



NAIROBI CITY

COUNTY COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23





NAIROBI CITY 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.
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2) Water and sanitation

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

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

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

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



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

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

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

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

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



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

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

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

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

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



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

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

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



9) ***Gender and youth***

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

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





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1 INTRODUCTION

1.1 County Context

Nairobi City County is the Capital City of Kenya with an estimated population of 4,397,073 people of which 49.8 per cent are male and 50.1 per cent female (KNBS, 2019) as indicated in table 1. Of the population 42,703 (1.1 per cent) are persons with disabilities. The youth constituted 45.3 per cent of the population of whom 53.0 per cent were female. The County has a population density of 6,247 per km². The elderly population (65 years and above) made up 1.3 per cent of the total population of whom 49.1 per cent were female. The population in school going age group (4-22 years) was 35.6 per cent in 2019.

In 2015/2016, the overall poverty rate in Nairobi County was 17.0 cent against the national poverty rate of 36.1 per cent. In addition, 16.3 per cent of the population were living in food poverty and 15.2 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, 23.0 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Nairobi County

	County	National
Estimated County Population (KNBS, 2019)	4,397,073	9.2% of total population.
Males		49.8%
Females	2,192,452	50.1%
Intersex	2,204,376	0.006%
	245	
Estimated Population Density (km ²)	6,247	82
Persons with disability	1.1%	2.2%
Population living in rural areas (%)	0.0%	68.8%
School going age (4-22 years) (%)	35.6%	68.7%
Youth (%)	45.3%	36.1%
Elderly population (over 65-year-old)	1.3%	3.9%
Number of COVID-19 cases (as at 11 th September 2020)(MOH); National cases were 35,232 people	18,968	56.7% of the national cases
Poverty (2015/2016)(%)	17.0%	36.1%
Food Poverty (2015/2016)(%)	16.3%	31.9%
Multidimensional Poverty (2015/2016)(%)	15.2%	56.1%
Stunted children (KDHS 2014)	23.0%	26%
Gross County Product (Ksh Million)	1,492,323(2017)	19.8% Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017)(%)	9.8%	15.3%

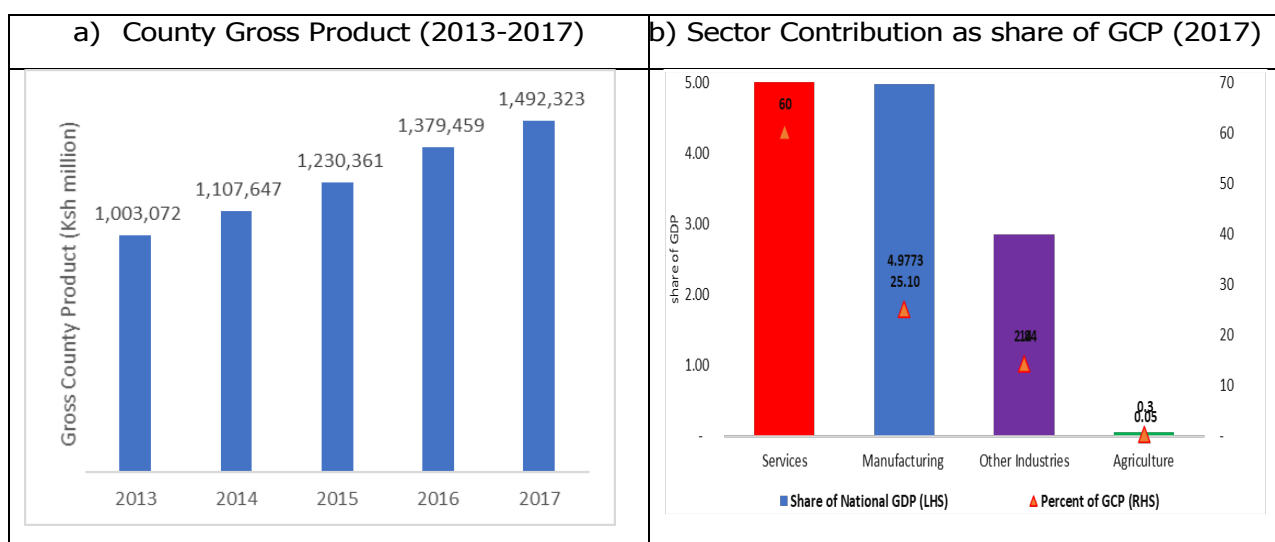
Data Source: KNBS (2019)



Nairobi County Gross County Product (GCP) accounted for 19.8 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh. 1,003,072 Million in 2013 to Ksh. 1,492,323 Million in 2017 representing an annual average growth rate of 9.8 per cent. The service sector contributes 60.0 per cent of GCP while manufacturing and other industries sector share constituted 25.1 per cent and 21.8 per cent, respectively.

The services sector includes such activities as wholesale and retail trade while industries and manufacturing include large scale industries and processing of consumer goods producers (plastic, furniture, batteries, textiles, soap, cigarettes, and flour), agricultural products processing, oil refining, and cement; and various manufactured goods for export.

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



Data Source: KNBS (2019)

1.2 County Fiscal position

Nairobi city county expected to receive a total of Ksh. 36.9 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 15.9 billion (43.0 per cent) as equitable share, Ksh. 1.2 million (3.1 per cent) conditional grant, Ksh. 17.0 billion (46.0 per cent) generated from own source revenue (OSR) and Ksh. 2.6 billion (6.9 per cent) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 23.4 billion which accounted for 63.4 per cent of the expected revenues. This comprised of Ksh. 11.5 billion equitable shares, Ksh. 722.73 million as conditional grants, Ksh. 8.5 billion as OSR and Ksh. 2.6 billion as cash balance from FY 2018/19. However, with the outbreak of the COVID-19 pandemic, the county's revenue streams were highly affected following the cessation of movement in and out of Nairobi, the closure of bars and restaurant as well as working from home guidelines issued by the National government. This was reflected in the performance of OSR where the county registered a 16.9 per cent decline from Ksh. 10.3 billion collected during FY 2018/19 to Ksh. 8.5 billion realised in FY 2019/20.



At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 36,981.4 million consisting of Ksh. 28,896.6 million allocation for recurrent expenditure and Ksh. 8,084.8 million for development expenditure. Of the recurrent expenditure, Ksh. 14,378.2 million was meant for compensation of employees while Ksh. 14,518.4 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 23,353.4 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 91.5 per cent of the total spending, with development expenditure accounting for only 8.5 per cent. This translating to absorption rate at 63.1 per cent for the overall budget, 74.0 per cent recurrent expenditure and 24.5 per cent development expenditure. Health sector expenditure accounted for 22.7 per cent of total spending with an overall absorption rate of 81.0 per cent. Absorption rate for health sector recurrent expenditure stood at 84.6 per cent while that for development expenditure stood at 10.8 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 78,700.4 million consisting of Ksh. 1,333.8 million and Ksh. 77,366.7 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, Nairobi 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. Resources were re-allocated from various departments to be utilized in fight against COVID-19. Additionally, the county received Ksh. 577.0 million from the national government as part of the Ksh. 5.0 billion allocated to counties to fight COVID-19.

The County prepared for treatment of confirmed cases. In preparedness for handling COVID-19 cases the county in collaboration with national government put in place over 1000 isolation beds in Mbagathi Infectious Diseases Hospital, Kenyatta National Hospital Infectious Diseases Unit (Main Hospital) and Kenyatta University Teaching, Referral and Research Hospital. For ease of moving patient to isolation centers or health care facilities for management, the county set aside several ambulances to handle all COVID-19 suspected cases.

Sanitization booths installed in the county to boost efforts to combat COVID-19. The county acquired over 200 sanitization booths which were installed in various parts of the city particularly informal settlements and other highly frequented spaces by the public. Besides the county also used ultra-modern thermal thermometers to check the temperature of residents before they walk through the booths. In addition, the county government disinfected and fumigated the city, using chemicals that had been recommended by the World Health Organization (WHO).

In addition, the County promoted COVID-19 safety guidelines. This included restriction on public gatherings, 50.0 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 included distribution of relief water and soaps in the informal settlements of Kawangware, Kangemi and parts of Eastlands. Distribution of water was supported by the Sonko Rescue Team. The county government also restored supply of water



to Nairobi residents. Heavy rains had tampered with the water pipeline after the Sasuma got full beyond capacity frustrating efforts to fight the COVID-19 pandemic that requires constant supply of water for handwashing and general hygiene.

Training of county health workers. The county in collaboration with Ministry of Health trained several county health workers on handling COVID-19 patients including screening, sample collection and contact tracing.

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. Radio, TV and social media platforms were also used for this purpose. Moreover, the county used placards and notice boards to provide information on COVID-19 and posted COVID-19 Awareness Documentary on their website.

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, people living with disability especially in informal settlements of Mukuru Kwa Njenga, Mathare, Kawangware, Kangemi, Kibera among other, to cushion them from the devastating effects of COVID-19 that disrupted supply chains and restricted movement s of people.





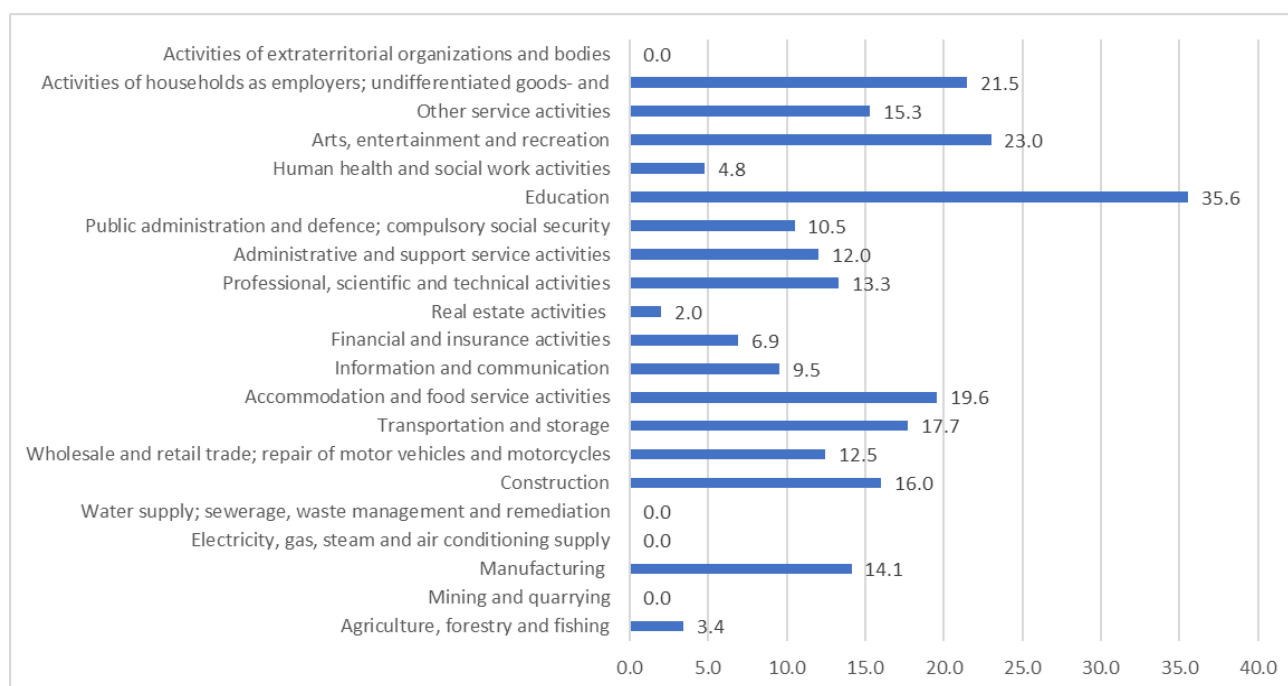
2 SOCIO-ECONOMIC EFFECT OF COVID-19

Nairobi was among the worst hit counties by the COVID-19 pandemic, leading to decline in down-turn in performance of most sectors including education, health, manufacturing, transport, tourism and other service sectors.

a) Labor participation

Nairobi city county was the first to record a COVID-19 case in Kenya on 12th March 2020, since then the pandemic has disrupted County economic activities, businesses and workers were encouraged to work from home. According to the May 2020 KNBS COVID_19 Survey the workers in education sector lost an average of 35.6 hours in a week followed by the workers in arts, entertainment and social work activities who lost 23.0 of working hours in a week. Workers in accommodation and food services activities lost 19.6 working hours in a week while workers in administrative and support services activities lost 12.0 working hours in a week. Workers in activities of households and public administration and defence lost 21.5 and 10.5 hours in a week, respectively. Workers in financial and insurance activities lost an average of 6.9 hours in a week while workers in information and communication lost an average of 9.5 working hours in a week. Workers in transportation and storage, wholesale and retail trade and human health and social work activities lost an average of 17.7, 12.5 and 4.8 working hours in a week, respectively. Due to increase in demand of sanitation services, workers in water supply sector did not report any hours lost in week as well as workers in electricity and gas supply. Workers in construction and manufacturing lost an average of 16.0 and 14.1 working hours in a week, respectively.

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





According to the May 2020 KNBS COVID_19 Survey, 40.0 per cent of workers in Nairobi County recorded decreased income. About 57.0 per cent of workers were in informal sector. The decline in economic activities was observed in the major markets where by most of residents avoided crowded markets like Gikomba, Kariakoor and wakulima markets which are the biggest informal markers in the county. Workers in jua kali industries such as those making school boxes or school uniforms in Gikomba and Muthurwa experienced loss of income due to closure of schools. Most of workers (71.9 per cent) reported working as unpaid workers while 12.8 per cent never attended to work due to COVID-19 related activities. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to reduced movement within the City County; and restrictions of moving in and out of Nairobi and Mombasa counties. On average, county lost 11.6 hours worked in a week, this indicates that although the measures that were imposed by the Government to mitigate the spread of COVID-19 contributed enabled the County manage the spread of the pandemic; the measures also had implications on labour sector.

b) Agricultural sector

The May 2020 KNBS COVID_19 survey found that 11.1 per cent of the households in Nairobi 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 (57.2 per cent) and closure of the markets/grocery stores (23.9 per cent). A key concern was the effect on nutritious food categories -fruits- which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 80.0 per cent of households in Nairobi City County indicated experiencing an increase in food prices. From the KIHBS 2015/16 16.9 per cent of households' purchase food products from open-air markets, 31.9 per cent from kiosks, and 20.4 per cent from general shops. Additionally, 85.1 per cent of the total valued consumed was from purchases, 1.8 per cent from own production, 10.4 per cent from own stock and 2.7 per cent from gifts and other sources. As such, an increase in food prices was likely to have significant implications on household budget.

Among the key strategies adopted by households to mitigate COVID_19 effects on food consumption for at least one day include¹ relying on less preferred and less expensive foods (59.6 per cent), purchase food on credit or incurred debt (43.8 per cent), decreased buying some non-food products (38.0 per cent), limit portion size at meal times (37.8 per cent), and reduce number of meals eaten in a day (35.8 per cent).

Further, there was a decline in labor participation. An assessment of the COVID-19 pandemic 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 8 hours each between the usual and actual hours worked in a week. Other affected sub-categories include: food processing and related trades workers (7 hours difference); and subsistence agricultural and fishery workers (4 hours difference).

1. per cent of households where the following strategies were adopted for at least one day



c) Services sector

The tourism sector in Nairobi City County was negatively affected in 2020 by the COVID-19 pandemic through disruption in travel plans for local and international tourists, cancellation of flights in and out of Jomo Kenyatta International Airport (JKIA), downturn in the hospitality sector and M.I.C.E. sub-sector in adherence to social distancing requirements, halting of daily passenger travel on the Standard Gauge Railway in and out of Mombasa, halting of all forms of gathering, including entertainment, and lock down of Nairobi County (directive forbidding travelling in or out of Nairobi). In effect, in March – August 2020 period, the county saw a decline in number of visitors to Nairobi National Park, Nairobi Safari Walk, Nairobi Mini Orphanage, Nairobi National Museum, Nairobi Snake Park and Nairobi Gallery by 70.0 per cent from 981,700² in 2019 to 294,510 who were mainly domestic tourists. Consequently, tourist hotels in the county registered a 70.0 per cent decline in operation forcing them to downscale. The decline in visits to the parks, orphanages and museums in 2020 led to a loss in park entry fees of an estimated KSh.1 Billion³. In addition, the decline in inbound tourist arrivals affected livelihoods of all players in the tourism value chain in Nairobi City County.

The closure of schools led to disruption of education sector; implied by the loss of learning and teaching time. Some of the schools opted for online learning but this was not effective due to technology gap among the residents of Nairobi county. According to the Kenya Population and Housing Census (KPHS), 2019, there was inadequate ICT infrastructure in the county making it difficult for the online learning to take place effectively. About 57.0 per cent of the population had no internet access which constrained online learning, also only 22.7 per cent of county residents had access to ICT equipment such as laptops and computers. Majority of these residents were in the informal settlements which are also densely populated and have inadequate access to basic amenities including electricity and water.

The closure of schools resulted to most of private schools being unable to sustain the salary for their employees, both teaching and support staffs (casuals) staff; while some public schools in the county faced challenges in making payment for the other expenses such as electricity and security bills.

According to Kenya Health Information Management System (KHIS), Nairobi county saw an upsurge of teen pregnancies fostered by closure of schools, trend analysis indicated that Nairobi county encountered 11,795 teenage pregnancies in the period Jan-May 2020. This was an increase of 3.0 per cent, slightly higher than previous year's figures in the same period where there were 11,410 cases reported.

According to the May 2020 KNBS COVID-19 Survey, Nairobi county recorded about 56.7 per cent of COVID-19 cases in Kenya. This triggered the county to shift focus to COVID-19 response, for some instances, Mbagathi District Hospital was converted to be a main COVID-19 isolation and treatment facility centre in Kenya, a move that shrank the access to other critical health services like immunization, maternal health and treatment of other infectious diseases such as TB.

2. Data compiled from KNBS Economic Survey 2020

3. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf>; 687190 foreign tourists x sh.1500 park entry fee = KSh.1,030,785,000.



In addition, according to the May 2020 KNBS COVID_19 Survey, 96.0 per cent of county residents did not visit any health facility while many avoided going to the hospital. This had direct implication on generation of revenues from health services at a time that the county needed to equip front line health officers with personal protective equipment's among other expenses ushered by the pandemic. The established COVID-19 measures especially public health interventions on water, sanitation and hygiene (washing hands and sanitation) have contributed to reduction in common diseases such as diarrhea and common cold. The danger of loss of jobs by many and staying at home has led to the potential of domestic violence, lack of livelihoods coupled with psychological stress.

d) Micro Small and Medium Enterprises sector

Most of Micro, Small and Medium Enterprises (MSMEs) in Nairobi City County operate in wholesale and retail trade, repair of motor vehicles and motorcycles (50.1 per cent); arts, entertainment and recreation (8.8 per cent); manufacturing (6.8 per cent); accommodation and food services (5.3 per cent); professional, and scientific and technical activities (5.3 per cent). Generally, 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 Nairobi City County faced difficulties in meeting their rental obligations considering quite a number are in commercial premises (59.7 per cent). According to the May 2020 KNBS COVID_19 survey, 89.2 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings, 8.6 per cent temporary layoffs/closure of businesses while 2.2 per cent attributed the same to permanent layoffs/closure of businesses. For those involved in farm businesses all respondents interviewed attributed the same to reduced incomes/earnings. Further, the wholesale and retail trade sector lost 12.5 hours in usual and actual hours worked while accommodation and food services were the worst hit and lost 19.6 hours in a week. This is an indicator of the adverse effects on the service sector of Nairobi City County due to the pandemic which implies loss of productivity, output and employment. Equally, the manufacturing sector lost 14.1 hours.

Regarding access to markets, about 0.7 per cent of the MSMEs in the County depend on export markets and 10.2 per cent import markets for their material inputs. Therefore, disruptions in the external markets could have adverse implications to MSMEs operations in Nairobi City 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 49.2 per cent. Residents responded by changing their travel patterns with 25.4 per cent of the population traveling less often, while 17.2 per cent were unable to travel due to the pandemic.



Nairobi City County Headquarters is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 96.6 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 42.1 per cent of the conventional households in the county 'own' internet with 22.7 per cent owning a desktop, computer laptop or tablet. Further, only 14.0 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (15.1 per cent) than women (13.0 per cent). Further, there is a gender divide in use of internet where 55.3 per cent male and 49.5 per cent of the women using internet.

Majority of households (9.3 per cent) own the housing units they occupy while 90.6 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 87.4 per cent, followed by private companies (7.2 per cent); National Government (2.1 per cent); County Government (1.8 per cent); Parastatals (1.1 per cent); and FBO/NGO/Church based housing at (0.4 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 32.0 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 63.5 per cent of the population.

f) Gender and youth

The social and economic effects of the COVID-19 pandemic increased households' susceptibility to Gender Based Violence (GBV) in the county. Response measures taken to contain the COVID-19 pandemic, such as movement restrictions, lockdown and curfew hours, have led to loss of income, isolation, high levels of stress and anxiety exposing household members to psychological, economic, sexual violence and physical harm as couples spend more time in close contact. In Nairobi County, domestic violence was reported to be on the rise amidst COVID-19. Based on The May 2020 KNBS COVID-19 Survey, 16.4 per cent of the respondents in the county indicated to have witnessed or heard some form of domestic violence in their community since MoH instituted COVID-19 measures. Further, the Healthcare Assistance Kenya (HAK) reports that a total of 94 GBV cases were recorded in the county during the Month of April 2020. Of the 61 cases, 14 cases were from women, 11 from girls, 17 from men and 5 from boys. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

Water companies lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This in the long run may affect the delivery, development and rehabilitation of Water, Sanitation and Hygiene (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 Nairobi City County, in order 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 Leverage on special status as a capital city.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the 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 (50.1 per cent) are in the services sector with only 6.8 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (77.8 per cent), 18.8 per cent are small, 2.2 per cent are medium, while 1.2 per cent are large enterprises. Since most firms are micro in nature, this means that the informal sector tends to dominate the private sector in Nairobi City County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (50.1 per cent); arts, entertainment and recreation (8.8 per cent); accommodation and food services (5.3 per cent); and professional, scientific and technical activities (5.3 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 (47.3 per cent) in Nairobi City County get their raw materials from their peer MSMEs and individual suppliers 21.8 per cent within the County. MSMEs generally sell their products to individual consumers (80.2 per cent) within the County. This means that when some firms are adversely affected these spreads fast in the private sector.

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

- (i) Production and processing for value addition with important areas of focus include production of small-scale consumer goods producers (flour, plastic, batteries, textiles, soap, and furniture), agricultural products processing, oil refining, and cement.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.

In strengthening the private sector, efforts targeted at improving the business environment in the County 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.
- (iii) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iv) Partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (v) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vi) Collaboration with relevant stakeholders and institutions such as Kenya Institute of Business Training (KIBT) and National Industrial Training Authority (NITA) to provide entrepreneurial training and technical training, apprenticeship and certification programmes to MSEs.
- (vii) Improve infrastructure and promote private sector investment in specific sectors of the economy including Manufacturing, Light Industries, and Transport and Logistics with a focus on Promoting Exports.
- (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

Nairobi City County has an elaborate legislative framework with Acts on county community and neighbourhood associations engagement, disaster and emergency management, persons with disabilities, solid waste management, urban agriculture promotion and regulation, finance, betting lotteries and gaming. Besides these laws, it is still important to ensure the County's legal systems are equipped to respond to health concerns of the County and any other public health emergency which may arise within the County in future.

It is for these reasons that the County undertakes to:

- (i) Publish regulations for the prevention, control and suppression of COVID-19 to prescribe additional precautions and measures to prevent, suppress and control the transmission and spread of the COVID-19 virus within the County.
- (ii) Provide for a public participation framework to guide public participation programmes and activities within the County.
- (iii) Leverage on information communication technology to ensure that a wide and diverse range of stakeholders are engaged in consultations and to increase consultation channels.
- (iv) Realign the County's public participation processes to embrace digital public participation mechanisms and also to embrace innovative mechanisms to conduct public participation even with restrictions on social and public gatherings.
- (v) 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

The Nairobi City County has enacted a County Disaster and Emergency Management Act 2015 which provides for the management of disasters and emergencies in Nairobi City County. Nairobi City County has been affected by disasters such as collapse of buildings, fires and floods. Having experienced the detrimental and negative effects of COVID-19 pandemic however the County will:

- (i) In collaboration with national government, develop, exercise, and periodically revise the County influenza pandemic preparedness and response plans in close collaboration with human and animal health sectors and other relevant public and private partners with reference to current World Health Organisation guidelines.
- (ii) Integrate pandemic preparedness and response plans into existing emergency preparedness and response programmes.



- (iii) Anticipate and address the resources required to implement proposed interventions within the County including working with humanitarian, community-based, and non-governmental organizations.
- (iv) Develop an ethical framework to govern pandemic policy development and implementation.
- (v) Upscale surveillance systems to collect up-to-date information on trends in human infection.
- (vi) Strengthen laboratories in influenza diagnostic capabilities.
- (vii) Identify, regularly brief, and train key personnel to be mobilized as part of a multisectoral expert response team for animal or human influenza outbreaks of pandemic potential.
- (viii) Continuously promote hand and respiratory hygiene within the County.
- (ix) Develop infection control guidelines for household settings which should be communicated in a language and form that can easily be understood by diverse groups of individuals and communities.
- (x) Collaborate with institutions such as World Health Organisation, Food and Agriculture Authority, International Livestock Research Institute and Kenya Medical Research Institute for technical assistance in pandemic planning, training, information exchange and capacity building exercises.
- (xi) Participate in regional and international pandemic preparedness planning initiatives and exercises.

3.4 Enhancing ICT capacity for business continuity

The status of ICT access and use in the county is low, especially among households. Approximately 69.1 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, (Kenya Population and Housing Census (KPHS), 2019). Approximately 88.0 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 9.0 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, the high cost of services, 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 to harness the power of technology to transform the county into a vibrant digital economy.
- 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 69.1 per cent to 100.0 per cent in line with the global agenda for Universal Access to Mobile Telephony⁴

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

3.5 Promoting human capital development

The County population aged 15-64 years (labour force) was estimated at 2,234,599 people of whom 1,812,311 people were working and 422,288 were seeking work but work was not available representing an unemployment rate of 18.9 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID_19 Survey, 28.0 per cent of the county labour force worked at least for 1 hour for pay; 14.9 per cent had never worked, and 57.0 per cent worked in the informal sector. However, 12.8 per cent of employees did not attend to work due to COVID-19 related factors with other 71.9 per cent of employees working without any pay. On average, workers in the County lost 11.6 hours per week due to COVID-19 and 40.0 per cent of county residents recorded decrease in income.

The average years of schooling was 10.5 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The development index was 0.65 out of a maximum of 1 as compared to national average of 0.52. The HDI for the county was high and measures extent to which the counties are able to mobilize the economic

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



and professional potential of the citizens. With a rating of 0.65 this means the county lost about 35.0 per cent of its economic potential due to lack of adequate education and health. About 23.0 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As a such, this perpetuates inequality across generations.

The National Hospital Insurance Fund (NHIF) coverage was 35.2 per cent while the number of children vaccinated was 74.4 per cent. Loss of employment and closing down of businesses due to COVID-19 had far reaching consequences to county residents' sources of income. The county will continue to protect and invest in people as well as addressing the risks in health and education prevailing in the County so that it can lay down the foundation for sustainable, inclusive recoveries and future growth.

Specifically, the county will;

- (i) Provide an emergency rescue package for businesses and traders hard-hit by the effects of COVID-19 control restrictions. The emergency fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by COVID-19. The key interventions to revamp businesses will include businesses providing essential goods and services, those dealing in products and services that have demand, and employing large number(s) of youth.
- (ii) Promote implementation of a stronger labour market interventions and policy reforms that drive employment creation. The County will deepen technical education, training and skills development including through online skills training.
- (iii) To promote investment and entrepreneurship through provision of loans, Nairobi county will improve access to finance for small and medium enterprises through lending institutions. The Nairobi County government will also cushion businesses and traders, for example, through affordable credit; waiver of some County taxes and other charges.
- (iv) Creating more employment opportunities through the development of pro employment policies; investment in education and training and skills development; and investments within the key sectors of services, infrastructure, manufacturing, technology and innovation.
- (v) Building workplace resilience to public health emergencies and outbreaks of infectious diseases in all Nairobi County.
- (vi) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families. Invest in Community and primary health including community health workers, water, sanitation, immunization and public health.



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

3.6 Leverage on special status as a capital city

- (i) Nairobi is the capital and largest city in Kenya with an estimated population of 4.4 million people as at 2019 population census. It is the gateway to Kenya but also the East African region. Nairobi City County (NCC) is in the Nairobi Metropolitan Region (NMR) which comprises Kiambu, Murang'a, Machakos and Kajiado counties. The main economic activities driving the Gross County Product (GCP) in NCC are manufacturing 25.1 per cent and services at 40.0 per cent. Overall, NCC is the highest contributor to total the country GDP at an average of 21.7 per cent.
- (ii) Considering its status, the county is a financial, educational, diplomatic, business, economic, ICT, industry and value addition, and transport and logistics hub in the region. It is the regional and national headquarters of various business organizations, embassies, international organizations, multi-national organizations and businesses including being one of the few countries in the world to host the United Nations headquarters. NCC requires to be strengthened as an international city of world class status.
- (iii) The National Spatial Plan 2015-2045⁵ envisions the city as an avenue with opportunities to leverage Kenya's global and regional competitiveness. Further, based on its population size, NCC can position itself as a services hub. Proximity to the Jomo Kenyatta International Airport (JKIA) and Standard Gauge Railway (SGR) is also advantageous in facilitating transport and logistics. In addition, the County can leverage on its presence in the NMR to be competitive, conscious of the environmental implications of developments and focusing on the liveability of places.

The county will optimize on these comparative advantages by:

- (i) Providing world class infrastructure facilities and utilities to support manufacturing value addition investments and human settlements.
- (ii) Integrating ICT in the development and management of infrastructure and utilities.
- (iii) Leveraging on the Jomo Kenyatta International Airport, Wilson Airport, and the Standard Gauge Railway as transport and logistics hubs.
- (iv) Ensuring a safe and secure county supportive of endeavours of residents, visitors and investors.

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



- (v) Investing in the Conservation of the Environment for Sustainable Development.
- (vi) Conserving wildlife and forest resources.
- (vii) Concentrating on urban based economic activities such as industrial and manufacturing of garments, textiles, ICT, knowledge-based services and biotechnology targeting global/international markets.
- (viii) Increasing of market share of products and services in the NMR, regional and international markets.
- (ix) Locating export oriented industrial and manufacturing activities in Nairobi to leverage on their transportation.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 25.1 per cent to the Nairobi City County Gross County Product (GCP). Manufacturing in Nairobi City County includes: wearing apparel (66.9 per cent); food products (8.8 per cent); paper and paper products (6.4 per cent); wood and wood products (3.8 per cent); and leather and related products (3.8 per cent). Others include precision instruments (17.5 per cent); rubber and plastic products (10.7 per cent); and fabricated metal products except machinery and equipment (10.2 per cent). The key products useful in value addition and driving manufacturing include production of small-scale consumer goods producers (flour, plastic, batteries, textiles, soap, and furniture), agricultural products processing, oil refining, and cement. Hence, the sector is essential in supporting recovery of the economy of Nairobi City County from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation.

During recovery, the Nairobi City County will adopt the following strategies to promote manufacturing:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Promote the County City as an economic, industrial and diplomatic hub as planned in the third Medium Term Plan.
- (v) Collaborate and partner with the counties forming the Nairobi Metropolitan Region, that is, Kiambu, Murang'a, Machakos and Kajiado counties, to enhance economies of scale and market for industrial products.
- (vi) Invest in water projects, expand the roads and transport network to decongest the city and build adequate and affordable housing.



- (vii) facilitate local and foreign private investors to invest in the Special economic Zones (SEZs).
- (viii) Improve power supply reliability as outlined in the MTP III, for example through investment in cheaper renewable energy.
- (ix) Enhance security through continuous installation of National Security Communication Network and the Surveillance System in the City, which is a Vision 2030 flagship project.
- (x) Fast-track construction of KIRDI Research, Technology and Innovation Laboratory in South B, which is supposed to support manufacturing as per MTP III.

4.2 Agriculture

Agriculture accounts for a very minimal share of economic activity in Nairobi county. Less than 1.0 per cent of county's economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 4,102 million out of the total KES 1,492,323 million Gross County Product (GCP) amounting to 0.3 per cent of the county's GCP.

Less than 5.0 per cent of the households in Nairobi county practice farming. About 1.1 per cent of the households produce crops, 1.5 per cent produce livestock, 0.02 per cent practice aquaculture and about 0.1 per cent are involved in fishing. About 0.2 per cent of the households practice irrigation farming.

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

- i) Develop partnership with the National Government, NGOs, Development Partners, Research Institutions and the Private sector in enhancing agro-processing and value addition capacities of the county particularly in horticultural and poultry production as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS).
- ii) Invest in storage and cooling facilities to minimize spoilage and post-harvest losses.
- iii) Enhance availability of affordable formal credit targeting urban value chain innovations and technology in support of urban farming.
- iv) Digitize the agri-food sector to support: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services.
- v) Access to quality and affordable inputs including certified seeds, water, animal feeds, Artificial Insemination services, fertilizers and livestock vaccination.



- vi) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. In addition, there is need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.
- vii) Exploit market opportunities within the several economic blocks in the county to enhance food security in Nairobi City County.
- 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

Frequent and correct hand hygiene has been emphasized by WHO as one of the measures to curb transmission of COVID-19. This has placed a higher demand for water more so at the households, health care facilities, marketplaces, public places and among essential services providers. Currently households in the county have a higher access to improved sources of drinking water⁶ (95.3 per cent). There is a higher access to piped water among households in the county (91.44 per cent) as well as access to piped sewer (61.48 per cent). On the other hand, access to improved sanitation⁷ is high among households (98.8 per cent) compared to the national level (98.4 per cent) households.

Furthermore, most households (54.5 per cent) do share a toilet facility with other households compared to 66.8 per cent at the national level. This puts individuals at risk of contracting COVID-19, and other infectious diseases in cases where proper toilet hygiene is not maintained. Low access to piped water and sewer implies to low revenue from water and sanitation services. In addition, most households do not have access to a handwashing facility in or near their facility (43.26 per cent) compared to 33.6 per cent at the national level (KNBS KIHBS 2015/2016). The May 2020 KNBS COVID-19 survey, estimated households with access to water and soap at 53.6 per cent for hand washing during this period of COVID-19 with a small proportion having access to both water, soap and hand sanitizer (40.9 per cent) while a small portion of households had access to hand sanitizer only (3.3 per cent) and water only (2.2 per cent). The county 2018-2022 CIDP programs under WASH and environment conservation seeks to provide adequate water through sinking of bore holes, development of water and sewerage infrastructure and recycling of water.

6. Improved source of drinking water includes; water from the following sources Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring. Unimproved sources of water which include; Water from spring - unprotected spring, rainwater collection, Vendors - tankers-truck, Vendors - cart with small tank/drum/bucket, vendors-bicycles with bucket, Surface water river/streams/pond/dam/lake/canal/irrigation channel bottled water

7. Improved sanitation include 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). Unimproved sanitation include; composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field, others. This is according to Who and UN classification of improved sources of sanitation



On the recovery strategies, the County will:

- (i) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to piped water connectivity to households, schools, health facilities and public places.
- (ii) Integrate public private partnerships arrangements to enhance water provision in Nairobi County.
- (iii) Increase connectivity to piped water in order to increase access to safe water and generate revenue. This can be achieved through collaborations between county, the national government, private sector and Non-Governmental organization to expand the water infrastructure.
- (iv) Expand sewer infrastructure to accommodate more households to increase sanitation as well as to increase revenue.
- (v) Fast-track development of water infrastructure such as borehole development, rainwater harvesting and certifying water laboratories.
- (vi) Recycling wastewater to help in environment conservation.
- (vii) Improve access to safe and improved toilets in schools, health care facilities, workplaces and public places. Increased access to sanitation can be achieved through collaboration between the county government, development partners and Public Private Partnership to expand sewer infrastructure and to accommodate more households.
- (viii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.
- (ix) The county to encourage households to have a place for hand washing in their home to help households have increased access to WASH.

4.4 Urban Development and Housing

Majority of the households (75.6 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 3.9 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Nairobi has densely populated informal settlements that pose a public health threat in times of disasters such as the Corona virus pandemic due to overcrowding. Mathare sub-county which hosts Mathare informal settlement has the highest population density in Kenya at 68,940 persons per square kilometer. While Kibera sub-county, which hosts the Kibera informal settlement, has the 4th highest population density in Kenya at 15,311 persons per square kilometer.



Approximately 95.5 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 4.5 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 29.9 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health of women and children.

For re-engineering and recovery, the county will focus on:

- (i) Incorporate and implement the smart cities and smart planning concepts in the Nairobi Integrated Urban Development Plan (NIUPLAN) 2014-2030, to ensure continued services delivery and efficiency in service provision during emergencies, and adopt technology driven urban planning. Develop and implement an addressing system with complete, correct and unique address data in line with the National Addressing System. To be used pandemic and disaster surveillance and emergency response.
- (ii) Adopt and promote ex-ante investments in human settlement planning to build resilience against 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 a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (v) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (vi) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers. Upgrade informal settlements by providing basic infrastructure such as roads, water and sanitation and electricity.
- (vii) Collaborate with the counties of Kiambu, Muranga, Kajiado and Machakos to plan and jointly invest in developing the Nairobi Metropolitan Region in line with the Nairobi Metro 2030 Strategy⁸.
- (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.

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



4.5 Transport

The county has a total of 4,730.68 Kilometers of classified road network. Approximately 30.8 per cent of the paved road network is in good condition, 43.8 per cent in fair condition and 22.5 per cent in poor condition. While 0.8 per cent of the unpaved road network is in good condition, 26.5 per cent fair and 70.1 per cent in poor condition.

The main means of transport used in the County is Public Service Vehicles (PSV) matatus at 58.7 per cent, followed by walking at 17.1 per cent, private car at 9.7 per cent, motorbike 3.9 per cent and Bus (PSV) 3.7 per cent. On average, residents travel 6.0 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) 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.
- (ii) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy high-speed 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 Goals⁹.
- (iii) Integrate NMT infrastructure with public transport and commuter rail transport systems to respond to 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.

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



- (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 policy¹⁰.
- (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

Nairobi City County is a major centre of tourism in the region. Its relative proximity to many tourist attractions areas both in Kenya and East Africa makes it an asset of great importance in the tourism sector. As the capital city and commercial centre, it attracts many business and leisure tourists through the Jomo Kenyatta International Airport (JKIA), the main point of entry to Kenya by air, is located in the County. Its main tourist attractions are Nairobi national park; Nairobi Safari Walk; Nairobi Mini Orphanage; Nairobi National Museum which houses a large collection of artefacts portraying Kenya's rich heritage through history, nature, culture and contemporary art; the Nairobi Gallery; and the Nairobi Snake Park.

Nairobi City County has a number of world class hotels and restaurants together with excellent Meetings, Exhibitions, Conferences and Exhibitions (M.I.C.E) facilities. There exist eight 5-star hotels and eight 4-star hotels with a combined bed capacity of 5,700 beds, five 3-star hotels, six 2-star hotels and 122 unclassified hotels. It is also home to the largest ice-skating rink in East Africa at the Panari Hotel's Sky Centre covering 15,000 square feet and accommodating 200 people. Bed occupancy within the high-class hotels within the County has been growing at an average rate of 9.7 per cent with the occupancy averaging 90.0 per cent. Accommodation and food services contribute 1.3 per cent to total GCP.

In terms of linkage with other sectors, the county is well linked with other tourist attraction sites in the country by road, air and rail. The Standard Gauge Railway (SGR) connects Nairobi with Mombasa tourism hub, and with Naivasha M.I.C.E hub. Nairobi's largest M.I.C.E venue, the Kenyatta International Convention Centre (KICC), can hold a maximum of 5000 participants. There is need to expand this capacity (e.g. through the proposed Bomas international convention centre) in order to open up the county to hold larger international conferences.

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



The following strategies are proposed for re-engineering of tourism sector in the county:

- (i) Promote domestic tourism to cushion the sector from global shocks such as pandemics and other disruption to international travel.
- (ii) Diversification and marketing of tourist product offering; come up with the Nairobi annual cultural festival.
- (iii) Improvement of hygiene standards in the tourist hotels and attraction sites; improvement on the sanitation aspects especially during the COVID-19 era whereby tourists will be seeking for touristic experiences that assure them of health and safety.
- (iv) Refurbishment of other tourist accommodation facilities to achieve star-rating requirements.
- (v) Enforcement of existing laws regarding pollution and natural resource management; promote usage of 'green' energy such as solar power in tourism establishments.
- (vi) Enhanced energy and ICT infrastructure development; establishment of county tourism online information portal.
- (vii) Improvement of tourism-supporting infrastructure: leverage on the proposed Nairobi Bus Rapid Transport (BRT) and Nairobi Commuter Rail to promote urban tourism.
- (viii) Construction of the proposed Bomas International Convention Centre to popularize M.I.C.E tourism in the County.

4.7 Health

The county has a total of 681 health facilities with only 115 being owned by public translating to 17.0 per cent and 83.0 per cent owned by private sector. There are 4 county referral hospitals, 33 health centers, 55 dispensaries and 23 clinics. The county has 190 community health workers.

The recovery and re-engineering strategies;

- (i) Revamp, expand, modernize and equip health facilities, including, Mbagathi District Hospital and Mathari National & Teaching Hospital; promote training and recruiting high number of health officers to enable health centres provide equitable essential services throughout an emergency, limiting direct mortality and avoiding increased indirect mortality.



- (ii) Create awareness on availability and importance of free maternity services and address other constraints to access of maternal health services in the county including addressing the fear of contracting COVID-19 in event of visiting a health facility.
- (iii) Allocate resources towards nutrition specific and sensitive programmes in the county by establishing specific budget lines for nutrition support initiatives.
- (iv) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, tertiary education institutions, public workplaces and health care facilities within Nairobi county.
- (v) Strengthen preventative and promotive health services through malaria control; expanded programmes on immunization; integrated management of childhood illnesses; and control and prevention of environmentally communicable diseases. This intervention is in line with CIDP 2018-2022 of eliminating communicable conditions and halting and reversing the rising burden of non-communicable diseases.
- (vi) Proactively address the mental health needs including those of the health workforce, mental illnesses from depression, especially in response to shut-downs and economic downturns.
- (vii) Address the training needs of healthcare workers, including frontline health workers and also facilitating their protection through the supply of Personal Protective Equipment (PPE) as the frontline healthcare workers address the clinical and isolation needs of patients and the public at large.

4.8 Education and training

The county has 211 public Early Childhood Development Education (ECDE) centers and 1,833 private ECDE centres enrolling about 182,618 learners and 13,921 learners, respectively. Total number of teachers were 7,307. At primary level the county has 1,230 schools with total enrollment of 196,454 in public schools and 254,476 learners in private schools. At secondary level, there are 82 public and 176 private schools with a total enrolment of 46,490 students and 28,388 students respectively. There over 50 universities and various TVET and Science and Technology Institutes.

The County with support from stakeholders will continue to invest in early childhood development through infrastructural development to allow for adequate social distancing when schools reopen; deployment of ECDE teachers, provision of sanitation facilities and enhanced school feeding programme. To achieve these objectives, the county will partner with the national government and private sector to enhance ECDE and vocation training through infrastructural development as well as equipment of all ECDE, primary, secondary and vocational training; and University branches in the County with adequate WASH and adequate learning spaces upon reopening.



The recovery and re-engineering strategies are;

- (i) Promote expansion of additional classrooms and learning spaces in Early Years Education and VTCs. This will enable learners to keep social distancing when schools reopen; deployment of ECDE teachers and provision of sanitation facilities.
- (ii) Collaborate with National Government to reduce the dropout rates from Preschool as well as increasing retention and transition rates between levels of learning.
- (iii) Education sector in collaboration with health authorities will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities, school fumigation equipment and enhance school feeding.
- (iv) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. Build communities' trust in the health and safety measures taken by schools to guarantee the well-being of returning students and to ensure that the risk of pandemic is minimized.
- (v) Building the capacity of all public-school teachers to provide training, guidance and quality assurance and prepare for education continuation in future outbreaks through provision of internet support.
- (vi) Partnership with national government to prioritize projects that improve school water, internet coverage and ICT infrastructure, sanitation and hygiene facilities and management in order to reduce future effect of similar or related outbreak.
- (vii) Provide financial or in-kind support, such as school feeding, to help families overcome the increased costs of attending school, also provide psychosocial support to teachers and learners.
- (viii) Promote remedial lessons for learners who might have lagged behind due to closure of schools; utilize ICT platforms and have a depository of teaching and learning materials that learners could use at their own time both in school and at home.

4.9 Social Protection

The COVID-19 outbreak affected all segments of the population and is particularly detrimental to members of vulnerable groups. The County has an estimated number of 42,703 persons with disability and 1.3 per cent of older persons (aged 65 years and above). The County Government of Nairobi will ensure that deserving households within the informal settlements are cushioned against food insecurity and that people are safe from COVID-19. The county will distribute food targeting all the slum dwellers and will involve community leaders to allow the community to own the interventions. The county will provide soft loans to small scale traders, collaborating with NHIF to increase the number of vulnerable population covered, support initiatives that will encourage the participation of women, youth and people living with disabilities like initiating tailor-made programs for the youth, women and PWD that will entice their participation; enhancing protection of



vulnerable groups through establishing emergency family protection fund, equipping rescue centres and collaborating with social welfare organizations.

Additional COVID-19 recovery strategies include;

- (i) Build linkages with other public and private agencies, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training, also design and implement a disability grant to all those who are severely disabled, and who are above the age of eligibility for orphans and vulnerable children grant and below the age of eligibility for the old age cash transfer grant.
- (ii) Enroll more county residents in welfare programmes such as NHIF which will ease their access to health facilities at subsidized cost.
- (iii) Give tax exemption for the SMEs who have suffered losses in their business as result of COVID-19. County government will create a fund where they can collaborate with local banks in offering loans to the SMEs to restart and boost their businesses. The elderly will be provided with food and other basic wants since their movement have been reduced as they are at great risk of contracting the virus.
- (iv) Build linkages with other Ministries, and with NGOs that work with people with disabilities to strengthen families, deliver assistive devices, reduce barriers to access and provide vocational training.
- (v) Design and implement a disability grant to all those who are severely disabled, and who are above the age of eligibility for the infant grant and below the age of eligibility for the old age pension.
- (vi) Protect vulnerable groups of the population from health costs by increasing coverage of the NHIF; improving knowledge of the existing insurance scheme (NHIF) to improve uptake; and subsidizing NHIF premiums for targeted populations.

4.10 Gender and Youth

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



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

4.11 Environment and Natural Resources Management

Nairobi county ecosystem consists of Karura forest, Nairobi National Park and Nairobi river. Efforts to conserve the environment are hampered by increasing population in the city which exerts pressure on the natural resources leading to encroachment on wetlands, logging, human wildlife conflict, water pollution and land pollution.

Households use Kerosene (45.4 per cent), LPG (42.3 per cent) and charcoal (6.2 per cent) as the major source of energy for cooking, others include electricity (4.4 per cent) and firewood (1.2 per cent). There is low usage of biogas and other clean sources of energy by households in the county. The most common solid waste disposal used by households are dumping in the compound (3.9 per cent), dumping in the street/ open field (16 per cent) and burning in open air (7.7 per cent). A small proportion of household's solid waste is collected by the county government (2.1 per cent) compared by the waste collected by community associations (39.3 per cent) and private company (29.8 per cent) for safe disposal. Occurrence of droughts and floods is common in the county where households (2.3 per cent) have been adversely been affected by droughts/ floods.

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) Provide waste collection services at households, the county government can work in collaboration with donor agencies, private sector, local communities to come up with up with initiatives to manage solid waste.
- (iii) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (iv) Segregate solid waste at the collection point for easy waste management and recycling.
- (v) Recycle solid waste to promote environment conservation.
- (vi) Cushion households from the adverse effects of droughts and floods by sensitizing local communities on disaster awareness and strengthen communities on disaster resilience.
- (vii) The county to undertake regular rehabilitation and maintenance of drainage system to drain away storm water easily.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Nairobi City 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.¹¹

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.

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





7 COMMUNICATION CHANNELS

Communication¹², 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 Development¹³ (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 channels¹⁴ 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 Nairobi County respondents received information about coronavirus through television (88.0 per cent), radio (52.0 per cent) and social media (42.0 per cent). The survey was not precise whether mobile included both written (short text messages <SMS>) and voice (calls) but 37.0 per cent of Nairobi residents received information on coronavirus through mobile. Friends and family ensued at 31.0 per cent followed by newspapers at 21.0 per cent. Government sources and Health Care Workers were ranked at 16.0 per cent and 7.0 per cent respectively. Non-Governmental Organization (NGO) workers were rated at 4.0 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.

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

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

14. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rsk=sE6yWS&result=2>



Table 2: Communication channels with target audience

	Children 3yrs-17yrs	Youth 18yrs-35yrs	Men 36yrs-70yrs	Women 36yrs-70yrs	PWDs	Aged 71yrs +	Literate & Semi-literate	Rural	Urban & Informal settlements
Barazas <100 persons									
Face to face <100 persons									
Radio									
Newspaper									
TV									
SMS									
County 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	100	100	200	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		30.0	30.0	60.0	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		50	50	100	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		30	30	60	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhanced 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	50	50	100	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	10	10	20	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	20	20	40	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		50	50	100	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		60	60	120	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: (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		15	15	30	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County Government
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	100	100	200	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	20	20	40	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		15	15	30	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVS) 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 LVS		5	5	10	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	10	10	20	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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Nairobi 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		200	200	400	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	20	20	40	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	20	20	40	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
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		100	100	200	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		50	50	100	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		50	50	100	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		10	10	20	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		20	20	40	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		70	70	140	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		15	15	30	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	2	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		50	50	100	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		100	100	200	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		100	100	200	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		30	30	60	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		10	10	20	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		10	10	20	County Governments; development partners	County Government
		Grand Total					1674	1674	3348		

COUNTY GOVERNMENTS



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