



MACHAKOS COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





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



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FOREWORD

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

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

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

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

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

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

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

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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E. WYCLIFFE OPARANYA
CHAIRMAN, COUNCIL OF GOVERNORS

UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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

STATEMENT

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

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

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

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS
CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS

EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) **Boosting Private Sector Activity**

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

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



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

2) **Strengthening ICT Capacity**

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

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

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

3) **Human Capital Development**

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

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

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

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

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



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

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

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

Support to Key Sectors

1) **Agriculture**

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

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

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

2) **Water and sanitation**

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

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

3) **Urban development and housing**

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

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



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

4) **Transport**

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

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

5) **Tourism**

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

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

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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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

9) **Gender and youth**

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

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



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1 INTRODUCTION

1.1 County Context

Machakos County is one of the counties in the South Eastern Economic Bloc (SEKEB). The county has estimated population of 1,421,932 people out of whom 49.9 per cent were male and 50.0 per cent female (KNBS, 2019) (Table 1). Of the population 31,701 (2.5 per cent) were persons with disabilities. The youth constituted 35.8 per cent of the population of whom 50.0 per cent were female. The County has a population density of 121 persons per km². The elderly population (age 65 and above) made up 5.6 per cent of the total population of whom 58.0 per cent were female. The population of the school going age group (4-22 years) was 40.2 per cent in 2019.

In 2015/2016, the overall poverty rate in Machakos County was 23.0 per cent against the national poverty rate of 36.1 per cent. In addition, 24.7 per cent of the population were living in food poverty and 46.6 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, 26.5 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Machakos County

	County	National
Estimated County Population (KNBS, 2019)	1,421,932	3.0% of the total population
Males	710,707	49.9%
Females	711,191	50.0%
Intersex	34	0.002%
Estimated Population Density (km ²)	121	82
Persons with disability	3.0%	2.2%
Population living in rural areas (%)	70.9%	68.8%
School going age (4-22 years)(%)	40.2%	68.7%
Youth (%)	35.8%	36.1%
Elderly population (over 65-year-old)	5.6%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	1,188	3.55 % of the national cases
Poverty (2015/2016)(%)	23.0%	36.1%
Food Poverty (2015/2016)(%)	24.7%	31.9%
Multidimensional Poverty (2015/2016)(%)	46.6%	56.1%
Stunted children (KDHS 2014)	26.5%	26%
Gross County Product (Ksh. Million)	232,860 (2017)	3.1% Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017)(%)	12.4%	15.3 %

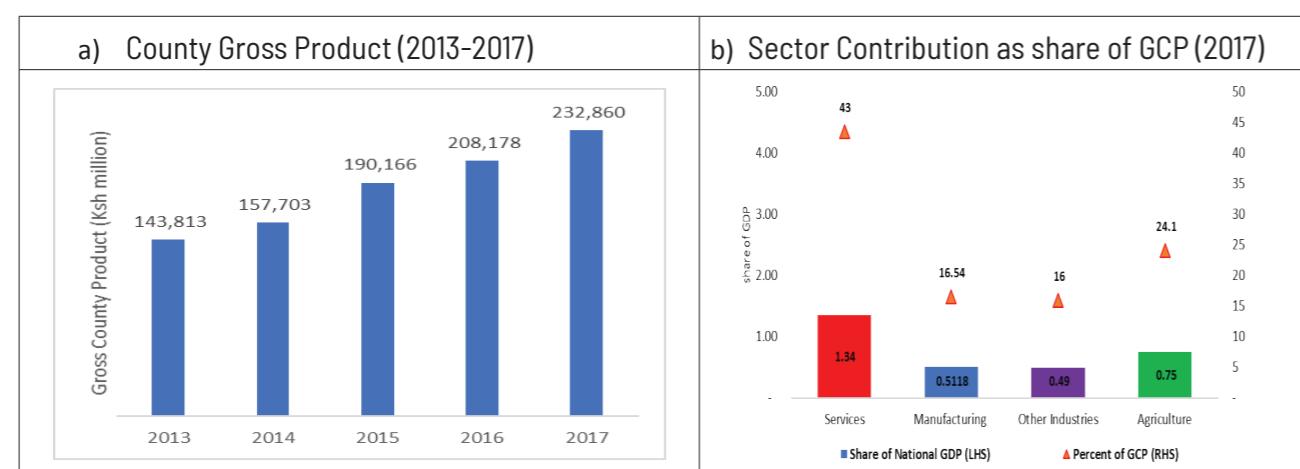
Data Source: KNBS (2019)



Machakos County Gross County Product (GCP) accounted for 3.1 per cent of total Gross Domestic Product (GDP) as at 2017. The GCP increased from Ksh.148,813 million in 2013 to Ksh.232,860 million in 2017 representing an annual average growth rate of 12.4 per cent per year (Figure 1). The service sector contributes 43.0 per cent of GCP while agriculture, Manufacturing and other industries share constituted 24.1 per cent, 16.5 per cent, and 16.0 respectively.

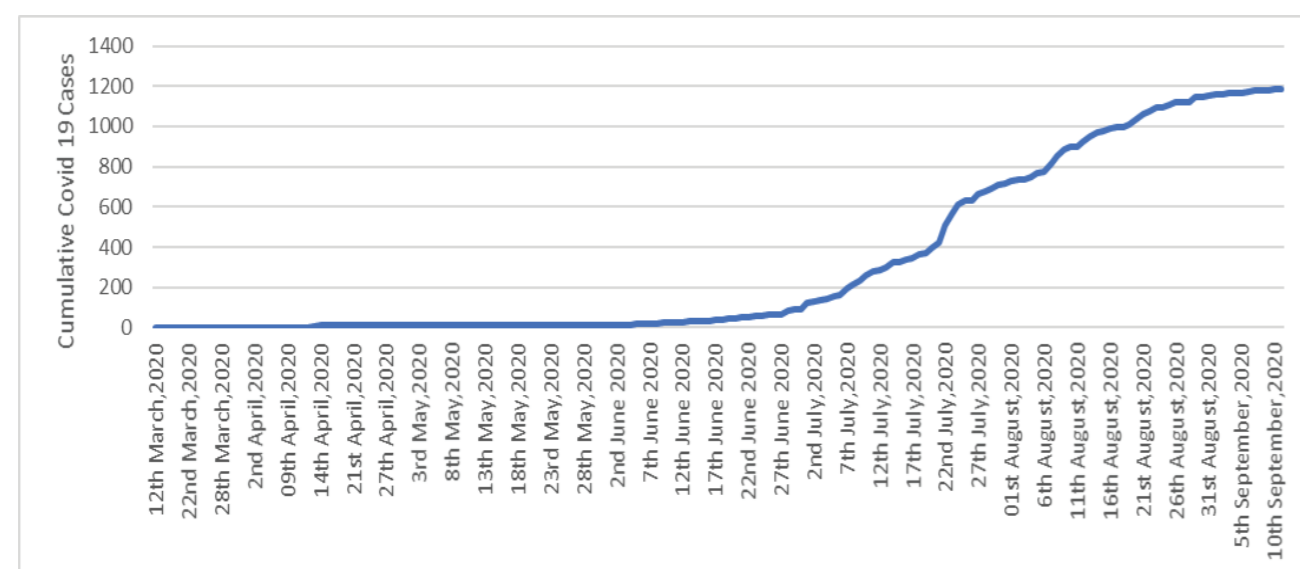
The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and livestock production while industries and manufacturing include cement industries, food processing industries, agro-chemicals industries, steel plants and textile industries in export processing zones (EPZs).

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



The County first confirmed case of COVID-19 was on 1st April 2020. Since then the number of confirmed cases increased to 1,188 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: Ministry of Health

1.2 County Fiscal position

Machakos county expected to receive a total of Ksh. 13.7 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 7.75 billion (56.6%) as equitable share, Ksh. 2.97 billion (21.7%) conditional grant, Ksh. 1.16 billion (8.5%) from own sources of revenue (OSR) and Ksh. 1.44 billion (10.5%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 12.08 billion which accounted for 90.7 per cent of the expected revenue. This comprised of Ksh. 7.09 billion equitable share, Ksh. 1.71 billion as conditional grants, Ksh. 1.38 billion as OSR and Ksh. 1.44 billion as cash balance from FY 2018/19. COVID-19 pandemic affected several businesses in the county leading to the closure of market stalls and other business enterprises. The effect was reflected on the performance of OSR, where the county registered 11.6 per cent decline in FY 2019/20 from Ksh. 1.56 billion realized during in FY 2018/19 to Ksh. 1.38 billion. Despite the decline, the county surpassed its OSR target by 18.5 per cent through putting in place mechanisms that sealed revenue loopholes and conducting revenue mobilization.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 13,329.7 million consisting of Ksh. 8,635.0 million allocation for recurrent expenditure and Ksh. 4,694.7 million for development expenditure. Of the recurrent expenditure, Ksh. 5,620.0 million was meant for compensation of employees while Ksh. 3,015.0 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 9,461.9 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 79.3 per cent of the total spending, with development expenditure accounting for only 20.7 per cent. This translating to absorption rate at 71.0 per cent for the overall budget, 86.9 per cent recurrent expenditure and 41.7 per cent development expenditure. Health sector expenditure accounted for 18.8 per cent of total spending with an overall absorption rate of 41.6 per cent. Absorption rate for health sector recurrent expenditure stood at 46.7 per cent while that for development expenditure stood at 17.1 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 343.5 million consisting of Ksh. 279.0 million and Ksh. 64.5 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, Machakos County undertook various administrative and budgetary interventions as outlined.

The County re-allocated its budget: During the second supplementary budget, the County freed some resources to finance the county COVID-19 response efforts. A total of Ksh 100.0 million was re-allocated from various departments to be utilized in fight against COVID-19. Additionally, the county received Ksh. 188.0 million from the national government as part of the Ksh. 5.0 billion allocated to counties to fight COVID-19.



County opened COVID-19 Bank Account at State Bank of Mauritius (SBM) in Kenya for receiving donations from various county stakeholders. Through this initiative the county received in-kind support in form of food items and assortment of personal protective equipment (PPE) including disposable gowns, protective goggles, nitrile gloves, surgical masks, KN-95 masks, N-95 masks among others. Also received was alcohol-based hand sanitizers, water tanks and COVID-19 training material. A total of Ksh. 13.0 million was also received through the account.

The County prepared for treatment of confirmed cases. In preparedness for handling COVID-19 cases the county put in place 15 intensive care unit (ICU) beds; 10 in public hospitals and 5 in private health care facilities. The county also ordered for additional 10 ICU beds and equipment that will push to 25 fully equipped ICU beds within the county. The county further set aside 350 isolation beds and a capacity to expand this to 1,000 at short notice. For ease of moving patient to isolation centers or health care facilities for management, the county set aside 9 dedicated ambulances (One per Sub-County) to handle all COVID-19 suspected cases. Within the Machakos Level 5 hospital, a certified testing lab was established. Further, Machakos Multi Agency COVID-19 committee meets on a weekly basis to review progress and level of preparedness in handling eventualities of COVID-19 cases.

County operationalized the call center to ensure continued delivery of county services to the residents even in the wake of COVID-19 pandemic. Call center also served as a point for reporting of suspected cases and information that could assist in contact tracing. The phone numbers utilized for this purpose included 0748079365, 0772153627, 0756799995, 0740648978 and on WhatsApp the county was reachable using 0791333809.

In addition, the County promoted COVID-19 safety guidelines. This included restriction on public gatherings, 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 undertook to enhance access to water for hand washing. This involved distribution of water tanks, water and soaps at points of entry, and develop hand washing booths in the informal settlements in Swahili village in Machakos Town and Kwa Mang'eli in Mavoko and other high-risk areas for hand washing to meet the heightened demand for water.

Training of county health workers. The county trained several county health workers on handling COVID-19 patients including screening, sample collection and contact tracing. Further, various stakeholder to the county offered support for training. Red Cross Kenya offered Training of Trainers (TOT) training to 55 staff and prison warders (in Machakos and Matuu prisons) while Afya Ridge trained health workers at Kaani Community.

County in collaboration with stakeholders undertook COVID-19 awareness campaign. On awareness creation, the county used various updates on COVID-19 to inform the public on the novel corona virus and preventive measures to undertake. Local radio and social media platforms were also used for this purpose. Additionally, stakeholders supported the awareness creation drive. Movers and Shakers provided COVID-19 awareness to all resident of Kathiani Sub-County; Kenya Red cross through Dek and Gem NGOs

offered sensitization on COVID-19 and health education to adolescent girls aged 10-24 years and young women; and Voluntary Service Overseas funded radio sensitization sessions on COVID-19 and provided 200 messaged reflector jackets to boda-boda riders in in 5 Sub - Counties of Machakos, Kathiani, Mavoko, Kalama and Yatta.

Enhancing social protection for the vulnerable groups: The county distributed various food items received through donations to the disadvantaged members of the society including elderly, women, children and people living with disability, to cushion them from the devastating effects of COVID-19 that disrupted supply chains and restricted movement s of people.



2 SOCIO-ECONOMIC EFFECT OF COVID-19

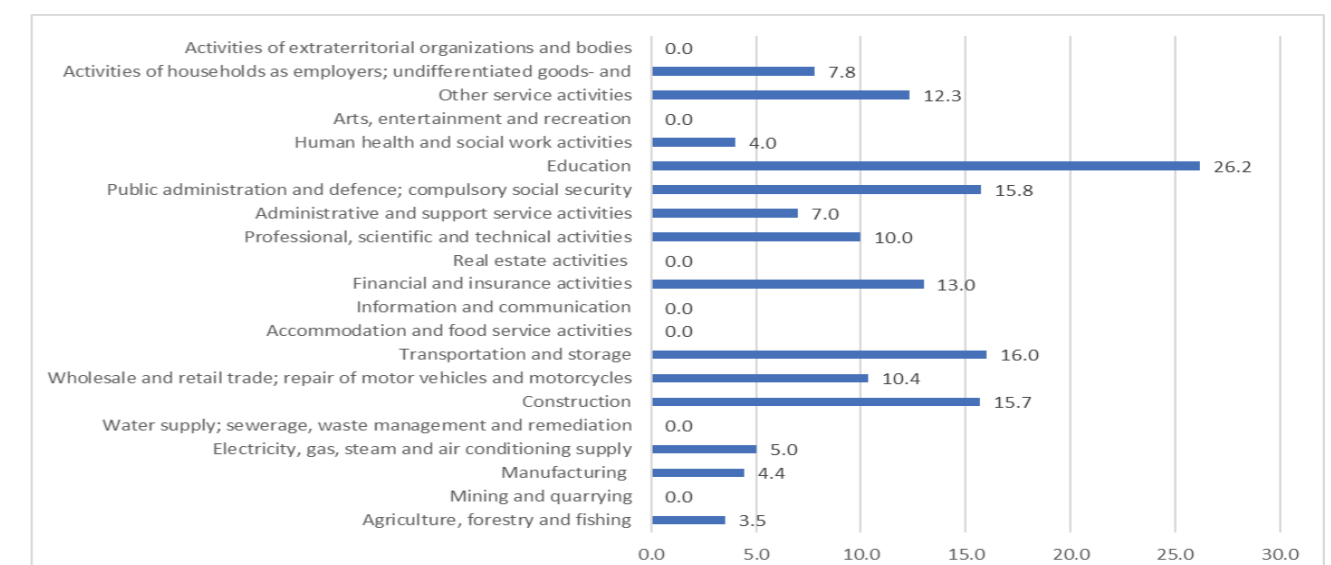
As the country was hit by the COVID-19 pandemic, several other shocks hit the County as well. These include invasion of desert locusts, floods/mudslides/landslides and livestock diseases.

a) Labor participation

COVID 19 had grave ramifications to the Machakos County. Many county residents lost jobs and others closed their businesses due to strict social distance requirements to avoid spread of COVID 19. The County government banned all sale of alcohol and at the same time closing all bars and entertainment places. Truck drivers were not spared either as the county government directed that they would no longer stop at Machakos county - or if they were to do so, they would not exceed 30 minutes. This order affected sellers of fast-moving goods to the drivers on transit. Markets were also ordered to close with Joska market in Matungulu sub-county being among them. Kiosks found open in Joska market were demolished by County officials. Further, the hotel industry in the county laid off some staff due to low profits.

According to the May 2020 KNBS COVID_19 Survey, Education sector reported the highest level of loss of hours worked (26.2) followed by Public administration and defence; compulsory social security which lost 15.8 hours (Figure 3). Workers in Accommodation and Construction lost a total of 16 and 15.7 hours respectively. Workers in Other service activities and Wholesale and retail trade; repair of motor vehicles and motorcycle recorded an average loss of 10.3 and 10 hours per week respectively.

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



Data source: KNBS (2020)

According to the May 2020 KNBS COVID_19 Survey, 36.0 per cent of workers in Machakos county recorded decreased income while 76.1 per cent recorded working as unpaid workers. The county recorded 66.1 percent of workers in informal sector and 13.5 per cent never attended to work due to COVID-19 related



activities. Further is a decline in labour participation. An assessment of the COVID-19 effects on hours worked in agriculture-related occupations indicates agricultural, fishery and related labourers recorded 3.4 per cent of hours lost. On average, the county lost 10.1 hours worked in a week and the hours lost in key economic activities like service sector and agriculture sector (3.5 hours) will negatively affect the county economy.

b) Agricultural and Livestock

The May 2020 KNBS COVID-19 Survey found that 7.8 per cent of the households in Machakos 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 (40.3 per cent), closure of the markets/grocery stores (28.3 per cent) and concerns about leaving the house due to outbreak (18.5 per cent). A key concern was that the food groups affected most are the nutritious food categories -fruits and vegetables -which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 71 per cent of households in Machakos county indicated experiencing an increase in food prices. From the KIHBS 2015/16 30.5 per cent of households' purchase food products from open-air markets, 14.9 per cent from kiosks, and 37.3 per cent from general shops. Additionally, 72 per cent of the total valued consumed was from purchases, 15.3 per cent from own production, 9.5 per cent from own stock and 3.2 per cent from gifts and other sources. Consequently, an increase in food prices is likely to have significant implications on household budget

Further, was a decline in labor participation. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates agricultural, fishery and related labourers and food processing and related trades workers recorded the highest difference of 5 hours each between the usual and actual hours worked in a week. The other affected sub-category are farm workers who recorded a difference of 3 between the usual and actual hours worked in a week.

c) Services sector

Visits to tourist attractions in Machakos (physical attractions, cultural and heritage tourism, game viewing at Ol Donyo Sabuk National Park; ecotourism; sports tourism, and excursions (nature walks; mountain climbing; picnic sites) declined by 50 - 60 per cent in 2020 due to measures taken to contain the Covid-19 pandemic. Due to the COVID-19 pandemic, the tourism sector in the County almost collapsed due to cancellation of cultural and sports tourism events. The sector depends on hotels and transport industries whose activities were disrupted. This has resulted in loss of livelihoods for locals working in the tourism sector and declined revenues for hoteliers. Employment in tourism in the County has declined by 20-40 per cent.

The instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) have contributed to reduction in common diseases such as diarrhea and common cold. That said, the postponement of public screening programmes such as breast or cervical

cancer by the World Health Organization (WHO) has affected the population-based cancer registry in Machakos County.

The education sector was disrupted with closure of all schools, which has led to loss of learning time and teaching time. Although almost all schools have access to the digital literacy programme, undertaking online classes in the County is almost impossible since about 82 per cent of the households do not have internet access. In addition, according to the Kenya Population and Housing Census (KPHS) (2019) only 9.4 per cent of the County households have access to at least a desktop computer/laptop or tablet.

The school feeding programmes in Early Childhood Development Education (ECDE) and primary schools were discontinued after the closure of schools in March 2020. This is likely to result into malnutrition diseases especially among learners from marginalized regions who used to depend on the programme. This would have negative long-term effects on human capital in the County.

d) Micro Small and Medium Enterprises (MSMEs) sector

Most of MSMEs in Machakos County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (56.5 per cent); accommodation and food services (16.4 per cent); manufacturing (10.1 per cent); and arts, entertainment and recreation (9 per cent). These are the sectors that have been affected most by the pandemic and need focus in achieving reengineering and recovery.

Due to income disruptions occasioned by Covid-19 MSMEs in Machakos County faced difficulties in meeting their rental obligations considering quite a number are in commercial premises (75 per cent). According to the May 2020 KNBS Covid-19 survey, all respondents from non-farm and farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings. In addition, the May 2020 KNBS Covid-19 survey indicates that the wholesale and retail trade sector lost 10.4 hours in usual and actual hours in a week. This is an indicator of the adverse effects on the service sector of Machakos County due to the pandemic which implies loss of productivity, output and employment. Equally, the manufacturing sector lost 4.4 hours.

Regarding access to markets, about 0.2 per cent of the MSMEs in the County depend on export markets and 0.6 per cent import markets for their material inputs. Therefore, disruptions in the external markets could have some negative implications to MSMEs operations in Machakos County. That said, diversification for market for the MSMEs is crucial in supporting 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 56.5 per cent. Residents responded by changing their travel patterns with 28.8 per cent of the population traveling less often, while 9.1 per cent were unable to travel due to the pandemic.



Machakos County Headquarters Machakos town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 92.4 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 17.6 per cent of the conventional households in the county 'own' internet with 9.4 per cent owning a desktop, computer laptop or tablet. Further, only 4.6 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (5.0 per cent) than women (4.2 per cent). Further, there is a gender divide in use of internet where 27.4 per cent male and 24.1 per cent of the women using internet.

Majority of households (64.5 per cent) own the housing units they occupy while 35.4 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 89.5 per cent, followed by private companies (6.3 per cent); National Government (1.3 per cent); Parastatals (1.2 per cent); County Government (0.9 per cent); and FBO/NGO/Church based housing at (0.6 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 27.0 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

Machakos County has an even population distribution between male and females (50%). The Kenya Health Information System (KHIS, 2020) reported 3,966 cases of teenage pregnancies between January and May 2020. While this is a drop from 4,710 cases compared to a similar period in 2019, there is need to ensure zero tolerance to such cases since they are associated with high rates of school dropouts, stigma, increased mental health concerns, postpartum depression, spread of sexually transmitted diseases and suicidal ideation. The May 2020 KNBS COVID_19 survey indicates that 9.6 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. According to the HAK (2020), the county recorded 10 cases of GBV in April 2020. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

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





3 KEY PILLARS OF THE RECOVERY STRATEGY

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

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Machakos County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (56.5 per cent) are in the services sector with only 10.1 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (88.7 per cent), 9 per cent are small, 0.4 per cent are medium while 1.9 per cent are medium enterprises. Since most firms are micro in nature, this implies that the informal sector dominates the private sector in Machakos County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (56.5 per cent); accommodation and food services (16.4 per cent); and arts, entertainment and recreation (9 per cent).

Covid-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (74.3 per cent) in Machakos County get their raw materials from their peer MSMEs within the County. MSMEs generally sell their products to individual consumers (84.6 per cent), also within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

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

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 crops such as maize, cow peas, beans, mangoes, Irish potatoes, coffee, sorghum, mangoes, French beans, pineapples and kales.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as gypsum, sand, and pozzolana.

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

- (i) Collaboration with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSEs on issues of counterfeits and dumping of goods.
- (ii) Partner with Kenya Power to reduce frequency of outages as well as hasten complaint resolution. Collaboration with private sector is also important in harnessing alternative sources of energy such as solar. Energy development will focus on renewable energy development in the county which is in line with sustainable development.
- (iii) Increasing of market share of products and services in the Nairobi Metropolitan Region (NMR), regional and international markets. In addition, SEKEB regional bloc value chains, market diversification and facilitating greater use of commerce in shifting transactions to digital economy.
- (iv) 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.
- (v) Developing appropriate road infrastructure especially the county roads while collaborating with the private sector through Public Private Partnership's to get financing of the projects.
- (vi) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vii) 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.



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

3.2 Policy, Legislatives, and Institutional Reforms

The County of Machakos has a well-developed County legislative framework having enacted several laws including on finance, management of quarrying activities, persons with disabilities, regulation of public markets, cooperative societies, county public parking, e-waste management, county government administrative structures, HIV and AIDs management, revenue administration, agricultural development, public participation, sand harvesting, trade licensing and water and sanitation and county rating. Further still, the County has bills being considered in the County Assembly such as Machakos County Health Bill 2019 for the county health services and the county village polytechnics. Amidst the Covid-19 pandemic which has affected countries around the world, it has become apparent that effective legal frameworks are needed to deal with important public health challenges, especially during public emergencies such as infectious disease pandemics or epidemics.

Thus, the County undertakes to:

- (i) Enact a County health services law to establish a county health services system and to provide for the coordination of the provision of the highest attainable standards of health care within the County.
- (ii) Develop regulations to prevent, protect against, control and specify public health measures in response to the spread of infectious diseases and for public health emergencies which may occur within the County.
- (iii) Establish mechanisms to allow emergency powers to be invoked and power to make declarations of the existence of a public health emergency which may occur within the County.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

Machakos County has formulated a Disaster & Emergency Management Policy to ensure Machakos County Government prepares for and effectively responds to all emergencies/disaster situations through the appropriate use of resources. Prevention, mitigation and effective management of disaster/emergency situations can help in minimising the negative impacts of any unexpected event.

In the wake of the Covid-19 pandemic and the resultant effects it has had on the socioeconomic development of the County, the County Government of Machakos resolves to:

- (i) Work in partnership with National Government to synergize and act on issues of disaster risk reduction and disaster risk management.
- (ii) To expand cooperation with international organizations and other counties in the South Eastern Economic Bloc in the prevention and control of infectious diseases.
- (iii) Engage local organizations and communities and enhance local organizations' and local communities' capacities in times of disasters and emergencies.
- (iv) Facilitate training and capacity building of County Government officers and local communities in control of Covid-19 and other similar infectious diseases.
- (v) Empower local authorities and local communities to reduce disaster risk, including through sensitizations, resources, incentives and decision-making responsibilities.
- (vi) Build partnerships and networks with national government, donor agencies, international organisations, private sector, non-governmental organisations, civil society and research institutions to complement efforts by the County in understanding disaster risk management, development of disaster risk management strategies, training, capacity building and resource mobilization.
- (vii) Build partnerships and networks with donor agencies, international organisations, private sector, non-governmental organisations, civil society and research institutions to complement efforts by the County in understanding of zoonotic diseases.
- (viii) Consult experts in public health, medical practitioners, epidemiologists, veterinarians to provide specialised training to all health personnel engaged in the county including medical officers, nurses, pharmacists, clinical officers and laboratory technicians.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 56.4 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. Approximately 85.0 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 12.0 per cent relying on mobile broad band that uses a sim card for connectivity. The perception that individuals do not need to use the internet and access to internet elsewhere than home and lack of knowledge and skills on internet are the leading reasons that the people of in the County do not have internet connection.

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



- (i) Collaborate with National Government and private sector under the KONZA Technopolis project to harness the power of technology for the county and develop a digital economy in Machakos for economic transformation.
- (ii) 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 56.4 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony¹
- (iii) Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (iv) Improve the laws and regulations related to information infrastructure, establish standards for the construction of information infrastructure integrated with road, water and electricity infrastructure planning and development, especially for terrestrial IT infrastructure.
- (v) 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.
- (vi) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (vii) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (viii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime disasters, pandemics and misinformation.

3.5 Promoting Human Capital Development

Human capital is central in the County's re-engineering and recovery strategy. However, Loss of employment and closing of businesses due to COVID 19 had far reaching consequences to county residents. This has affected people source of income hence increasing poverty among Machakos residents.

The County population aged 15-64 years (labour force) was estimated at 747,139 people of whom 670,368 people were working and 76,771 were seeking work but work was not available representing an unemployment rate of 10.3 per cent (Kenya Population and Housing Census, 2019).

According to the KIHBS 2015/16 data, the average years of schooling among Machakos population was 8.3 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education. The human development index was 0.51 out of a maximum of 1 as compared to national average of 0.52. The HDI at county level measures extent to which the counties can mobilize the economic and professional potential of the citizens. With a rating of 0.51 it means the county lost about 50 percent of her economic potential due to lack of adequate education and health. About 26.5 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations. The NHIF coverage was 28.4 percent while the number of children vaccinated was 90.0 per cent.

The County will invest heavily in the first 1000 days of life of children to ensure improved nutrition for sustained productivity of worker in future; and investments that will transform human capital outcomes for greater productivity and producing requisite skills for all sectors of the County economy. The County will address the risks in health and education, housing and water deprivations.

To achieve this, the County will:

- (i) Enhance universal access to health to collectively finance health services for all, including uninsured workers and their families, and invest in community and primary health including community health workers, water, sanitation, immunization and public health by expanding Machakos Level 5 Hospital.
- (ii) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all economic sectors. This is in addition to the Machakos stadium which was converted into isolation center.
- (iii) Promote implementation of stronger labour market interventions and policy reforms that drive employment creation. The County should deepen technical education, training and skills development.
- (iv) Create more employment opportunities through development of pro-employment policies; investment in education and training and skills development; and investments within the key sectors of manufacturing, agriculture, infrastructure, tourism, technology and innovation. This is in collaboration with Machakos Investment Promotion Board (MIPB)
- (v) Improve access to finance for small and medium enterprises through collaboration with lending institutions in the county for sustained business. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (vi) Encourage appropriate flexible working arrangements, such as teleworking.
- (vii) Liaise with humanitarian actors and development partners to consider the feasibility of establishing a pool fund to finance seasonal public works or employment guarantee scheme.

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



- (viii) Strengthen the capacity of workers and employer's organizations to enhance their knowledge base and understanding of the mechanism of minimum wages determination amidst COVID-19 pandemic.

3.6 Exploiting metropolitan urban

The main economic activities driving the Gross County Product (GCP) in Machakos are Agriculture (24.0 per cent), Manufacturing (17.0 per cent) and Real estate (11.0 per cent). The National Spatial Plan 2015-2045² designates Machakos as an Urban Growth Centre and the county is as well part of the Nairobi Metropolitan Region, as designated in the Nairobi Metro 2030 Strategy³, forming the Eastern Metro.

The County will optimize on the location advantage and opportunities by:

- (i) Formulating, approving and implementing urban development plans that integrate land use and transport development.
- (ii) Implement housing and real estate development plans that follow the principle of Transit Oriented Development (TOD)⁴.
- (iii) Develop a public transport master plan in collaboration with the Nairobi Area Metropolitan Authority (NAMATA) and Nairobi Metropolitan Services (NMS) office for integrated multi-modal transport systems.
- (iv) Provide infrastructure to support manufacturing value addition investments and human settlements.
- (v) Formulating a strategy for local economic development (LED) to promote growth of the local economy through commerce and industry and for generation of employment and income.
- (vi) Concentrate urban based economic activities such as industrial and manufacturing.
- (vii) Formulate a land development strategy that sets the urban growth limits to safeguard the high potential agricultural land and regulate the subdivision of land.



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

3. Nairobi Metro 2030 Strategy: https://www.namsip.go.ke/wp-content/uploads/2018/05/Metro2030_Strategy.pdf

4. TOD: <https://www.itdp.org/library/standards-and-guides/tod3-0/what-is-tod/>



4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

The manufacturing sector contributes 16.5 per cent to the Machakos Gross County Product (GCP). Manufacturing in Machakos County include: fabricated metal products, except machinery and equipment (33.6 per cent); wearing apparel (28.2 per cent); food products (23.2 per cent); and furniture (8.3 per cent). In addition to these, there are other non-metallic mineral products (18.8 per cent), and transport machines (11.2 per cent). The key products useful in value addition and driving manufacturing include livestock and skins and hides processing; and crops such as maize, cow peas, beans, mangoes, Irish potatoes, coffee, sorghum, mangoes, French beans, pineapples and kales. The large industries critical in driving manufacturing in the county are involved in: cement industries, agro-chemicals industries, steel plants and textile industries in EPZ. The sector is essential in supporting recovery of the economy of Machakos County from the effects of Covid-19 pandemic. This is due to its potential in revenue and employment generation.

In the recovery, the County will promote manufacturing through:

- (i) 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.
- (ii) Machakos County government will consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short term. The emergency Fund, supported by development partners and other stakeholders, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some targeted stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (iii) Ensuring establishments in manufacturing adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Leveraging on Public Private Partnerships to invest in renewable energy projects.
- (v) Facilitating completion of Machakos Leather Park in Kinanie as per Kenya Vision 2030 aspirations.

4.2 Agriculture and Livestock

Agriculture accounts for a significant share of economic activity in Machakos county. More than a 20 per cent of the county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 56,112 million out of the total Ksh. 232,860 million Gross County Product (GCP) amounting to 24.1 per cent of the county's GCP.

About 54 per cent of the households produce crops, 44 per cent produce livestock, 0.1 per cent practice aquaculture and about 0.5 per cent are involved in fishing. About 4.1 per cent of the households practice irrigation farming. Currently only 6.7 per cent of households uses irrigation for farming in the past 12 months where the main source of water for irrigation is rivers at 55.3 per cent, water from deep well at 4.9 per cent, water from shallow wells at 23.2 per cent and water from a pond at 14.1 per cent. The county can support irrigation farming by increasing access to water for irrigation.

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

- (i) Intensive agro-processing and value addition capacities of the county particularly in meat, leather, horticulture and bee keeping (apiculture) production in partnership with development partners.
- (ii) Enhance access to quality and affordable inputs including: - bee keeping tools and gears and containers for storage; certified seeds; water; animal feeds; artificial insemination (AI) services; fertilizers; livestock vaccination; and modernized agriculture mechanization such as ploughing services by county tractor hire services.
- (iii) Invest in cold storage facilities, on-site cold storage and refrigerated vehicles to transport fresh produce and meat to markets in Kenya and abroad.
- (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) 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.
- (vi) Sustainable expansion of irrigation and water harvesting projects in the county to support livestock production, food crops and horticultural farming. As such, there is need to promote development of Irrigation Infrastructure and water harvesting technologies in the county. Further, there is need to build the capacity of farmers in adoption of modern farming technologies and practices, adoption of drought tolerant crops and fruit trees and adopt sustainable land management practices to minimize environmental degradation.
- (vii) Promote irrigation farming by provision of water for irrigation. This can be achieved by exploring the potential of irrigation farming in the county by collaboration with the national government as well as other stakeholders in agriculture.



- (viii) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Clean and safe water remains essential in the fight against Covid-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. Majority of the households (62.1 per cent) had access to water and soap while 82 per cent of the households did not have a designated handwashing facility in their households.

There is low access to piped water which stands at 15.5 per cent in urban 4.9 per cent in rural and 4.9 per cent in peri urban areas. Additionally, there is low access to piped sewer among households which is 8.4 per cent urban, 4.5 per cent peri urban and less than 1 per cent in rural households. Further, 2.47 per cent and 0.7 per cent of rural and peri urban households respectively do not have a toilet facility. Sharing of a toilet facility with other households is common which stands at 35.3 per cent rural, 87.2 per cent urban, 48.4 per cent peri urban.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. These include; to improve water distribution by drilling boreholes in the county and harvesting of water from roof catchments. To protect /conserve water catchment areas and to enforce relevant water, health & environment Acts to improve water safety.

On the recovery strategy, the County will:

- (i) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (ii) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (iii) Upscale the construction of water pans and dams as well as round water, since the county is water insufficient in order to increase access to water, especially during dry seasons. This will help to increase water supply in households, institutions and public places.
- (iv) Upscale abstraction of water from rivers, spring protections, harvesting of rainwater from roof and other catchments to help achieve increased to water access and to reduce distance taken to water sources.
- (v) Undertake water trucking during times of prolonged drought and water shortages and emergencies to households.

- (vi) Involve communities including men and women in water management and governance and in protection of water catchment areas.
- (vii) Map water resources to determine the location and quantity for effective water resource management.
- (viii) Rehabilitate existing water infrastructure to reduce water leakages to reduce water losses.
- (ix) Establishment and capacity building of Water Resource User Associations (WRUAs) and training of Community Forest Associations (CFA's).
- (x) Expand sewer infrastructure to accommodate more households.
- (xi) Improve access to safe and improved sanitation⁵ in schools, health care facilities, workplaces and public places. Increased access to sanitation will be achieved through collaboration between county government, national government, development partners and Public Private Partnerships to expand sewer infrastructure and to accommodate more households.
- (xii) Integrate public private partnerships arrangements to enhance water provision in the County.
- (xiii) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xiv) 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 (92.2 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 4.0 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 89.0 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 11.0 per cent constructed using rudimentary materials. Regarding primary energy source for cooking, 71.2 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 focus on:

- (i) Formulate urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies and adopt technology driven urban planning.
- (ii) Adopt and promote ex-ante investments in human settlement planning to build resilience against

5. Improved sanitation include the following -Flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab) while access to unimproved sanitation include-Composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field, others. This is according to WHO and UN classification of sanitation



pandemics and other emergencies and promote proactive risk-based, all hazards and all-of-society approaches in disaster risk reduction.

- (iii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (iv) Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (v) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (vi) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (vii) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (viii) 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.
- (ix) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.

4.5 Transport

The county has a total of 8,532.9 Kilometers of classified road network. Approximately 54.6 per cent of the paved road network is in good condition, 35.3 per cent in fair condition and 7.3 per cent in poor condition. While 2.6 per cent of the unpaved road network is in good condition, 44.4 per cent fair and 52.2 per cent in poor condition.

The main mode of transport used in the County is PSV matatus at 31.3 per cent, followed by walking at 28.7 per cent, motorbike 18.6 per cent, private car at 8.9 per cent and bicycle (boda boda) 7.0 per cent. On average, residents travel 3.7 Kilometers to their workplace which is beyond the threshold distance for walking but within the threshold for cycling. Approximately 96.6 per cent of the unpaved road network is in poor and fair condition.

The County will enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities by implementing the following strategies.

- (i) Enhance urban-rural connectivity by investing in sustainable transport and mobility infrastructure

Promote access for all to safe, age- and gender-responsive, affordable, accessible and sustainable land transport systems.

- (ii) 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 Goals⁶.
- (iii) Integrate NMT infrastructure with public transport and rail transport (SGR) to reflect the modal split in the new normal.
- (iv) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency.
- (v) Sensitize PSV and boda boda and tuk tuk operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- (vi) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (vii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (viii) Focus on increasing the share of unpaved roads in good and fair condition to above 62.0 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- (ix) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁷.
- (x) 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.

4.6 Tourism

Machakos County is endowed with a various tourist attractions that include Physical attractions: (Fourteen Falls, Iveti hills, Lukenya hills, Mcmillian Castle, Kyamwili gravitational defying area; Masinga dam, Makongo valley, Yatta Plateau, Katoloni Prayer mountain); Cultural and heritage tourism (Komarock shrine, Masaku Footprint Rock in Kiima Kimwe, AIC Mumbuni, wood carving in Wamunyu, Yathui traditional shrine, Second World War platers, Masaku and Muindi Mbingu grave sites in Machakos; Paul Ngei grave site in Kangundo and African heritage house in Mavoko Sub-county); Wildlife tourism (OI Donyo Sabuk National Park, Maanzoni

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

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



Sanctuary); Ecotourism and conservation: Sports tourism (Machakos People's Park and Kenyatta Stadium; Machakos golf club, Masinga airstrip TT (car racing), Masinga dam water sport, Portland sports club, Lukenya motorcross, sport-fishing; boat racing); Excursions (nature walks; mountain climbing; picnic sites).

The County has 3 star-rated accommodation facilities⁸ with a total capacity of 416 rooms and 623 beds; and over a dozen other hotels and guest houses. There is unexploited potential to enhance tourism through sport tourism, Ecotourism and Cultural tourism. The accommodation and food services sub-sector accounts for only 0.37 per cent of the GCP. Given that the tourism sector is strategically located to contribute to growth in the county's own source revenue, there is need to allocate more resources to its development, especially MICE facilities and other niche products.

The strategies to re-engineer the tourism sector include:

- (i) Implementing spatial development strategies: Fencing and increased surveillance in the National Park and Forest areas; land use regulation near the park and along the wildlife migratory routes; ensure best practices in wildlife management and environmental conservation in Kilimambogo National Park and especially in wildlife migratory routes.
- (ii) Diversifying tourism: Aggressive marketing of Machakos County as a major tourist destination; exploitation of film industry and sports tourism niches; encourage and market domestic tourism; rehabilitation of tourism infrastructure; diversify and develop tourism products; develop high value cultural centres and festivals; develop niche products such as conference tourism, eco-tourism, cultural tourism, sports tourism, bird watching and heritage and historic sites.
- (iii) To integrate environmental management issues in development planning.
- (iv) Improve infrastructure to physical tourist attractions to enhance accessibility.
- (v) Provide incentives for construction of recreation facilities in the scenic Yatta plateau and promote the destination to increase its popularity and visits; Construction of additional M.I.C.E facilities - Machakos is becoming a popular destination for meetings, especially by organizations in the neighbouring Nairobi county.

4.7 Health

The County government has 1 level 5 hospital located at Machakos town and 4 level 4 hospitals. Other health facilities include 193 under the county government, 32 owned by FBOs and 128 private-owned. This makes a total number of hospitals in the county to 367. Most of these health facilities are found in Urban areas, those in rural areas travel for long distances to access health services. The county had 19 doctors and 73 nurses per 100,000 people against the recommended WHO standard doctor or nurse population ratio of 1:230. The county has a total of 1,778 health care workers.

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 future that is prepared for health emergencies.

Specifically, the County will:

- (i) Revamp, expand, modernize and equip health facilities the recently promoted level 4 hospitals in Masinga, Ndithini, Kalama, Matungulu, Athi River and Mutituni to make sure each sub-county has a Level 4 hospital so for advanced medical care. Upgrade and equip Machakos level 5 health centres to handle serious medical issues.
- (ii) Construct and equip a community hospital in each electoral ward in order to reduce the distance patients travel to seek critical healthcare in Level 4 Hospitals.
- (iii) Provide sufficient water collection points and water use facilities in the health care centres and ensure hand washing as per MOH guidelines.
- (iv) Promote Universal Health Coverage through establishment of Machakos Health care programme to benefit the poor and disadvantaged.
- (v) Improve training in health specialty through partnership and education linkages with research institutions such as KEMRI and Machakos University.
- (vi) Strengthen collaboration with the private sector and other sectors that have impact on health.
- (vii) Improve health insurance and assistance system for disastrous diseases. In the event of emergencies health insurance agencies should allocate part of the health insurance fund in advance to ensure that hospitals provide treatment before charging fees.
- (viii) Recruit high number of health officers to enhance health service delivery during emergencies. Ensure the recruited health officers are paid in time to avoid constant conflicts and strikes disrupting health services.

4.8 Education and training

There are 1,468 ECDE centres with enrolment of 57,581 children and 2,115 ECDE teachers. The County has 862 public and 252 private primary schools with a total population of 332,089 pupils and 7,947 teachers. The GER and NER is 116.9% and 96.7% respectively with teacher pupil ratio of 1:42. There are 434 secondary schools both private and public with a population of 115,000 students and 3,890 teachers in the County. The GER and NER in secondary schools is 94.4% and 79.4% respectively with teacher student ratio of 1:30. There are 3 fully fledged universities in the County. There are 23 registered TVTs in the County

8. Tourism Regulatory Authority, 2019 hotel classification report



offering certificate and diploma courses in technical skills. Notable training institutions in the County include Agriculture Training Centre (ATC), Kenya Meat Training Institute (KMTI), National Industrial Training Authority (NITA) and National youth service school of Agriculture.

To address the effects of COVID-19, the County will partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate 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 primary and secondary enrolment rates. For TVETs, the main objective is to fill the gap in training of middle level and technical employees through improved construction of new centres and incorporation of modern infrastructure.

Recovery sector specific interventions include the following:

- (i) Integrate ICT into teaching and learning in the education sector to promote continuity of learning programs by increasing internet access.
- (ii) Provide adequate personal protective equipment (PPE) for teachers, pupils and other employees in the schools.
- (iii) Improve the management capacities of school board of management and other personnel involved in education at all levels to ensure that they are able to respond promptly in case of spike in COVID 10 at schools.
- (iv) Train teachers on how to instruct remotely as well as providing them with laptops and access to internet.
- (v) Provide guidance and counselling to enhance psychosocial prosperity of students and teachers who have been affected by the COVID 19.
- (vi) Enhance fumigation of all public institutions as well as lobbying for supply of clean water to all public schools.
- (vii) Promote back to school campaigns where all children are accepted to schools including those without school fees whose economic life had been affected by COVID 19.

4.9 Social Protection

The County has an estimated number of 31,701 PWDs and 46,134 older persons aged 65 years and above. This represents 2.5 per cent and 5.6 per cent of the population, respectively. County government has been

supporting youths, women and PWDs in the county. Since 2013 the Department of Social Welfare and Civic Empowerment has developed and implemented social welfare measures within programmes to mitigate the unique challenges of needs not met for vulnerable groups such as orphans/vulnerable children, persons with disabilities, the elderly, women, gender based violence survivors and HIV/AIDs affected persons in Machakos County. The county runs 5 programmes that touch on the wellbeing of vulnerable persons in the entire County, namely: social protection for orphans and vulnerable children, social protection for persons with disabilities, social protection for needy elderly persons, community groups development and Gender Based Violence and HIV/AIDs – prevention and protection.

Additional COVID-19 recovery strategies are:

- (i) Provide income in terms of cash transfer security for persons whose jobs or livelihoods have been disrupted by the COVID 19 crisis.
- (ii) Extend sick pay for those workers hospitalized by COVID19 infection. Ensure also they are not victimized at workplace by sensitizing community members.
- (iii) Streamline installment of cash transfers to PWDs, orphans, elderly people, malnourished among other vulnerable members of the community.
- (iv) Use trade policy, including instruments such as tariffs and quotas, to improve sustainable food supply to the poorest regions.
- (v) Promote access to affordable health care, social security and social assistance.
- (vi) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF, improving knowledge of the existing insurance scheme (NHIF) to improve uptake and subsidizing NHIF premiums for targeted populations.
- (vii) Use trade policy, including instruments such as tariffs and quotas, to improve sustainable food supply to the poorest regions by encouraging more investors in Machakos county.
- (viii) Align the County Government 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.

4.10 Gender and Youth

Teenage pregnancies and gender-based violence are relevant issues that affect the youth, women and boys and girls in Machakos County. Evidence indicates 3,966 cases of teenage pregnancies were reported between January and May 2020 (KHIS, 2020) and 10 cases of GBV (HAK, 2020). That said, Covid-19 could have compounded the situation hence need for targeted interventions to address the same through;



- (i) Support enforcement of laws related to teenage pregnancies especially where adults are involved.
- (ii) Prioritize elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls.
- (iii) Community training and sensitization programmes targeting teenage boys and girls to deal with increased cases of teenage pregnancies.
- (iv) Identify and train champions (individual actors) active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.
- (v) 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.
- (vi) Collaboration between the county, state agencies, and other partners to strengthen capacities of various stakeholders including, political leadership within the county, women’s groups, religious leaders, and community leaders to combat harmful practices that breed GBV.
- (vii) Designate gender safe spaces to provide accommodation for GBV survivors and create spaces to be used as recovery centers preferably County Referral Hospitals.

4.11 Environment and Natural Resources Management

The county is a habitat for wildlife and ecosystem diversity including forests, grasslands, rivers, hills, valleys, natural vegetation and wetlands. Environment degradation in the area is due to droughts, encroachment, charcoal burning, sand harvesting and logging.

The major sources of energy for cooking used by households are firewood at 59.1 per cent, charcoal 24.3 per cent, liquified gas at 12.per cent. This has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste dump in the compound at 42.8 per cent, 12.5 per cent dump in the street/ open field, 11.4 per cent burn in open air. Only 9.5 per cent is collected by the county government for disposal while 0.2 per cent is collected by private company. Further, 23.6 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

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

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

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Reclaim land forest land and water catchment land that’s under encroachment.
- (iii) The county to support afforestation by providing tree seedlings to communities, schools and households.
- (iv) The county to implement its policy on environment and natural resources conservations.
- (v) Strengthen community forest associations.
- (vi) Provide waste collection services at households.
- (vii) promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (viii) Develop and implement solid waste management master plan.
- (ix) Develop and implement disaster management policy.
- (x) The county to support disaster management ccommittees at ward levels.



5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

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

5.2 Financing Economic Stimulus Package

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

5.3 Implementation Framework for the Economic Stimulus Programme

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



6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.⁹

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.

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



7 COMMUNICATION CHANNELS

Communication¹⁰, 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 Development¹¹ (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 channels¹² 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 Machakos County residents received information about coronavirus through radio (85per cent), television (65 per cent) and Friends and family (28 per cent). Even though the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls) mobile frequency rate was recorded at 22 per cent. This was closely followed by Government sources at 21 per cent and social media 18 per cent. Newspapers had a frequency of 13 per cent while Health Care Workers and Non-Governmental Organization (NGO) workers were rated below 5 per cent.

Subsequently, 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. Therefore, to increase buy-in from the members of the public on the county socio-economic recovery strategies, opportunities, interventions and to encourage positive feedback, table 2 below are the channels of communication.

10. <https://books.google.co.ke/books?id=0VnnHUSAL7cC&printsec=frontcover&dq=creating+understanding+what+is+communication&hl>

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

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





Table 2: Communication channels with target audience

	Children 3yrs-17yrs	Youth 18yrs- 35yrs	Men 36yrs- 70yrs	Women 36yrs- 70yrs	PWDs	Aged 7lyrs +	Literate & Semi- literate	Rural	Urban & Informal settlements
Barazas <100 persons									
Face to face <100 persons									
Radio									
Newspaper									
TV									
SMS									
Website & Email									
Social Media									
I.E.C-Posters, branded gear									
Outdoor-Billboards, Graffiti, Drawings									
Telephone									
Sign language									

> Most appropriate channel to be used.

NOTES:

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

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

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

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

ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	15	15	30	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		50	50	100	County Government	County Government



Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		30	30	60	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		20	20	40	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		10	10	20	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		3	3	6	County and National Governments; development partners	County Government

Sector	Strategic Objectives	Activities/Economic Stimulus	Expected Outcome / Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		15	15	30	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	20	20	40	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	5	5	10	County Government of Nandi, National Government,	County Government
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		70	70	140	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		50	50	100	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		20	20	40	County and National Governments; development partners	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government



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
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		20	20	40	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	20	20	40	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		10	10	20	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	20	20	40	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	5	5	10	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government
	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	Increase in proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government

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
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Machakos County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided		100	100	200	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	10	10	20	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	5	5	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted			70	70	140	County and National Governments; development partners	County Government



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

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
		Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years	15	15	30	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools		1 years	5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools		1 years	1	1	2	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied		1 years	15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling		1 years	1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance		1 years	50	50	100	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers		1 years	50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided		1 years	5	5	10	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills		1 years	3	3	6	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained		1 years	5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided		1 years	4	4	8	County Governments; development partners	County Government
		Grand Total					1003	1003	1996		

COUNTY GOVERNMENTS



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