



NAKURU COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



NOVEMBER 2020



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



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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

DR ROSE NGUGI

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS

**CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS**



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) *Boosting Private Sector Activity*

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

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



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

2) **Strengthening ICT Capacity**

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

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

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



3) Human Capital Development

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

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

4) Policy, Legislative, and Institutional Reforms

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

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



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

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

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

Support to Key Sectors

1) Agriculture

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

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



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

2) Water and sanitation

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

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

3) Urban development and housing

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

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



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

4) **Transport**

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

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

5) **Tourism**

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) Social protection

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

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



9) ***Gender and youth***

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

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





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1 INTRODUCTION

1.1 County Context

Nakuru County is one of the counties in the Central Region Economic Bloc (CEREB). The county has a population of 2,162,201 people of whom 49.8 per cent were male and 50.1 per cent female (KNBS, 2019). Of the population 33,933 (1.8 per cent) were persons with disabilities. The youth constituted 37.0 percent of the population of whom 51.0 per cent were female. The county has a population density of 288 per km². About 51.6 per cent of the population live in rural areas of whom 49.8 per cent are female. The elderly population (65 year and above) made up 3.4 per cent of the total population of whom 54.0 per cent were female. The population in school going age group (4-22 years) was 44.4 per cent in 2019.

In 2015/2016, the overall poverty rate in Nakuru County was 29.0 per cent against the national poverty rate of 36.1 per cent. In addition, 19.9 per cent of the population were living in food poverty and 51.3 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, 27.6 per cent of the children were stunted as compared to the average national level of 26.0 per cent

Table 1: Development indicators in Nakuru County

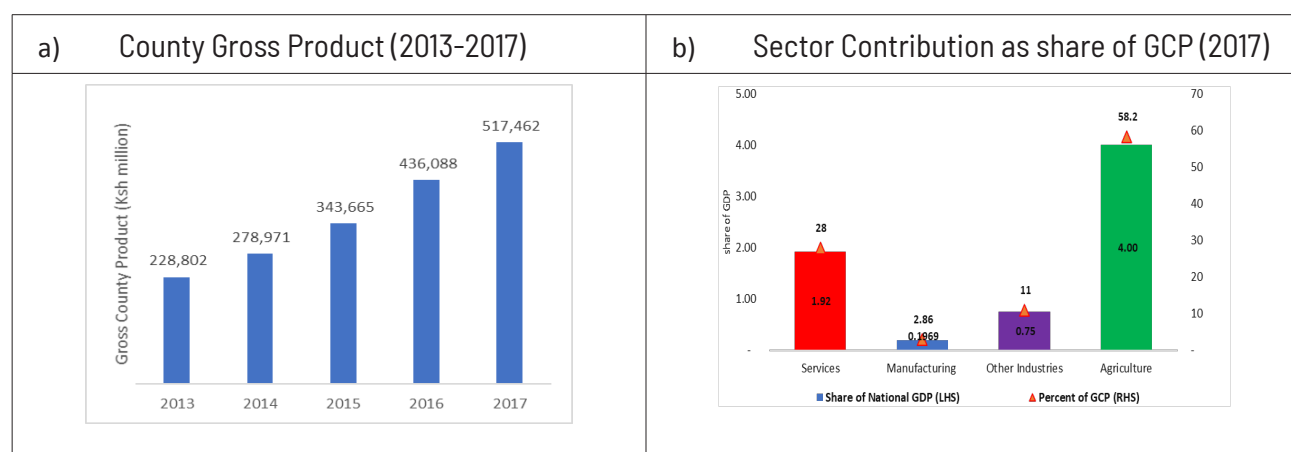
Estimated County Population (KNBS, 2019)	County	National
Males	2,162,201	2.8% of total population
Females	1,077,271	49.8%
Intersex	1,084,835	50.1%
	95	0.004%
Estimated Population Density (km ²)	288	82
Persons with disability	1.8%	2.2%
Population living in rural areas (%)	51.6%	68.8%
School going age (4-22 years)(%)	44.4%	68.7%
Youth (%)	51.0%	36.1%
Elderly population (over 65-year-old)	3.4%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	850	2.5 % of the national cases
Poverty (2015/2016)(%)	29.0%	36.1%
Food Poverty (2015/2016)(%)	19.9%	31.9%
Multidimensional Poverty (2015/2016)(%)	51.3%	56.1%
Stunted children (KDHS 2014)	27.6%	26%
Gross County Product (Ksh. Million)	25.2%	1.3 % Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017)(%)	25.2%	15.3 %

Data Source: KNBS (2019)



Nakuru County Gross County Product (GCP) accounted for 6.9 per cent of total Gross Domestic Product (GDP) as at 2017. The GCP increased from Ksh. 228,802 million in 2013 to Ksh. 517,462 million in 2017 representing an average annual growth rate of 25.2 per cent. The agriculture sector contributes 58.2 per cent of GCP while services, manufacturing and other industries share constituted 28.0 per cent, 2.86 per cent and 11.0 per cent, respectively. The services sector includes such activities as wholesale, tourism and retail trade. Agriculture is mainly dominated by crop farming and fishing activities while manufacturing is mainly dominated by textile and apparel activities.

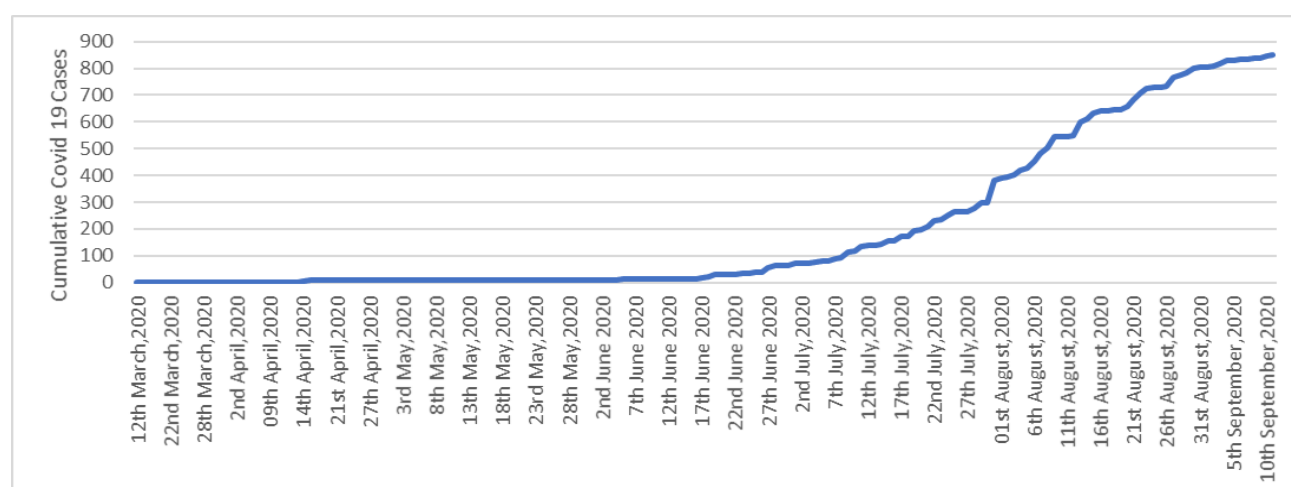
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 13th April 2020. Since then the number of confirmed cases increased to 850 as at 11th September 2020 (MOH, 2020).

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



Data Source: MOH



1.2 County Fiscal position

Nakuru county expected to receive a total of Ksh. 21.8 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 10.5 billion (47.7%) as equitable share, Ksh. 2.5 billion (11.4%) conditional grants, Ksh. 2.1 billion (9.6%) generated from own source revenue (OSR) and Ksh. 5.7 billion (25.9%) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 19.9 billion which accounted for 90.5 per cent of the expected revenue. This comprised of Ksh. 9.6 billion equitable shares, Ksh. 1.8 billion as conditional grants and Ksh. 5.7 billion as cash balance from FY 2018/19. With the outbreak of the COVID-19 pandemic, the county's revenue streams were adversely affected which led the county to revise its OSR target downwards. Further, the county granted an extension on licences and fees payments to cushion traders, experienced decline in park visits as well as reduction in revenue following the closure of bars and hotels. This was reflected in OSR performance where the county registered a 9.4 per cent decline, from Ksh. 2.81 billion realized during FY 2018/19 to Ksh. 2.55 billion generated in FY 2019/20.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 21,951.2 million consisting of Ksh. 10,970.3 million allocation for recurrent expenditure and Ksh. 10,980.9 million for development expenditure. Of the recurrent expenditure, Ksh. 5,737.4 million was meant for compensation of employees while Ksh. 5,233.0 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 14,078.8 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 70.8 per cent of the total spending, with development expenditure accounting for only 29.2 per cent. This translating to absorption rate at 64.1 per cent overall budget, 90.9 per cent recurrent expenditure and 37.4 per cent development expenditure. Health sector expenditure accounted for 43.0 per cent of total spending with an overall absorption rate of 87.1 per cent. Absorption rate for health sector recurrent expenditure stood at 93.7 per cent while that for development expenditure stood at 64.7 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 630.3 million consisting of Ksh. 484.4 million and Ksh. 145.9 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, Nakuru County undertook varied measures to control of the spread and treat the confirmed cases.

The County established the Nakuru County COVID-19 Emergency Response Committee: The Committee collaborated with the other County Emergency Committees to explore how to cushion Nakuru residents from the effects of the pandemic. The committee also oversaw the utilization of the money allocated towards the pandemic. Other mandates included: activate early warning systems on the pandemic and other preventive measures, identify vulnerable cases to benefit from any social welfare, assistance from the county government and carry out all information and education initiatives to the public on the Pandemic.



The County re-allocated its budget: The County Assembly of Nakuru passed a Ksh. 478.0 million Second Supplementary Budget for the financial year 2019/2020 aimed at mitigating the outbreak of COVID-19 in the County. Ksh. 311.0 million was set aside for food program to help the most vulnerable residents, with Ksh. 3.7 million allocated to each of the 55 wards, and an additional Ksh. 1.5 million to be used by 30 wards who have most vulnerable people. The Assembly reallocated its Ksh. 30.0 million towards the purchase of ventilators for Nakuru Level Five hospital, the biggest Referral Health Facility in the region which serves more than seven neighbouring counties. Under the national Government's COVID-19 Ksh. 5.0 billion Fund for Counties, Nakuru County in June received Ksh. 200.0 million.

The County prepared for treatment of confirmed cases: The County Department of Health set aside isolation centers in Nakuru, Naivasha and Molo with over 200 bed capacity, to be scaled to over 300 and medical supplies worth Ksh. 205 million distributed to all sub-counties. The County Government through the County Public Service Board employed 295 healthcare workers to improve on service delivery in the region. The new recruits were spread out across various cadres such as registered nurses, paramedics, physiotherapists, Radiographers, Clinical Officers and Public Health Officers. The County also employed 21 medical doctors, including consultants, and 30 specialized ambulance operators. All the new recruits joined the COVID-19 frontline workers with the vision of making Nakuru a healthy county. The county's Department of Health is also working with Kenya Field Epidemiology and Laboratory Training Program (K-FELTP), a move aimed at improving the COVID-19 detection and response and other respiratory diseases such as Pneumonia. The partnership is expected to help in surveillance, contact tracing, and the enforcement of public health measures as well as the assessment of home-based care preparedness within the County. Mobile number 0724 320 853 and 0722 337 018 was dedicated for residents to report suspected cases to Nakuru County Coronavirus Disease (COVID-19) medical team.

Support from private sector and other stakeholders. The county received support and partnership from various stakeholders including Red Cross Kenya, Faith Based Organizations, National Government who support the county government in various capacities to help curb COVID-19 contagion. In addition, the county partnered with Center for Disease Control (CDC), Amref Health Africa and USAID to accelerate testing, contact tracing, and treatment of cases in Nakuru Town East, Nakuru Town West, Rongai, Subukia, and Naivasha sub-counties. Through this partnership 30 community frontline healthcare workers were trained on identifying cases and their contacts at the community level.

In addition, the County promoted COVID-19 safety guidelines. This including 50 per cent reduction in the seating capacity for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems; the dusk to dawn curfew; and the cessation of movement in and out of Nairobi, Mombasa and Mandera. In addition, markets such as Wakulima Market were closed, and traders relocated to open spaces such as Afraha Stadium. Nakuru County Government also distributed COVID-19 protective gears and sanitizers to over 4000 traders and provided them with training traders on how to safely handle food and how to effectively use coronavirus protective gear.



The County undertook to enhance access to water for hand washing. This including distribution of over 400 water tanks, water and soaps in highly populated areas such as markets, Jua-Kali sections, informal settlements, prison facilities, bus stages, outside health facilities, shops and all government offices. The county government also urged residents to regularly wash their hands with soap and running water to curb the spread of the deadly virus.

Training on burial protocols. Health workers in the county and Muslim leaders were trained on burial protocols. The course encompassed refresher training on COVID-19 Pandemic surveillance, prevention, and handling of the dead.

The County Department of Health rolled out an awareness campaign. This was aimed to reinforce the existing COVID-19 preventive measures and demonstration of hand-washing techniques by the Community Health Workers (CHWs). This was undertaken in various informal settlements, markets, bus stations and public spaces. Social media, TV, and Local Radios were also used.

Enhancing social protection for the vulnerable groups: The County Government of Nakuru set aside Ksh. 250.0 million to cushion venerable communities and food distributions program. Food rations was distributed to disadvantaged residents in various sub counties in partnership with Kenya Red Cross. The County Government also distributed COVID-19 relief food to over 200 tour operators and guides who have been hit hard by the effects of coronavirus pandemic on the tourism sector. County cushioned artists against COVID-19 pandemic effects. The county provided a platform for artists to perform and viewers follow on social media platforms. The artists were paid some allowances by the County government. Artists are among the hardest hit professionals after the government banned social gatherings as a measure to stop the spread of the virus.

Mass Production of Face Masks to support Local Manufacturing. Youth polytechnic in Nakuru County produce were called into action in production of cloth face masks. Using approved design by Kenya Bureau of Standards, production was ongoing in Njoro, Molo, Mirera, Muteithia, Cheptuech, Chemare, Barut, Nakuru, Subukia, Rongai and Kagoto polytechnics.





2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, other shocks in the county includes floods and desert locusts.

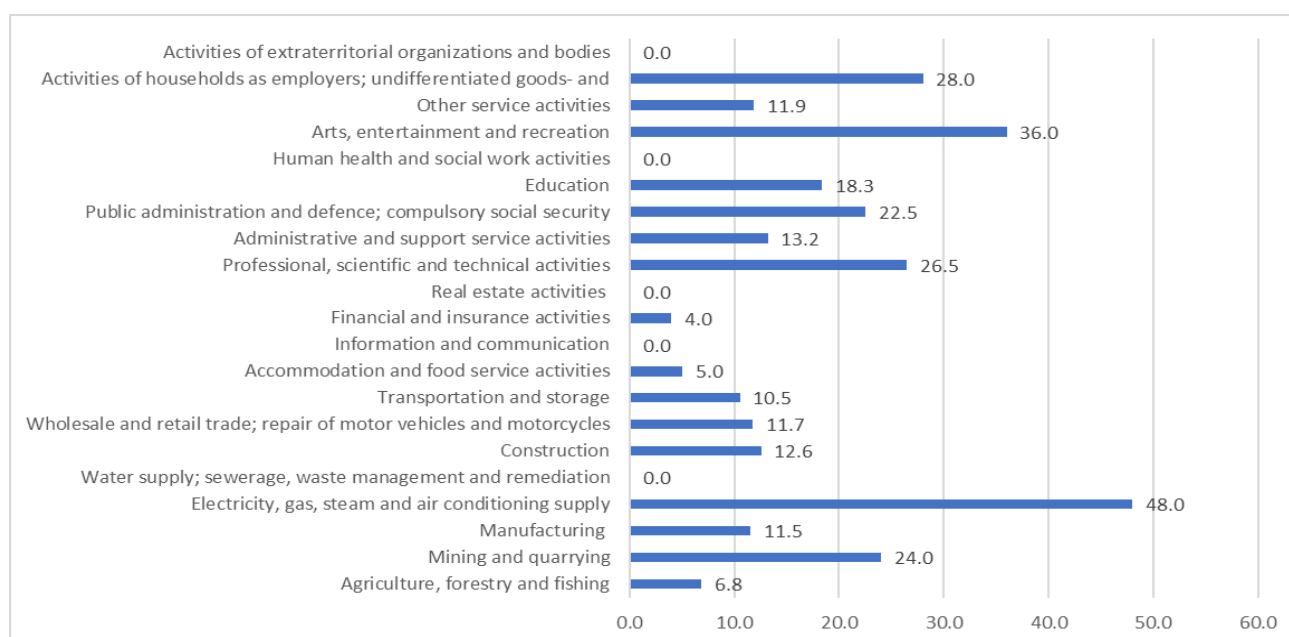
a) ***Labour participation***

Nakuru being a transit town, was greatly hit by COVID 19 disrupting economic activities and rendering a substantial number of workers jobless. People working in clubs and night entertainment joints were most affected. Workers in markets were also affected after they were closed leading to loss of source of income and food. Nasha and Wakulima markets which support a large population in the county were not spared either as they were moved to Afraha stadium. Matatu operators were also moved out of town to Railways station. Traders operating along the road were moved to Mawanga and Kiratina markets. Businesses and operations were also disrupted in major towns of the county including Naivasha, Molo and Gilgil. In Naivasha, which is home to over 60 flower farms, workers embarked on the painful process of dumping ready flowers meant for export as others rendered jobless after losing jobs due to closure of international markets for flowers.

According to the May 2020 KNBS COVID_19 survey, the Electricity, gas, steam and air conditioning supply sector reported the highest level of loss of hours worked (48 hours), the high number of hours lost is because the workers in the sector used to work extra hours and even work upto weekends. The dip in electricity usage coincides with businesses taking pre-emptive measures to contain the impact of coronavirus, reduced social gatherings and shutting down of schools and colleges, malls and cinema. The Arts, entertainment and recreation lost an average of 36.0 hours in a week while the workers in Activities of households as employers; undifferentiated goods and Professional, scientific and technical activities lost a total of 28 per cent and 26.5 per cent, respectively. Workers in Mining and quarrying and education recorded on average loss of 24 hours and 18.3 hours per week, respectively.



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



Source: KNBS

According to the May 2020 KNBS COVID-19 Survey, 51.0 per cent of workers in Nakuru county recorded decreased income; 2.0 per cent reported increase in income; while 78.9 per cent recorded working as unpaid workers. The county recorded 60.1 percent of workers in informal sector and 18.8 per cent never attended to work due to COVID-19 related issues. In private sector schools, teachers and other workers lost their incomes. 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 restrictions of moving in and out of Nairobi and Mombasa counties. On average, the county lost 10.5 hours worked in a week and the hours lost in economic base of the county like service sector and agriculture sector (6.8 hours) will negatively affect the county economy

b) **Agricultural sector**

The May 2020 KNBS COVID-19 survey found that 45.1 per cent of the households in Nakuru county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (44.4 per cent), movement restrictions (32.6 per cent) and concerned about leaving the house due to outbreak (16.7 per cent).

Further, with restrictions affecting seamless movement of food commodities, 73 per cent of households in Nakuru county indicated having experienced an increase in food prices. From the KIHBS 2015/16 22.8 per cent of households' purchase food products from open-air markets, 21.2 per cent from kiosks and 30.1 per cent from general shops. Additionally, 72.1 per cent of the total valued consumed was from purchases, 15.7 per cent from own production, 9.4 per cent from own stock and 2.9 per cent from gifts and other sources. Consequently, increases in food prices is likely to have had significant implications on household budget.



Local farmers in Nakuru county have been affected because they sell a significant share of their produce to local hotels that are now closed. To cushion farmers, the county has stepped in to purchase some of their produce to minimize wastage of perishable products. The pandemic has also slowed down value addition initiatives by the County in partnership with the national Government and private sector. This was mainly because value addition requires huge capital outlays and most investors have adopted a wait and see approach towards outlined projects due to the pandemic.

Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicates agricultural, fishery and related labourers recorded the highest difference of 8 hours between the usual and actual hours worked in a week. Other affected include food processing and related trades workers and farm workers who recorded a difference of 7 hours and 6 hours respectively between the usual and actual hours worked in a week. The COVID 19 pandemic effects on the sector were worsened by floods affecting 7.1 per cent of households in Nakuru County during the pandemic period.

c) **Services sector**

The County tourism sector experienced major loss due to implementation of COVID-19 containment measures. The thriving national parks and tourist-class hotels remained closed for 6 months in 2020, losing over 200,000 visitors following restrictions on visits to the Lake Nakuru, Hells Gate and Mt. Longonot National Parks, and conduct of M.I.C.E events. This translates to a loss of over KSh. 2 Billion¹ in revenue and livelihoods for hotels, workers and tour operators; and over KSh.40 Million in park entry fees. In addition, over 3000 workers in the flower farms and tourist hotels temporarily lost their jobs and earnings due to inactivity in the sector.

Services were affected in Nakuru county. Due to fear of COVID 19 and one person testing positive in the procurement department, the county announced closing down of the county offices making it difficult to offer services to the public. All procurements were directed to be done online to avoid physical contacts. Nakuru CBD was also closed making it difficult for people to visit town to get different services from different clients. Additionally, the closure of schools has led to disruption of education due to loss of learning and teaching time, community learning was not supported in the county and for some schools which adopted virtual learning, the model experienced a lot of complications due to high digital divide. The county has inadequate ICT infrastructure making it difficult for the online learning to take place. According to the Kenya Population and Housing Census (KPHS) (2019), the county had low internet access (20.9 per cent) which constrained effective online learning across the County. Furthermore, only 9.6 per cent of the households had access to ICT equipment such as laptops and computers. This made it difficult for the pupils and other students to benefit from national e-learning programme.

The Private schools were not able to sustain the salary for their employees, both teaching and support staffs (casuals) staff. Public schools also faced challenges in making payment for the other expenses such as electricity and security bills. Apart from the other expenses, public schools were not able to pay

1. Assuming each tourist spend at least KSh.10,000 on accommodation during visit to the county



teachers who were hired on contract and were under boards of management. According to 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.

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

Majority of MSMEs in Nakuru County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (53.6 per cent); manufacturing (12.3 per cent); arts, entertainment and recreation (10.3 per cent); and accommodation and food services (10.4 per cent). Generally, these are the sectors that have been worst hit by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Nakuru County are largely located in commercial premises (62.9 per cent). This implying most of the businesses in the County faced difficulties in meeting their rental obligations due income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS COVID_19 survey all non-farm businesses attributed non-payment of household rental obligations to delayed incomes/earnings. For those involved in farm businesses, 71.4 per cent attributed the same to reduced incomes/earnings, while 14.3 per cent were affected by temporary layoffs/closure of businesses.

Further, the wholesale and retail trade sector were worst hit and lost 11.7 hours in usual and actual hours worked while accommodation and food services lost 5 hours in a week. This is an indicator of the adverse effects on the service sector of Nakuru County due to the pandemic which implies loss of productivity, output and employment. The manufacturing sector lost 11.5 hours.

Regarding access to markets evidence from KNBS survey indicates none of the MSMEs in the County depend on export markets. However, about 2.3 per cent of MSMEs in the County depend on import markets for their material inputs. Disruptions in the external markets has adverse implications to MSME operations in Nakuru County, and especially for the inputs. 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 51.7 per cent. Residents responded by changing their travel patterns with 29.4 per cent of the population traveling less often, while 37.8 per cent were unable to travel due to the pandemic.

Nakuru County Headquarters Nakuru town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 94.1 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 20.9 per cent of the conventional households in the county 'own' internet with 9.6 per cent owning a desktop, computer laptop or tablet. Further, only 4.4 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (5.3



per cent) than women (3.5 per cent). Further, there is a gender divide in use of internet where 29.9 per cent male and 23.8 per cent of the women using internet.

Majority of households (46 per cent) own the housing units they occupy while 54 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 88.2 per cent, followed by private companies (6.4 per cent); National Government (2.4 per cent); County Government (1.5 per cent); Parastatals (1.0 per cent); and FBO/NGO/Church based housing at (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 26.5 per cent of the population indicating inability to pay rent on the agreed date. The main reason that made households unable to pay rent was attributed to reduced incomes /earnings, reported by 63.9 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 Nakuru county, domestic violence was reported to be on the rise amidst COVID-19. Based on the May 2020 KNBS COVID_19 Survey 14.7 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 21 GBV cases were recorded in the county during the Month of April 2020. Of the 21 cases, 15 cases were from women, and 2 cases each from boys, girls and men. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) **Water and sanitation**

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include asking three water local companies not to disconnect water from clients and provide grace period for debtors without accruing any interest on pending bills. The county distributed water in key points such as markets and estates to encourage periodic hand washing. Water companies have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This in the long run may affect the delivery, development and rehabilitation of WASH services.





3 KEY Pillars OF THE RECOVERY STRATEGY

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

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Nakuru 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 (53.6 per cent) are in the services sector with only 12.3 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (89.2 per cent), 7.8 per cent are small, 2.8 per cent are medium, while a paltry 0.2 per cent are large enterprises. Since most firms are micro in nature, this implies that the informal sector tends to dominate the private sector in Nakuru County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (53.6 per cent); arts, entertainment and recreation (10.3 per cent); and accommodation and food services (10.4 per cent).

COVID-19 has disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (57.9 per cent) in Nakuru County get their raw materials from their peer MSMEs within the County. Equally, they sell their products to individual consumers (93.3 per cent) within the County. This means that when some firms are adversely affected this tend to spread fast in the private sector.

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



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

- (i) Agro - processing for value addition with important areas of focus include horticulture (flower farming), maize production and processing, and dairy production.
- (ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- (iii) Exploration and processing of minerals such as kaolin, diatomite, sand and building stones, trona (soda ash), natural carbon dioxide for both domestic and export markets.

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) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iii) Partnership with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (iv) Providing access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (v) 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.
- (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) Developing appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.



- (viii) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (ix) Enhance market access for private sector both locally and regionally by developing CEREB 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

Over time, the County Government has passed some legislation at County level including on revenue, betting gaming and lotteries, early childhood development, fire and rescue services, persons with disabilities, public participation, agricultural development, vocational and technical (polytechnics). The County also has several bills awaiting approval such as for county trade, county housing estates tenancy and management, tourism and marketing, civic education, disaster and emergency management, childcare facilities, agricultural training and mechanization and civic education. Following the devastating effects of the COVID-19 the County needs to reform its policy, legislative and institutional frameworks to advance the right to health and address public health emergencies. To support this, the County will:

- (i) Enact legislation for preventing and mitigating health consequences of emergencies such as the COVID-19 pandemic.
- (ii) Develop legal and policy frameworks for the prevention of infectious diseases by improving access to medical facilities and by facilitating screening, counselling and education of those at risk of infection.
- (iii) Enact bills which are yet to be approved into law to regulate critical sectors within the County and improve service delivery within the County.
- (iv) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county level.

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

The County of Nakuru is periodically affected by flashfloods which lead to loss of lives, damage to property and loss of income. While the County has drafted the Nakuru County Disaster and Emergency Management Bill, 2019 to address some of these disasters, the threat caused by COVID-19 and the threat of novel infectious diseases emerging in future, it is important for the County to reengineer its strategies for preparedness and response to pandemics and disasters through the following:

- (i) Enact the Nakuru County Disaster and Emergency Management Bill, 2019 to provide for the management of disasters and emergencies in the County by effective planning and risk reduction, response and recovery procedures and the promotion of coordination amongst the response agencies.



- (ii) Establish policy, legislative and institutional frameworks for disaster risk management within the County.
- (iii) Ensure that surveillance data is maintained for use at the local level.
- (iv) Maintain surveillance to ensure priority setting and planning, resource mobilization and allocation, prediction and early detection of epidemics, early detection and adequate response to epidemics, monitoring and evaluation of intervention programmes and detection of emerging and re-emerging infections.
- (v) Ensure that all medical personnel receive technical training on pandemics and infectious diseases.
- (vi) Provide technical training to relevant County staff to advance their knowledge, skills and understanding of disaster risk reduction and control of infectious diseases.
- (vii) Support continuous medical education of all medical personnel within the County in the areas of public health.
- (viii) Promote research and development within the County.
- (ix) Develop additional surveillance strategies including hospital-based surveillance systems capable of recognizing both known and novel diseases.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 52.7 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). The perception that individual do not need to use the internet and lack of knowledge and skills on internet is the leading reasons that the people in the County don't have internet connection. Approximately 85.0 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 11.0 per cent relying on mobile broad band that uses a sim card for connectivity. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters, as follows:

- (i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 52.7 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony²

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



- (ii) Speed up the construction of fiber-optic broadband networks in rural areas and collaborate with telecom companies to upgrade and improve the communication networks in remote areas.
- (iii) Harness the power of technology and use innovative solutions to bridge the gender digital divide. Collaborate with IT personnel in Universities to support the development of ICT competence and skills among the public and bolster a digital economy.
- (iv) Negotiate with the public primary schools a for community access to ICT infrastructure and collaboratively build and equip youth empowerment, ICT centers and ICT laboratories as provided in the CIDP.
- (v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- (vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- (vii) Review and implement ICT policies and procedures to manage ICT and mitigate cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats, disasters and pandemics. 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

According to May 2020 KNBS COVID_19 Survey, 21.1 per cent of the county labour force worked at least for 1 hour for pay; 18.8 per cent had never worked, and 60.1 per cent worked in the informal sector. However, 14.3 per cent of employees did not attend to work due to COVID-19 with other 78.9 per cent of employees working without any pay. On average, workers in the County lost 10.5 hours per week due to COVID-19 and 51.0 percent of county residents recorded decrease in income while 1.0 per cent recorded increase of income.

According to the Kenya Population and Housing Census (KPHS) (2019), the County population aged 15-64 years (labour-force) was estimated at 616,046 people of whom 598,237 people were working and 17,809 were seeking work but work was not available representing an unemployment rate of 2.9 per cent.

According to the KIHBS 2015/16 data, the average years of schooling among Nakuru county population was 8.8 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education. The human development index was 0.4 compared to the national average of 0.52 and maximum of 1. The HDI at county level measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With a rating of 0.4 it means the county lost about 60 percent of her economic potential due to lack of adequate education and health.



About 27.6 per cent of the children were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. In addition, stunted children tend to perform poorly in school and earn less as adults compared to their well-nourished peers. As a such, this perpetuates inequality across generations.

The NHIF coverage was 34.2 per cent as compared to the average national level at 24.7 while the number of children vaccinated was 74.7 per cent as compared to the average national level at 74.9 per cent. As a result of economic crisis, the NHIF coverage declined as most of county residents could not afford the monthly contributions, in addition most people did not show up for immunizations due to fear of contracting COVID-19 hence there was a decline of vaccination rate in the county. The data indicates about 25.3 per cent of children in the county were at risk of contracting preventable diseases such as measles and polio. The local productions of masks have provided opportunity for revenue creation, Count will diversify its source of income by promoting local production of face masks, sanitizers and PPEs. Re-engineering strategies include;

- (i) Creating more employment opportunities through the implementing employment creation interventions; investing in education and training and skills development; and supporting agri-processing, infrastructure, tourism, technology and innovation.
- (ii) Strengthen the capacity of workers and the employer's organizations to enhance their ICT knowledge base and understanding of the mechanism of COVID-19 pandemic prevention.
- (iii) The County to deepen technical education, training and skills development through developing and equipping existing Technical institutions across the 11 sub counties.
- (iv) Promote investment and entrepreneurship through provision of loans and grants. The county will improve access to finance for small and medium enterprises through partnership between county government and lending institutions. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (v) Building workplace resilience to public health emergencies and outbreaks of infectious diseases in all Nakuru County economic sectors. Invest in community and public health including capacity building for community health workers, water, sanitation, immunization and public health. This will include timely payment of salaries and allowances to the front-line health workers.

3.6 Exploiting Regional Hub Status

Nakuru town is part of towns identified by the *National Spatial Plan (2015-2045)* to be regional hubs in the Country, by acting as regional and county growth centres. Nakuru is at vantage point to exploit this status as it has many factors in its favour. First, it has high population of 2,162,202 persons, which is the third biggest population after Nairobi City County and Kiambu County (KPHC, 2019). In addition, the County has





comparative advantage for establishing urban based industries. This is due to availability of agricultural produce that can provide inputs for industries, availability of raw materials, availability of physical infrastructure that is conducive for attracting both foreign and domestic investments and availability of markets. Further, the KIPPRA report on *Enhancing Productivity and Competitiveness of the Kenyan Economy Through a Cluster Development Strategy (2012)* identifies Nakuru as one of the major dairy production clusters. Additionally, its close proximity to the Jomo Kenyatta International Airport (JKIA), the Wilson Airport and Standard Gauge Railway (SGR), which passes at Naivasha is also advantageous. Moreover, the metre gauge railway which is being rehabilitated passes through Nakuru town. It is expected that human and cargo traffic will increase and go a long way in enhancing its regional hub status and boosting the County economy.

The County will exploit this opportunity through:

- (i) Improving physical and social infrastructure such as non-motorized transport infrastructure, access roads, sewer lines, pedestrian bridges, security/street lights, sanitation facilities, schools, health centres and markets.
- (ii) Leveraging on the Standard Gauge Railway at Naivasha as transport and logistics hubs.
- (iii) Installation of Surveillance Cameras in the County in collaboration with the national government as outlined in the third Medium Term Plan.
- (iv) Improving the business operating environment in the County.
- (v) Providing world class infrastructure facilities and utilities to support manufacturing value addition investments and human settlements.
- (vi) Collaborating with the national government to establish at least two proper waste management systems as well as providing incentives to investors to establish waste to energy infrastructure (MTP III).
- (vii) Providing affordable housing and social amenities through the PPP model to attract skilled labour in the County.
- (viii) Conservation of wildlife and forest resources, for example, the Nakuru national park and the Menengai Crater.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 2.9 per cent to the Nakuru Gross County Product (GCP). Manufacturing in Nakuru County include: wearing apparel (43.4 per cent), furniture (15.1 per cent), Fabricated metal products, except machinery and equipment (14.6 per cent), wood and wood products (4 per cent). Others include food products (49.5 per cent), chemicals and chemical products (13.6 per cent), textiles (6.8 per cent), and other non-metallic mineral products (5.6 per cent). The key products useful in value addition and driving manufacturing include: beans, maize, wheat, and potatoes, horticultural crops, dairy, beef, fishing, leather and textiles. Large industries that drive the economy of the County are involved in animal feeds production, oil refineries, dairy products, milk processing, flour milling, grain milling, edible oils, textile, engineering works and body building, saw milling, soap manufacturing and agricultural inputs. Examples include Keroche, Syngenta, and Menengai Oil Refineries. The sector is, thus, key in supporting recovery of the economy of Nakuru County from the effects of COVID-19 pandemic. This is especially due to its potential in revenue and employment generation, and its comparative advantage for establishing urban based industries. In the recovery, the County will:

- (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) Strengthen existing urban based and agro-based industrial activities in the County.
- (v) Encourage public private partnerships to provide the requisite infrastructural services such as roads, and energy.
- (vi) Formulate, approve and implement Integrated Urban Development Plans for designated industrial areas.
- (vii) Provide centralized sewer networks and treatment systems; and solid waste management.



4.2 Agriculture and Livestock

Agriculture accounts for the largest share of economic activity in Nakuru county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 301,349 million out of the total Ksh. 517,462 million Gross County Product (GCP) amounting to 58.2 per cent of the county's GCP.

About 42.4 per cent of the households produce crops, 31.1 per cent produce livestock, 0.09 per cent practice aquaculture and about 0.4 per cent are involved in fishing. About 1.3 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, Nakuru 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 including in milk, tea, potatoes and honey production (apiculture) as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS).
- (ii) Provision of grain storage facilities and driers and cold storage facilities for fresh produce particularly at collection points to minimize spoilage and post-harvest losses.
- (iii) 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.
- (iv) Enhance agribusiness among small holder farmers particularly women and youth in the county by strengthening market linkages beyond the county level across the agricultural value chain. This can be achieved through producer cooperatives and associations.
- (v) Build the capacity of farmers in produce handling/ output/ improve product standards, adoption of modern farming technologies (e.g. water harvesting techniques) and practices and adopt sustainable land management practices to minimize environmental degradation. This can be achieved through revitalization of Kenyatta Agricultural Training Centre to a Centre of excellent for training farmers, staff and other stakeholders as planned in the county's 2018-2022 CIDP.
- (vi) Access to quality and affordable inputs including certified seeds, water, animal feeds, AI services, fertilizers, livestock vaccination and ploughing services by county tractor hire services.
- (vii) Establish programmes for surveillance of disasters such as extreme weather conditions, crop pest and diseases, and livestock disease at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity



development, vulnerability analyses and updates, monitoring and early warning systems, and public education.

- (viii) 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. According to May 2020 KNBS COVID-19 Survey, 59.3 per cent households had access to water and soap while 81.6 per cent of the households did not have a designated handwashing facility in their households.

There is low access to piped water which stands at 25.1 per cent in urban 9.0 per cent in rural and 8.3 per cent in peri urban areas. Additionally, is low access to piped sewer among households which is 13.2 per cent urban, 13.2 per cent peri urban and 1.6 per cent in rural areas. Sharing of a toilet facility with other households is common which stands at 34.9 per cent rural, 64.3 per cent urban, 38.8 per cent peri urban.

The county intends to achieve increased access to water through implementing projects in water and sanitation such as rehabilitating existing water and sewer line in its 2018-2022 CIDP. For the county to recover from COVID-19 effects the study recommends the following for implementation;

- (i) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (ii) The county to undertake de-fluoridation of water and enforcement of water quality standards by the WSPs and Water Service Regulatory Board; Enforcement of the Public Health Act
- (iii) Fast track the desilting of new and existing pans/dams
- (iv) Increase water by drilling new borehole and equipping existing boreholes as well as increase storage capacity to store harvested water during rainy seasons
- (v) Integrate public private partnerships arrangements to enhance water provision in the County.
- (vi) Expand/increase water supply through construction of Dams, Treatments Plants, drilling of boreholes and rainwater harvesting



- (vii) Fast track and rehabilitate stalled water project
- (viii) Promote good governance on water resource management Increasing investment in development and maintenance of water harvesting structures
- (ix) Develop effective human resources for the water sector to ensure quality water and sanitation service provision.
- (x) Promoting adoption of appropriate technologies in protection and conservation of catchment areas
- (xi) Strengthening and supporting community institutions including Water Users Associations (WRUAs), Community forest Associations, farmers' groups among others, in catchment conservation and protection
- (xii) Increase water supply in households, institutions and public places through drilling of boreholes in all the sub-counties.
- (xiii) Expand sewer infrastructure to accommodate more households.
- (xiv) Improve access to safe and improved toilets in schools, health care facilities, workplaces and public places.
- (xv) Support the implementation of Community Led Total Sanitation (CLTS) initiatives
- (xvi) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- (xvii) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.

4.4 Urban Development and Housing

Majority of the households (87.3 per cent) did not receive a waiver or relief on payment of rent from the landlord, despite inability to pay, because of the pandemic. Approximately 61.6 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 38.4 per cent constructed using rudimentary materials. About primary energy source for cooking, 68.9 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:



- (i) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (ii) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (iii) 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.
- (iv) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers
- (v) Avail appropriate building technology for use by the public in house construction and improvement in every subcounty, that responds to local cultural and environmental circumstances.
- (vi) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019
- (vii) Develop and implement urban planning and design instruments that support sustainable management and use of natural resources and land in line with the New Urban Agenda and as mitigative measure to future pandemics and disasters.
- (viii) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- (ix) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.

4.5 Transport

The county has a total of 15,888.40 Kilometers of classified road network. Approximately 22.9 per cent of the paved road network is in good condition, 56.9 per cent in fair condition and 18.9 per cent in poor condition. While 13.8 per cent of the unpaved road network is in good condition, 40.7 per cent in fair and 45.4 per cent in poor condition.

The main means of transport used in the County is PSV matatus at 46.0 per cent, followed by walking at 19.4 per cent, bicycle (boda boda) 8.9 per cent, Employer 8.6 per cent and private car at 7.4 per cent. On average, residents travel 3.97 Kilometers to their workplace which is beyond the threshold for walking but within the threshold for cycling. Approximately 86.1 percent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition to support economic, social and subsistence activities, the County will:



- (i) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation
- (ii) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (iii) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSr) technology for greater network coverage cost effectively.
- (iv) 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 policy³.
- (v) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁴.
- (vi) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (vii) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (viii) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use. Use the Kenya Urban Support Programme funding to build storm water management systems in urban areas.
- (ix) Apply performance Based Contracting for maintenance⁵, with maintenance of the existing road network in good condition being a priority.

4.6 Tourism

Nakuru county is one of the leading tourist destinations in Kenya by both domestic and foreign tourists. The main tourists attracts are the National Parks (Lake Nakuru National park, Hells Gate National Park and Mt. Longonot National Park); physical attractions (Menengai Crater, Lord Egerton Castle, Lake Naivasha, Lake Elementaita, Hyrax hill prehistoric site, Ol-doinyo Eburru volcano and Mau forest); culture and heritage tourism (Subukia Shrine, 2 museums); variety of wildlife, located in the national parks, and in the conservancies (Marura, Oserian and Kedong in Naivasha sub-County and Kigio and Soysambu in Gilgil sub-

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

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

5. Performance Based Contracting: <https://www.kenha.co.ke/images/pbc/00-PBC-GUIDELINE-EDITION-1.1.pdf>



County); tourist class hotels; agro-tourism (floriculture and dairy farming); education tourism. The main tourist activities include; bird watching, hiking, picnics, excursions and game drives and M.I.C.E.

The county has 40 town hotels, 10 lodges and 1 tented camp. Of these, there are 19 star-rated hotels (2 five-star, 7 four-star, 5 three-star and 5 two-star) with a total of 1045 rooms and 1792 beds⁶. Revival of the tourism sector in the period 2013-2017 has seen significant growth in the County hospitality industry particularly in conference tourism. In 2019, a total of 458,700 local and foreign tourists visited Lake Nakuru (50.8 per cent), Hell's gate (36.1 per cent) and Mount Longonot (13.1 per cent) National Parks. The National museums attracted fewer tourist thus there is need to market the museums to attract more tourists.

The following strategies will re-engineering of tourism sector in the county:

- (i) Map out other tourist sites in order to promote domestic tourism
- (ii) Support Protection and sustainable management of water resources
- (iii) Involve local communities in Tourism development
- (iv) Enforce sanitation and hygiene standards in all accommodation facilities and tourist attraction sites in line with the national guidelines for reopening of hospitality establishments in order to ensure business continuity.

4.7 Health

The county has a total of 459 health facilities including one level 5 hospital which is Nakuru Provincial General Hospital (PGH) that serves Nakuru, Baringo, Nyandarua and Laikipia counties. The County benefitted from state-of-the-art equipment for two hospitals (Nakuru PGH and Naivasha) under the Managed Equipment and Supplies programme (MES). There are 14 level 4 and 5 hospitals, 22 health centres, 187 dispensaries and 249 community units offering level-one health services. The total establishment of health personnel is 2,486. The County health sector will enhance investment in health systems, including in the health workforce, capacity building of health workers and the medical officers on COVID-19, upgrading of working conditions and provision of requisite health commodities and equipment, especially in relation to personal protective equipment and occupational safety. Specifically, the County will;

- (i) Promote upgrading and equipping of health facilities through additional funding to health sector. This will enable the county to achieve quality and affordable health care. The county will upgrade three (3) level 4 hospitals to level 5 hospitals and equipping Nakuru Provincial General Hospital (PGH) and Naivasha general hospital with advanced health equipment.

6. Kenya Tourism Regulatory Authority, 2019 hotel classification report



- (ii) Promote and support public and community health including the installation of hand washing facilities in homes and public spaces such as schools, workplaces and health care facilities within Nakuru county.
- (iii) Promote Electronic Medical Records and Information communication technology to improve patients' management and data collections. This will reduce the time period taken to serve patients.
- (iv) Provide financial support for Modernization of health facilities to offer better services - Optimize curative and rehabilitative services in Gilgil, Subukia and Bahati level 4 hospitals as envisioned in CIDP 2018-2022.
- (v) Enhance investment in research and development and partnership with research institutions such as KEMRI, KMTC and Egerton University to spur innovation in health sector including in the area of medicine.

4.8 Education and training

The County has 2,194 ECDE centres of which 63.5 per cent are privately owned while 36.5 per cent are public. The teacher pupil ratio in public ECDE stands at 1:33 whereas the ratio of private ECDE centres is 1:20. There are 1,089 primary schools in the County of which 34.0 per cent are private and 66.0 per cent are public primary schools. The student enrolment stood at 465,729 consisting of which 50.2 per cent are boys and 49.8 per cent are girls. There are 336 public schools and 172 private schools with student enrolment of 111,987 and 34,086 respectively. The total enrolment in public and private schools was 146,073 students of which 50.1 per cent were Boys while 49.9 per cent are Girls. There is one Public and Private University namely; Egerton and Kabarak, respectively; with 13 university campuses, 4 teachers training colleges, 15 institute of Technology and two Technical training institutes. There are 24 active youth polytechnics, two (2) accredited public TVET institutions in the county as per the Technical Vocational Education and Training Authority (TVETA). The accredited private TVET institutions are 18. To mitigate the effects of COVID-19, the County will require to partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate learning spaces upon reopening.

Some of the strategies once schools reopen include provision of WASH, PPEs, feeding programme in ECDE sections, capacity building of ECDE teachers and staff and parents on effects of COVID-19 awareness. For primary and secondary education, the County will increase primary and secondary spaces through use of temporary structures such as tents. For TVETs, the main objective is to fill the gap in training of middle level and technical employees through improved construction of new centres and incorporation of modern infrastructure. Recovery sector specific interventions include the following:

- (i) Promote construction of new ECDE classes to promote social distancing and recruit skilled teachers. This intervention is in line with CIDP 2018-2022 of promoting Early Childhood Development & Education through Construction and Completion of unfinished classrooms, employment of



ECDE teachers, equipment of ECDE Classrooms and resource mobilization.

- (ii) Provide adequate personal protective equipment for teachers, learners and other employees in the schools. The County will partner with technical institutions such as Rift Valley institute of Science and Technology and Egerton University in producing the PPEs and face masks.
- (iii) 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 contracting pandemic is minimized. This is possible by establishing clear communication channels and timely information dissemination.
- (iv) Education sector in collaboration with health department will establish the safety of school buildings and their surroundings before reopening; and ensure adequate provision of sanitation facilities and school fumigation equipment.
- (v) Promote back to school campaign when schools reopen and community outreach to ensure that no child drops out of school due to lack of fee and food as a result of COVID-19 effects.
- (vi) Support educators on the utilization of computerized devices by giving internet data when they are required to give online lessons.
- (vii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.

4.9 Social Protection

Nakuru County has an estimated 33,933 PWDs and 73,512 older persons aged 65 years and above. This represents 1.8 per cent and 3.4 per cent of the population, respectively. With increasing demand for cash transfers, the County government initiated targeted cash transfers to the elderly and food distribution to vulnerable households both before COVID-19 and during COVID-19 period. There is a total of 95 childcare facilities spread across the County with Nakuru East and West hosting most of the facilities followed by Naivasha and Gilgil sub-county respectively. The County Government will align the social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries. The recovery strategies include;

- (i) The County Government will undertake research to get a better understanding of the actual situation of disability and chronic illness in Nakuru County, and to map existing initiatives for enhance coordination.
- (ii) Provide accessible infrastructure for PWDs while providing essential care for sick family members.
- (iii) Promote use trade between counties in the CEKEB to improve sustainable food supply for the poorest members of the society and supporting markets for agricultural produce.



- (iv) 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.
- (v) Sensitize youths, women and PWDs on available opportunities to enable them to participate in government procurements/tenders through Access to Government Procurement Opportunities (AGPO) program.

4.10 Gender and Youth

Due to social distancing and curfew hours, GBV victims had limited contact with family and friends who would act as the first contact persons during violence. Survivors also experienced challenges accessing healthcare services, counseling Services and access shelters. These challenges 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, Nakuru county will adopt 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) Establishing platforms for Tele Counselors to offer virtual counseling services to affected persons during emergencies/pandemics to mitigate the effects of the high levels of stress and anxiety associated with such emergencies
- (iii) Online sensitization and GBV education as a preventive measure on the prevalence of GBV during emergencies periods. The county governments can identify GBV champions to serve as agents change, changing harmful attitudes and behavior in communities that lead to GBV.
- (iv) Lastly, designate gender safe spaces to provide accommodation GBV survivors.

4.11 Environment and Natural Resources Management

The county has a rich ecosystem that includes forests, rivers and hills. Efforts to conserve the environment are hampered by encroachment on wetlands, sand harvesting, land degradation, deforestation, illegal logging, water pollution, land pollution, noise pollution and charcoal production.

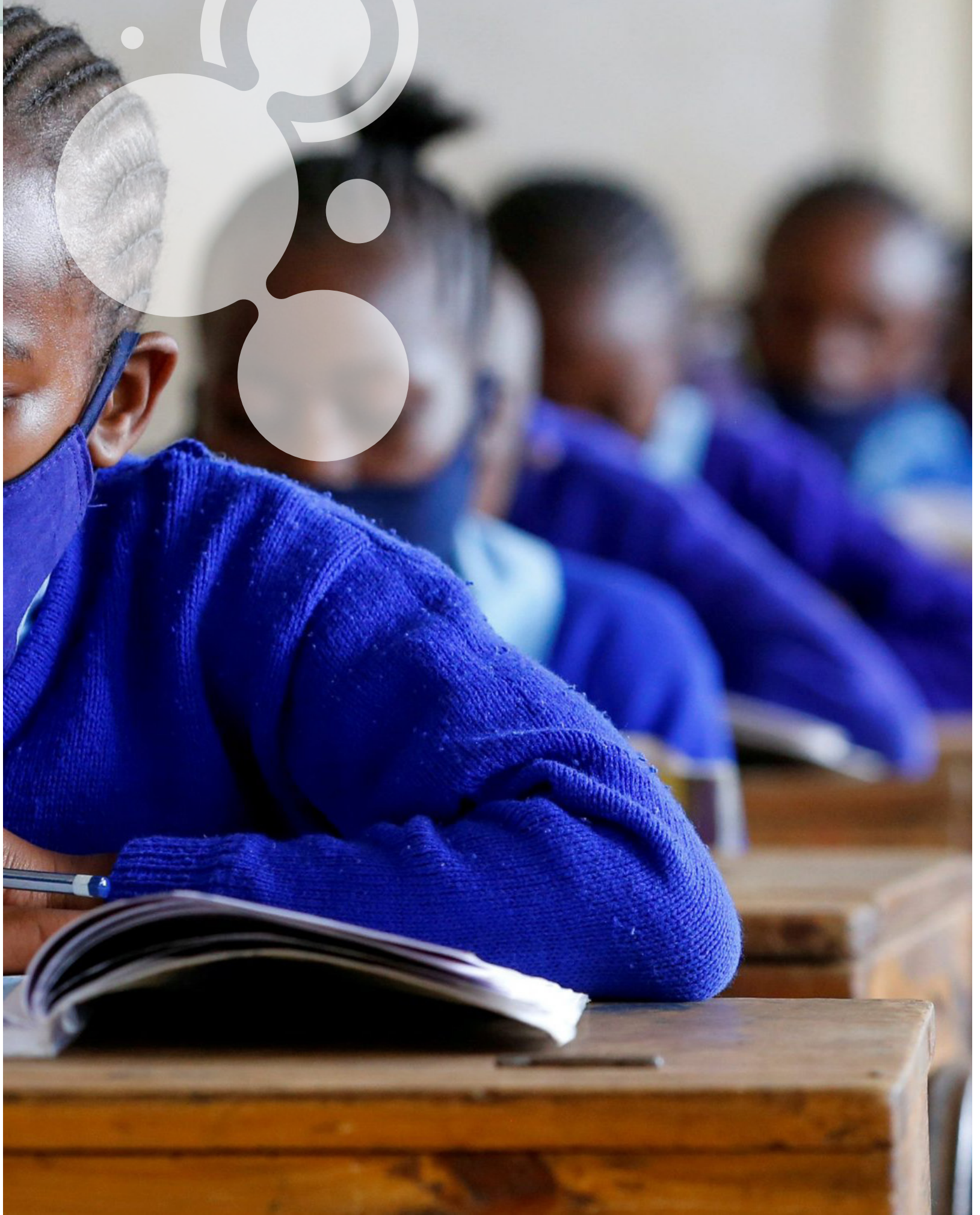
The major sources of energy for cooking used by households are firewood at 48.7 per cent, charcoal 29.2 per cent, liquified gas at 11.7 per cent and Kerosene at 9.1 per cent. Use of firewood and charcoal has a negative effect on environment management and conservation. Majority of the households in the county dispose their solid waste dump in the compound at 6.8 per cent, 3.8 per cent dump in the street/ open field, 85.3 per cent burn in open air. Only 1.2 per cent is collected by the county government for disposal while 0.1%. per cent. Further, 13.1 per cent of households have experienced droughts or floods in the past



5 years that has adversely affected their farming activities.

To mitigate these environmental risks, the County has put in place measures to mainstream environmental and climate change in County planning and budgeting processes with aim of strengthening disaster risk mitigation measures and reducing damages caused by natural hazards like floods and droughts. Additional strategies to enable County to recover from effects of COVID 19 include; to increase access to safe a clean water and sanitation and to protect and conserve the environment.

- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Develop natural resources utilization policy.
- (iii) The county to establish and promote community forest associations (CFA) to help in forest conservation.
- (iv) Promote afforestation in the affected areas by provision of tree seedlings to communities and schools.
- (v) Provide capacity building of communities around forest lands on Sustainable Forest Management.
- (vi) Enforce the environment management and conservation policies.
- (vii) Impose total ban on wetland cultivation and logging.
- (viii) Develop land use management and monitoring systems.
- (ix) Enforce the implementation of environment conservation policy.
- (x) Facilitate afforestation through provision of tree seedlings to communities and schools.
- (xi) Provide waste collection services at households, promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (xii) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns.
- (xiii) Develop and implement solid waste management strategy.
- (xiv) Cushion households from the adverse effects of droughts and floods.





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

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

- (i) Improve infrastructure targeting roads, water and electricity.
- (ii) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors).
- (iii) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after COVID-19.
- (iv) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees.
- (v) Invest in the Conservation of the Environment for Sustainable Development.
- (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.⁷

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.





7 COMMUNICATION CHANNELS

Communication⁸, 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 Development⁹ (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 channels¹⁰ 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 Nakuru County residents received information about coronavirus through radio (75 per cent), television (74 per cent) and mobile (69 per cent). Nonetheless, the survey was not precise whether mobile included both written (short text messages <SMS>) and voice (calls). Friends and family and social media were recorded at 49 per cent and 45 per cent respectively. This frequency was followed by Government sources at 29 per cent and newspapers at 10 per cent. Both Non-Governmental Organization (NGO) workers and Health Care Workers scored below 6 per cent.

Consequently, 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, below (table 2) are the channels of communication.

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

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

10. <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6yws&result=2>



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

Notes:

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

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



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

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners in form of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	40	40	80	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centers	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-centers and focused 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		100.0	100.0	200.0	County Government	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		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/ Department
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		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	30	30	60	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods sold	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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
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		40	40	80	County and National Governments; development partners	County Government
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		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	30	30	60	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		15	15	30	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSr) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSr		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	10	10	20	County and National Governments	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	5	5	10	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	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 Nakuru 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		150	150	300	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



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
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
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		10	10	20	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		50	50	100	County and National Governments; development partners	County Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1years		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
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1years		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	1years		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	1years		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	1years		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	1years		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	1years		50	50	100	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1years		50	50	100	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder/ Department
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		20	20	40	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		4	4	8	County Governments; development partners	County Government
		Grand Total					1348	1348	2696		

COUNTY GOVERNMENTS



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