |
| | | Support to children homes and rehabilitation centers | Improved living standard and Improved self-esteem | Increased number of children homes and rehabilitation centres supported | Number of homes and rehabilitation centres supported | Continuous | 2.0 | 1.0 | 3.0 | County Governments; development partners | County Government |
| | | Support of rescue centers | Improved living standards of children in the rescue centers | Increased number of rescue centers supported | Number of rescue centers supported | Continuous | 1.0 | 0.5 | 1.5 | County Governments; development partners | County Government |
| | | Control of pornography and other social vices | Reduction in exposure/ consumption of pornographic and other social vices | Reduced pornographic and other social vices dens | Number of pornographic dens closed; Number of youths mentored | Continuous | 6.0 | 3.0 | 9.0 | County 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 | Proportion of staff population who have not contracted covid-19; Proportion of staff with protective gear at the workplace | July 2020 - June 2023 | 10.0 | 5.0 | 15.0 | County Governments; development partners | County Government |



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|--------|---|--|--|---|--|-----------------------|---|------------------------------|-----------------------------------|--|--|
| | 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 | Number of ICT equipment purchased and in use; staff records digitalized; improved digital service delivery | July 2020 - June 2023 | 8.0 | 2.0 | 10.0 | County Governments; development partners | County Government |
| | Improve staff digital skills | Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery | Improvement in remote working | Number of staff trained on digital skills | Number of ICT equipment purchased and in use; staff records digitalized; improved digital service delivery | July 2020 - June 2023 | 8.0 | 2.0 | 10.0 | County 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 | - proportion of the workforce with knowledge on safety measures on control of covid-19 | July 2020 ~June 2023 | 5.0 | 1.0 | 6.0 | 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 | Proportion of employees with protective equipment | July 2020 ~June 2023 | 6.0 | 4.0 | 10.0 | County Governments; development partners | County Government |
| | Develop HR policy on covid-19 prevention at the work place | Development of Hr policy on covid-19 prevention at the work place | Reduced covid-19 cases at the workplace | Number of policy document developed and distributed | | July 2020 - June 2023 | 0.0 | 1.5 | 1.5 | County Governments; development partners | County Government |
| | | Grand Total | | | | | 4,127 | 2,251 | 6,332 | | |

COUNTY GOVERNMENTS



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