



# TAITA TAVETA COUNTY

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

2020/21-2022/23





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



Author: COG and KIPPRA  
Publisher: Council of Governors  
Year: November, 2020

Copyright © 2020 Council of Governors.

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law.



## FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

*Together we prosper.*

**UHURU KENYATTA, C.G.H.,**

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





## TOGETHER WE ARE STRONGER

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

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

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

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

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

**H.E WYCLIFFE OPARANYA**

**CHAIRMAN, COUNCIL OF GOVERNORS**



## UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



## STATEMENT

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

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

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

**DR ROSE NGUGI**

**EXECUTIVE DIRECTOR  
KENYA INSTITUTE FOR PUBLIC POLICY RESEARCH AND ANALYSIS (KIPPRA)**





## ACKNOWLEDGEMENT

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

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

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

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

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

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

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

**JACQUELINE MOGENI, MBS**

**CHIEF EXECUTIVE OFFICER  
COUNCIL OF GOVERNORS**



## EXECUTIVE SUMMARY

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

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

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

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

### Pillars for County Recovery and Re-engineering Strategies

#### 1) *Boosting Private Sector Activity*

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

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



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

---

## 2) **Strengthening ICT Capacity**

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

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

---

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



### **3) Human Capital Development**

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

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

---

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

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

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



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

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

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

---

## **Support to Key Sectors**

### **1) Agriculture**

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

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





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

## **2) Water and sanitation**

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

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

## **3) Urban development and housing**

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

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



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

#### **4) Transport**

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

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

#### **5) Tourism**

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

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



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

## **6) Health**

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

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

## **7) Education**

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

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



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

## **8) Social protection**

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

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



## 9) ***Gender and youth***

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

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









# TABLE OF CONTENTS

<b>1 Introduction .....</b>	<b>1</b>
1.1 County Context.....	1
1.2 County Fiscal position .....	3
1.3 County Fiscal Response, Interventions and Budget Re-allocation .....	3
<b>2 Socio-Economic Effect of COVID-19 .....</b>	<b>6</b>
<b>3 Key Pillars of the Recovery Strategy .....</b>	<b>12</b>
3.1 Boosting Private Sector Activity.....	12
3.2 Policy, Legislatives, and Institutional Reforms .....	13
3.3 Strengthening County Government's Preparedness and Response to Pandemic and Disasters .....	14
3.4 Enhancing ICT Capacity for Business Continuity .....	15
3.5 Improve human Capital Development .....	16
3.6 Exploiting the Dairy Value Chain .....	17
<b>4 Support to Key Sectors .....</b>	<b>20</b>
4.1 Manufacturing .....	20
4.2 Agriculture.....	21
4.3 Water and Sanitation .....	22
4.4 Urban Development and Housing.....	24
4.5 Transport.....	25
4.6 Tourism.....	26
4.7 Health .....	27
4.8 Education and training .....	28
4.9 Social Protection .....	29
4.10 Gender and Youth .....	30
4.11 Environment and Natural Resources Management .....	31
<b>5 Economic Stimulus Programme .....</b>	<b>34</b>
5.1 Economic Stimulus Package .....	34
5.2 Financing Economic Stimulus Package .....	34
5.3 Implementation Framework for the Economic Stimulus Programme .....	34
<b>6 Monitoring, Evaluating and Reporting.....</b>	<b>36</b>
<b>7 Communication Channels .....</b>	<b>37</b>
<b>Annex .....</b>	<b>39</b>





# 1 INTRODUCTION

## 1.1 County Context

Taita-Taveta County is one of the counties in Jumuiya ya Kaunti za Pwani (JKP) economic bloc. The county has an estimated population 340,671 people of whom 50.8 per cent were male and 49.1 per cent female (KNBS, 2019) as indicated in table 1. Of the population 8,305 (2.8 per cent) were persons with disabilities. The youth constituted 34.0 per cent of the population of whom 49.0 per cent were female. The County had a population density of 20 per km<sup>2</sup>. About 72.5 per cent of the population live in rural areas of whom 48.7 per cent are female. The elderly population (age 65 year and above) made up 5.8 per cent of the total population of whom 55.2 per cent were female. The population in school going age group (4-22 years) was 40.3 per cent in 2019.

In 2015/2016, the overall poverty rate in Taita-Taveta County was 32.0 per cent against the national poverty rate of 36.1 per cent. In addition, 39.0 per cent of the population were living in food poverty and 41.7 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, 34.0 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

**Table 1: Development indicators in Taita-Taveta County**

	County	National
Estimated County Population (KNBS, 2019)	340,671	0.7% of the total population
Males	173,337	50.8%
Females	167,327	49.1%
Intersex	7	0.002%
Estimated Population Density (km <sup>2</sup> )	20	82
Persons with disability	2.8%	2.2%
Population living in rural areas (%)	72.5%	68.8%
School going age (4-22 years) (%)	40.3%	68.7%
Youth (%)	34.0%	36.1%
Elderly population (over 65-year-old)	5.8%	3.9%
Number of Covid-19 cases (as at 11th September 2020) (MOH); National cases were 35,232 people	133	0.4% of the national cases
Poverty (2015/2016) (%)	32.0%	36.1%
Food Poverty (2015/2016) (%)	39.0%	31.9%
Multidimensional Poverty (2015/2016) (%)	41.7%	56.1%
Stunted children (KDHS 2014)	34.0%	26%
Gross County Product (Ksh. Million)	51,381	0.7 % Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017) (%)	16.8%	15.3 %

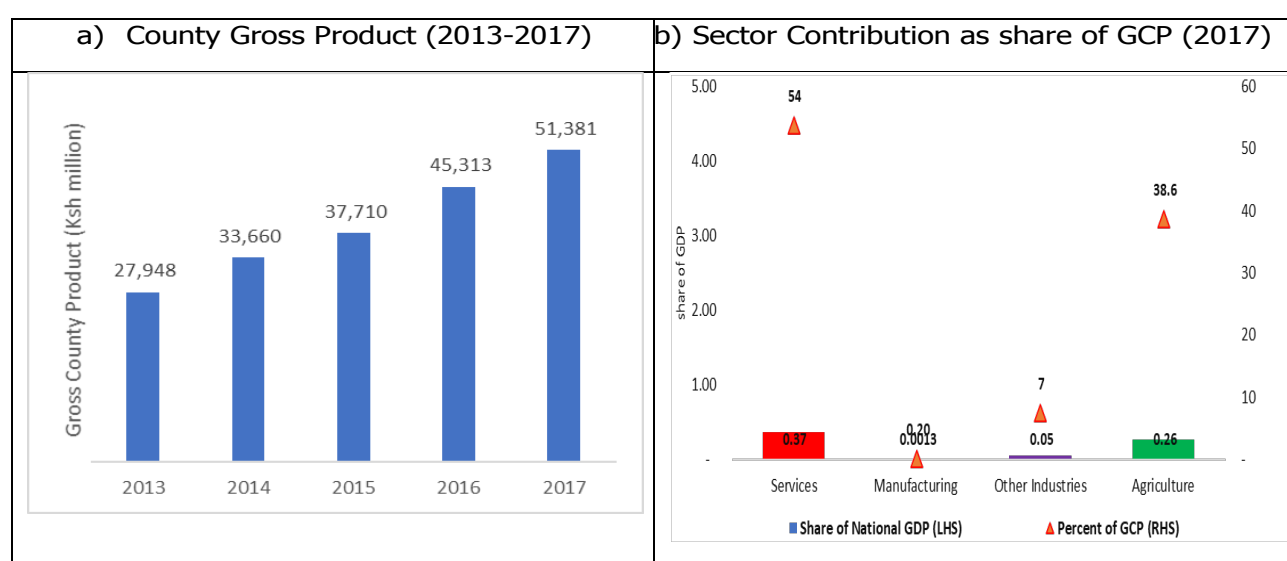
Data Source: KNBS (2019)



Taita-Taveta County Gross County Product (GCP) accounted for 0.7 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh.27,948 Million in 2013 to Ksh. 51,381 million in 2017 representing an annual average growth rate of 16.8 per cent. The service sector contributes 54.0 per cent of GCP while agriculture, Manufacturing and other industries constituted 33.6 per cent and 7.0 per cent, respectively.

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

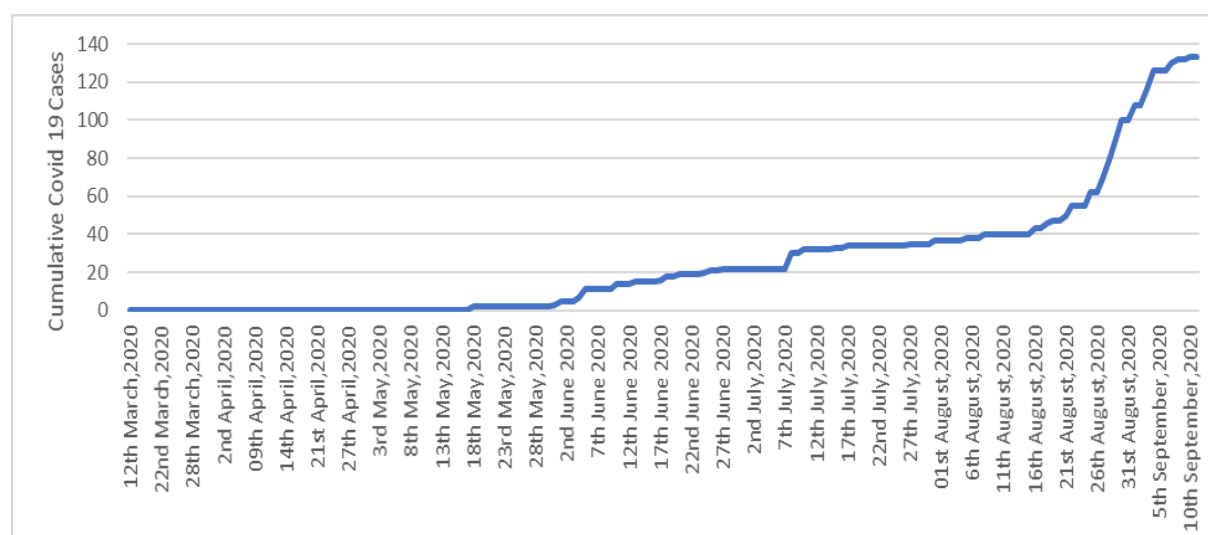
**Figure 1: Structure of the County Economy, 2013-2017**



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 18th May 2020. Since then the number of confirmed cases increased to 133 by 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH





## 1.2 County Fiscal position

Taita Taveta county expected to receive a total of Ksh. 5.67 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 4.24 billion (74.9%) as equitable share, Ksh. 1.16 billion (20.5%) conditional grants, Ksh. 230 million (4.1 per cent) generated from own sources of revenue (OSR) and Ksh. 32 million (0.6 per cent) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 4.72 billion which accounted for 83.4 per cent of the expected revenue. This comprised of Ksh. 3.88 billion equitable shares, Ksh. 551.15 million as conditional grants, Ksh. 296.04 million as OSR and Ksh. 79.4 thousand as cash balance from FY 2018/19. However, with the outbreak of the COVID-19 pandemic, the county's revenue streams were adversely affected. OSR declined by 8.3 during FY 2019/20 as compared to Ksh. 332.71 million realized during FY 2018/19.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 5,664.5 million consisting of Ksh. 3,961.7 million allocation for recurrent expenditure and Ksh. 1,702.9 million for development expenditure. Of the recurrent expenditure, Ksh. 2,324.2 million was meant for compensation of employees while Ksh. 1,637.5 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 4,440.0 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 81.9 per cent of the total spending, with development expenditure accounting for only 18.1 per cent. This translating to absorption rate at 78.4 per cent for the overall budget, 91.7 per cent recurrent expenditure and 47.3 per cent development expenditure. Health sector expenditure accounted for 6.7 per cent of total spending with an overall absorption rate of 72.3 per cent. Absorption rate for health sector recurrent expenditure stood at 96.3 per cent while that for development expenditure stood at 41.7 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 705.5 million consisting of Ksh. 427.6 million and Ksh. 277.8 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 in the country, Taita Taveta county undertook varied measures to contain and treat confirmed cases including the following.

**The County allocated Ksh 101 Million to mitigate the effect of COVID-19.** Out of the allocated amounts, Ksh 76 million was used to cater for COVID-19 related expenses which included preparation of isolation and quarantine centers. The remaining Ksh 25 million was used for food ration and water supply. Further, the county reallocated its budget freeing Ksh 120 million to help in offsetting COVID-19 expenses.

**The county received additional funds from the National government and Danida.** The National government availed Ksh 5 billion to the county to help the county fight the pandemic. Out of the Ksh. 5 billion, the county Ksh. 37 million to cater for covid-related expenditures and Ksh. 34 million to pay the



health workers. The county also received 4.5 million shillings from DANIDA that was directed to cater for COVID-19 related expenditures.

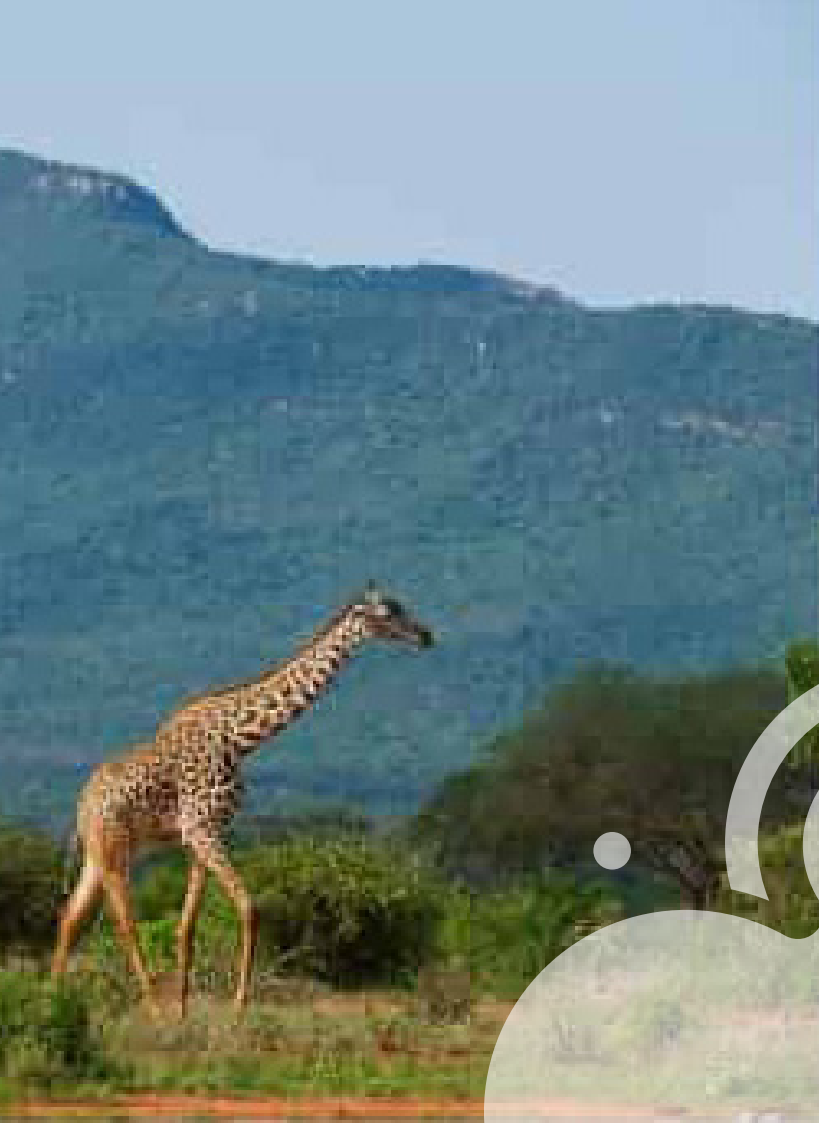
**The county offered support to SMEs to cushion them from the adverse effects of the pandemic.**

Following the closure of bars and restaurants, the county waived various fees and licenses for the traders. Businesses were also granted an extension on single business permits (SBP) payments. In addition, a stimulus package for SMEs called Datu Sawazisha funds was put in place by the county government to support the SMEs during the pandemic. The county also granted a two months waiver to market traders and farmers on agricultural cess to encourage farmers to bring produce to the markets.

**The county undertook various precautionary measures from the onset of the pandemic.** It initiated highway screening points at Engwata, Manyani as well as at Holili one-stop-border point. In July, the county conducted targeted mass testing of truck drivers, health workers, police officers, prison officers, inmates and those who were in quarantine and isolation centers as well as the public places that hosts the truck drivers.

**The county also held trainings for healthcare workers** on handling COVID-19 related cases, contact tracing and reporting. In terms of health infrastructure, the county engaged Manyani Prison to avail a 160-bed capacity isolation center and engaged a local Institution of Youths Women and Persons with Disability to make the required beds. In addition, it also renovated most of its healthcare facilities, refurbished the theater and came up with 5 bed ICU. The Coast Institute of Technology were contracted to fabricate 240 beds out of the 300 required beds (isolation and some ICU beds).

**Further, the county promoted COVID-19 safety guidelines.** In addition to the measures given by the Ministry of Health and the National Government, the county government instituted more guidelines to help fight the pandemic. On the onset of the pandemic, the county closed the Taveta One Stop Border Point, suspended all large scale industries, commercial quarries, commercial sand harvesting and mining operations, restricted visits to admitted patients to one visitor per patient per day, banned all gatherings in all public places within the territory and boundaries of Taita Taveta and prohibited non-essential movement of children from their homesteads. In addition, the county government enforced the guidelines issued by the National Government on public service vehicles.



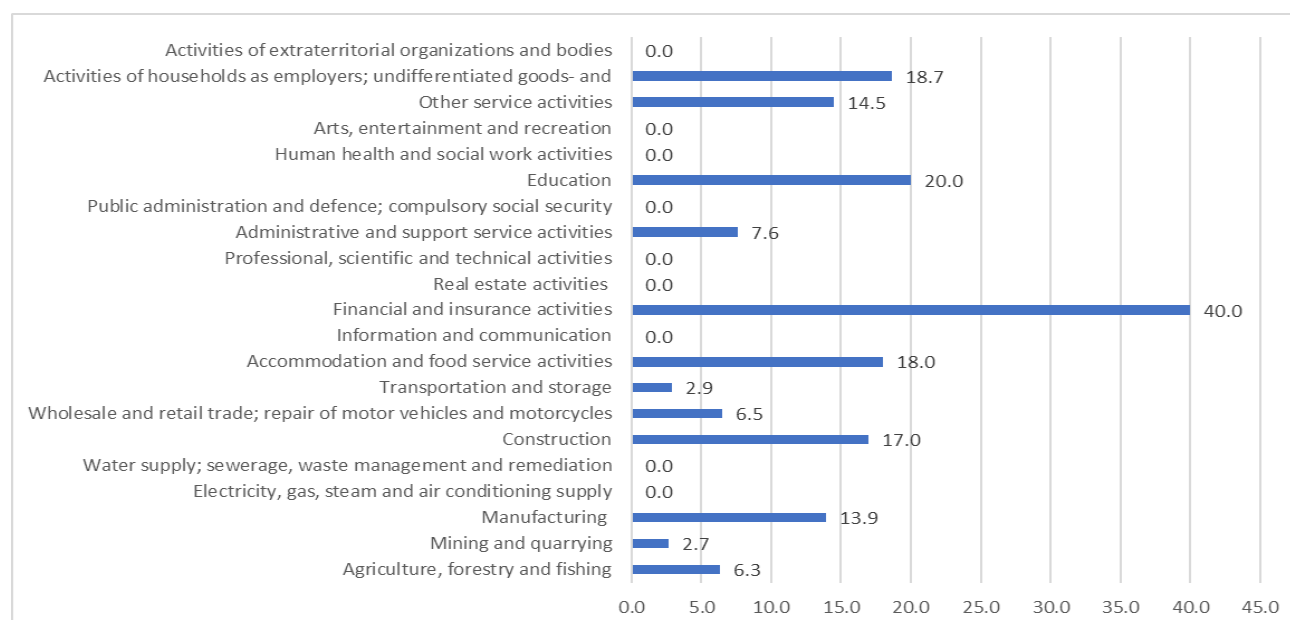


## 2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, the county was hit by droughts.

### a) Labour participation

From the May 2020 KNBS COVID-19 Survey, workers in financial and insurance activities reported the highest level of hours lost in a week (40.0 hours) followed by workers in education sector who lost 20.0 hours week. Those in accommodation and food services lost 18.0 hours while construction and manufacturing lost 17.0 and 13.9 hours, respectively. In addition, workers in transport and storage lost 2.9 hours while those in administrative and support services lost 7.6 hours, respectively. Workers in agriculture, forestry and fishing lost 6.3 hours in, while wholesale and retail trade lost 6.5 hours.



Source: KNBS

Further, 39.0 per cent of workers in Taita-Taveta county recorded decreased income; 74.0 per cent recorded working as unpaid workers; and 11.7 per cent never attended to work due to COVID -19 related activities. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres were closed, leading to reduced business activities. On average, the county lost 12.0 hours in service sector which contributes 54.0 per cent of County GCP will potentially negatively affect its economy. At one point all operations were scaled down and employees were working on rotation basis.

For the general public- the county relies a lot on tourism-workers were sent on compulsory leave and others laid off completely. Food suppliers, tour guides, curio shop operators were also affected.



### **b) Agricultural and Livestock**

The May 2020 KNBS COVID\_19 survey found that 10.6 per cent of the households in Taita Taveta county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (66.3 per cent), transport limitations (20.2 per cent) and concerned about leaving the house due to outbreak (13.6 per cent). A key concern was 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, 76 per cent of households in Taita Taveta county indicated experiencing an increase in food prices. It is important to note that 27.7 per cent of households' purchase food products from open-air markets, 16.4 per cent from kiosks and 37 per cent from general shops (KIHBS 2015/16). Additionally, 65.1 per cent of the total value consumed was from purchases, 20.6 per cent from own production, 9.8 per cent from own stock and 4.7 per cent from gifts and other sources. As such, an increase in food prices is likely to have significant implications on household budget.

The countrywide lock down also affected food supply in the county with majority of agricultural produce coming in from Tanzania. The border challenges and closure reduced supply of agricultural produce in the county. Regarding local marketing activities, while market days were suspended within the county, markets were opened every day to facilitate access to food products and help reduce congestion in the markets. The county also relies a lot on vegetables from central Kenya. The movement restrictions thus affected supply of the fresh produce commodities.

Further, was a decline in labor participation. An assessment of the COVID -19 effects on hours worked in agriculture related occupations indicates agricultural, fishery and related labourers recorded the highest difference of 8 hours between the usual and actual hours worked in a week. Other affected subcategories include: - food processing and related trades workers (3 hours difference), and farm workers (5 hours difference).

### **c) Services sector**

Taita Taveta county hosts some of the most popular national parks in the country, Tsavo East and Tsavo West national parks that attract over 240,000 tourists (56.4% domestic and 43.6% foreign) annually. In 2020, the number of visitors to the parks and other tourist attractions in the county declined attributed to travel restrictions and other measures imposed to contain the spread of COVID-19 pandemic. With almost zero inbound tourists coming to Kenya since March 2020, the county lost visits to the national parks declining by 46 per cent (or 110,400 tourists). This implying a loss in revenue and livelihood by tourism value chain players equivalent to KSh.4.4 Billion<sup>1</sup> and park entry fees worth Ksh.165.6 Million<sup>2</sup>.

1. Tourist arrivals declined by 110400. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is 110400 x 4 x 10,000 = KSh.4,416,000,000.

2. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf> ; 110400 foreign tourists x sh.1500 park entry fee = KSh.165,600,000





The closure of schools resulted to most private schools in the county being unable to sustain payment of salaries and wages for their employees, both teaching and support staffs (casuals). Public schools had also faced challenges in making payment for the other expenses such as electricity and security bills. In addition, suspension of school feeding programs had a consequence to food security and nutritional status of many children, especially those from marginalized parts of the County who depended on the programme. Closure of schools led to disruption of the education system due to loss of learning and teaching time, some of the schools opted for e-learning which was not effective due to technology gap among the residents of Taita-Taveta county.

There is inadequate ICT infrastructure in the county making it difficult for online learning to take place. Only 6.3 per cent of county residents have access to ICT equipment such as laptops and computers. While majority (91.0 per cent) have low internet access (Kenya Population and Housing Census (KPHS) (2019)).

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

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

Majority of MSMEs in Taita Taveta County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (65.1 per cent); arts, entertainment and recreation (6.6 per cent ); accommodation and food services (9.4 per cent); and manufacturing (11.3 per cent). Ideally, these are the sectors that have been affected most by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Taita Taveta County are largely located in commercial premises (31.4 per cent), market stall (17.8 per cent), building sites and road works (14.2 per cent), kiosk (12.8 per cent), and residential with special outfit (10.2 per cent). Due to income disruptions occasioned by COVID -19 MSMEs in Taita Taveta County faced difficulties in meeting their rental obligations considering quite a number are in commercial premises. According to the May 2020 KNBS COVID\_19 survey 62.3 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 37.7 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, 66.7 per cent attributed the same to temporary layoffs/closure of businesses while 33.3 per cent were affected by reduced incomes/earnings.

The survey also shows wholesale and retail trade sector lost 6.5 hours in usual and actual hours worked while accommodation and food services were hard hit losing 18 hours in a week. This is an indicator of the adverse effects on service sector of Taita Taveta County due to the pandemic which means loss of productivity, output and employment. The manufacturing sector lost 13.9 hours.



Regarding access to markets, KNBS survey 2016 data shows that none of the MSMEs in the County depend on export markets. However, about 1.2 per cent of the MSMEs depend on import markets for their material inputs. Therefore, disruptions in the external markets could have adverse implications to MSMEs operations especially from the import side. That said, diversification for market for the MSMEs is crucial in supporting their survival and growth.

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

The measures instituted in transport sector in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fare increase by 46.8 per cent. Residents responded by changing their travel patterns with 21.0 per cent of the population traveling less often, while 33.7 per cent were unable to travel due to the pandemic.

Taita Taveta County Headquarters is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 100 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 15.9 per cent of the conventional households in the county 'own' internet with 6.3 per cent owning a desktop, computer laptop or tablet. Further, only 3.4 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (3.9 per cent) than women (2.9 per cent). Further, there is a gender divide in use of internet where 26.6 per cent male and 21.1 per cent of the women using internet.

Majority of households (66.4 per cent) own the housing units they occupy while 33.6 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 85.3 per cent, followed by private companies (6.6 per cent); National Government (4.2 per cent); Parastatals (2.2 per cent); FBO/NGO/Church based housing at (1.2 per cent) and County Government (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 48.1 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 63.3 per cent of the population.

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

In Taita Taveta County, there were no cases of COVID-19/GBV Cases reported on April 2020 based on data from the Healthcare Assistance Kenya (HAK) Helpline 1195. The May 2020 KNBS COVID-19 survey revealed that approximately 26.9 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 508 cases of adolescents (age 10 - 19) presenting with pregnancy at health facilities based on data from the Kenya Health Information System (KHIS, 2020). Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

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

The county has incurred additional cost in water service provision, with the county government allocated 101 million shillings to COVID related issues from which Ksh. 76 million was to cater for COVID related and



Ksh. 25 million for food ration and water supply. Further, water companies lost a significant amount of their revenues due to low demand of water and sanitation services by hotels, schools and other institutions due to closure of operations. Furthermore, there was a waiver on the water bills and reduced rates to support handwashing (hygiene) during COVID-19 pandemic. Consequently, this resulted in loss of revenue.





### 3 KEY Pillars OF THE RECOVERY STRATEGY

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

#### 3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Taita Taveta County economy in reducing poverty through income generating opportunities for the vulnerable households. Most of the private sector activities (65.1 per cent) are in the services sector with only 11.3 per cent in manufacturing (KNBS 2016). In terms of size, most of the enterprises in the County are in the micro category (93.3 per cent), 5.2 per cent are small, 1.3 per cent are medium while 0.1 per cent are large enterprises. Since most firms are micro in nature, the informal sector dominates the private sector in Taita Taveta County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (65.1 per cent); arts, entertainment and recreation (6.6 per cent); and accommodation and food services (9.4 per cent).

COVID -19 has disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (46.7 per cent) in Taita Taveta County get their raw materials from their peer MSMEs within the County. MSMEs widely sell their products to individual consumers (86.6 per cent) within the County. This means that when some firms are adversely affected these spreads fast in the private sector.

MSMEs face various challenges in the County. This including financial and technical capacity, market environment, and worksite and related infrastructure (KIPPRA 2019, KNBS, 2016). On worksites, MSEs face inadequate and unequipped worksites, lack of public toilet facilities, lack designated areas for waste disposal, poor road infrastructure, frequent power interruptions. On technical capacity MSEs are characterized by low levels of innovation, lack of training and apprenticeship programme for artisans, fragmentation due to multiplicity of players who offer training and capacity building, and lack of monitoring and evaluation of training programmes. With the market environment, MSEs face inadequate market for their local products; stiff competition among themselves; and unfair trade 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 an opportunity to address the County's structural issues, especially through private sector development and collaboration, in designing new growth models in industrial/manufacturing development and innovation and participating in national and global value chains are also useful especially through;

- (i) Agro - processing for value addition with important areas of focus include cereals, horticultural crops, nuts and oil crops, fibre crops, livestock, beef, dairy, leather production and processing.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as; iron ore, limestone, marble, magnetite, asbestos, graphite, Kaolin clay, copper, manganese, nickel and mica, quarrying, ballast and sand harvesting for both domestic and export markets.

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

- (i) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (ii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (iii) Emphasis should be laid on initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iv) Collaboration with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (v) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (vi) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vii) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.



### 3.2 Policy, Legislatives, and Institutional Reforms

Taita Taveta County has developed legislative frameworks for education, finance and has a number of bills being considered by the County Assembly for early childhood development education, sand harvesting, planning, control of air and noise pollution, and public nuisance bill, culture heritage and mining, water and sanitation. Others are the Taita Taveta, County Health Services (Amendment) Bill, 2019, the Taita Taveta County Environment and Forest Bill, 2018 and the Taita Taveta County Public Participation in Governance Bill, 2015.

In enhancing the institutional capacity of the Taita Taveta County laws to respond to the COVID -19 pandemic and other infectious diseases as well as enhance provision of public service, the County undertakes to:

- (i) Formulate laws and regulations to respond to COVID -19 pandemic and other similar infectious diseases while considering the possibility of emerging infectious diseases which may occur in future.
- (ii) Enact the Taita Taveta County Public Participation in Governance Bill to: establish modalities and platforms for public participation in the governance of the county; facilitate the participation of county residents through digital and online platforms; and to leverage on technology in enabling digital participation of residents in the wake of requirements for social distancing, and restrictions on public and social gatherings.
- (iii) Ensure enactment of key bills awaiting approval to ensure the County's legislative frameworks are responsive to the needs of the County and its residents.
- (iv) Develop policies, enact laws and implement measures necessary to ensure the promotion, improvement, investment in and maintenance of health services in the County.
- (v) 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

Taita Taveta County is commonly afflicted by flash floods and drought. Though this is one category of environmental disaster that has persisted in Taita Taveta, the novel COVID-19 has also had negative socioeconomic effects on the County. In reengineering the County's disaster risk structures for recovery, the County commits to:

- (i) Develop and review a policy and institutional framework for disaster risk management to provide a structure for the management of disasters and emergencies in the County by establishing mechanisms for effective planning and risk reduction, resource mobilization, allocation of funds for disaster management, requisition procedures, emergency procurement, powers for declaration of state of emergency, allocation of responsibilities within the County, command and control structures, response and recovery procedures and the promotion of co-ordination amongst the response agencies.





- (ii) Collaborate with local and regional institutions in building preparedness for infectious disease threats and public health emergencies.
- (iii) Engage experts in the areas of public health and disaster risk to assist the County in formulation of strategies and policies to strengthen the County's preparedness for disasters and emergencies.
- (iv) Update the capacity, information and skills of all health care professionals needed for containing infectious diseases as per their professional duties and roles.
- (v) Ensure and coordinate the participation of communities at the community and the county level to promote a participatory approach.

### 3.3 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 54.9 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception of that the individual does not need to use the internet, access to internet elsewhere than home and lack of knowledge and skills on internet are the leading reasons that the people of in the County don't have internet connection.

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

- i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 54.9 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony<sup>3</sup>
- ii) Harness the power of technology and use innovative solutions to bridge the gender digital divide.
- iii) Collaborate with the Communications Authority and telecom service providers to utilize the Universal Service Fund<sup>4</sup> as a "last resort" in providing ICT access in remote areas where market forces fail to expand access.
- iv) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- v) Improve the laws and regulations related to information infrastructure, establish standards for the construction of information infrastructure integrated with road, water and electricity infrastructure planning and development, especially for terrestrial IT infrastructure.

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

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



- vi) Negotiate with the public primary schools a for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- vii) 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.
- viii) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- ix) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime, disasters, pandemics and misinformation.

### 3.4 Promoting Human Capital Development

The COVID-19 pandemic has created an economic crisis which has made enterprises to lay off some their workers. The County population aged 15-64 years (labour force) was estimated at 177,480 people of whom 160,509 were working and 16,971 were seeking work but work was not available representing an unemployment rate of 9.6 per cent (Kenya Population and Housing Census, 2019).

From the May 2020 KNBS COVID\_19 Survey, 25.6 per cent of the county labour force worked at least for 1 hour for pay; 13.5 per cent had never worked, 11.7 per cent of employees did not attend to work due to COVID-19 while 74.0 per cent of employees working without any pay. On average, workers in the County lost 12.0 hours per week due to COVID-19 and 39.0 per cent of county residents recorded decrease in income while 1.0 per cent recorded increase of income.

The average years of schooling was 7.8 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary levels (KIHBS 2015/16). The human development index was 0.39 out of a maximum of 1 implying that the county lost about 61 per cent of her economic potential due to lack of adequate education and health. Further, 34.0 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations. The NHIF coverage was 30.4 per cent while the number of children vaccinated was 88.8 per cent.

The recovery and re-engineering strategies include;

- (i) Improve access to finance for small and medium enterprises through lending institutions for sustained business. In addition, build capacity in areas related to marketing, operations, finance and human resource development to enhance the chances of survival of SMEs.



- (ii) Share the up-to-date and relevant information about COVID-19 symptoms and disease prevention recommendations among the county employees. County will use only credible sources of information, such as the Ministry of Health (MoH) and will establish a dedicated hotline or conduct a series of remote seminars with relevant health professionals to facilitate question and answer sessions with employees.
- (iii) Provide a psychological and financial support to employees, such as emergency assistance, additional insurance coverage, regular payroll payments.
- (iv) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families. Invest in Community and public health including community health workers, water, sanitation, immunization and disease prevention measures.
- (v) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all sub-counties.

### 3.5 Exploiting Promotion of Joint Wildlife-Livestock Production

The Agricultural Sector Growth and Transformation Strategy (ASTGS) classifies Taita Taveta County as a Central ASALs suitable for livestock pastoralism including beef cattle, goats and sheep, with occasional maize cultivation on raised plateaus.

The total land area in the county is approximately 1,708,410 ha (17,084.1 km<sup>2</sup>). About 62 per cent of the county (1,065,000 ha) is occupied by the Tsavo East and West National Parks. Livestock ranches constitute about 22 per cent of the total land area while arable land constitutes about 12 per cent of the land area (205,500 ha). Gazetted forests cover about 1,489.8 ha while non-gazetted forests cover about 9,000 ha of the total land area in the County.

The wildlife and forests play a critical role in ecotourism in the County and country at large. Livestock is also a key economic activity in the County. Other than rearing the traditional livestock (i.e. cattle, goats and sheep), the county has promoted poultry production and bee keeping (apiculture) among farming households in the county. Poultry is the main livestock reared in the county. A lower percentage of farming households practice aquaculture and some keep camels.

Climate change and variability coupled with environmental degradation has resulted to soil degradation, deforestation, reduction of water volumes in rivers, and drying of wells and rivers. This aggravates human wildlife conflicts especially during the dry spells with wildlife attacking livestock on farms and pastoralists grazing livestock in parks. The effects have been loss of livelihoods and food insecurity.



To promote livestock keeping in a changing climate, the County will:

- (i) Partner with community-based and non-governmental organizations, and the private sector to support climate change adaptation strategies such as:- agricultural insurance, planting trees, practicing soil and water conservation, water harvesting, pasture conservation and storage, extension services on appropriate input utilization and practices such as livestock breeds breeding.
- (ii) Capitalize on conservancies to reap the benefits from both livestock keeping and wildlife. Through conservancies, households get to reap the benefits from both livestock keeping and wildlife and thereby championing conservation efforts in the county.







## 4 SUPPORT TO KEY SECTORS

### 4.1 Manufacturing

The manufacturing sector contributes 0.7 per cent to Taita Taveta Gross County Product (GCP). Manufacturing in Taita Taveta County include: wearing apparel (42.6 per cent), food products (24.9 per cent), furniture (15 per cent), fabricated metal products, except machinery and equipment (11.7 per cent). The key products useful in value addition and driving manufacturing include; cereals (Maize, sorghum, Rice), horticultural crops (kales, tomatoes, cabbages, French beans, snow peas, capsicum, Asian vegetables), nuts and oil crops (macadamia, groundnuts, sunflower, coconut, cashew nut), and fibre crops (cotton, sisal).

For livestock, the county is a major livestock rearing zone with the main types including; beef cattle, dairy cattle, goats, sheep, camels, donkeys, poultry, bee keeping, rabbit and pigs. The county is also endowed with abundant minerals which include; iron ore, limestone, marble, magnetite, asbestos, graphite, Kaolin clay, copper, manganese, nickel and mica. Other important industrial activities are quarrying, ballast and sand harvesting. The sector is essential in supporting recovery of the economy of Taita Taveta County from the effects of COVID -19 pandemic. This is due to its potential in revenue and employment generation.

The County will:

- (i) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Further, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Develop, in collaboration with the national government SME and Industrial Parks in the County as outlined in MTP III.
- (v) Construct, equip and operationalize the Mineral Value Addition Centres (the Gemstone Value Addition Centre in Taita-Taveta as outlined in MTP III.



- (vi) Carry out an intensive geological survey of industrial minerals (e.g. copper, manganese, iron ore and nickel) so as to attract investors to establish industries in the mining sector.
- (vii) Promote PPP in industries establishment.
- (viii) Promote rural and agro-based industries mainly in the high agricultural areas.
- (ix) Fastrack establishment of dairy and poultry development industries; livestock-based processing industries; and agro-processing plants/ cottage industries.

## 4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Taita Taveta county. More than 30 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 19,858 million out of the total KES 51,381 million Gross County Product (GCP) amounting to 38.6 per cent of the county's GCP.

About 50 per cent of the households produce crops, 45 per cent produce livestock, 0.3 per cent practice aquaculture and about 0.7 per cent are involved in fishing. Only 14.9 per cent of households uses irrigation for farming in the past 12 months where the main source of water for irrigation is from rivers at 83.1 per cent, water from the dam/ reservoir at 6.5 per cent, water from deep wells at 5.4 per cent, water from shallow well at 2 per cent.

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

- (i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agroprocessing and value addition capacities of the county in Livestock Export Processing Zones, horticultural, dairy and poultry development industries.
- (ii) Provision of storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses in every ward.
- (iii) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Taita Taveta's rural access index (RAI) fares poorly at 48 per cent compared to the national average of 69.4 per cent. Other crucial market infrastructure includes lighting and water services to facilitate trade activities.



- (iv) Further, commercialization levels for some agricultural commodities are very low; as low as 15 per cent for some food crops, 11.8 per cent for some livestock and 47.8 per cent for livestock product). Agricultural commercialization levels in the county can be improved through farmers' cooperative societies and producer associations.
- (v) To enhance production in the ASAL county, there is need for investments and efficient utilization sustainable irrigation and water harvesting technologies in the county through partnership with development partners. To support expansion of sustainable irrigation, the county will promote development of Irrigation Infrastructure and technologies in the county. Existing irrigation and water harvesting projects include Lumi water pan, Challa Tuhire Irrigation Project and Njukini Irrigation Project, most of which are under production.
- (vi) Access to quality and affordable inputs including certified seeds, drought tolerant seeds, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and mechanized ploughing services by county tractor hire services.
- (vii) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. The county will mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- (viii) Build the capacity of farmers in produce handling/ output/ improved product standards, adoption of modern farming technologies and practices (e.g. water harvesting techniques, fodder establishments, hay harvesting, post-harvest management) and adopt sustainable land management practices to minimize environmental degradation. this can be achieved through agricultural training centers.
- (ix) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level and improving access to innovative support services including credit and insurance services.
- (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 has been emphasized by WHO as one of the measures to curb transmission of COVID -19. This has placed higher demand for water more so at the households, health care facilities, markets, public places and among essential services provides. Majority (88.3 per cent) of households had access to water and soap while 60.8 per cent of the households did not have a designated handwashing facility in their households (May 2020 KNBS COVID\_19 Survey).



There is low access to piped water which stands at 24 per cent in urban 14.9 per cent in rural and 32.2 per cent in peri urban areas. Additionally, is low access to piped sewer among households which is 13.1 per cent urban, 0.5 per cent peri urban and 3.6 per cent rural areas. Less than 0.5 per cent rural and urban have no access to toilet facility. Sharing of a toilet facility with other households is common which stands at 26.3 per cent rural, 57.5 per cent urban and 25.9 per cent peri urban.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. These include; to enhance Provision of Clean Reliable and Adequate Water Protection; to facilitate Sustainable utilization of transboundary water resources; to initiate Water supply infrastructure development, rehabilitation and augmentation of existing water infrastructure- will increase water supply in the county ;to reduce the impact of floods on development. to rehabilitate and protect water catchment areas and to enhance wastewater management will improve sanitation.

The recovery strategy recommends the following strategies for implementation:

- (i) The county to increase access to water among households by drilling of boreholes, construction of water pans, rainwater harvesting and rehabilitation of water infrastructure.
- (ii) Integrate public private partnerships arrangements to enhance water provision in the county.
- (iii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (iv) Rehabilitate and protect wetlands and other water catchment areas.
- (v) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (vi) Involve both men and women in water management and governance.
- (vii) Promote rehabilitation of water supplies and installation of rainwater harvesters.
- (viii) Fast track the construction of dam/pans and promoting roof harvesting at household level.
- (ix) Capacity build rural water management committees, Water Resource Users Associations and Water Service Providers (WSP).
- (x) Expand sewer infrastructure to accommodate more households.



- (xi) Improve access to safe and improved toilets in schools, health care facilities, workplaces and public places.
- (xii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xiii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

#### 4.4 Urban Development and Housing

Majority of the households (86.8 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 4.1 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 62.2 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 37.8 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 84.9 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 can focus on:

- (i) Formulate urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies.
- (ii) Integrate wildlife life management, mining and mineral resource development with human settlement planning in County Spatial Plans with aim of achieving sustainable development.
- (iii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (iv) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (v) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (vi) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (vii) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.





- (viii) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.

## 4.5 Transport

The county has a total of 6,022.1 Kilometers of classified road network. Approximately 52.4 per cent of the paved road network is in good condition, 26.7 per cent in fair condition and 17.5 per cent in poor condition. While 5.2 per cent of the unpaved road network is in good condition, 49.6 per cent fair and 45.2 per cent in poor condition.

The main means of transport used in the County is walking at 53.3 per cent, followed by bicycle (boda boda) 17.8 per cent, motorbike 14.0 per cent and PSV matatus at 10.3 per cent, Bus (PSV) 1.3 per cent. On average, residents travel 2.8 Kilometers to their workplace which is beyond the threshold distance for walking but within the threshold for cycling.

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

- (i) Promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable land transport systems.
- (ii) Encourage urban-rural connectivity by investing in sustainable transport and mobility infrastructure.
- (iii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 48.0 per cent with a target to match the national average of 70.0 per cent.
- (iv) 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.
- (v) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy<sup>5</sup>.
- (vi) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals<sup>6</sup>.

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

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



- (vii) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency
- (viii) Sensitize PSV and boda boda and tuk tuk operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ix) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (x) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (xi) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.
- (xii) Apply Performance Based Road Maintenance Contracting<sup>7</sup>, with maintenance of the existing road network in good condition being a priority.

#### 4.6 Tourism

Taita Taveta County has immense potential to reap economic gains from tourism activities. There exists a wide range of tourist attractions with the County priding itself in being home to Tsavo East and Tsavo West National Parks. The key tourist attractions in the County include: Physical attractions / nature-based tourism: (Rolling volcanic landscape, extinct volcanoes, lava flows, caves and Mzima Springs; Yatta plateau – featuring the longest (300Km) lava flow in the world; Meandering Galana River and rapids; Aruba dam; Mudanda rock; Lugards Falls; Taita Hills comprising of Sagalla, Kasigau and Dawida massifs; Shetani lava; Shaimu; hills; 3 sister hills; chyulu hills; Perfect spots for rock climbing and campsites; Mwangeka and funju caves); Wildlife / safari (Tsavo East, Tsavo West and Chyulu national park with variety of game; game viewing, camping, cave exploration); private and community conservancies which include Lumo Conservancy; Cultural and heritage tourism (Wray museum; traditional songs and dances); Agro-forestry (indigenous forests with rare tree species); Eco-tourism; Medial tourism (herbalists and traditional doctors); The Tsavo East and Tsavo West National Parks together attract a total of 240,000 visitors annually; with Tsavo East attracting twice as many tourists as Tsavo West. Domestic and foreign tourists account for 56.4 per cent and 43.6 per cent of the visitors to the parks respectively.

The county is well endowed with tourist-class accommodation facilities. It has three star-rated hotels (2 three-star and 1 one-star) with a capacity of 102 rooms and 208 beds, and 27 other facilities (lodges, tented camps, campsites, and guest houses) with a capacity of 1,321 beds. Accommodation and food services contribute 4.4 per cent of total GCP. During the 2013-2017 planning period, the county government spent only 0.6 per cent of the total budget to development of the county tourism sector. Given the potential

7. Performance Based Road Maintenance Contracting: <https://www.kenha.co.ke/images/pbc/00-PBC-guideline-edition-1.1.pdf>



of tourism for socio-economic development of the county, there is need to allocate more resources to development of the sector, especially on diversification of the tourism products.

Other constraints to growth and development of tourism in the county include: Low fiscal efforts to raise local revenue from tourism which has been falling over time; increase in human-wildlife conflict occasioned by wildlife invading farming areas and predation of livestock. There is also low awareness by local communities on the benefits that can accrue from the Tsavo ecosystem. In addition, the road networks to tourist attraction sites is poor, which increases the cost of doing business; environmental degradation caused by over exploitation of forest through charcoal burning and uncontrolled wood harvesting. This is a key threat to survival of wildlife and development of ecotourism; and loss of biodiversity, drought, floods, landslides, and emergence of invasive species.

The proposed strategies to support re-engineering of the tourism sector include:

- (i) Improvement of sanitation in the county to deal with the COVID -19 and other potential pandemics, which are already a setback to development of tourism.
- (ii) Rehabilitating roads leading into the national parks to increase accessibility.
- (iii) Establishing tourism information centres.
- (iv) Setting up community-based conservancies.
- (v) Diversifying the tourism product offering: Prepare a tourism development master plan focused on tourism zoning, spatial and virtual connectivity, online marketing, product development, and quality standard of tourism services; promote domestic tourism by providing incentives and subsidies; cultural festivals.

## 4.7 Health

The County has five public Level-4 hospitals which include Moi County Referral hospital in Voi, Weso district hospital in Wundanyi, Taveta district hospital, Mwatate and Wundanyi sub-district hospitals which have a bed capacity of 19 and 18 respectively. The total bed capacity for Level-4 facilities is 317. In addition, there are 16 public health centers which fall under Level-3 category, with eight of these having a combined bed/cots capacity of 81. There are also 36 Level-2 facilities in the County. Only three of these admit patients, with beds capacity of only seven. Kitobo dispensary has only one bed, while Manyani and Kiwalwa dispensaries have three beds each. The total bed capacity in the county 440 and the average distance to the nearest health facility for Taita Taveta residents is 5Km.



The county has 696 health personnel who include 7 medical consultants, 31 general medical officers 69 clinical officers and 363 nurses spread across public health facilities. The Doctor-population ratio stands at 1: 19,138 while Nurse-population ratio stands at 1:1,142. compared to WHO recommendation of Doctor or nurse -population ratio of 1:230. Nonetheless, the impact of COVID stretched far beyond mere registered number of cases in the county, for instance the stigma attached to those suspected of being positive caused serious mental harm, and healthcare practices were disrupted. The complexities and dynamics of testing for COVID-19 had an impact on patient health-seeking behaviors and service delivery. Social dialogue is essential to building resilient health systems, and therefore has a critical role both in crisis response and in building a future that is prepared for health emergencies.

Under the recovery strategies, the County will;

- (i) Promote construction, upgrading and equipping of health facilities through additional funding to health sector, the county will equip Weso district hospital and Taveta district hospital, this will enable the county to achieve the CIDP 2018-2022 goal of improving health Service Delivery.
- (ii) Enhance COVID-19 sensitization to the community through Health promotion messages and distribution and printing of IEC materials, provision of hand washing facilities to the community level, provision of hand washing soap and fumigation exercises in the markets and other busy towns, learning institutions and health facilities.
- (iii) Provide frontline caregiver mental and physical health assessment and support during health crisis such as the COVID-19 pandemic, psychological support for families of frontline health care workers affected by the working conditions and stringent measures effected during COVID-19 response- the 14 days isolation on exposure.
- (iv) Prepare and enroll high number of health officers to offer fair fundamental types of assistance all through a crisis.
- (v) 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 Taita-Taveta county.
- (vi) Create awareness on availability and importance of free maternity services and address other constraints to access of maternal health services in the county to address fear of contracting COVID-19 in event of visiting health facility.

#### 4.8 Education and training

The county's total enrolment in pre-school is 10,230, of whom 48 per cent are boys and 52 per cent girls. The Net Enrolment Rate (NER) is 50.6 per cent and 51.9 per cent for boys and girls respectively and the NER was 51.2 per cent. Transition rate to primary was close to 100 per cent. The total enrolment in primary schools is 65,035, boys making up 48 per cent and girls' 52 per cent. The drop-out rate in primary education is 1.8 per cent for boys and 1 per cent for girls. There is a total of 1,384 teachers in primary schools, giving a teacher-pupil ratio of 1:39. The Gross Enrolment Rate (GER) in primary education was 136.2 per cent for



boys and 128.2 per cent for girls. For both sexes, GER is 144.5 per cent. The overall net enrolment is 85.5 per cent, made up of 83.1 per cent and 88.2 per cent for boys and girls respectively. The total enrollment in secondary schools was 10,857 of which 50.6 per cent are boys while 49.4 per cent are girls. Since the drop-out rate stands at 5.2 per cent and 1.7 per cent for girls and boys respectively and the transition rate (from primary to secondary) was 67.5 per cent.

To address the effects of COVID -19 in Taita-Taveta county, the County will partner with the national government, private sector and faith-based institutions to enhance ECDE and vocation training through infrastructural development. The county will enhance bursary fund scheme, scholarship fund, and ECDE capitation grants; promote feeding programme in ECDE sections, and capacity building of ECDE teachers and staff and parents on effects of Covid-19 and containment measures. For county TVETs, the county will employ more instructors to offer fundamental skills to students on COVID- 19. The county will also promote Capacity building of instructors, Construction and equipping Polytechnics, advocacy and branding of Technical and Vocational Training Institutions.

The recovery sector specific interventions include:

- (i) The County will promote construction of additional classrooms and workshops for ECDE and VTCs. This will enable the learners to maintain social distancing while learning. The County with support from stakeholders will continue to invest deployment of ECDE teachers and provision of sanitation facilities; and commodities such as face masks.
- (ii) The County will provide financial or in-kind support, such as school feeding, to help families overcome the increased costs of attending school, also provide psychosocial support to teachers and learners.
- (iii) The County in partnership with national government will prioritize projects that improve school water, internet coverage and ICT infrastructure, sanitation and hygiene facilities and management in order to reduce future effect of similar or related outbreak.
- (iv) The County Government as well as the National Government will work under close collaboration to reduce the dropout rates from Preschool to secondary education level, as well as increasing retention and transition rates between and within all levels of learning.
- (v) The County will promote remedial/catch up lessons for high stake examination classes and learners who lagged behind; and support also schools to utilize ICT platforms and have a depository of teaching and learning materials that learners could use both in and out of school.

#### **4.9 Social Protection**

The County has an estimated 2.8 per cent of the population being PWDs and 5.8 per cent of total population were older persons aged 65 years and above. The County poverty rate was estimated at 32 per cent. The county has a total of 845 households under the CT-OVC Program programme. Wundanyi, Mwatate and Voi have a recorded 925, 924 and 1,061 respectively, totaling to some 3, 755. The total number of children under the program is around 18,775 in the county.





Amid the COVID -19 period, the County will implement the key social protection programmes including supporting initiatives that will encourage the participation of women, youth and people living with disabilities like initiating tailor-made programs for the youth, women and PWD that will entice their participation; enhancing protection of vulnerable groups through establishing emergency family protection fund, equipping rescue centres and collaborating with social welfare organizations.

Additional recovery and reengineering strategies are;

- (i) The County will create awareness to workers on the available social protection services such as the NHIF specially in the informal sectors.
- (ii) The County will build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training, also design and implement a disability grant to all those who are severely disabled, and who are above the age of eligibility for the infant grant and below the age of eligibility for the old age pension.
- (iii) The County Government will undertake research to get a better understanding of the actual situation of disability and chronic illness in Taita-Taveta County, and to map existing initiatives to improve effective service delivery.
- (iv) The County will promote interventions towards the expansion of social protection initiatives targeting elderly persons in the community.
- (v) The County will promote gender mainstreaming, protection and response against gender-based violence and involvement of women in all sub-counties.
- (vi) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.

#### **4.10 Gender and Youth**

The social and economic effects of the COVID- 19 pandemic has increased households' susceptibility to Gender Based Violence (GBV) in Taita Taveta County. Response measures taken to contain the COVID-19 pandemic, such as movement restrictions, lockdown and curfew hours, have led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact.



The county will:

- (i) 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.
- (ii) Prioritize reporting of GBV cases through help lines such as toll-free calls and SMS numbers for victims.
- (iii) Bring onboard key stakeholders to actively engage and sensitize the youth on reproductive health; HIV/Aids and COVID-19 prevention measures.
- (iv) Establish a multi-sectoral committee that oversees the implementation of gender policies across various cross-cutting sectors.
- (v) Strengthen inclusive community outreach strategies to ensure GBV messaging is localized and clear, and addresses stigma, discrimination and other power dynamics that serve as barriers to accessing GBV services & COVID-19 information among differently able persons.
- (vi) Support gender champions and sign language interpreters to activate and communicate an 'alert chain' to reach GBV survivors or those in imminent danger of injury and harm.

#### **4.11 Environment and Natural Resources Management**

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

The major sources of energy for cooking used by households are firewood at 60.4 per cent, charcoal 20 per cent, liquified gas at 10. Per cent and Kerosene 8.5 per cent. Use of firewood and charcoal has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste dump in the compound at 6.6 per cent, 0.7 per cent dump in the street/ open field, 87 per cent burn in open air. On the other hand, 3.9 per cent is collected by the county government for disposal. About 13.5 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

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



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

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Support afforestation program by giving tree seedlings to communities and schools.
- (iii) Increase forest cover and biodiversity conservation through tree planting.
- (iv) Adopt and implement environment conservation policy.
- (v) Support communities to peaceful coexistence between human and wildlife, by fencing wildlife forests.
- (vi) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (vii) Increase the efficiency of solid waste management through regular waste collection, environment clean up exercises at neighborhoods and in towns, adequate staffing levels and facilitation.
- (viii) Cushion households from the adverse effects of droughts and floods by having a disaster risk management plan.
- (ix) The county to sensitize the community on disaster awareness, disaster and strengthen communities on disaster resilience.





## 5 ECONOMIC STIMULUS PROGRAMME

### 5.1 Economic Stimulus Package

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

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

### 5.2 Financing Economic Stimulus Package

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

### 5.3 Implementation Framework for the Economic Stimulus Programme

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









## 6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.<sup>8</sup>

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

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

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

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



## 7 COMMUNICATION CHANNELS

Communication<sup>9</sup>, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development<sup>10</sup> (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels<sup>11</sup> are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID\_19 Survey, majority of Taita Taveta County residents received information about coronavirus through radio (89%), television (62per cent) and mobile (33per cent). Nonetheless, the survey was not specific whether mobile included both written (short text messages <SMS>) and voice (calls). Social media and friends and family were closely rated with a frequency of 22 per cent and 19% respectively. Government sources had a 14 per cent frequency while newspaper and Health Care Worker had a tie score of 11 per cent. Non-Governmental Organization (NGO) workers was rated at 1 per cent frequency.

Thus, the following channels of communication will be utilized:

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

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

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

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

11. <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									
Newspaper									
TV									
SMS									
Website & Email									
Social Media									
I.E.C-Posters, branded gear									
Outdoor- Billboards, Graffiti, Drawings									
Telephone									
Sign language									

> Most appropriate channel to be used.

**Notes:**

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

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

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

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



# ANNEX

## Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	15	15	30	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		60.0	60.0	120.0	County 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
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		20	20	40	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		20	20	40	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		5	5	10	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		3	3	6	County and National Governments; development partners	County Government



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		10	10	20	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	15	15	30	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	7	7	14	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods sold	continuous	6	6	12	County Government of Nandi, National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		40	40	80	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		25	25	50	County and National Governments; development partners	County Government





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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	15	15	30	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	4	4	8	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		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		10	10	20	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	7	7	14	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	4	4	8	County and National Governments	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Taita Taveta County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		40	40	80	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	10	10	20	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	5	5	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		50	50	100	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		30	30	60	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		40	40	80	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		6	6	12	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government



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
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		20	20	40	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		10	10	20	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	2	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		15	15	30	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		20	20	40	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		60	60	120	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	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
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		3	3	6	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		4	4	8	County Governments; development partners	County Government
		Grand Total					802	802	1594		

## COUNTY GOVERNMENTS



This Strategy was developed by KIPPRA in collaboration with COG through the financial support from UNDP, UNICEF and UN Women as part of the joint Devolution Programme funded by Sweden, Finland and Italy.



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