



# KIRINYAGA COUNTY

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

2020/21-2022/23



NOVEMBER 2020





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



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## FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

*Together we prosper.*

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

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



## **TOGETHER WE ARE STRONGER**

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

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

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

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

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

**H.E WYCLIFFE OPARANYA**

**CHAIRMAN, COUNCIL OF GOVERNORS**



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

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

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

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

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

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

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

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



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

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

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

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

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

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





## STATEMENT

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

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

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

**DR ROSE NGUGI**

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



## **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.

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## 2) **Strengthening ICT Capacity**

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

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

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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.

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### 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.

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### **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.

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## **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.

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## **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.

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#### 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.

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#### 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.

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## 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.

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## 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.

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## **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:

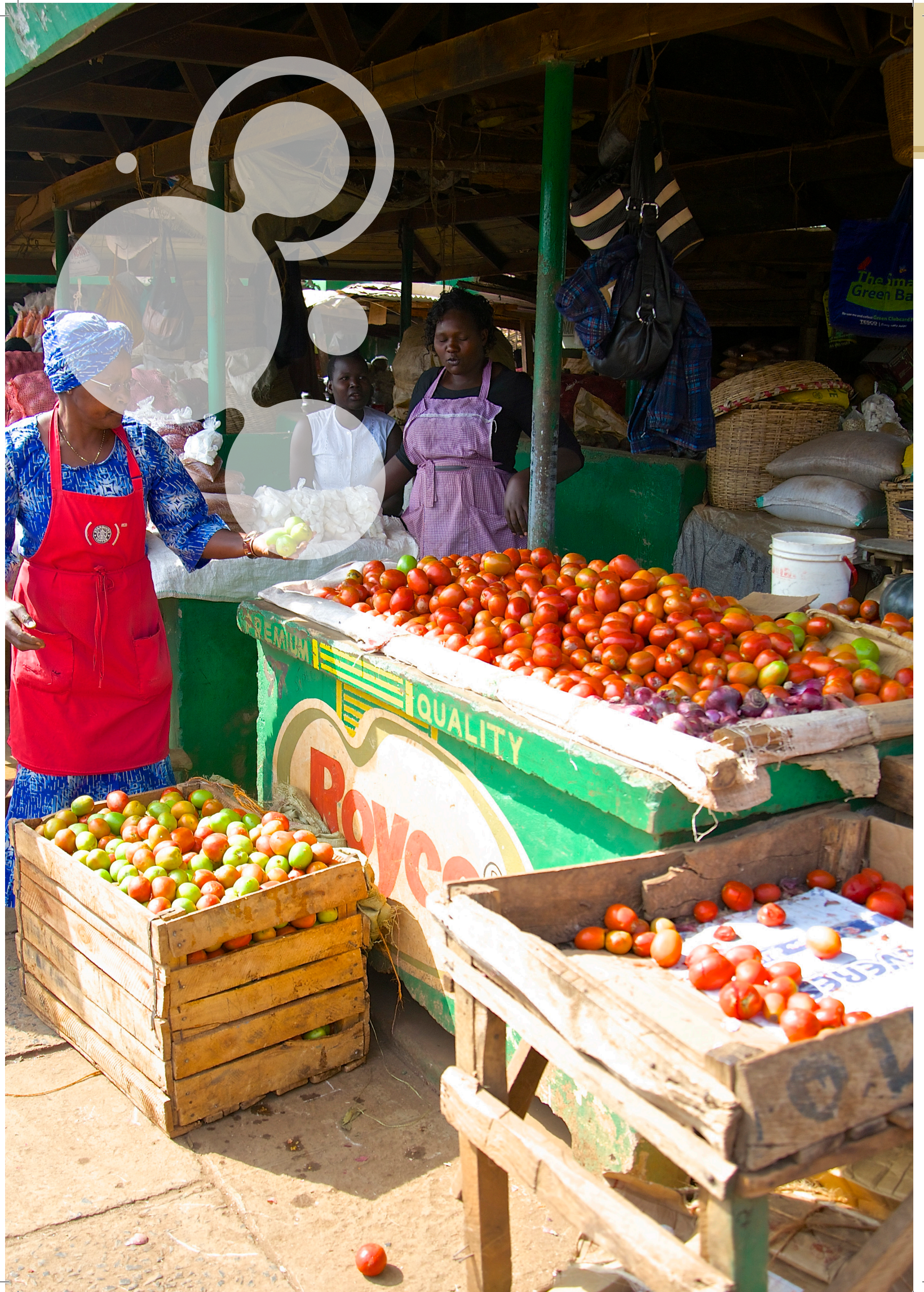
- (i) Supporting businesses to access credit guarantee for people whose occupations or employments have been disrupted by the pandemic.
- (ii) Ensuring effective access to essential healthcare and other basic social services, in particular population groups and individuals who have been drawn into vulnerability 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

Kirinyaga County is one of the counties in the Central Region Economic Bloc (CEREB). The county has an estimated population of 610,411 people of whom 49.4 per cent are male and 50.5 per cent female (KNBS, 2019) as indicated in table 1. Of the population 18,875 (3.4 per cent) were persons with disabilities. The youth constituted 36.0 per cent of the population of whom 56.0 per cent were female. The County has a population density of 413 per square kilometer. About 77.7 per cent of the population live in rural areas of whom 6.5 per cent are female. The elderly population (65 years and above) made up 58.3 per cent of the total population of whom 58.3 per cent were female. The population in school going age group (4-22 years) was 35.3 per cent in 2019.

In 2015/2016, the overall poverty rate in Kirinyaga County was 20.0 per cent against the national poverty rate of 36.1 per cent. In addition, 18.7 per cent of the population were living in food poverty and 43.5 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 17.2 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

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

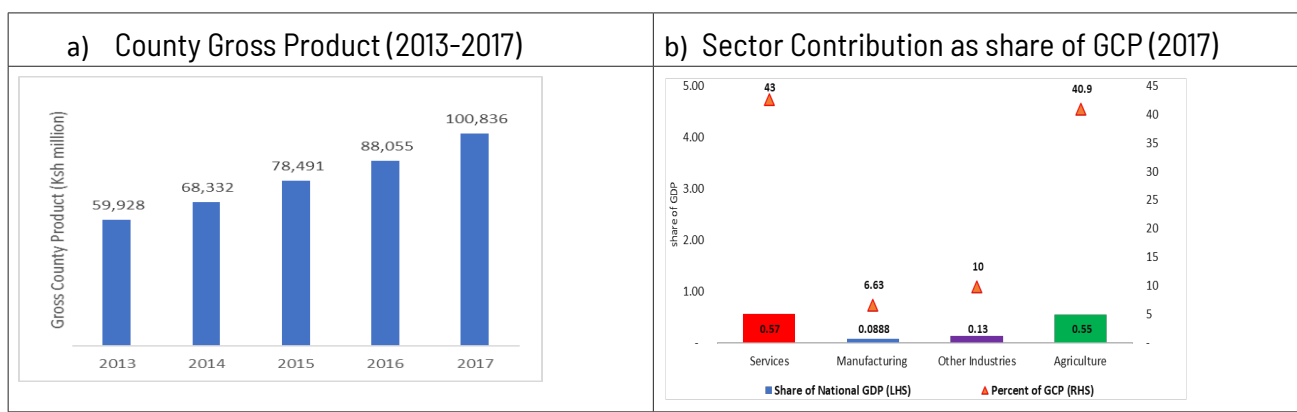
	County	National
Estimated County Population (KNBS, 2019)	610,411	1.1% of the total population
Males	302,011	49.1%
Females	308,369	50.8%
Intersex	31	0.005%
Estimated Population Density (km <sup>2</sup> )	413	82
Persons with disability	3.4%	2.2%
Population living in rural areas (%)	77.7%	68.8%
School going age (4-22 years) (%)	35.3%	68.7%
Youth (%)	36.0%	36.1%
Elderly population (over 65-year-old)	3.4%	3.9%
Number of COVID-19 cases (as at 11 <sup>th</sup> September 2020)(MOH); National cases were 35,232 people	84	0.25% of the national cases
Poverty (2015/2016) (%)	20.0%	36.1%
Food Poverty (2015/2016) (%)	18.7%	31.9%
Multidimensional Poverty (2015/2016) (%)	43.5%	56.1%
Stunted children (KDHS 2014)	17.2%	26%
Gross County Product (Ksh Million)	100,836(2017)	1.3 % Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017) (%)	13.7%	15.3 %

Data Source: KNBS (2019)



Kirinyaga County Gross County Product (GCP) accounted for 1.3 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh. 59,928 million in 2013 to Ksh. 100,836 million in 2017 representing an average annual growth rate of 13.7 per cent. The service sector contributes 43.0 per cent of GCP while agriculture, Manufacturing and other industries sector share constituted 40.9 per cent, 6.63 per cent and 10.0 per cent, respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming (Coffee, Tea and Rice) and livestock production while industries and manufacturing include production of consumer goods such as plastics, furniture, textiles, and food processing.

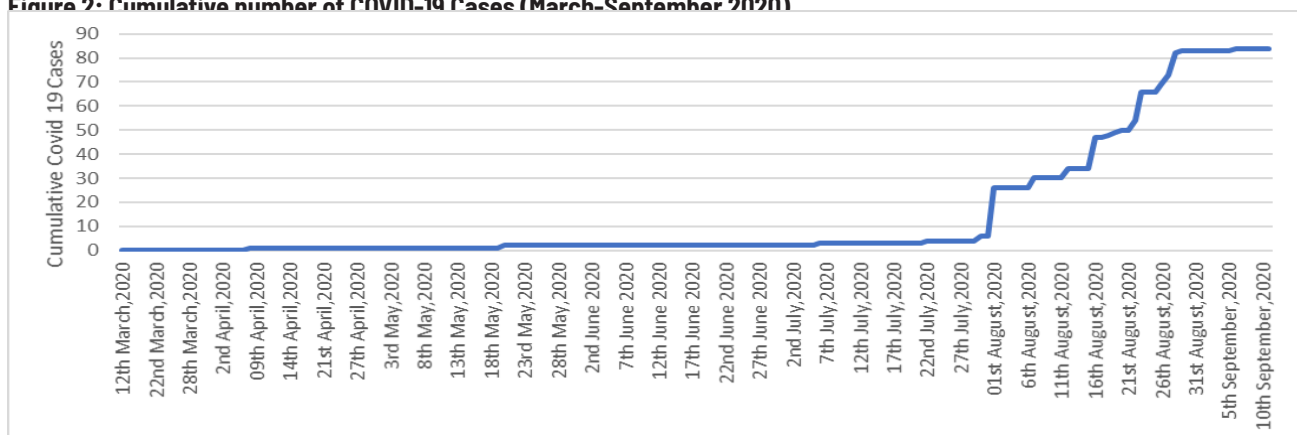
**Figure 1: Structure of the County Economy, 2013-2017**



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 7th April 2020. Since then the number of confirmed cases increased to 84 by 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH

## 1.2 County Fiscal position

Kirinyaga county expected to receive a total of Ksh. 6.1 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 4.2 billion (69.2%) as equitable share, Ksh. 683.1 million (11.1%)





conditional grant, Ksh. 480.0 million (7.8%) generated from own source revenue (OSR) and had Ksh. 662.1 million (10.8%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 5.5 billion which accounted for 89.4 per cent of the expected revenues. This comprised of Ksh. 3.9 billion equitable shares, Ksh.503.3 million as conditional grants and Ksh. 662.1 million as cash balance from FY 2018/19. With the outbreak of the COVID-19 pandemic, various economic activities were disrupted affecting the county's flow of revenue. This was reflected in the OSR performance as the county registered a decrease of 15.0 per cent during the FY 2019/20 from Ksh. 430.9 million registered during FY 2018/19 to Ksh. 374.7 million.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 6,131.6 million consisting of Ksh. 4,295.8 million allocation for recurrent expenditure and Ksh. 1,835.8 million for development expenditure. Of the recurrent expenditure, Ksh. 2,907.1 million was meant for compensation of employees while Ksh. 1,388.7 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 4,769.7 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 75.9 per cent of the total spending, with development expenditure accounting for only 24.1 per cent. Health sector expenditure accounted for 43.4 per cent of total spending with an overall absorption rate of 85.4 per cent. Absorption rate for health sector recurrent expenditure stood at 84.8 per cent while that for development expenditure stood at 88.6 per cent. Development expenditure improved compared to 2018/19 when it stood at 72.6 percent. This can be attributed to county's increased expenditure efforts as a result of increased expenditure demands to fight the COVID-19 pandemic.

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

With the outbreak of COVID-19 Kirinyaga county undertook varied measures.

**The County established the Kirinyaga County COVID-19 Response Committee**, to oversee the effective management of the pandemic situation in the county and advice on what action to be undertaken in mitigation efforts.

**The county re-allocated its budget.** The county Government had not planned for the COVID-19 in the FY 2019/2020 budget; hence the pandemic was treated as an emergency. The county government allocated Ksh. 5.0 million to be used for management & mitigation of effects of COVID-19. Later, the county government allocated additional Ksh. 20.0 million to be used for control of the COVID-19. Moreover, the county received Ksh. 116 million from the National Government for the establishment of 300 COVID-19 isolation bed capacity in Kirinyaga County. These funds were utilized in procuring beds and equipment for the isolation wards, ICU beds, Personal Protective Equipment (PPEs).

**The county prepared for treatment of confirmed cases.** Kerugoya Referral Hospital had a fully equipped 14-bed isolation ward. Further, the county government prioritized the completion of one wing of the upcoming medical complex at Kerugoya Referral Hospital which will accommodate 200 bed capacity COVID-19 isolation ward. Other isolations wards were set up at Sagana Sub county Hospital (30 beds), Baricho Health Centre (13 beds), Kianyaga Health Centre (20 beds) and Kimbimbi Health Centre (23 beds). The county trained more than 500 health officers to enhance healthcare personnel to address staff shortage in the health sector. The county Government procured PPEs and face masks for county residents and received donation of PPEs from Equity Bank (Kenya).



**In addition, the county promoted COVID-19 safety guidelines.** This included the 50 per cent reduction in the seating capacity 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 prioritized prevention measures as the first line of defense and relentlessly enforced the prevention guidelines issued by the Ministry of Health. Some of the preventive measures the county undertook included continuous public education on prevention guidelines such as hand washing, enforcement of social distancing, fumigation and installation of hand washing facilities in public places such as markets, health centers and bus termini. A stringent disease surveillance system was put in place and it included screening of the people crossing into the county from other counties, contact tracing and ensuring that people put on quarantine adhere to the laid down protocols.

**Enhancing social protection for the vulnerable groups.** The County distributed masks and foodstuff to the vulnerable people across the county and partnered with other institutions in provision of sanitizers and PPEs for use by COVID-19 frontline workers.



**KIAMUTUGU  
MARKET**



**FLAGSHIP PROJECTS  
KIRINYAGA RISING**





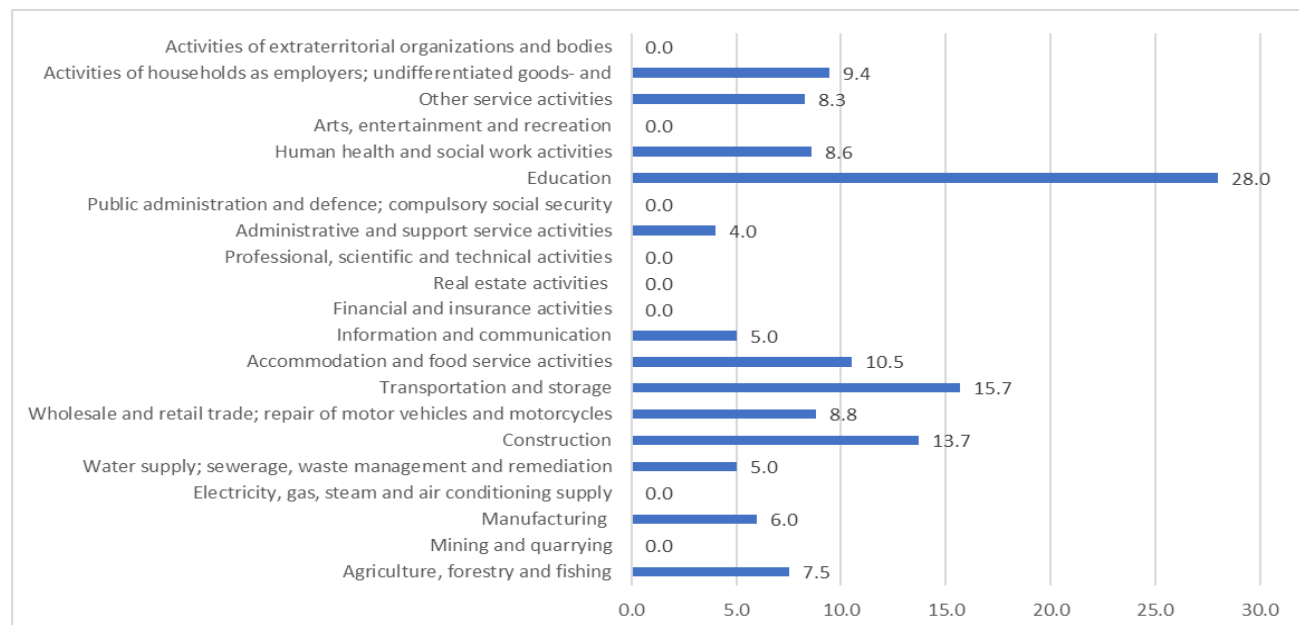
## 2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

### a) Labour participation

Closing of markets to avoid the spread COVID-19 had various implications on Kirinyaga county which is predominantly an agricultural economy. The emergency of the pandemic saw traders moved to car parking spaces in Kagio, Kutus, Kerugoya and Kianyaga affecting their source income. According to the May 2020 KNBS COVID-19 Survey, workers in Activities of households as employers; undifferentiated goods and Wholesale and retail trade; repair of motor vehicles and motorcycles recorded on average loss of 9.4 hours and 8.8 hours per week, respectively. Education sector reported the highest level of loss of hours worked (28 hours) followed by workers in Transportation and storage (15.7 hours) as shown in figure 3. Workers in construction and accommodation and food service activities lost a total of 13.7 hours and 10.5 hours per week, respectively.

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



Source: KNBS

According to the May 2020 KNBS COVID-19 Survey, 59.0 per cent of workers in Kirinyaga county recorded decrease in income; 1.0 per cent reported increase in income; while 74.9 per cent recorded working as unpaid workers. The county recorded 69.9 per cent of workers in informal sector and 5.3 per cent never attended to work due to COVID-19 related factors. In private sector schools, teachers and other workers lost their incomes due to closure of schools. Some other businesses such as bars, hotels, market centres totally closed, leading to reduced business activities. Some workers in the transport sector were affected



due to restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 7.3 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (7.5 hours) will negatively affect the county economy.

### **b) Agricultural sector**

The May 2020 KNBS COVID-19 Survey found that 22 per cent of the households in Kirinyaga county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of movement restrictions (68.5 per cent) and concerned about leaving the house due to outbreak (21.6 per cent).

Further, with restrictions affecting seamless movement of food commodities, 69 per cent of households in Kirinyaga county indicated experiencing an increase in food prices. From the KIHBS 2015/16, 29.5 per cent of households purchase food products from open-air markets, 12.7 per cent from kiosks and 30 per cent from general shops. Additionally, 68.7 per cent of the total valued consumed was from purchases, 16.9 per cent from own production, 9.8 per cent from own stock and 4.6 per cent from gifts and other sources. As such, an increase in food prices is likely to have significant implications on household budget.

The access to market was limited due to government restrictions on curfew hours and cessation of movements. This was because most of the agricultural products were taken to market at night. However, with the lift of the ban on cessation of movements in and out Nairobi and reduced curfew hours, there was a gradual resumption of market activities to their norm.

Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicated the food processing and related trades workers recorded the highest difference of 18 hours between the usual and actual hours worked in a week. Other affected include agricultural, fishery and related labourers and farm workers who recorded a difference of 11 hours and 7 hours respectively between the usual and actual hours worked in a week.

The COVID-19 pandemic effects on the sector were exacerbated by desert locusts and floods affecting 5.7 per cent and 17.2 per cent of households in Kirinyaga County during the pandemic period.

### **c) Services sector**

In 2020, the county lost over 20,000 visitors due to restrictions on travel attributed to the COVID-19 pandemic, who are attracted to the Mt. Kenya ecosystem (wildlife, hiking, bird watching, nature trails, wildlife), water sports, and the rich culture and heritage sites. This translating to loss of revenue of over Ksh.200 Million<sup>1</sup> through lost employment, hotel accommodation, tour and travel services. Other challenges to growth in tourism sector in the county include deforestation that poses a threat to ecotourism; lack of

1. Assuming each tourist stays in the county for 1 day and spends around KSh.10,000 per day



a comprehensive inventory of all Tourism sites in the county; site disagreements have also led to some projects being put on hold; lack of legal framework- This has hindered the effective operations in the sector; effects of climate change, especially felt in the lower areas of Mwea game reserve.

Both private and public sector were greatly affected by COVID-19 in the county. People working in clubs and other social centers were forced to close businesses hence affecting service delivery. Public sector was not spared either as Kirinyaga courts were closed forcing employees to work from home. Premises at the Wang'uru Law Courts were closed hence affecting service delivery to County residents. Citizens were also affected after Kirinyaga county assembly closed due to fear of COVID-19.

On education system, the effect was mainly the loss of learning and teaching time. Due to higher proportion of digital divide in the county, remote learning process was not effective, with only 13.0 per cent of households in Kirinyaga county owns Desktop Computer/ Laptop/ Tablet and about 91.0 per cent of household having no access to internet connectivity (Kenya Population and Housing Census (KPHS), 2019). In addition, the suspension of school feeding programs had implications on the food security and nutritional status of many children, especially those dependent on the programme, ultimately having adverse long-term effects on human capital in the County.

According to May 2020 KNBS COVID\_19 Survey, most of county the residents (93 per cent) did not visit health facilities amidst the pandemic, and this affected the revenue stream of the hospitals. Furthermore, some activities such as breast and cervical cancer screening were temporary stopped. The pandemic also resulted into closure of stadiums and playgrounds; hence the county did not actively participate in sporting activities leading to temporary stoppage of youth talent identification programmes in the county. That said, the instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold.

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

Majority of MSMEs in Kirinyaga County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (59.4%); manufacturing (15.5%); accommodation and food services (10%); and arts, entertainment and recreation (7.5%). Ideally, these are the sectors that were mostly affected by the pandemic and need to be prioritised during reengineering and recovery.

MSMEs in Kirinyaga County are largely located in commercial premises (87.7%). This implying most of the businesses in the County faced difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID\_19 survey, 94.8 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/ earnings while 5.2 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, 66.7 per cent attributed the same to reduced incomes/earnings while 33.3 per cent were



affected by delayed incomes/earnings. Further, the wholesale and retail trade sector lost 8.8 hours in usual and actual hours worked while accommodation and food services lost 10.5 hours in a week. This is an indicator of the adverse effects on the service sector of Kirinyaga County due to the pandemic implying loss of productivity, output and employment. Equally, the manufacturing sector lost 6 hours.

Regarding access to markets, data from the KNBS, survey of 2016 shows that MSMEs in the County do not depend on export markets. However, about 0.6% of MSMEs in the County depend on import markets for their material inputs. Therefore, disruptions in the external markets may not have adverse implications to MSMEs operations in Kirinyaga County, except for inputs. That said expanding the scope of market for MSMEs is crucial for their survival and growth.

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

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 96.3 per cent. Residents responded by changing their travel patterns with 40.5 per cent of the population traveling less often, while 29.7 per cent were unable to travel due to the pandemic.

Kirinyaga County Headquarters Kerugoya is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 97.5 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 13.6 per cent of the conventional households in the county 'own' internet with 5.9 per cent owning a desktop, computer laptop or tablet. Further, only 2.8 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (3.3 per cent) than women (2.4 per cent). Further, there is a gender divide in use of internet where 26.1 per cent male and 22.1 per cent of the women using internet.

Majority of households (69.9 per cent) own the housing units they occupy while 30.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 93.4 per cent, followed by private companies (2.3 per cent); National Government (2.3 per cent); Parastatals (0.8 per cent); FBO/NGO/Church based housing at (0.7 per cent); and County Government (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 31.9 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 71.5 per cent of the population.

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

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



amidst COVID-19. Based on the May 2020 KNBS COVID-19 Survey, 28.1 per cent of the respondents in the county indicated to have witnessed or heard some form of domestic violence in their community since MoH instituted COVID-19 measures. Further, the Healthcare Assistance Kenya (HAK) reports that a total of 4 GBV cases were recorded in the county during the Month of April 2020. Of the reported cases, 2 were from men and 1 each from women and girls.

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

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include allocation of Ksh. 27.0 million to Kirinyaga Water and Sewerage company to facilitate its operations and guarantee continuous supply of water in the county. The county also drilled boreholes and distributed water tanks to communities and institutions. The county also developed a water treatment plant that is projected to supply water to more than 2,000 households. That said, Water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This may affect the delivery, development and rehabilitation of WASH services.







### 3 KEY PILLARS OF THE RECOVERY STRATEGY

Following the negative social and economic effects of COVID-19 pandemic in Kirinyaga County there is need for urgent policy responses to recover and re-engineer the economy. 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 irrigation agriculture.

#### 3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Kirinyaga County economy in reducing poverty through income generating opportunities for vulnerable households. The KNBS 2016 statistics showed that most of the private sector activities (59.4%) are in the services sector with only 15.5% in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (97.1%), 2.6% are small, while a paltry 0.3% are medium enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in Kirinyaga County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (59.4%); accommodation and food services (10%); and arts, entertainment and recreation (7.5%).

COVID-19 has disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (77%) in Kirinyaga County get their raw materials from their peer MSMEs within the County. Equally, they sell their products to individual consumers (69.7%), and peer MSMEs (28.7%), also within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

Main constraints faced by MSMEs in Kirinyaga County are: numerous procedures for obtaining licenses, inadequate markets for local products, poor roads/transport infrastructure, stiff competition among MSMEs, poor security, and frequent power interruptions.

The crisis 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:

- i) Agro - processing for value addition with important areas of focus include rice production and processing, maize production and processing, and dairy production, beans, maize, and irish potatoes, horticultural crops and textiles.



- ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

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

- i) Initiate and strengthen 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.
- ii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- iii) County government in partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced. Provision of machines and safety gear should be prioritized to improve the working environment of artisans within the county.
- iv) Enhancement and promotion of local manufacture of affordable tools and machinery for the MSEs including reverse engineering and mainstreaming the needs of PWDs in infrastructure support services will be prioritized.
- v) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- vi) Enhance market access for the private sector both locally and regionally by developing frontier county regional bloc value chains, market diversification and facilitating greater use of e-commerce shifting transactions to the digital economy.

### **3.2 Policy, Legislatives, and Institutional Reforms**

Several laws were passed by Kirinyaga County including laws for education, revenue administration and finance. Following the tremendous threat that COVID-19 has posed to the country, region and globally, the County will adopt the following strategies:

- i) Ensure there is a legislative framework within the County to prevent, control and manage the spread and impact of COVID-19 and other highly infectious diseases.
- ii) Develop the County's health laws to build the county's public health legal preparedness.
- iii) 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

Kirinyaga has over the years been affected by heavy rains, floods and landslides and, recently, by COVID-19 pandemic. As a matter of priority, the County will adopt the following strategies:

- i) Develop effective means of monitoring and regulating practices associated with zoonotic disease.
- ii) Ensure community participation for the development of event-based surveillance.
- iii) Engage with non-governmental organisations to provide critical technical assistance and multidisciplinary support, coordinate the response to global pandemic threats, including collating information, providing guidelines and advice, developing response strategies and sharing lessons learned for improved preventive actions.
- iv) Exploit the potential of technology in surveillance and response.
- v) Strengthen the capacity for surveillance and control, including sites such as prevention, alert and response to public health emergencies; partnerships and collaboration; and highlight rights, obligations, procedures and monitoring of progress.
- vi) Disseminate regular information to the public including sensitization on matters concerning sanitation and prevention and control of highly infectious diseases.

### 3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 61.3 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception that individuals do not need to use the internet is the leading reasons that the people in the County don't have internet connection. Approximately 93.0 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. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters as follows.

- i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 34.3 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony<sup>2</sup>
- 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.

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



- iv) Negotiate with the public primary schools a for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- vii) Develop and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

### 3.5 Promoting Human Capital Development

The COVID-19 pandemic led to a decrease in economic activities in the County. According to May 2020 KNBS COVID\_19 Survey, 24.8 per cent of the county labour force worked for at least for 1 hour for pay; 5.3 per cent had never worked, and 69.9 per cent worked in the informal sector. However, 6.0 per cent of employees did not attend to work due to COVID-19 with other 74.9 per cent of employees working without any pay. On average, workers in the County lost 7.3 hours per week due to COVID-19. About 59.0 per cent of county residents recorded decrease in income while 1.0 per cent recorded increase of income.

The County population aged 15-64 years (labour force) was estimated at 355,460 people of whom 337,519 people were working and 17,941 were seeking work but work was not available representing an unemployment rate of 5.0 per cent (Kenya Population and Housing, 2019).

The average years of schooling was 8.7 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The human development index was 0.6 out of a maximum of 1 and compared to the national average of 0.52. The HDI at county level which measures extent to which the counties can mobilize the economic and professional potential of the citizens implying that the county lost about 40 per cent of her economic potential due to lack of adequate education and health. About 17.2 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 28.3 as compared to the average national level at 24.7 per cent per cent while the number of children vaccinated was 92.3 per cent as compared to the average national level at 74.9 per cent. Loss of employment and closing down of businesses due to COVID-19 had far reaching consequences to county residents. This includes pushing affected people poverty and inability to pay for NHIF coverage due loss of jobs especially among the workers in the informal sector. The data indicated about 7.7 per cent



of children in the county were at risk of contracting preventable diseases like polio and measles, child vaccination rate was threatened by the fear of infection with COVID-19 while visiting health centers. Sector specific interventions include;

- (i) The county will expand partnership in the agricultural sector in the county which is the main source of employment. The county will provide financial support for establishment of tomato processing plant and a rice husk factory since the projects will create employment to county residents.
- (ii) Promoting implementation of a stronger labour market interventions that drive employment creation innovation. The County shall deepen technical education, training and skills development by increasing the number of technical institutions in all 5 sub counties.
- (iii) To improve the quality of MSMEs products, Kirinyaga County will partner with research institutions like Kenya Industrial Research and Development Institute (KIRDI) and the Productivity Centre at the Ministry of Industry to enhance productivity in the county especially in rice and coffee production.
- (iv) To promote investment and entrepreneurship through provision of loans, Kirinyaga county will improve access to finance for small and medium enterprises through lending institutions.
- (v) The County will build workplace resilience to public health emergencies and outbreaks of infectious diseases in all Kirinyaga County departments.

### 3.6 Exploiting horticulture and irrigation agriculture

The main economic activity driving the Gross County Product (GCP) in Kirinyaga is Agriculture (41 per cent). The National Spatial Plan 2015–2045 identifies Kirinyaga County as having a comparatively better developed rural economy, with potential for agriculture, irrigation, dairy production and tourism. Crops grown under irrigation in Kirinyaga County include; Sweet potatoes, French beans, bananas, tomatoes, onions, rice. Also, currently in Mwea, East and West Arabica flowers are grown. According to the KIPPRA report on *Enhancing Productivity and Competitiveness of the Kenyan Economy Through a Cluster Development Strategy (2012)*, Kirinyaga is a major producer of avocados and also grows tea, tropical fruits, passion and bananas. The crops grown Kirinyaga County have high potential for export which is yet to be fully tapped. For instance, Kenya is among the top producers of avocados in the world and avocados are the leading fruit export<sup>3</sup>. The demand and the prices of the fruit both in export and local markets have been on the increase. During the period of the COVID-19 pandemic, export of avocados from Kenya recorded robust performance. To re-engineer the sector, the County will focus on:

- (i) Developing a development strategy that safeguards the high potential agricultural land by setting the urban growth limits to preserve the high potential areas and regulate the subdivision of this land.
- (ii) Intensification of the use of the land, expansion of the acreage of land under irrigation and encourage development of small holder schemes.
- (iii) Avail quality planting materials and technologies for production developed by Kenya Agricultural and Livestock Research Organization (KALRO).

3. Avocado Export: [https://www.kalro.org/csapp/index.php?option=com\\_content&view=article&id=30&Itemid=311](https://www.kalro.org/csapp/index.php?option=com_content&view=article&id=30&Itemid=311)



- (iv) Providing agricultural extension services to assist farmers in proper crop production practices and marketing, including protection of small holder farmers from exploitation.
- (v) Link farmers to local, regional and global markets and support farmers to meet the phytosanitary standards for horticulture exports in foreign markets.
- (vi) Promote agribusiness and agro-processing based industries for key crops grown in Kirinyaga.
- (vii) Promoting rural development through provision of infrastructure and agricultural sector development and related economic activities.



## BEFORE: WANG'URU MARKET



## AFTER



**#KIRINYAGARISING**





## 4 SUPPORT TO KEY SECTORS

### 4.1 Manufacturing

Manufacturing sector contributes 6.6 per cent to the Kirinyaga Gross County Product (GCP). Manufacturing in Kirinyaga County includes: wearing apparel (38.6 per cent); food products (24.5 per cent); furniture (24 per cent); fabricated metal products, except machinery and equipment (14.4 per cent); furniture (9.9 per cent); and textiles (5.4 per cent). Others include leather and related products (2.5 per cent). The key products useful in value addition and driving manufacturing include; rice, beans, maize, and Irish potatoes, and horticultural crops. There are sixteen (16) large industries/factories driving manufacturing sector in the county. They are primarily involved in agricultural-based products such as tea, coffee, maize and rice. Hence, manufacturing is essential in supporting recovery of the economy of Kirinyaga County from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation. The strategies to promote manufacturing are as follows:

- (i) 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.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Undertake value addition activities in tomatoes and fruit processing in the County in collaboration with KIRDI.
- (v) Create forward and backward linkages for MSMEs involved in manufacturing for growth.

### 4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Kirinyaga county. About 40 per cent of the county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 41,208 million out of the total KES 100,836 million Gross County Product (GCP) amounting to 40.9 per cent of the county's GCP. About 64 per cent of the households produce crops, 48 per cent produce livestock, 0.3 per cent practice aquaculture and about 0.9 per cent are involved in fishing. About 20.7 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, Kirinyaga County will adopt the following strategies:

- (i) Develop partnership with the National Government, NGOs, Research Institutions and the Private sector in enhancing agroprocessing and value addition capacities of the county particularly in milk, coffee, macadamia, tea, avocado and mangoes.



- (ii) In addition to agroprocessing, adoption of modern storage and cooling facilities particularly at collection points to minimize spoilage and post-harvest losses.
- (iii) Improve small-holder farmers' incomes and livelihoods by linking farmers to product markets beyond the county level, in domestic and external markets at competitive prices.
- (iv) Digitize the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level and improving access to innovative support services including credit and insurance services.
- (v) Increase access to quality and affordable inputs including certified seeds, water, animal feeds, AI services, fertilizers, livestock vaccination and modernized agriculture mechanization such as ploughing services by county tractor hire services.
- (vi) 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.
- (vii) Invest in sustainable irrigation in the county through partnership with development partners. To support expansion of sustainable irrigation, the county will promote development of Irrigation Infrastructure and technologies.
- (viii) Build the capacity of farmers in adoption of modern farming technologies and practices and adopt sustainable land management practices to minimize environmental degradation.
- (ix) Further, to enhance trade, the county will establish county multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors that provide crucial market infrastructure such as road infrastructure, lighting and water services.
- (x) Strengthen cooperative development with effective stakeholder engagement and implementation of cooperative interventions for more sustainable models of financing and customized training of cooperative members.

### 4.3 Water and Sanitation

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of COVID-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. According to May 2020 KNBS COVID\_19 Survey, 81.6% of households had access to water and soap at, while 84.5% of the households did not have a designated handwashing facility in their households.

Access to piped water stands at 7.7% rural, 5.6% peri urban and 31.8% urban. There is low access to piped sewer which stands as follows only 18.1% of urban households flush their waste to piped sewer, while 4.8%



of rural households do not have a toilet facility. Sharing of a toilet facility with other households is common which stands at 32.9% rural, 77.3% urban and 43.2% peri urban.

The county 2018-2022 CIDP programs under WASH and environment include; promote water resources conservation and protection; develop environment, water and sewerage management policy; enhance access to potable water for all county resident; construct water supply line and sewerage facilities; and promote rainwater harvesting and to establish waste treatment plant

This strategy recommends the following for implementation;

- (i) The county to increase water supply in households, institutions and public places to all county residents through; installing water harvesting tanks, drilling of boreholes and construction of additional small dams and pans.
- (ii) Integrate public private partnerships arrangements to enhance water provision in the County.
- (iii) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water at household level.
- (iv) The county to promote water resources conservation and protection.
- (v) Implement the policy on environment, water and sewerage management.
- (vi) Expand sewer infrastructure to accommodate more households.
- (vii) Support households in construction of toilet in communities, households and public places to minimize toilet sharing.
- (viii) Construct water supply line and sewerage facilities.
- (ix) Support the implementation of Community Led Total Sanitation (CLTS) initiatives.
- (x) Create public awareness on the importance of connecting to sewer system.
- (xi) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

#### **4.4 Urban Development and Housing**

Majority of the households (74.5 per cent) did not receive a waiver or relief on payment of rent from the landlord, despite inability to pay, because of the pandemic. Approximately 72.9 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 27.1 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 75.3 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) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (ii) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (iii) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (iv) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (v) 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.
- (vi) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019.
- (vii) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (viii) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (ix) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

#### 4.5 Transport

The county has a total of 3,143.19 Kilometers of classified road network. Approximately 62.0 per cent of the paved road network is in good condition, 36.0 per cent in fair condition and 2.0 per cent in poor condition. While 15.7 per cent of the unpaved road network is in good condition, 57.4 per cent fair and 26.9 per cent in poor condition.

The main means of transport used in the County is walking at 37.9 per cent followed by, motorbike 18.4 per cent, bicycle (bodaboda) 15.9 per cent, PSV matatus at 15.3 per cent, and private car at 9.16 per cent. On average, residents travel 2.42 Kilometers to their workplace which is within the threshold for non-motorised transport (NMT). Approximately 84.3 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition 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) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.



- (iii) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (iv) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (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) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy<sup>4</sup>.
- (vii) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals<sup>5</sup>.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.
- (ix) Apply performance Based Contracting for maintenance, with maintenance of the existing road network in good condition being a priority.

#### 4.6 Tourism

The main tourist attractions in Kirinyaga County are physical attractions (Mt Kenya forest; Mt. Kenya National park; Daraja ya Mungu ("God's Bridge"); numerous waterfalls; Water sports (Sagana white water rafting). Wildlife in Mt. Kenya forest. The county has indigenous natural forests covering an area of 35876 Ha. which support eco-tourism product. There are several Heritage and cultural sites including Kirinyaga Mass Grave in Kerugoya; Muringa wa Giacai in Kanyekiini ward 'Darasa ya Ngai' (Gods bridge) in Murinduko ward; Munyu wa Ngungu and Ngungu fall in Kabare ward; Initial Kabare church; Munyu wa Kabonga in Kabare ward; Castle forest lodge in Kabare ward; Karaba prison; a mass grave site in Wamumu ward; Old structures within Wamumu rehabilitation school; Sagana old bridge in Kariti ward; Mugumo wa Kiini in Kiini ward; Shrine area at Kadongu. Kirinyaga County has only one Museum which is a church based. It was initiated and managed by Kabare Bible School though currently, not in function it was abandoned.

In terms of accommodation facilities, there are 22 registered hotels (10 of which can achieve star-rating), 12 unclassified hotels and 348 bars and restaurants located in different parts of the county. According to the 2019 Tourism Regulatory Authority, the County does not have star-rated establishments. Accommodation and food services accounts for 0.2 per cent of Total GCP

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

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



Kirinyaga county has 3 main stadia, one located in Mwea sub county, the other at Kianyaga in Kirinyaga East sub county and the last one in Kerugoya, Kirinyaga Central. Kirinyaga County is in the process of implementing a documentation centre. Although the county is well endowed with tourist attractions, they are underutilized due to poor marketing, insufficient hotel capacities and poor transport network. The strategies for re-engineering of the tourism sector include:

- (i) Mapping of tourist zones; registration of herbalists.
- (ii) Upgrading of the existing tourism facilities and creating additional facilities e.g. Mwea National Game Reserve to a National Park.
- (iii) Tourism infrastructure development: establish a golf resort; hiking routes. tourism tertiary training facilities; recreation / amusement parks. establishment of a tourism information centre; Animal Sanctuary.
- (iv) Establishment of annual tourism expos; cultural competitions.
- (v) Renovation of cultural heritage sites / assets.
- (vi) Diversification of tourism product: home-stays; golf tourism (an 18 hole golf course); medical tourism; eco- and conference tourism, mountain climbing, mountain hiking, motor racing, water sporting and golfing.
- (vii) Enabling environment for tourism investment.
- (viii) Enhance international and Domestic Tourism Marketing.

#### 4.7 Health

The county has 202 health facilities with a total bed capacity of 764 comprising of 109 public health institutions, 39 mission/ NGO institutions the largest one being Mwea Mission hospital and 54 private clinics. There are 3 level four and one private hospitals, Mt. Kenya hospital. In addition, there are 10 level three facilities, 45 level two facilities and 51 level one facilities which are spread across the County. The doctor to population ratio is 1:36,339 against the recommended WHO standard doctor or nurse population ratio of 1:230. 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. Social dialogue is essential to building resilient health systems in crisis response and in building a health system that is prepared for health emergencies. Specifically, the County will:

- (i) Revamp, expand, modernize and equip all health facilities, including, Kerugoya County Referral Hospital; recruit additional public health officers and community health workers to strengthen preventive and primary health systems in the County.
- (ii) Support investment in research and development to spur innovation in health sector including in the area of medicine in collaboration with KEMRI.
- (iii) Implement a comprehensive human resource health management system including undertaking training needs assessments and enhancing information system to ensure



equitable distribution of skilled and motivated health care workers across all sub-counties.

- (iv) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, tertiary education institutions, workplaces and health care facilities within Kirinyaga county.
- (v) Fast track establishment of The Kenya Medical Research Institute (Kemri) branch in the county which will entail putting up a multi-billion-shilling referral and teaching centre in Mwea. This will create employment among county residents and enhance medical research capacity in the county.

#### 4.8 Education and training

The county has 348 ECDE centres with a total of 358 teachers and enrolment of 24,672 learners. The teacher pupil ratio is 1: 41 and gross enrolment rate is 62 per cent. The number of Primary schools in the county is 326 with 2,916 teachers and total enrolment of 111,400 students. The gross primary enrolment rate in the county is 117 per cent attributed by the introduction of Free Primary Education programme (FPE). The county has 152 secondary schools of which 91 per cent are public schools and 9 per cent are private schools. Out of the total secondary schools, 68 per cent are Day schools ,25 per cent are boarding and 7 per cent are Day and boarding secondary schools. The number of teachers in secondary schools is 1,329 with a total enrolment of 39,988 students. The teacher to student ratio is 1: 29 and gross enrolment rate is 47.91 per cent. In addition, the county has 1 public university and 1 private university. There are 2 public colleges,11 Youth polytechnics (YP) ,5 accredited colleges and 8 private non-accredited colleges.

To mitigate the effects of COVID-19, the County will partner with the National Government and private sector to enhance infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and learning spaces upon reopening. Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, ECDE capitation grants, capacity building of ECDE teachers and staff and parents on effects of COVID-19 awareness, and establishment of ECDE teacher's college. For primary and secondary education, the County needs to increase secondary and tertiary education enrolment rates. The recovery strategies are;

- (i) Promote construction of new ECDE classes to promote social distancing, and recruit skilled teachers.
- (ii) 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 learners and to ensure that the risk of pandemic is minimized.
- (iii) The county will create awareness and effectively engage parents on matters education if the county is to sustain literacy levels.
- (iv) Education sector in collaboration with health authorities will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, school fumigations and enhance school feeding.
- (v) Promote monitoring and addressing psychosocial wellbeing of students, teachers and



education officers as well as educating them on how to mitigate spread of coronavirus.

- (vi) 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.
- (vii) The County will partner with institutions such as Kirinyaga University College, AHITI Ndomba and Kamweti ATC in producing masks which will be distributed for free to school going children.
- (viii) The county will promote innovative learning processes encompassing a blend of face to face and digital learning at all levels of education in Kirinyaga County.

#### **4.9 Social Protection**

The County has an estimated number of 18,875 PWDs and 39,671 older persons aged 65 years and above. This represents 3.4 per cent and 6.5 per cent of the population, respectively. The County is implementing various social protection programmes including providing basic assistive devices to PWDs. The County also supported and built capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. With increasing demand for cash transfers, the County government initiated targeted cash transfers to the elderly and food distribution to vulnerable households both before COVID-19 and during COVID-19 period. The county will align its social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries. The recovery strategies are;

- (i) The county will enroll more vulnerable individuals in welfare programmes such as NHIF which will ease their access to health facilities.
- (ii) County government will exempt the SMES which have suffered losses in their business as result of COVID-19. County government will create a kitty where they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses.
- (iii) The elderly population will be provided with food and other basic wants since their movement had been restricted as they are at great risk of contracting the virus. This will be achieved through increasing cash transfers allocation to the elderly.
- (iv) Undertake research to get a better understanding of the actual situation of disability and chronic illness in Kirinyaga County, and to map existing initiatives for effective social protection support.
- (v) 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**

Due to social distancing and curfew hours, GBV victims had limited contact with family and friends who would act as the first contact persons during violence. Survivors also experienced challenges accessing healthcare services, counseling Services and access shelters. These challenges underscored the need for deliberate measures at the county level to prevent and support GBV survivors in times of emergencies as experienced with the pandemic. Towards this, the county will take the following measures:





- (i) Launch hotlines/helplines using toll-free calls and SMS numbers for gender-based violence victims. This will assist GBV victims access support and guidance to include psycho-social support, counselling and health care.
- (ii) Establish platforms for Tele Counselors to offer virtual counseling services to affected persons during emergencies/pandemics to mitigate the effects of the high levels of stress and anxiety associated with such emergencies
- (iii) Online sensitization and GBV education as a preventive measure on the prevalence of GBV during emergencies periods. The county governments will identify GBV champions to serve as change agents, changing harmful attitudes and behavior in communities that lead to GBV.
- (iv) Lastly, designate gender safe spaces to provide accommodation GBV survivors.

#### 4.11 Environment and Natural Resources Management

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

The major sources of energy for cooking used by households are firewood at 84.6%, charcoal 9.9%, liquified gas at 4.4%, kerosene at 0.7% and electricity at 0.9%. Majority of the households at the county level dispose their solid waste by burning in the open at 43.5%, 12.6% dump in the compound and 24% dump their solid waste in the street/ vacant plot/ drain, 6.9% is collected by private company for disposal, 1.8% collected by community associations and 4.9% collected by the county government for disposal. So far 11.3% of households experienced droughts or floods in the past 5 years that adversely affected their farming activities. Only 0.7% of households practiced irrigation farming where the main source of water for irrigation was water from springs at 100%.

The recovery strategy will include the following:

- (i) Provide and promote alternative sources of clean energy for cooking.
- (ii) Develop natural resources utilization policy.
- (iii) Establish and promote community forest associations (CFA) to help in forest conservation.
- (iv) Put in place participatory forest management plans (PFMP).
- (v) Promote afforestation in the affected areas by provision of tree seedlings to communities.
- (vi) Enforce the environment management and conservation policies.
- (vii) Provide capacity building of communities around forest land on forests on Sustainable Forest Management.



- (viii) Impose total ban on wetland cultivation and logging.
- (ix) The county to reposes all encroached water catchment land.
- (x) Develop land use management and monitoring systems.
- (xi) Provide waste collection services at households.
- (xii) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (xiii) Establish waste treatment plant (waste separation, recycling and recovery).
- (xiv) Segregate waste resource at the source to easily facilitate recycling.
- (xv) Cushion households from the adverse effects of droughts or floods by tree planting, storm water drainage system and water dams.
- (xvi) Promote irrigation farming by providing water for irrigation.



## BEFORE: WANG'URU TOILET



## AFTER



**#KIRINYAGARISING**



## 5 ECONOMIC STIMULUS PROGRAMME

### 5.1 Economic Stimulus Package

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

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

### 5.2 Financing Economic Stimulus Package

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

### 5.3 Implementation Framework for the Economic Stimulus Programme

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





## 6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.<sup>6</sup>

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

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

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

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





## 7 COMMUNICATION CHANNELS

Communication<sup>7</sup>, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development<sup>8</sup> (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels<sup>9</sup> are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID-19 Survey, majority of Kirinyaga County residents received information about coronavirus through radio (87%), television (70%) and Friends and family (38%). This was closely followed by mobile at 35 per cent though the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Government sources and social media ranked 27 per cent and 25 per cent respectively. Health Care Workers' frequency stood at 17 per cent whereas newspapers and Non-Governmental Organization (NGO) workers were ranked below 4 per cent.

Accordingly, 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 such as: radio, telephone, and face to face meetings.
- (3) Non-verbal communication for example: sign language.
- (4) Visual communication that is: Television.

The effectiveness of the different channels would vary depending on the circumstance and the characteristics of the communication. For instance, conferences, seminars and workshops (large physical gatherings of more than 100 persons) is currently prohibited due to the COVID-19 pandemic. Therefore, to increase buy-in from the members of the public on the county socio-economic recovery strategies, opportunities, interventions and to encourage positive feedback, below (table 2) are the channels of communication.

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

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

9. <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
<b>County Revenue Policy</b>	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.	increased OSR	% increase in OSR	Continuous from 2020/21	1	1	2	County and National Governments; development partners;	County Government
<b>County Expenditure Reforms</b>	Re-engineer expenditure to be growth oriented and people-centred; Eliminate pending bills	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture; Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews; Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions; Systematically and in phase-out approach reduce/ eliminate pending bills owed to suppliers	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT; County expenditure in line with existing National Government and County Government laws; Fully fledged stand-alone ICT department with a budget			Continuous from 2020/21				County Government	County Government
<b>Agriculture</b>	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds; expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/crops; Increased availability of nutritious vegetables/crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation	continuous	1.5	1.5	3	County Government	County Government
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder 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	continuous	5	5	10	County Government	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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	2 years	25	25	50	County Government/ National Government	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	Increased access to market opportunities for county produced products	Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level	continuous	1	4	5	County Government	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	continuous	10	10	20	County Government	County Government
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;	continuous	4	1	5	County Government	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
<b>Manufacturing and MSMEs</b>	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	5	5	10	County Government	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	3 years	25	10	35	County Government	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	1	1	2	County Government	County Government
<b>Water and Sanitation</b>	To increase access to clean water; To increase access to improved sanitation	To Develop and rehabilitate water infrastructure; To develop and rehabilitate sanitation infrastructure	No of water infrastructure developed and rehabilitated; No of sanitation infrastructure developed and rehabilitated	Increased access to clean and safe water; Increased access to improved sanitation	% of the population with access to clean and safe water; % of population covered with piped water; % of the population covered by sewer line	continuous	750	750	1,500	County Government/ National Government	County Government
<b>Solid waste management</b>	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		5	5	10	County Government	County Government
<b>Environment and Natural Resources Conservation</b>	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	continuous	1	1	2	County Government	County Government
<b>Droughts and floods control</b>	To mitigate the effects of droughts and floods	To construct dams and drainage to control floods	Dams Completed, length of drainage rehabilitated to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods	continuous	9750	9750	19,500	County Government/ National Government	County Government
<b>Transport</b>	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	0.5	0.5	1	County Government	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	2.5	2.5	5	County Government	County Government



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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
	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	2020-21	100	100	200	County Government	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					County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually					County Government	County Government
<b>Information and Communication Technology (ICT)</b>	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				County Government	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				County Government	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					County Government	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce					County Government	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Kirinyaga 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					County Government	County Government

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



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	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					County Government	County Government
<b>Urban Development and Housing</b>	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, completion of spatial plan	3 years	10	40	50	County Government	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, length of drainage rehabilitated	1 year	50	50	100	County Government	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	Training community members on adoption and use of green energy	1 year	1	1	2	County Government	County Government
<b>Tourism</b>	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 - 5 years	150	150	300	County and National Governments; development partners; Kenya Tourism Fund	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed.	3 - 5 years	135	135	270	County and National Governments; development partners; Kenya Tourism Fund	County Government
<b>Health</b>	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	Health workers offering antenatal care, operational health facilities	continuous	25	25	50	County Government	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	Health facilities with adequate equipment,	continuous	250	250	500	County Government	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	health officers recruited	no of health workers recruited	1 year				County Government	County Government



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Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21; 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Availability of essential medical products	Number health centres stocked with essential medical products.	continuous	125	125	250	County Government	County Government
		Improve immunization coverage in the County	Reduced mortality	Increased immunization access	Number of immunization outreaches	continuous	20	20	40	County Government	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	sensitization on clean human waste disposal	% of homesteads with latrines	continuous	2	2	4	County Government	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	increased households accessing clean water	Number of boreholes drilled	1year	5	5	10	County Government	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	% change of health sector development					County Government	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					County Government	County Government
<b>Education</b>	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	Number of school facilities renovated and constructed	2 years	5	5	10	County Government	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	Number of ECDE teachers recruited	2 years	10	10	20	County Government/ National Government	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	Number of trainings held	1year	1	1	2	County Government/ National Government	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	No. students of supported with bursaries	1year	32.5	32.5	65	County Government/ National Government	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	Quantities of PPE and surgical masks supplied	1year	5	5	10	County Government/ National Government	County Government
<b>Social Protection</b>	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	Number of people covered by insurance	2 year	50	50	100	County Government	County Government



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		Enhance cash transfer to vulnerable groups	Reduced poverty level	increased vulnerable persons benefitting from cash transfers	Number of people who benefitted from cash transfers	continuous				County Government/ National Government	County Government
<b>Human Resource</b>	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Access to PPEs by employees protective equipment provided	Number of protective	1 year	5	5	10	County Government	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	efficient service delivery remotely	Number of staff trained on digital skills, No. of staff provided with ICT equipment	1 year	10	10	20	County Government	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	Improved COVID-19 prevention measures uptake	No. of workers trained	1 year	2.5	2.5	5	County Government	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	improved access to PPEs by employees	Number of protective equipment provided	1 year	5	5	10	County Government	County Government
		<b>Grand Total</b>					<b>11,585.5</b>	<b>11,600.5</b>	<b>23,186</b>		





## COUNTY GOVERNMENTS



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