



UASIN GISHU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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



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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

A stylized black ink signature of Dr. Rose Ngugi, featuring a large, flowing 'R' and 'N'.

DR ROSE NGUGI

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS

**CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS**



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) *Boosting Private Sector Activity*

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

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



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

2) Strengthening ICT Capacity

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

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

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



3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) *Agriculture*

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

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



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

2) Water and sanitation

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

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

3) Urban development and housing

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

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



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

4) Transport

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

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

5) Tourism

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) ***Gender and youth***

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

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





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1 INTRODUCTION

1.1 County Context

Uasin Gishu County is one of the Counties in the North Rift Economic Bloc (NOREB). The County has a population of 1,163,186 people constituting of 49.8 per cent male and 50.1 per cent female (KNBS, 2019). Of the population, 15,079 (1.5%) are persons with disabilities. The youth constituted 39.0 per cent of the population of whom 51.0 were female. The County has a population density of 342 per km². About 90.1 per cent of the population live in rural areas of whom 51.9 per cent are female. The elderly population (over 65-year-old) make up 3.0 per cent of the total population of whom 53.8 were female. The population in school going age group (4-22 years) was 45.0 per cent in 2019 (table 1).

In 2015/2016, the overall poverty rate in Uasin Gishu County was 41.0 per cent against the national poverty rate of 36.1 per cent. In addition, 37.6 per cent of the population were living in food poverty and 54.2 per cent were multidimensionally poor, that means they were 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, 10.8 per cent of the children were stunted as compared to the average national level at 26 per cent.

Table 1: Development indicators in Uasin Gishu County

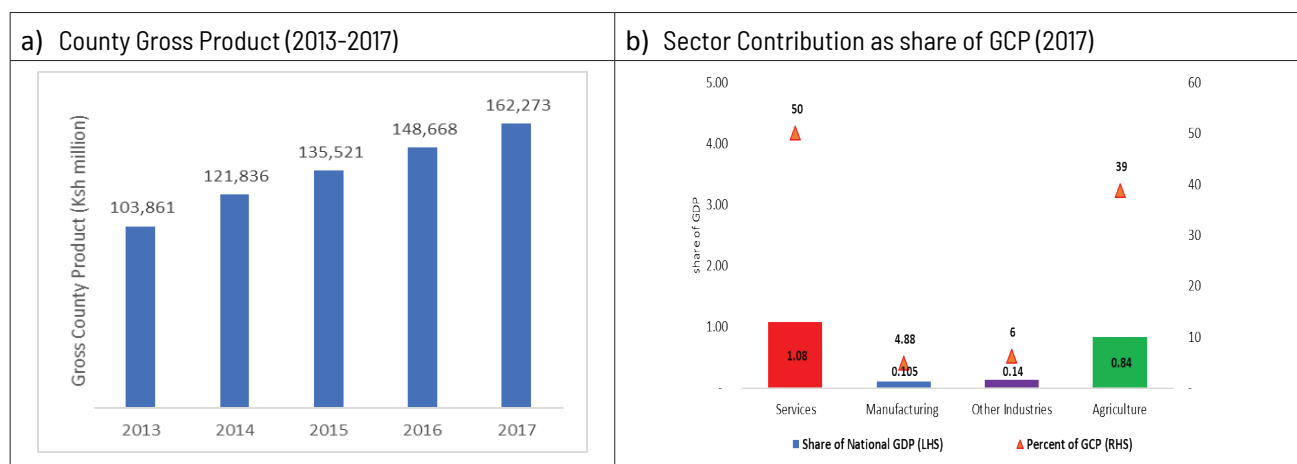
	County	National
Estimated County Population (KNBS, 2019)	1,163,186	2.4% of total population
Males	580,269	49.9%
Females	582,889	50.1%
Intersex	28	0.002%
Estimated Population Density (km ²)	342	82
Persons with disability	1.5%	2.2
Population living in rural areas (%)	90.1%	68.8%
School going age (4-22 years)(%)	45.0%	68.7%
Youth (%)	39.0%	36.1%
Elderly population (over 65-year-old)	3.0%	3.9%
Number of Covid-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	519	1.6% of the national cases
Poverty (2015/2016)(%)	41.0%	36.1%
Food Poverty (2015/2016)(%)	37.6%	31.9%
Multidimensional Poverty (2015/2016)(%)	54.2%	56.1%
Stunted children (KDHS 2014)	10.8%	26%
Gross County Product (Ksh Million)	162,273(2017)	2.2 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	11.2 %	15.3 %

Data Source: KNBS (2019)



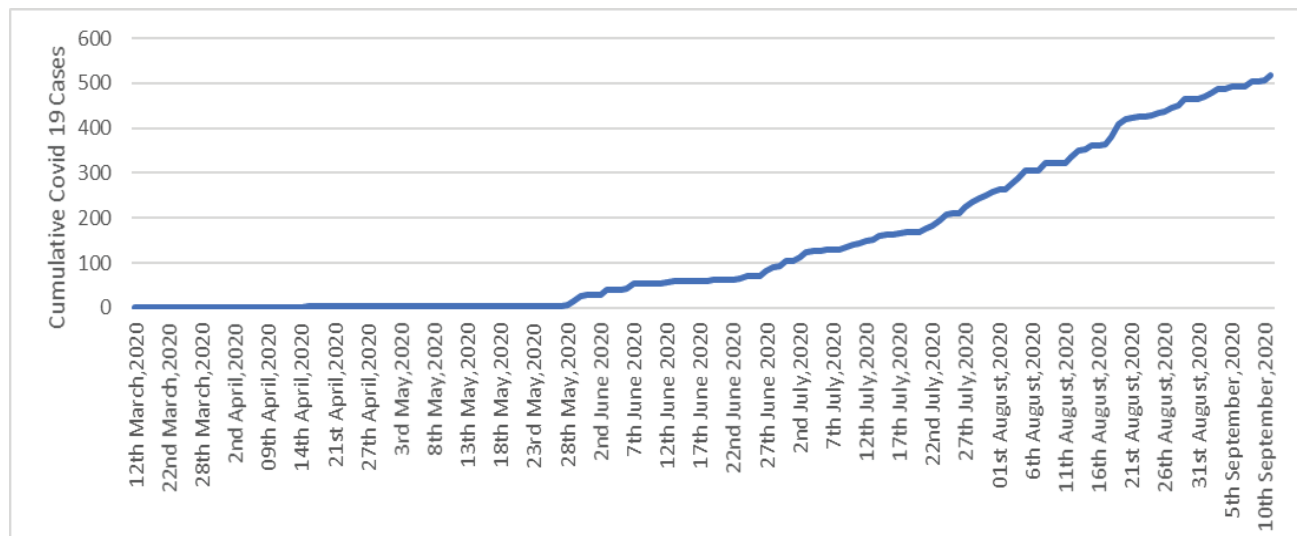
The Uasin Gishu County Gross County Product (GCP) accounted for 2.2 per cent of total Gross Domestic Product (GDP) as at 2017. The GCP increased from ksh. 103,861 million in 2013 to ksh. 162,273 million in 2017 representing an average annual growth rate of 11.2 per cent. The services sector contributes 50.0 per cent of GCP while agriculture, manufacturing and other industries share constituted 39.0 per cent, 4.9 per cent and 6.0 per cent, respectively (figure 1). The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming, livestock production and fishing activities while manufacturing is mainly dominated by textile and apparel activities

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 4th April 2020. Since then the number of confirmed cases increased to 519 in 11th September 2020 (MOH, 2020) as depicted in figure 2.



Data Source: MOH



1.2 County Fiscal position

Uasin Gishu county expected to receive a total of Ksh. 11.6 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Kshs. 6.3 billion (54.7%) as equitable share, Ksh. 1.5 billion (12.7%) conditional grant, Ksh. 900 million (7.8%) generated from own source of revenue (OSR) and Ksh. 2.9 million (24.8%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 10.5 billion which accounted for 90.0 per cent of the expected revenue. Following the outbreak of Covid-19 pandemic, several streams of revenues were affected. Specifically, in Uasin Gishu, open-air markets were closed affecting distribution of basic goods, 50 per cent waivers for licenses were granted as well as extension of single business permit payments which contributed an average of 22.8 per cent of the total OSR between FY 2013/14 and FY 2016/17, being the largest contributor of the total OSR. This led to a 15.2 per cent decline in OSR, from Ksh. 918.9 million realized in FY 2018/19 to Ksh. 779.2 million generated in FY 2019/20.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 11,567.6 million consisting of Ksh. 5,770.9 million allocation for recurrent expenditure and Ksh. 5,796.7 million for development expenditure. Of the recurrent expenditure, Ksh. 3,467.4 million was meant for compensation of employees while Ksh. 2,303.6 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 8,099.8 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 67.0 per cent of the total spending, with development expenditure accounting for only 33.0 per cent. This translating to absorption rate at 70.0 per cent for the overall budget, 94.0 per cent recurrent expenditure and 46.2 per cent development expenditure. Health sector expenditure accounted for 23.8 per cent of total spending with an overall absorption rate of 75.8 per cent. Absorption rate for health sector recurrent expenditure stood at 93.5 per cent while that for development expenditure stood at 17.8 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 292.4 million consisting of Ksh. 37.1 million and Ksh. 255.3 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

Following the outbreak of Covid-19, Uasin Gishu County undertook varied measures as outlined in this section.

County re-allocated its budget for FY 2019/20. A supplementary budget was prepared that focused on procuring equipment geared towards combatting Covid-19. The budget added no new development expenditures but focused more on water related projects. Expenditures on roads were not affected as there was need to repair the roads following heavy rainfalls experienced.



Support from private sector and other stakeholders. Collaborating with private sector entities in the County yielded in-kind support from private sector partners and NGOs like Equity Group Foundation, Yako supermarket, AMREF Africa, Crown Healthcare limited, Rift Valley Technical and Training Institution (RVTTI) among others coming on board to help the most vulnerable with food stuffs and water tanks. RVTTI donated 24 medical beds to the county, AMFREF donated goods worth Ksh. 10 million whereas Rotary International donated hand washing units to distributed in the county to boost its efforts in the fight against Covid-19 pandemic. In addition, Crown Healthcare donated oxygen concentrators, infra-red thermometers, and pulse oximeters to help in the fight against Coronavirus.

County health services and preparation of covid-19 management. Spending on health services accounted for the largest share of the budget at 24.8 per cent (slightly above a fifth) of the budget for the last five years. In preparation of COVID-19 management, the county government trained over 200 health workers in collaboration with the National Government and Moi Teaching and Referral Hospital. A county response team was also formed that included technical staff. In addition, an isolation centre was established in Kamalel equipped with 15 beds and 2 respiratory machines whereas quarantine centres established in Moi Girls, KMTC and Kablelach.

Support towards SMEs and local manufacturing. In support of SMES and local manufacturing in the county, tenders for manufacturing facemasks were given to local business people in order to stimulate the economy of the county. The facemasks were given at no cost to the people especially the health volunteers. In addition, Regional bloc (NOREB) partnered with Rivatex to produce additional masks to serve the bloc. The Jua-kali artisans were encouraged to produce hand washing machines and tanks as the products were in high demand.

In addition, the county promoted COVID-19 safety guidelines. This included adherence to the seating capacity regulations for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems, the dusk to dawn curfew, and the cessation of movement in and out of Nairobi, Mombasa and Mandera. The County is also working closely with community-based organizations especially youth groups to carry out sensitization to traders on preventative measure against COVID-19.





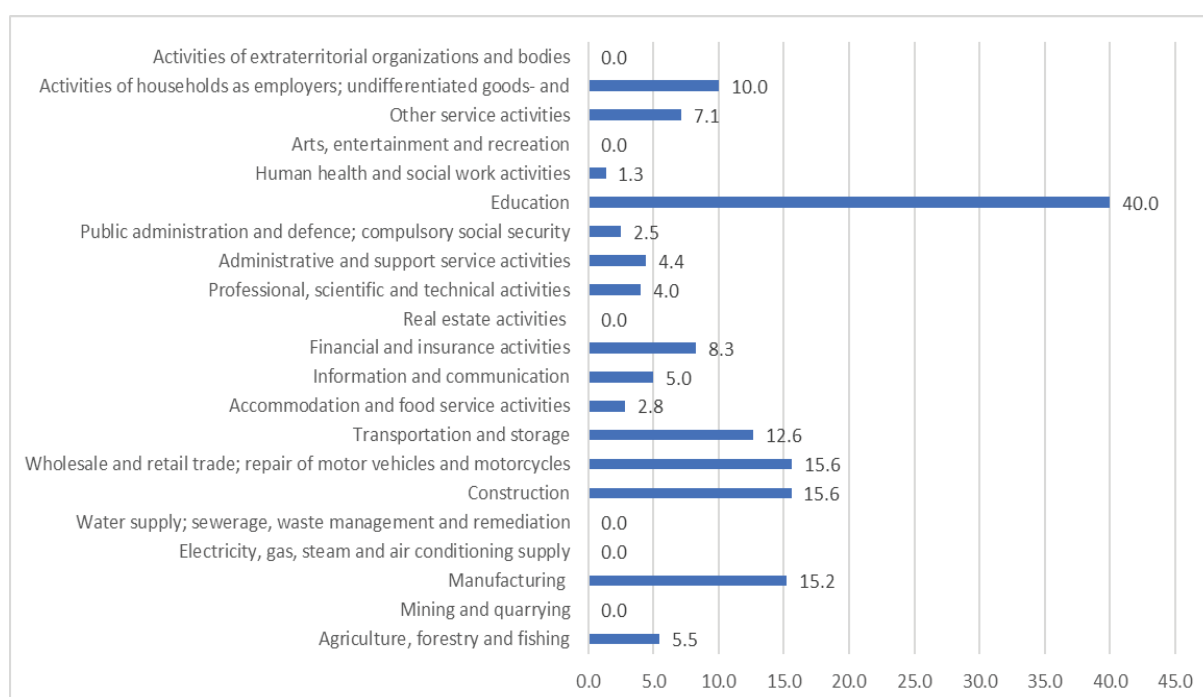
2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

a) **Labour participation**

In Uasin Gishu County, the COVID-19 had devastating effects on the service sectors. According to the May 2020 KNBS COVID_19 Survey, the education sector reported the highest level of loss of hours worked per week (40 hours) followed by workers in wholesale and trade; repair of motor vehicles and motorcycles (figure 3). Workers in financial and insurance activities and manufacturing lost a total of 8.3 hours per week and 15.2 hours per week, respectively. Workers in manufacturing and agriculture recorded on average loss of 15.2 hours and 5.5 hours per week, respectively. Further, the hotel industry in the county laid off some staff due to low profits.

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



Data source: KNBS (2020)

Majority of the workers in the private sector were given unpaid leave due to reduced activities at workplace as a result of implementing strict health guidelines. About 10.0 per cent of employees reported to have never worked and 79.6 per cent of the employees worked with no pay. These includes the self-employed and farm workers. Following the containment measures put in place by both national and county governments, some other businesses such as bars, hotels, market centres had totally closed, leading



to reduced business activities. Workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties. As a result, majority of workers (45.2%) reported decrease in income due to the COVID-19. According to the May 2020 KNBS COVID_19 Survey, only 2.0 per cent of people reported to have experienced increased income. The water sector indicated no loss in working hours because water was essential in mitigating the spread of the pandemic.

b) *Agricultural sector and Livestock*

The May 2020 KNBS COVID_19 Survey found that 19.2 per cent of the households in Uasin Gishu County had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (40.5%), movement restrictions (23.9 %), concerned about leaving the house due to outbreak (18.5%) and transport limitations (12.6 %). A key concern was that the food groups affected most are the nutritious food categories -fruits, vegetables and meat products-which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 78 per cent of households in Uasin Gishu county indicated experiencing an increase in food prices. From the KIHBS 2015/16 24.4 per cent of households' purchase food products from open-air markets, 24.9 from kiosks, and 20.8 per cent from general shops. Further, 64.9 per cent of the total valued consumed was from purchases, 25.2 per cent from own production, 6.9 per cent from own stock and 2.9 per cent from gifts and other sources. As such an increase in food prices has the potential to squeeze households' budget.

Low marketing activity, as a result of closure of markets and other businesses, has had a negative impact on trade, leading to loss of income among produce farmers and traders. Further, was a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates food processing and related trade workers recorded the highest difference of 5 hours between the usual and actual hours worked in a week. Other affected subcategories include: - agricultural, fishery and related workers (6 hours difference), and farm workers (5 hours difference).

c) *Services sector*

The county has numerous products that attract over 300,000 tourists annually. However, the Covid-19 has adversely affected visitor numbers and livelihoods drawn from employment and services in the tourism sector. Other constraints to development of tourism in the county include limited and underdeveloped tourism attractions, insufficient star-rated accommodation facilities, inadequate marketing of tourism in the county, poorly developed tour and operation systems, and unreliable tourism statistics in the county, poor monitoring of tourism standards and regulations, poor networking and partnerships in the tourism sector.

According to Kenya Population and Housing Census (KPHS)(2019) 84.0 per cent of county residents did not visit any health facility while many avoided going to the hospital. This had direct implication on generation of revenues from health services at a time the county needed to equip front line health officers with personal protective equipment among other expenses ushered by the pandemic.

The private schools were not able to sustain the salary for their employees, both teaching and support staffs (casuals) staff. Public schools also faced challenges in making payment for utilities and security



bills. In addition, public schools could not pay teachers and support staff who were hired on contracts and were under boards of management.

The school feeding programmes in ECDE and primary schools were discontinued after the closure of schools which exposed the students from the vulnerable families into the risks of undernutrition (stunting and underweight). The closure of schools led to disruption of learning in the county hence loss of leaning and teaching time as the inadequate ICT infrastructure made it difficult for the online learning to take place. The May 2020 KNBS COVID_19 Survey show the county has low internet access (20.9 per cent) and only 9.6 per cent of the households had access to ICT equipment such as laptops and computers.

The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) have contributed to reduction in common diseases such as diarrhea and common cold. The demand for PPEs such as facemasks in the County also led to local production by VTCs hence creating employment and income for youth. It will however be important to address issues of standards and quality of the local produced PPEs.

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

Majority of MSMEs in Uasin Gishu County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (64.5 per cent), arts, entertainment and recreation (12.2 per cent), accommodation and food services (6.6 per cent), and manufacturing (6.4 per cent). Generally, these are the sectors that have been mostly affected by the pandemic and need focus in achieving reengineering and recovery.

Due to income disruptions occasioned by Covid-19 MSMEs in Uasin Gishu County faced difficulties in meeting their rental obligations considering quite a number are in commercial premises (75.6 per cent). According to the May 2020 KNBS Covid_19 survey 96.4 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 3.6 per cent attributed the same to temporary layoffs/closure of businesses. For those involved in farm businesses, 87.8 per cent attributed the same to reduced incomes/earnings while 12.2 per cent were affected by delayed incomes/earnings. Further, the wholesale and retail trade sector were worst hit resulting into loss of 15.6 hours worked in a week. This is an indicator of the adverse effects on the service sector of Uasin Gishu County due to the pandemic with implications on loss of productivity, output and employment. Equally, the manufacturing sector lost 15.2 hours.

As pertains access to markets, 0.5 per cent of the MSMEs in the County depend on export markets, while 2.3 per cent of the MSMEs import their material inputs. Therefore, disruptions in the external markets had negative implications to MSMEs operations in the County.

e) ***Infrastructure and housing***

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on transport increase by 77.4 per cent. Residents responded by changing their travel patterns with 28.2 per cent of the population traveling less often, while 14.5 per cent were unable to travel due to the pandemic.



Uasin-Gishu County Headquarters Eldoret town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 99.8 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 20.4 per cent of the conventional households in the county 'own' internet with 10.1 per cent owning a desktop, computer laptop or tablet. Further, only 5.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (6.1 per cent) than women (4.3 per cent). Further, there is a gender divide in use of internet where 30.8 per cent male and 25.3 per cent of the women using internet.

Majority of households (50.8 per cent) own the housing units they occupy while 49.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 90.1 per cent, followed by private companies (4.2 per cent); National Government (2.2 per cent); County Government (1.4 per cent); Parastatals (1.3 per cent); and FBO/NGO/Church based housing at (0.7 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 26.1 per cent of the population indicating inability to pay rent on the agreed date. The main reason being reduced household incomes / earnings, reported by 61.8 per cent of the population.

f) **Gender and youth**

The population distribution of Uasin Gishu County comprises of more female (50.1%) compared to male (49.9%). The youth (aged 15-34 years) constituted of 39 per cent of the population in 2019. The May 2020 KNBS Covid_19 survey indicates that 29.3 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. According to the HAK (2020), the county recorded 5 cases of GBV in April 2020. This could be attributed to covid-19 and the resulting measures that led to staying at home and curfews, among others. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) **Water and sanitation**

The County government will record reduced revenue from water and sanitation services due to closure of hotels, schools and other institutions who are large consumers of water. In addition, most households were unable to pay water bills due to reduced economic activities forcing the county to extend their water bills payment period.





3 KEY Pillars OF THE RECOVERY STRATEGY

From the foregoing, it is important to institute measures to address the social and economic effects of the COVID-19 pandemic in Uasin Gishu County, for the County to recover and regain an upward growth trajectory. To this end, six (6) pillars have been identified: Boosting private sector activity; Policy, legislation and institutional reforms; Strengthening County government's preparedness and response to pandemic and disasters; Enhancing ICT capacity for business continuity; Human capital development; and exploiting the dairy value chains.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Uasin Gishu County economy in reducing poverty through income generating opportunities for the vulnerable households. From the KNBS 2016 survey, most of the private sector activities (64.5 per cent) are in the services sector with only 6.4 per cent in manufacturing. In terms of size, most of the enterprises in the County (91.7 per cent) are in the micro category, 7.8 per cent are small-sized enterprises, 0.3 per cent are medium while 0.2 per cent are large firms. Since most firms are micro in nature, this shows that the informal sector tends to dominate the private sector in Uasin Gishu County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (64.5 per cent); arts, entertainment and recreation (12.2 per cent); and accommodation and food services (6.6 per cent).

Covid-19 pandemic disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Broadly, majority of the MSMEs (66.4 per cent) in Uasin Gishu County get their raw materials from peer MSMEs within the County and from individual suppliers (18.5 per cent). Equally, the key market for MSMEs products are individual consumers (77 per cent) within the County. This means that when some firms and individual consumers are adversely affected this tend to spread fast in the private sector.

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



The crisis though offered an opportunity to address the County's structural issues, for example, private sector development and collaboration and design new growth models such as – industrial/manufacturing development and innovation and participation in national and global value chains in:

- (i) Agro - processing for value addition with important areas of focus include maize production and processing, honey production and processing, wheat, beans, potatoes, and horticultural crops and textiles; dairy farming, rabbit farming beef cattle, goats, sheep, pigs, and fish farming.
- (ii) The textile and wearing apparel sectors can be enhanced to provide Personal Protective Equipment (PPEs) for use within the County and potentially for the domestic and export market.

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

- (i) Skills development to enhance MSMEs capacity by strengthening the link between curricula and practical skill sets required in the industry in all learning institutions and centres for vocational training.
- (ii) Enhancing access to affordable credit by emphasising 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.
- (iii) Providing for worksite and related infrastructure 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.
- (iv) Providing access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (v) 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

Uasin Gishu County has enacted several Acts in line with its legislative jurisdiction under Article 185 of the Constitution. The Acts regulate various sectors including trade, transport, land, licensing, finance, enterprise development education and micro and small enterprises especially those owned by youth, women and other special interest groups. Nonetheless, the County also needs to:



- (i) Develop additional laws for devolved sectors in the County such as health for better service delivery post Covid-19. This would further deepen and strengthen the devolved sectors within the County. Such frameworks will be harmonised with those at National level.
- (ii) Develop County laws on control of Covid-19 and other infectious diseases including specifying how to mobilize contributions in terms of finance, technique and labour from the entire society to the prevention and control of infectious diseases; emergency procurement, recruitment of public health workers; command and control structures; and responsibilities of various County offices.
- (iii) Combine technical medical measures with policy, legal, social and administrative measures in preventing and controlling infectious diseases including to integrate activities of prevention and control of infectious diseases into socioeconomic development programs.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

Uasin Gishu was affected by severe drought and delayed rains attributed to deforestation and human activities. The County has developed a Climate Change Policy to address the threat of climate change and reduce the county's forest cover deficit. The County also undertakes various activities to raise awareness on matters concerning climate change and mitigate the effects of climate change including tree planting and an annual Eldoret City Marathon. Nonetheless, the following strategies are necessary in strengthening preparedness and response to disasters and pandemics:

- (i) Undertake concerted sensitizations not only to County officers but to the residents of Uasin Gishu on matters concerning disaster risk reduction, disaster risk management, pandemics and climate change.
- (ii) Provide frequent training to County officers on how climate change impacts on County economies, establishing county climate change units (CCU), policy and legislative considerations, reporting template for climate action for CCU, county climate change finance, the role of National and County Governments in measurement and reporting and verification.
- (iii) The County to collaborate and work in partnership with National Government to synergize and act on issues of disaster risk reduction and disaster risk management.
- (iv) While the County has adopted various strategies and organised various activities to address the threat of climate change and mitigate the effects of climate change within the County, additional strategies ought to be developed to address management of other unforeseen disasters within the County including environmental disasters, human diseases outbreaks, endemic infectious disease outbreaks and epidemics or pandemics.



- (v) Consult and involve the community in development of a disaster risk management policy for the County.
- (vi) Publicize in a timely manner accurate information on infectious diseases. Prevention of disease is key with infectious disease information, education and communication and surveillance regarded as major measures.
- (vii) Expand cooperation with international organizations and other counties in the region such as the North Rift Economic Bloc in the prevention and control of infectious diseases.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county was low, especially among households. Approximately 51.4 per cent of the population aged 3 years and above own a mobile phone which is higher than the national average of 47.3 per cent. Approximately 94.0 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 5.0 per cent relying on mobile broad band that uses a sim card for connectivity. The perception that the individuals did not need to use the internet, lack of internet were the leading reasons that the people in the County did not have internet connection. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters by:

- (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 51.4 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹.
- (ii) Speed up the construction of fiber-optic broadband networks in rural areas and collaborate with telecom companies to upgrade and improve the communication networks in remote areas.
- (iii) Harness the power of technology and use innovative solutions to bridge the gender digital divide. Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy and technology adoption.
- (iv) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (v) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vi) Review and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the cyber threats, disasters and pandemics. Collaborate with the national Computer

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



Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting human Capital Development

The Covid-19 pandemic had various implications on the County's economic activities and labour force. According to May 2020 KNBS COVID-19 Survey, 20.3 per cent of the county labour force worked at least for 1 hour for pay; 79.7 per cent of the employees worked but for no pay. However, 9.7 per cent of employees were absent from work due to COVID-19. About 13.5 per cent reported that they had never worked while 66.2 per cent worked in the informal sector. On average, workers in the County lost 8 hours per week due to COVID-19.

The County population aged 15-64 years (labour force) was estimated at 233,294 people of whom 190,665 were working and 42,629 were seeking work representing an unemployment rate of 18.3 per cent (Kenya Population and Housing Census, 2019).

According to the KIHBS 2015/16 data, the average years of schooling was 9.1 years out of the target of at least 12 years if entire population was to attain basic education up to complete secondary education. Human development index was 0.60 compared to 0.52 at national level and maximum of 1. The HDI at county level measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With the rating at 0.60 it means the county lost about 40 per cent of her economic potential due to limited education and health. About 10.8 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 35.2 per cent as compared to the national level average of 24.7 per cent while the number of children vaccinated was 72.3 per cent as compared to the average national level at 74.9 per cent. The data indicated about 27.7 per cent of the children in the county were at risk of contracting preventable diseases like measles and polio. For the county to address the risks in health and education prevailing in the County including implications of COVID-19, the County will:

- (i) Build strong human capital, through continued improvement in health, increased school enrollment, reducing mortality rate and reducing unemployment rate.
- (ii) Establish an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19. The emergency fund, supported by development partners and other stakeholders, will include identification and support for the most vulnerable businesses and entrepreneurs affected



by Covid-19. The key interventions to revamp businesses providing essential goods and services, dealing in products and services that have demand, and employing large number(s) of people.

- (iii) Create more employment opportunities through investment in education and training and skills development; and investments in the key sectors of agriculture, technology and innovation. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs. Invest in community and primary health including community health workers, water, sanitation, immunization and public health.
- (iv) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in the county.

3.6 Exploiting the Dairy Value Chain

The dairy sector has potential for employment creation, income, nutrition and overall health of the population. Strengthening the dairy value chain requires enhancing productivity, reducing inefficiencies, lowering costs of production and improving the quality of milk and other dairy products. The sector's performance was relatively positive between 2015 and 2019 with the milk production at 615.9 million litres in 2015, 648.2 million litres (2016), 535.7 million litres (2017), 634.3 million litres (2018) and 688.2 million litres (2019). Nevertheless, there has been mixed performance for the processed dairy products. Butter and ghee products have been on the decline trend from 1,646.4 tonnes in 2015 to 1,013.4 tonnes in 2019, while processed milk and cream steadily increased from 437.9 tonnes in 2015 to 491.8 tonnes in 2019.

Animal production is also a key economic activity in Uasin Gishu county. An estimated 34 per cent of households engage in livestock production. The County has the following estimated number of livestock; 313,376 indigenous cattle; 223,717 indigenous sheep; 100,962 indigenous goats; 40,559 dairy exotic cattle; 36, 670 exotic sheep; 14,620 pigs; 804 donkeys; 2,289 rabbits. The main livestock in milk production in Uasin Gishu include indigenous cattle, exotic dairy cattle and indigenous goats. An estimated 13,628,005 litres of cattle milk and 4,606 litres of goat milk are produced monthly in the county.

The intervention measures that the County Government has undertaken to increase productivity of the dairy sub-sector include construction of 46 milk coolers structures; capacity building of farmers on value addition (processing, packaging, storage and distribution); farmer exchange tours undertaken; demo plots established; construction of feedlot unit; purchase of Feed Mixers and Hammer mill, forage harvesters, silage chopper and feed formulation mixers. The dairy value chain has potential of contributing to socio-economic development of the county. However, the sub-sector has been hard hit by the Covid-19 pandemic. In the post Covid-19 recovery plan, the County needs to:

- (i) Adopt modern dairy technologies to increase milk production.
- (ii) Support the smallholder in dairy production as studies have shown that it is economically viable in the county.



- (iii) Provide extension services and agriculture finance to dairy farmers and other value chain actors to increase their productivity and profitability.
- (iv) Establish dairy products factory/industry for value addition and promotion of manufacturing in the county and NOREB region.
- (v) Support dairy farmers to access livestock insurance. Since livestock production is an investment it is imperative to insure the livestock.
- (vi) Ensure that security of land tenure and enhance sustainable land use.
- (vii) Explore market for the dairy products within the NOREB, country and EAC/COMESA.
- (viii) Support the growth of dairy cooperatives to leverage on economies of scale for dairy farmers.
- (ix) Develop innovative mechanisms to address the challenge of cycles of abundance and scarcity of milk and other dairy products.
- (x) Establish a reliable institutional governance framework to guide and support investment and trade opportunities in the dairy sub-sector.
- (xi) Invest in targeted training/capacity building, advisory services research and accurate data on the sub-sector.
- (xii) Support stakeholder collaboration to ensure seamless partnership of dairy value chain actors. Support the public-private partnership for the dairy sub-sector.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector is one of the top three sectors in the County, contributing 5 per cent to the Uasin Gishu Gross County Product (GCP). Manufacturing in Uasin Gishu County mainly include wearing apparel (61.5 per cent), furniture (24 per cent), Fabricated metal products, except machinery and equipment (6.7 per cent), textiles (4.5 per cent) and basic metals (1.1 per cent). The key products useful in value addition and driving manufacturing include; maize, honey, wheat, beans, potatoes, and horticultural crops and textiles; dairy, rabbit, beef cattle, goats, sheep, pigs, and fish farming. The large industries critical in driving manufacturing in the county are involved in; corn oil and corn flakes processing, potato processing, dairy processing, fertilizer manufacturing, motor vehicle assembly and body building technology, and fruit juice processing. Others include; vegetable canning, steel metal fabrication, packaging and processing and ICT. The sector is essential in supporting recovery of the economy of the County from the effects of Covid-19 pandemic. This is especially due to its potential in revenue and employment generation. The County will promote manufacturing through:

- (i) Partner with institutions in the innovation ecosystem to ensure all incubations by manufacturing enterprises get the requisite support system required for them to flourish.
- (ii) Ensure establishments in manufacturing adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iii) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (iv) 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.
- (v) Facilitate development of a Special Economic Zones (SEZ) and completion of Small and Medium Enterprises (SME) Park as per Kenya Vision 2030 aspirations.



4.2 Agriculture and livestock

Agriculture accounts for a significant share of economic activity in Uasin Gishu county. About 40 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KSh. 63,017 million out of the total KSh. 162,273 million Gross County Product (GCP) amounting to 38.8 per cent of the county's GCP.

Over 40 per cent of the households in Uasin Gishu county practice farming. About 43 per cent of the households produce crops, 34 per cent produce livestock, 0.2 per cent practice aquaculture and about 0.2 per cent are involved in fishing. About 1.7 per cent of the households practice irrigation farming. As the agri-food sector gradually shifts from an emergency response to re-engineering, recovery and building resilience, the County will adopt the following strategies:

- (i) Develop partnership with the National Government, NGOs, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county particularly in cereals, horticultural and coffee production.
- (ii) Promote agribusiness among women and youth in the county. Current initiatives include: Kijana na acre- engaging youth to venture into agribusiness (provide seeds, fertilizers or machinery for production); Inua mama na kuku – provision of chicks to groups of women (2,000 chicks per group) so that women can engage in income generating activities; and Inua Biashara – Ksh 50M set aside for SMEs so that they can access low interest loans.
- (iii) Reduce post-harvest losses of cereals by investing in storage and cooling facilities such as cereal stores and cereal dryers.
- (iv) Digitize of the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level and improving access to innovative support services including credit and insurance services. Digitization of the sector will enhance the county's plan to develop Agriculture Information Management System and Farming Profiling System (AIMIS) as proposed in the 2018-2022 CIDP targets.
- (v) Encourage sustainable diversification of farm produce guided by the agro-ecological potential of the area.
- (vi) Enhance access to quality and affordable inputs including certified seeds, water, animal feeds, AI services, fertilizers, and livestock vaccination.
- (vii) Establish programmes for surveillance of disasters such as extreme weather conditions and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.



- (viii) Build the capacity of farmers in adoption of modern farming technologies and practices and adopt sustainable land management practices to minimize environmental degradation.

4.3 Water and Sanitation

Water remains essential in the fight against Covid-19, this therefore means higher demand for water by households, schools, health care facilities and other institutions for hand hygiene and for other general uses. Access to safe sanitation is important in helping reduce infectious diseases.

There is low connectivity of piped water to households in the county whereby, only 17.6 per cent of urban households have access to piped water, 0.02 per cent of rural households and only 8.3 per cent in peri urban areas. Additionally, most households have high access to improved sources of water which stands at 71.2 per cent rural, 94.3 per cent urban and 97.0 per cent peri urban. On the other hand, households' access to piped sewer remain low, only 14.5 per cent of urban have access to piped sewer while less than 1 per cent of rural and peri urban households have access to piped sewer. Low connectivity to piped sewer denies the county the much-needed revenue from sanitation services as well as access to safe sanitation. Similarly, 27.4 per cent of rural households, 67.9 per cent of urban households and 14.8 per cent peri urban households do share a toilet facility with other households. (KIHBS 2015/2016).

WASH is considered very important aspect in controlling infection, according to a COVID-19 survey carried in May 2020 by KNBS, 72.5 per cent of households had access to water soap during this period of COVID-19, though 86.5 per cent of the households do not have a designated handwashing facility in their households. This may compromise hand washing hygiene of households thus making households vulnerable to contracting Covid-19. (KIHBS 2015/2016). Furthermore, Uasin Gishu is an agricultural county whereby water is vital for agricultural practices, in the past 12 months 6.6 per cent of households have practiced irrigation farming in whereby the main source of water for irrigation is water from rivers at 54.3 per cent and water from reservoirs at 36.5 per cent. (KIHBS 2015/2016). To re-engineer from the effects of COVID-19 this strategy proposes the following;

- (i) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (ii) Enhance Capacity building on management of water supplies to help reduce Non-Revenue Water which is lost through leakages and illegal connections and moreover increase functionality rate of already developed water facilities.
- (iii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.



- (iv) Establish and build capacity of Water Resource User Associations (WRUAs) and training of Community Forest Associations (CFA's).
- (v) The county government to undertake chlorination of water sources through provision of chlorination tablets across the county.
- (vi) The county government to undertake water trucking during times of prolonged drought to households during periods of emergencies.
- (vii) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increase to water access.
- (viii) Involve both men and women in water management and governance.
- (ix) Fast track the implementation of water management and governance policy.
- (x) Expand sewer infrastructure to accommodate more households.
- (xi) Increase 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) Integrate public private partnerships arrangements to enhance water provision in the County.

4.4 Urban Development and Housing

The County has challenges in quality of the housing stock. Approximately 56.9 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 43.1 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 74.0 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children. For re-engineering and recovery, the county will:

- (i) Strengthen the resilience of urban areas and human settlements through spatial planning and adoption of integrated, age- and gender-responsive policies and plans and ecosystem-based approaches in line with the Sendai Framework for Disaster Risk Reduction 2015-2030.
- (ii) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.



- (iii) 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.
- (iv) Fastrack implementation of the affordable housing programme with a focus on improving living conditions and building quality applying finished materials for walls, floors and roofing, this is in line with CIDP programme to renovate houses.
- (v) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019, as provided in the CIDP.
- (vi) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.5 Transport

The county had a total of 5,778.46 Kilometres of classified road network. Approximately 57.0 per cent of the paved road network is in good condition, 45.0 per cent in fair condition and 5 per cent in poor condition. While 26.0 per cent of the unpaved road network is in good condition, 56.0 per cent in fair condition and 18.0 per cent in poor condition.

The main means of transport used in the County is public service vehicles (PSV) matatus at 48.1 per cent, followed by walking at 15.1 per cent, motorbike 11.9 per cent and private car at 11.2 per cent. On average, resident travel 3.8 Kilometers to their workplace which is within the threshold for Non-motorized transport. Over 74.0 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities, the County will:

- (i) Sensitize PSV and *boda boda* operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (ii) Collaborate with transport sector stakeholders to create a register of all operators to facilitate county stimulus recovery funding for the sector, and to enable them redesign vehicles and bus terminus to observe the 1.5 meters social distancing in the new normal.
- (iii) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy².
- (iv) Identify county significant infrastructure projects for implementation under a stimulus programme to support economic recovery from the effects of the pandemic.

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



- (v) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (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 Goals³.
- (vii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use.

4.6 Tourism

As at the beginning of 2018, the county had 120 hotels, lodges and guest houses with a total bed capacity of 2,492 and 14 tour operators⁴. Out of these, there were 9 classified hotels in 2019 with a total capacity of 525 rooms and 693 beds. Revenue collected from tourism establishments accounts for only 1.8 per cent of the total county own source revenue, despite potential of the sector in contributing to the Gross County Product through its rich cultural diversity, physical attractions and sports tourism. In terms of linkages with other sectors, the County serves as the economic hub of the north rift region. It is relatively endowed in terms of good infrastructure (road and air). It is quite accessible by road and by air through the great Nairobi-Malaba road, Eldoret-Kitale-Lodwar-Juba road, Eldoret-Kapsabet-kisumu road, Eldoret-Iten-Kabarenet road, and the international airport which is however underutilized for tourism purposes.

Uasin Gishu county is well known as the “city of champions” because majority of international athletes come from the region. There is potential for developing high class athletic training centers, stadia and sports museum, and golf tourism. The County is commonly referred to as food basket for the country (wheat and maize farming), providing opportunity for agro-tourism development. The presence of old colonial-period homes and architecture provides opportunity for development of home-stay tourism, to attract visitors from Europe who have nostalgia of the region. Other tourism products include water-based attractions (Kesses dam, Kormosho Waterfall) which provide opportunity for water-based sports; monuments, nature parks, scenic landscapes (e.g. Kerio valley and view of the great rift valley), conservation tourism, culinary tourism (e.g., traditional “mursik” milk), health and education tourism (Moi teaching and referral hospital).

The recovery strategy strategies for implementation include:

- (i) Leverage on sports tourism by rehabilitating sporting infrastructure and facilities; construction of high-altitude training camps that attract trainees from around the world; eco-lodges; talent academies; sports museum; and sports empowerment programmes.

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

4. Uasin Gishu County CIDP 1, 2012 - 2017



- (ii) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments in order to ensure business continuity.
- (iii) Diversify niche tourism product development (including homestays, cultural festivals, exhibition and performing arts, cultural museums) and marketing incorporating dimensions of Covid-19 containment.

4.7 Health

The county has about 119 public health facilities: one referral hospital; 8 hospitals, 16 health centers and 19 dispensaries owned and managed by the County Government. There are also 52 privately owned health facilities in the County: 9 private hospitals, 2 Faith Based Organization (FBO) hospitals, 2 private health centers, one Non-Government Organization (NGO) health center, one NGO dispensary, 7 private dispensaries and 33 private clinics. There are also two health facilities managed by the national government. The health sector requires enhanced investment in health systems, including in the health workforce, capacity building of community health workers and the medical officers on COVID-19, upgrading of working conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety. Specifically, for recovery the county will;

- (i) 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 risk of contracting COVID-19 in event of visiting any health facility.
- (ii) Allocate resources towards nutrition specific and sensitive programmes in the various sectors by establishing specific budget lines for nutrition support initiatives in the County budgets.
- (iii) Strengthen preventative and promotive health services through malaria control; expanded programmes on immunization; integrated management of childhood illness; and control and prevention of environmentally communicable diseases.
- (iv) Partner with National government and address various challenges facing the health sector including limited funds relative to health needs for the county, including those for children and mothers; sexual and reproductive health needs for all; and access to medical and psychosocial support for survivors of GBV.
- (v) Provide rain water collection points and water use facilities in the health care facilities, public spaces such as markets and learning institutions to allow convenient access to, and use of, water for medical activities, drinking, personal hygiene, food preparation, laundry and cleaning.



- (vi) Promote training and recruitment of adequate number of health officers to enable health centres provide equitable essential services throughout the pandemic period, contain direct mortality and eliminate any indirect mortality incidents.
- (vii) Collaborate with Moi University and prioritize investment in research and development to spur innovation in health sector including in the area of medicine.

4.8 Education and training

There are 492 public and 246 private primary schools in the County with a Net Enrolment Rate (NER) of 87.6 per cent and a Pupil Teacher Ratio (PTR) of 1:31. At the secondary level, there are 184 public secondary schools with a NER of 38.2 per cent and PTR of 1:18.4. There are 2 public universities namely Moi University and University of Eldoret. Five public and three private universities have campuses in the County. There are 6 public tertiary institutions, 11 Vocational Training Centres (VTCs) and several private commercial colleges. The tertiary institutions play a key role as they provide knowledge and skills relevant to the development needs of the County. There is need for more investments in tertiary education to equip youths with the necessary skills for gainful employment. Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, capacity building of ECDE teachers and staff and parents on effects of COVID19 awareness, and establishment of ECDE teacher's college. For primary and secondary education, the county will secure primary and secondary enrollment rates while observing Covid 19 containment measures such as social distancing and personal hygiene. For TVETs, the County will address the gap in training in middle level and technical employees through improved construction of new centers and incorporation of modern infrastructure. Further recovery strategies include;

- (i) The County with support from stakeholders to continue to invest in early childhood development through infrastructural expansion to allow for adequate social distancing when schools reopen; deployment of ECDE teachers, provision of sanitation facilities and enhanced school feeding programme. To achieve these objectives, the county will partner with the national government and private sector to enhance ECDE and vocation training through infrastructural improvement and provision of WASH equipment to all ECDE, primary, secondary and vocational training; and University branches in the County.
- (ii) Promote back to school campaign when schools reopen and community outreach to ensure that no child drops out of school due to COVID-19 emergency.
- (iii) Building the capacity of all public-school teachers to provide training, guidance and quality assurance and prepare for education continuation in future outbreaks through provision of internet and ICT support among households.
- (iv) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.



- (v) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of students and to ensure that the risk of contracting Covid-19 and other contagious diseases is minimized.

4.9 Social Protection

According to the KNBS 2019 Census, the County had 15,079 (1.5 per cent) persons with disability. The elderly population (over 65-year-old) were 3.0 per cent of the total population of whom 53.8 per cent were female. The County recognizes importance of social protection including the right to healthcare and human dignity. There are 20,892 Orphans and Vulnerable Children (OVCs) in the County and 3,000 street children in Eldoret Town and other urban centers who require social protection. There are 36 orphanages, one rescue center and one rehabilitation center in the County. To mitigate the impact of covid-19 to vulnerable, the county will initiate targeted programmes, including providing soft loans to small scale traders, collaborating with NHIF to increase the number of vulnerable population covered and partnering with well-wishers to mobilize and distribute food to the less fortunate in the society. Further, the County will:

- (i) Undertake research to get a better understanding of the actual situation of disability and chronic illness in Uasin-Gishu County, and to map existing initiatives for enhancement.
- (ii) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families' support, 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 to rescue, rehabilitate and re-integrate the young street children with their families; and build capacities of the older ones in collaboration with other stakeholders including in skills development.
- (iv) Carry out baseline survey to establish the population of the elderly persons between the age of 60 and above; and PWDs so that they can be provided with NHIF cover.
- (v) Promote mainstreaming, protection and response against gender-based violence and involvement in all sectors., Also build resilience and promote affirmative action for addressing challenges facing vulnerable groups through implementation of special programs.
- (vi) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations



4.10 Gender and Youth

Addressing Gender based violence should be prioritized in Uasin Gishu County during and in post the pandemic. The following measures are considered in the recovery process:

- (i) Identify and train champions (individual actors) active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.
- (ii) Create help lines to facilitate reporting of GBV cases; this could be through toll-free calls and SMS numbers for victims.
- (iii) Enhance collaboration between the county, state agencies, and other partners to strengthen capacities of various stakeholders including, political leadership within the county, women's groups, religious leaders, and community leaders to combat harmful practices that breed GBV.
- (iv) Designate gender safe spaces to provide accommodation for GBV survivors and create spaces to be used as recovery centers preferably County Referral Hospitals.
- (v) Prioritize elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls.
- (vi) Promote community awareness on the negative effects of gender-based violence across all sub-counties while targeting both men and women.

4.11 Environment and Natural Resources Management

The County has a total of 29,802.57Ha of gazetted forest found in Nabkoi, Timboroa, Kipkurere, Lurenge, Singalo and Kapsaret. A total of 13,173.34Ha (44 per cent) is under plantation, while, 16,556.23Ha (56 per cent) is under indigenous trees. Continued use of firewood for cooking and encroachment on wetlands threatens the biodiversity of the county. Majority of households (56.2 per cent) uses firewood energy for cooking, followed by charcoal at 23.2 per cent, liquified gas at 7.2 per cent and Kerosene 8.1 per cent. On the other hand (49.1 per cent) of the households dispose their solid waste in the compound, 7 per cent dispose in the streets or open field/plot, 14.5 per cent burn in the open. Additionally, 9.5 per cent of the household solid waste is collected by the county government for disposal and 3.0 per cent by private companies. Furthermore 11.2 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

This has a negative effect on environment management and conservation. The county can have partnerships and collaborations with the national government and other established stakeholders in natural resource management and conservation.



The county is committed to environmental sustainability through protection, promotion and conservation of the environment while addressing environmental degradation challenges resulting from population pressure, pollution, solid waste management, soil erosion, charcoal burning and logging. To achieve this 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) Reclaim forest land and water catchment land that's under encroachment.
- (iii) The county to provide capacity building of communities around Kaptagat forest on Sustainable Forest Management.
- (iv) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (v) Cushion households from the adverse effects of droughts or floods since. To achieve food security, minimal damages from droughts and floods, it's important for counties to work with the national government, donor agencies, private sector, local communities to come up with up mitigation measures to droughts and floods.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

- (i) Infrastructure - targeting roads, water and electricity
- (ii) Information and Communication Technology (ICT) - a great enabler for business continuity during and after COVID-19
- (iii) Environment and solid waste management
- (iv) Waivers/concessions - cess, single business permits, parking stickers, water bills, market fees
- (v) Prioritization of settlement of payment of pending bills
- (vi) Subsidize farming inputs - certified seeds, fertilizers and mechanized inputs (tractors)
- (vii) Provide extension services and market creation for agriculture.
- (viii) Create a COVID-19 revolving recovery fund using structures such as table banking, self-help groups and micro-finance institutions 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 (PPPs) and non-state actors including NGOs.

5.3 Implementation Framework for the Economic Stimulus Programme

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



6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation shall therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a program modality or design innovation will reach its intended outcomes.⁵

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

For accountability purposes, county governments through the Monitoring and Evaluation Departments (MED)s will review their existing M&E policy to include the County COVID-19 re-engineering and recovery strategies. These strategies will also inform county performance contracting targets and human resource performance management systems. The technical capacity of the M&E unit (focal persons and/or champions) in each County department, 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.

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



7 COMMUNICATION CHANNELS

Communication⁶, 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 Development⁷ (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 channels⁸ 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 Uasin Gishu residents received information about coronavirus through radio (76%), television (65%) and mobile (46%). The survey however was not particular whether mobile included both written (short text messages <SMS>) and verbal (calls). Family and friends as a channel were rated at 24 per cent, while social media at 17 per cent. Government sources, newspaper and Health Care workers were all below 10 per cent, newspaper and Health Care workers tying at 5 per cent. There was no evidence of information from any Non-Governmental Organization (NGO) worker.

Thus, the following channels of communication will be utilized:

- (1) Written communication such as: posters, digital (SMS) and online communications (County website, electronic mail and social media).
- (2) Verbal communication for instance: radio, telephone, and face to face meetings.
- (3) Non-verbal communication for example: sign language.
- (4) Visual communication that is: television (TV).

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.

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

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

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



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

NOTES:

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

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

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

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	5	5	10	County and National Governments; development partners	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 and National Governments; development partners	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 and National Governments; development partners	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		30.0	30.0	60.0	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		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		30	30	60	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		4	4	8	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		5	5	10	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/ Department
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		5	5	10	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	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	10	10	20	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	National Government; County Government; Donor Agencies	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		100	100	200	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		50	50	100	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government



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/ Department
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		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		100	100	200	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	3	3	6	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 and National Governments; development partners	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		5	5	10	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	8	8	16	County and National Governments; development partners	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; development partners	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	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/ Department
	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 Uasin Gishu 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		2	2	4	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		20	20	40	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	2	2	4	County and National Governments; development partners; Kenya Tourism Fund	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/ Department
		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	2	2	4	County and National Governments; development partners; Kenya Tourism Fund	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		100	100	200	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		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		10	10	20	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		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/ Department
		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		10	10	20	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		10	10	20	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		20	20	40	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		3	3	6	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/ Department
	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	1years		5	5	10	County and National Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1years		4	4	8	County and National Governments; development partners	County Government
		Grand Total					927	927	1844		

COUNTY GOVERNMENTS



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