



NYERI COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



NOVEMBER 2020





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



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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

A stylized, handwritten signature in black ink, appearing to read 'Dr. Rose Ngugi'.

DR ROSE NGUGI

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS

**CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS**



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) *Boosting Private Sector Activity*

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

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



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

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 Google 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

Nyeri County is one of the counties in the Central Region Economic Bloc (CEREB). The county has a population of 759,164 people of which 49.3 per cent is male and 50.6 per cent female (KNBS, 2019). Of the population 21,875 (or 3.2 per cent) are persons with disability. The youth constituted 31.0 per cent of the population of whom 50.0 per cent were female. The county has a population density of 228 per km². About 80.1 per cent of the population live in rural areas of whom 50.5 per cent are female. The elderly population (over 65-year-old) make up 8.0 per cent of the total population of whom 57.1 per cent were female. The population in school going age group (4-22 years) was 36.4 per cent in 2019.

In 2015/2016, the overall poverty rate in Nyeri County was 19.0 per cent against the national poverty rate of 36.1 per cent. In addition, 16.4 per cent of the population were living in food poverty and 39.2 per cent were living in multidimensional poverty, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 15.1 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Nyeri County

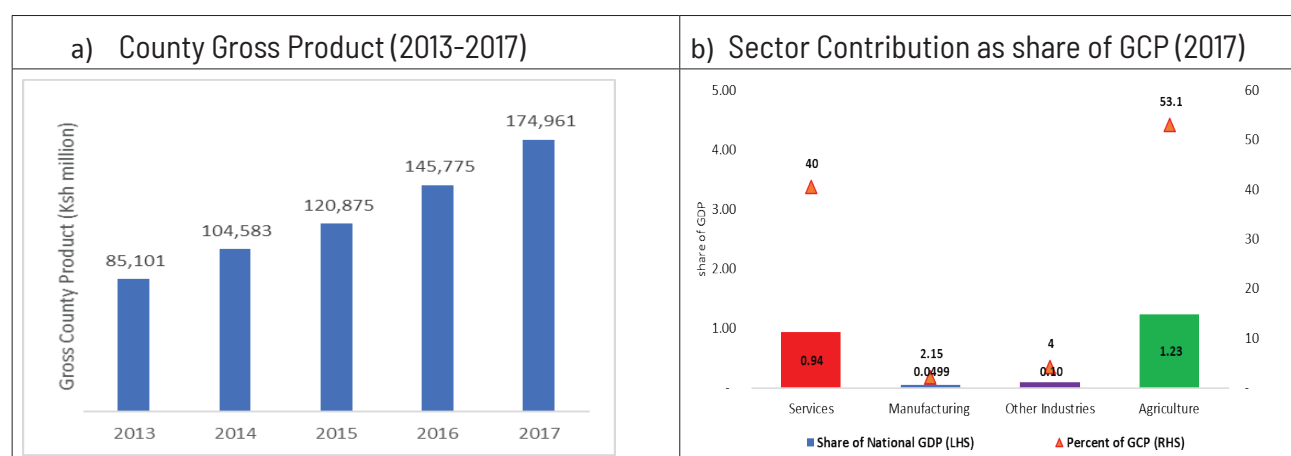
	County	National
Estimated county Population (KNBS, 2019)		
Males	759,164	1.3% of the total population
Females	374,288	49.3%
Intersex	384,845	50.6%
	31	0.004%
Estimated Population Density (km ²)	228	82
Persons with disability	3.2%	2.2%
Population living in rural areas (%)	80.1%	68.8%
School going age (4-22 years) (%)	36.4%	68.7%
Youth (%)	31.0%	36.1%
Elderly population (over 65-year-old)	3.0%	3.9%
Number of COVID-19 cases (as at 11th September 2020)(MOH); National cases were 35,232 people	255	0.76 % of the national cases
Poverty (2015/2016)(%)	19.0%	36.1%
Food Poverty (2015/2016)(%)	16.4%	31.9%
Multidimensional Poverty (2015/2016)(%)	39.2%	56.1%
Stunted children (KDHS 2014)	15.1%	26%
Gross County Product (Ksh Million)	174,961(2017)	1.3 % Share to total GDP (2017)
Average growth of nominal GCP/GDP (2013-2017)(%)	21.1%	15.3 %

Data Source: KNBS (2019)



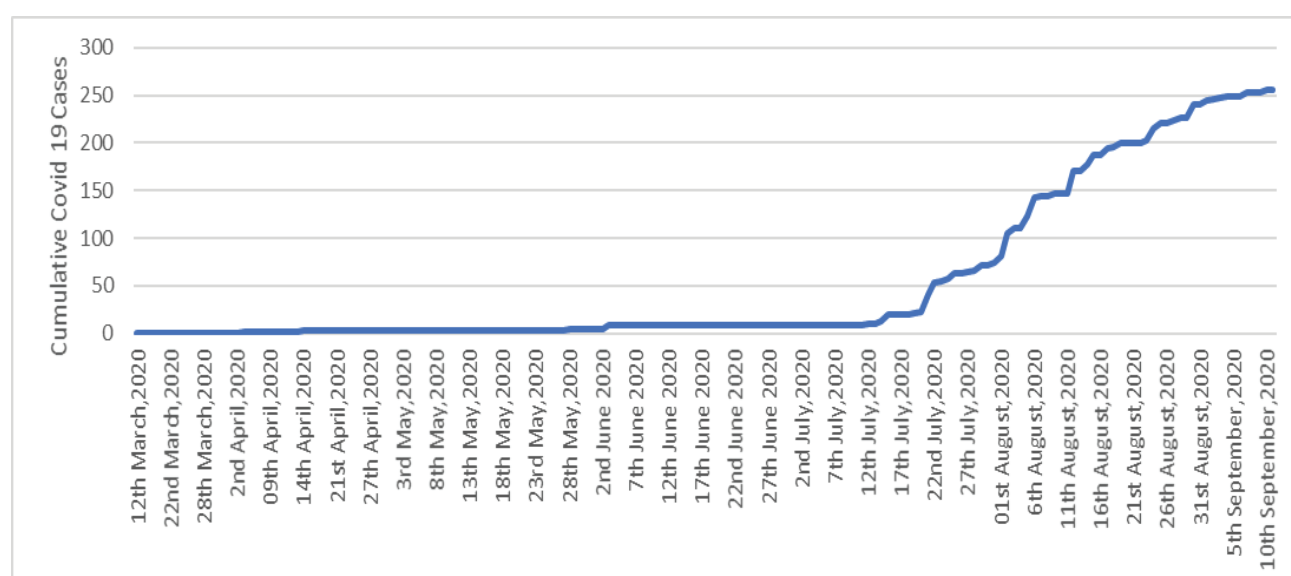
Nyeri County Gross County Product (GCP) accounted for 1.3 per cent of total Gross Domestic Product (GDP) as at 2017. The GCP increased from Ksh. 85,101 million in 2013 to Ksh. 174,961 million in 2017 representing an average annual growth rate of 21.1 per cent. The Agriculture sector contributes 53.1 per cent of GCP while services, manufacturing, and other industries share constituted 40.0 per cent, 2.15 per cent and 4.0 per cent respectively. The services sector includes such activities as wholesale and retail trade. Agriculture is mainly dominated by crop farming and animal production activities.

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



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 3rd April 2020. Since then the number of confirmed cases increased to 255 in 11th September 2020 (MOH, 2020).



Data Source: MOH



1.2 County Fiscal position

Nyeri county expected to receive a total of Ksh. 8.97 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 5.4 billion (60.3%) as equitable share, Ksh. 1.5 billion (16.8%) conditional grant, Ksh. 1.0 billion (11.1%) generated from own sources revenue (OSR) and had Ksh. 1.1 billion (11.8%) as cash balance from FY 2018/19. The county's source of revenue is mainly the equitable share from the National government though the county also generates significant amount of its revenue from development partners as conditional grants and OSR.

During FY 2019/20, the County received a total of Ksh. 8.02 billion which accounted for 89.4 per cent of the expected revenue. This comprised of Ksh. 4.9 billion equitable shares, Ksh. 1.4 billion as conditional grants and Ksh. 1.1 billion as cash balance from FY 2018/19. With the outbreak of the pandemic, the county granted several waivers on market fees, public service vehicles parking fees, cess and land rates to cushion businesses. This affected the performance of the OSR as reflected by the 20.6 per cent decline during FY 2019/20 from Ksh. 837.4 million realized in FY 2018/19 to Ksh. 664.9 million.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 8,974.9 million consisting of Ksh. 5,911.0 million allocation for recurrent expenditure and Ksh. 3,063.9 million for development expenditure. Of the recurrent expenditure, Ksh. 3,789.6 million was meant for compensation of employees while Ksh. 2,121.4 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 7,381.6 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 77.7 per cent of the total spending, with development expenditure accounting for only 22.3 per cent. This translating in absorption rate of 82.2 per cent overall budget, 97.0 per cent recurrent expenditure and 53.7 per cent development expenditure. Health sector expenditure accounted for 36.7 per cent of total spending with an overall absorption rate of 92.1 per cent. Absorption rate for health sector recurrent expenditure stood at 97.9 per cent while that for development expenditure stood at 37.7 per cent. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 417.6 million consisting of Ksh. 345.7 million and Ksh. 71.9 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, Nyeri County undertook varied measures to control of the spread and treat the confirmed cases.

The County established the Nyeri County COVID-19 Fund: The Fund aimed at benefiting the destitute and vulnerable families in the county who had been affected by the pandemic. The Fund Committee was multi-sectoral involving stakeholders from the county government, national government through the office of the county commissioner, Kenya National Chambers of Commerce and Industry (KNCCI), Red Cross, Kenya Secondary School Heads Association (KESSHA), Nyeri Business Owners Association and the Nyeri Asian Community. The committee focused its efforts in raising funds for mitigation of the effects of COVID-19. Donation to the Fund were channeled through the Pay-bill No. 400222 and Account name: 562706 your name or through Cooperative Bank Account number: 01141991686400. For purposes of ac-countability, this account had different signatories drawn from the afore mentioned partners.



Senior County Government official took pay cuts: The Governor and the Deputy Governor took a pay cut of 30 per cent for three months starting in April 2020; County Executive Members 10 per cent, Chief Officers and other senior officers 5 per cent. The savings arising from the pay cuts were injected into the Nyeri County COVID-19 Fund.

The County re-allocated its budget: During the second supplementary budget 2019/20, the County allocated Ksh. 30.0 million was passed towards funding COVID-19 related activities.

County undertook initiatives to support Micro Small and Medium Enterprises (MSMEs), Traders and Local Manufacturing. The county granted several waivers to enable businesses cope up during the pandemic period. County suspended collection of fees charged on businesses and traders. These included market fees, PSV parking fees, cess and land rates. The county collaborated with Dedan Kimathi University and Nyeri National Polytechnique to produce masks, PPEs and sanitizer. The youth polytechnics were also involved in production of masks with several individuals engaged in repackaging sanitizers.

The County prepared for treatment of confirmed cases: The County established isolation centres at the Mt. Kenya Hospital (35 beds), Wambugu Agricultural centre and some 3 hotels in Nyeri town. Training of health workers was conducted and the media used to sensitize the residents on measures to take to limit the spread of COVID-19. The Ministry of Health supported by supervising the training of trainers for 8 healthcare workers per county and sensitized 1,281 other cadres of healthcare workers in Nyeri County. Emergency Medical Technicians (EMT'S) were stationed at various screening points around the county screening motorists, public service vehicle passengers and private car owners. These screening points were at Karatina Town, Naromoru, Nairutia, Kiaguthu and Mukurweini. Screening was key in quick identification of cases, quick treatment for those people who test positive and immediate isolation to prevent spread. An ambulance was set aside to transport patients suspected of COVID-19.

In addition, the County promoted COVID-19 safety guidelines. This included 50 per cent reduction in the seating capacity for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems; the dusk to dawn curfew; and the cessation of movement in and out of Nairobi, Mombasa and Mandera. The County also ensured closure of public spaces such as bars and restaurants, places of worship, markets and other forms of public gatherings.

The County undertook to enhance access to water for hand washing. This involved distribution of water tanks, water and soaps at points of entry, and develop hand washing booths in the informal settlements and other high-risk areas for hand washing to meet the heightened demand for water.

Enhancing social protection for the vulnerable groups: The county mobilized resources through the Fund that was used to support the vulnerable groups. A database for the vulnerable households was developed in consultation with National Government and Red-cross with a view to benefit the most vulnerable households. The youth have been engaged to repackage sanitizers as they earn some livelihood from this exercise.

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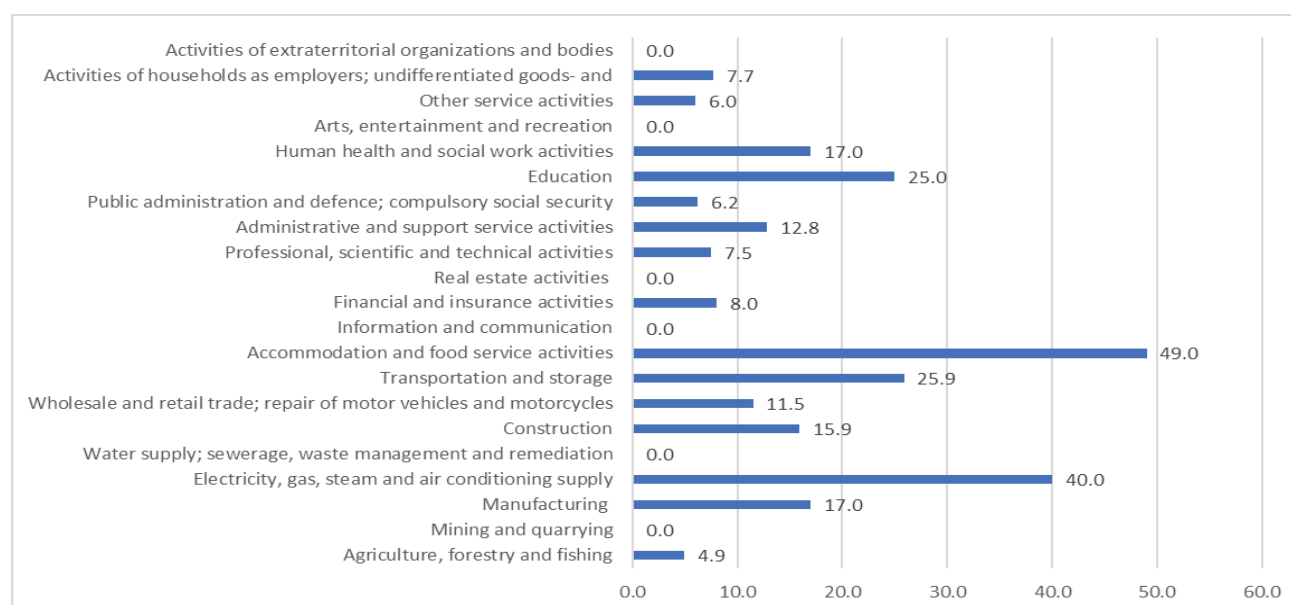
2 SOCIO-ECONOMIC EFFECT OF COVID-19

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

a) *Labour participation*

Nyeri county labour sector was adversely affected by COVID 19 with markets and businesses closing down. Small scale businesses were forced to close leading to a clash between the traders and the law enforcement officers. Gakere road which is among the busiest street in town was deserted as county government forced people to stay at home. Agriculture sector was also affected with the closing of market. Suppliers of vegetables were left stranded not knowing where to take their farm produce resulting to post harvest losses. Bars and other entertainment spaces were not spared either. The pandemic led to losses of businesses and jobs in the county. In Nyeri county, the Accommodation and food service activities sector reported the highest level of loss of hours worked (49 hours per week) This is because before the pandemic, there were many guests who were walking in and workers in the sectors were expected to work over longer hours in a day. Workers in Electricity, gas, steam and air conditioning supply lost an average of 40.0 hours in a week. (figure 3). Workers in Transportation and storage and manufacturing lost a total of 25.9 per cent and 17.0 per cent, respectively. Workers in construction and Wholesale and retail trade; repair of motor vehicles and motorcycle recorded on average loss of 15.9 hours and 11.5 hours per week, respectively. The loss of working hours in service sectors which contributes to 50.0 per cent of county GCP implied the county economy was negatively affected.

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



According to the May 2020 KNBS COVID_19 Survey, 48.3 per cent of workers in Nyeri county recorded decreased income; 3.0 per cent reported increase in income; while 75.2 per cent recorded working as unpaid workers. The county recorded 69.9 of workers in informal sector and 11.4 per cent never attended



to work due to COVID-19 related activities. 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, county lost 11.2 hours worked in a week, this indicates even though the measures that were imposed by the Government to mitigate the spread of COVID-19 contributed positively towards managing the pandemic; they also had far reaching implications on labour sector.

b) *Agriculture and Livestock sector*

The May 2020 KNBS COVID-19 Survey found that 2.1 per cent of the households in Nyeri county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of movement restrictions (25.3 per cent) and closure of the markets/grocery stores (18.8 per cent).

Further, with restrictions affecting seamless movement of food commodities, 81 per cent of households in Nyeri county indicated experiencing an increase in food prices. From the KIHBS 2015/16, 37 per cent of households purchased food products from open-air markets and 30.2 per cent from general shops. Additionally, 63.2 per cent of the total valued consumed was from purchases, 21.3 per cent from own production, 9.2 per cent from own stock and 6.3 per cent from gifts and other sources. As such, increases in food prices is likely to have significant implications on household budget.

The partial lockdowns disrupted marketing activities particularly the seamless flow of commodities between Nyeri and Nairobi County given Nairobi County was the biggest source of market for products from Nyeri County. Low marketing activity led to loss of income for farmers and traders, reduced purchasing power, increased farm losses and post-harvest losses. Further, the pandemic hindered over 126 coffee co-operatives from holding their AGMs. This affected the ratification of some proposals and if not well handled can lead to conflicts in future. Extension services to farmers was affected with the ASK show postponed and a farmer's field day cancelled. The dairy sector was also affected.

Further, was a decline in labor participation. An assessment of the COVID-19 effects on hours worked in agriculture related occupations indicates the food and related products machine operators who recorded the highest difference of 21 hours between the usual and actual hours worked in a week. Other affected sub categories include: - agricultural, fishery and related labourers (8 hours difference), forestry and related workers (19 hours difference) and farm workers (2 hours difference). As a result of the labour disruptions, tea and coffee farmers are facing losses due to the compromised quality of their products caused by delayed picking and delivery to tea and coffee centers.

c) *Services sector*

During the 6 months period from March to September 2020, the County tourism sector experienced loss due to implementation of COVID-19 containment measures. The County lost over 25,000 visitors who were expected to visit the Aberdare and Mt, Kenya National Parks, Mau Mau caves and other cultural heritage



attraction sites. In monetary terms, this is close to KSh.1 Billion in tourist earnings¹. In addition, over KSh.6.3 million in park entry fees was lost. Workers in the travel and tour sub-sector and those in hotels and restaurants also suffered loss of livelihood during the lock down period.

COVID 19 led to disruptions of services in public offices due to social distance restrictions. Othaya law court was closed after one of the staff tested positive of COVID 19. The public was directed to file all cases through the online platform to avoid physical contacts.

The suspension of school feeding programs due to closure of schools have posed a challenge to the food security and nutritional status of many children, especially those from the most vulnerable groups. There was also inadequate ICT infrastructure in the county making it difficult for the online learning to take place, the Kenya Population and Housing Census (KPHS) (2019) shows that the county has low internet access (21.2 per cent) which constrained online learning across the County. Furthermore, only 8.6 per cent of the households had access to ICT equipment such as laptops and computers. This made it difficult for most of the people especially from the marginalized rural areas to benefit from national e-learning programme. The Private schools have not been able to sustain the salary for their employees, both teaching and support staff. Public schools had also faced challenges in making payment for the other expenses such as electricity and security bills.

Many people due to fear of contracting the Virus avoided going to the hospital and this had direct implication on generation of revenues by the county health department. According to the May 2020 KNBS COVID_19 Survey, 97.0 per cent of county residents did not visit any health facility in the last 30 days, and only 2.0 per cent had been tested of COVID-19. However, security improved in the county due to restricted movement and curfew measures.

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

Majority of MSMEs in Nyeri County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (62.5%); accommodation and food services (11.1%); manufacturing (9.5%); and arts, entertainment and recreation (5.7%). Ideally, these are the sectors that have been mostly affected by COVID-19 and need focus in achieving reengineering and recovery.

Due to income disruptions occasioned by COVID-19 MSMEs in Nyeri County faced difficulties in meeting their rental obligations considering they are largely located in commercial premises (70.1%). According to the May 2020 KNBS COVID_19 survey, 88.9 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 11.1 per cent attributed the same to temporary layoffs/closure of businesses. For those involved in farm businesses, 51.6 per cent attributed the same to reduced incomes/earnings while 48.4 per cent were affected by temporary layoffs/closure of businesses. In addition, the wholesale and retail trade sector lost 11.5 hours in usual and actual hours worked while accommodation and food services was hard hit and lost 49 hours in a week. This is an indicator of

¹ Assuming average length of stay of 4 days and minimum spending per tourist per day of KSh.10,000



the adverse effects on the service sector of Nyeri County due to the pandemic which could imply loss of productivity, output and employment and output. Equally, the manufacturing sector lost 17 hours.

Regarding access to markets, about 0.1 per cent of the MSMEs in the County depend on export markets and import markets (0.6%) for their material inputs. Therefore, disruptions in the external markets may have limited implications to MSMEs operations in Nyeri County. That said expanding the scope of market for MSMEs is crucial for their survival and growth.

e) **Infrastructure and housing**

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 53.1 per cent. Residents responded by changing their travel patterns with 28.9 per cent of the population traveling less often, while 3.4 per cent were unable to travel due to the pandemic.

Nyeri County Headquarters Nyeri town is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 99.2 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 21.2 per cent of the conventional households in the county 'own' internet with 8.6 per cent owning a desktop, computer laptop or tablet. Further, only 4.2 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (4.9 per cent) than women (3.5 per cent). Further, there is a gender divide in use of internet where 32.3 per cent male and 27.5 per cent of the women using internet.

Majority of households (66.9 per cent) own the housing units they occupy while 33.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 89.2 per cent, followed by private companies (4.0 per cent); National Government (3.9 per cent); FBO/NGO/Church based housing at (1.2 per cent); Parastatals (0.9 per cent); and County Government (0.9 per cent); With the advent of COVID-19 pandemic households' ability to pay rent was affected, with 37.89 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 47.7 per cent of the population.

f) **Gender and youth**

Nyeri County has a population distribution of more female (50.7%) than male (49.3%). The Kenya Health Information System (KHIS, 2020) reported a 3.6 per cent increment in teenage pregnancies between January and May 2020 with 1,320 cases compared to a similar period in 2019 cases where 1,274 cases were reported. This partly attributed to COVID-19 and the resulting measures that led to staying at home and closure of schools they are associated with high rates of school dropouts, stigma, increased mental health concerns, postpartum depression, sexually transmitted diseases and suicidal ideation. The May 2020 KNBS COVID_19 survey indicates that 20.2 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. According to the HAK (2020), the county recorded 8 cases of GBV



in April 2020. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) ***Water and sanitation***

Water companies have lost a significant amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations. This 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 Nyeri 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 key agricultural value chain commodities in Nyeri.

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (62.5%) are in the services sector with only 11.1 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (94.8%), 4.1 per cent are small, 0.6 per cent are medium, while a paltry 0.5 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 Nyeri County.

Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (62.5%); accommodation and food services (11.1%); and arts, entertainment and recreation (5.7%).

MSMEs face various challenges in the County. This including financial and technical capacity, market environment, and worksite and related infrastructure (KIPPRA 2019, KNBS, 2016). On worksites, MSEs face inadequate and unequipped worksites, lack of public toilet facilities, lack designated areas for waste disposal, poor road infrastructure, frequent power interruptions. On technical capacity MSEs are characterised 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.

COVID-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (79.6%) in Nyeri County get their raw materials from their peer within the County. Equally, the source of the markets is from individual consumers (93.8%), also within the county. This means that when some firms are adversely affected this tend to spread fast in the private sector.



The major constraints faced by MSMEs in Nyeri County include: inadequate markets for local products, stiff competition among MSMEs, frequent power interruption, lack of collateral for acquiring credit from financial institutions, shortage of raw materials or stock, numerous procedures for obtaining licenses, poor roads/transport infrastructure and poor security. Other constraints faced by MSMEs in Nyeri County include: inadequate worksites, lack of public toilet facilities, lack designated areas for waste disposal, frequent power outages, low uptake of AGPO and unfair trade practises manifest occasioned by contract enforcement, counterfeiting, dumping (substandard goods) and misrepresentation (through weight, price, ingredient) (KIPPRA, 2019). In addition, MSEs face challenges related to poor road infrastructure, multiple licences and permits, fragmentation due to multiplicity of players who offer training and capacity building, lack of training and apprenticeship programme for artisans, and lack of Monitoring and Evaluation of training programmes.

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; irish potatoes, coffee, tea, beef, dairy, leather and textile production and processing, and horticulture.
- (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) Mining and extraction activities of clay, sand, aggregate, gravel and natural building stones.

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

- (i) 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.
- (ii) Provision of machines and safety gear should be prioritized to improve the working environment of artisans within the county. In addition, enhancement and promotion of local manufacture of affordable tools and machinery for the MSEs including reverse engineering and mainstreaming the needs of PWDs in infrastructure support services.
- (iii) Provide access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.



- (iv) 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.
- (v) Develop appropriate road infrastructure especially the county roads while collaborating with the private sector through PPP's to get financing of the projects.
- (vi) Collaboration with the National government to ensure security is enhanced to reduce on crime and create a peaceful business environment.
- (vii) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

Nyeri Government has a developed County legislative framework having enacted legislation on water and sewerage, tea cess, finance, enterprise development, Nyeri county investment and development corporation, education, cooperative societies and agriculture. A number of bills at the County Assembly are also awaiting approval.

The County Government of Nyeri recently enacted the Nyeri County COVID-19 and Highly Infectious Diseases Response Act, 2020. The purpose of this Act is to provide a legislative framework to prevent, control and manage the spread and Impact of COVID-19 and other highly infectious diseases; establish an Emergency Response Committee; provide for allocation of resources to meet the demands in times of outbreak of infectious diseases; provide for the establishment of public health standards during infectious diseases; provide for recruitment of temporary health Workers and other professionals; provide for safeguards in respect to health workers during infectious diseases outbreak; provide for socio-economic support for all including water and electricity supply during infectious diseases outbreak; and improve quality of service delivery for better control and management of COVID-19 and other highly infectious diseases.

The Act further provides for the establishment of a Committee known as the Emergency Response Committee whose functions shall be to: promote and coordinate a good working relationship of all stakeholders in curbing the spread of any infectious diseases including COVID-19; Mobilize resources to support prevention, spread and management of the infectious diseases; Coordinate and collaborate with health actors within the County in the dissemination of regular information to the public including sensitization on prevention and control of highly infectious diseases; Facilitate the identification of isolation facilities that are well equipped with medical equipment and adequate human resource; Propose strategies for Inter and intra county coordination in containing the spread of COVID-19 and other infectious diseases; Liaise with the relevant County Department in the establishment of an IT platform for data collection and recording for dissemination of information; and Carrying out any other function as may be



assigned by the Executive Committee Member in furtherance of any of the objectives of this Act.

On matters disposal of medical waste, the Act provides that waste generated from designated treatment, quarantine, isolation or handling of people and goods relating to COVID-19 or any other infectious diseases to be medical waste. There shall also be imposed specific waste management measures in respect of the waste control and manage spread of COVID-19 and other infectious diseases to protect the public. The Act further states that any person who contravenes its provisions is liable upon conviction, of a fine not exceeding one hundred thousand shillings or imprisonment for a term not exceeding six months or to both.

These strategies will inform in ensuring successful implementation of the Act:

- (i) Combine the legal measures with technical medical measures, social and administrative measures in preventing and controlling infectious diseases including to integrate activities of prevention and control of infectious diseases into socioeconomic development programs.
- (ii) Ensure that application of the Act is based on the ethical principles of public health necessity, reasonable and effective means, proportionality, distributive justice, and transparency.
- (iii) Entrench values of openness and accountability to generate public trust and improve public health decision-making.
- (iv) Integrate the following six principles into enforcement of the law to maximize the success and legitimacy of the law: embracing good governance, stewardship, transparency, participation, fairness, accountability and following the rule of law.
- (v) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

The County has enacted the Nyeri County COVID-19 and Highly Infectious Diseases Response Act, 2020 as the primary framework for the prevention, control and management of the spread and impact of COVID-19 and other highly infectious diseases. In promoting the County's preparedness for future pandemics, the County will:

- (i) Promote wide-ranging multi-sectoral and multi-disciplinary collaboration.
- (ii) Invest in research and preparation while remaining vigilant to the potential for the emergence of novel infectious diseases.



- (iii) Work closely with relevant institutions such as Ministry of Health, Kenya Medical Research Institute, International Livestock Research Institute, World Health Organisation, Food and Agriculture Authority and local institutions involved in control of COVID-19 pandemic to inform effective strategies and policy responses to prevent future outbreaks.
- (iv) Engage frequently with scientists and public health experts to develop new strategies for preventing the next pandemic.
- (v) Raise awareness and increase understanding of emerging disease risks and prevention across the County and within the local community.
- (vi) Strengthen existing and build new capacities among health stakeholders in the County to improve outcomes and to help them understand the human, animal and environment health dimensions of zoonotic and other diseases.
- (vii) Network with local and international organisations in boosting the County's preparedness for infectious disease threats.
- (viii) Support training and continuous education of all medical personnel and staff within the County on COVID-19 and other infectious diseases.

3.4 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 64.1 per cent of the population aged 3 years and above own a mobile phone which is above the national average of 47.3 per cent. The perception that individuals do not need to use the internet, lack of knowledge and skills on internet, the high cost of services are the leading reasons that the people in the County do not have internet connection. Approximately 72.0 per cent of the internet users in the county rely on mobile phone for connectivity, with 27.0 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) Speed up the construction of fiber-optic broadband networks in the county and collaborate with telecom companies to upgrade and improve the communication networks in remote areas to guarantee the quality of internet in line with international standards.
- (ii) 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.



- (iii) 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 64.1 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony²
- (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

During the pandemic, the county government of Nyeri prioritized protection of lives and health of the citizens. Most of social and economic activities were suspended and the labor market activities declined substantially. According to May 2020 KNBS COVID_19 Survey, 24.0 per cent of the county labour force worked at least for 1 hour for pay; 75.2 per cent of employees working without pay; 6.1 per cent had never worked, and 69.9 per cent worked in the informal sector. However, 11.4 per cent of employees were absent from work due to COVID-19 related issues. On average, workers in the County lost 11.2 hours per week due to COVID-19.

According to the Kenya Population and Housing Census (KPHS) (2019), the County population aged 15-64 years (labour force) was estimated at 429,134 people of whom 404,432 people were working and 24,702 were seeking work but work was not available representing an unemployment rate of 5.8 per cent.

The average years of schooling was 9.3 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). The HDI at county level was 0.59 out of a maximum of 1 and national average of 0.52; and measures extent to which the counties are able to mobilize the economic and professional potential of the citizens. With a

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



rating of 0.59 it means the county lost about 41 per cent of her economic potential due to lack of adequate education and health. About 15.7 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 30.7 per cent as compared to the average national level at 24.7 per cent while the number of children vaccinated was 84.3 per cent as compared to the average national level at 74.9 per cent. The data indicates about 15.7 per cent of children in the county were not vaccinated against preventative diseases such as polio and measles. 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. An estimated 96 per cent of county residents reported to not have visited health center during COVID 19 period which is a worrying trend. The recovery strategies include:

- (i) The County will plan for reskilling their workforces to promote virtual working arrangements; while mitigating the spread of COVID-19 and expedite the future of work by fostering human capital to be more efficient.
- (ii) Establish a factory for manufacturing quality masks and PPEs that meet international standards. If produced in excess, the surplus can be sold to other counties or international market hence bringing more revenue to the county. TVET institutions such mathera and Dedan Kimathi University can be supported to produce masks and PPEs.
- (iii) Enhance universal health access to collectively financed health services for all, including uninsured workers and their families by establishing Nyeri County Health insurance financed by the County government.
- (iv) Invest in Community and primary health including community health workers, water, sanitation, immunization and public health to ensure all county residents access medical services and are protected against COVID-19.
- (v) Promote implementation of a stronger labour market interventions and policy reforms that drive employment creation incentives such as land rates waver and developing good working relationship with private sector investors.
- (vi) The County to deepen technical education, training and skills development by establishing more TVET institutions across the all 6 sub counties.
- (vii) Improve access to finance for small and medium enterprises through lending institutions for sustained business by county government acting as security for loans given to SME. In addition,



build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.

3.6 Exploiting Key Agricultural value chain commodities in Nyeri

Agriculture accounts for a significant share of economic activity in Nyeri county. The sector account for 53.1 per cent of the county's GCP and over 60 per cent of the households in Nyeri county practice farming.

The Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019-2029 classifies the county as a Central highlands agroecological. The county has deep red highly fertile soils and two seasons of high rainfall suitable for cash crops including coffee, tea, Irish potatoes, French beans, bananas, tomatoes and other staples including dairy cattle and poultry. Other than rain fed and irrigated agriculture, the county has great potential for fishing, tourism and urbanization as identified in the National Spatial Plan 2015-2045.

While Nyeri County is famous for the production of a number of agricultural commodities (value chains), the county has great potential in expanding agro-processing and value addition in its major value chain commodities based on productivity and their contribution to food security and livelihoods. The commodities are: - dairy, Irish potato, banana, and local poultry production.

Some of the key challenges faced in milk production include decline in quality and quantity of pasture and diseases particularly mastitis. Key milk processing and value addition needs include milk collection, Processing, packaging, distribution and retailing facilities. The county has several ongoing projects geared towards procuring milk coolers as stipulated in the 2018-2022 CIDP plan. Milk processing outlets in the county are mainly with the New Kenya Cooperative Creameries, Brookside Wakulima Dairy and Raka Milk Processors. Major challenges faced in the potato value chain include lack of quality potato seed for planting, attack by pests and exploitation by middlemen particularly in packaging. In the 2018-2022 plan, among the planned activities to improve food security include provision of certified potato seeds and construction of potato cold stores. Additional investment needs to improve processing and value addition include: - differentiation of products on basis that command premium price for farmers such as production standards (e.g. organic potatoes); investment in equipment's and facilities used in harvesting and storage.

In poultry production, the key challenge faced is differentiated productivity across farmers due to different levels of access to markets and resources. Processing and Value addition needs in the poultry value chain include investments in hatcheries, feed mills, and egg or meat processing facilities, and refrigerated supply chains. Similarly, the primary challenges faced in the banana value chain include limited marketing opportunities and low productivity due to differentiated access to inputs. Value addition needs include proper infrastructure for ripening, solar drying and flour milling bananas which increases the shelf life of the commodity.



To further boost these value chains, the county will: -

- (i) Embrace irrigated farming in order to tackle the climatic conditions characterized by extreme weather events. This will reduce the county's over-reliance on rain-fed agriculture.
- (ii) Invest in storage facilities and capacity to add value through agro-processing.
- (iii) Minimize of sub-division of land into small pieces that cannot permit agricultural intensification through practices like irrigation.
- (iv) Encourage use of pesticides in order to address the challenges related to pests and crop diseases and
- (v) Invest in cooperatives in order to enhance access to agricultural supportive services such as agricultural credit access, insurance, and extension services especially among the women and youth in the county.





4 SUPPORT TO KEY SECTORS

4.1 Manufacturing

Manufacturing sector contributes 2.1 per cent to the Nyeri Gross County Product (GCP). Manufacturing in Nyeri County include: wearing apparel (32.3 per cent), food products (21.1 per cent), furniture (13.5 per cent), wood and wood products (13.1 per cent), and fabricated metal products, except machinery and equipment (12.6 per cent). The key products useful in value addition and driving manufacturing include: coffee, tea, kales, maize, and Irish potatoes, and horticultural crops. The industries and factories driving manufacturing sector in the County are involved in coffee and tea processing, milk processing, soft beverage production, and grain milling. Nyeri County also has one industrial park at Karatina. Examples of the major industries include: Maisha Flour Mills, Coca-Cola, Highland, KCC, and Anchor Millers. Hence, the sector is essential in supporting recovery of the economy of Nyeri County from the effects of COVID-19 pandemic. This is especially due to its strong forward and backward linkages.

The strategies to promote manufacturing in the County are as follows:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, can be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Complete construction of the two Constituency Industrial Development Centres as planned in the CIDP (2018-2022).
- (v) Establish farm produce processing plants and cottage industries in major urban centres within the County.

4.2 Agriculture and Livestock

Agriculture accounts for the largest share of economic activity in Nyeri county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for KES 92,859 million



out of the total KES 174,961 million Gross County Product (GCP) amounting to 53.1 per cent of the county's GCP.

About 62 per cent of the households produce crops, 49.6 per cent produce livestock, 0.3 per cent practice aquaculture and about 0.5 per cent are involved in fishing. About 9.5 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, Nyeri 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 as envisioned in the national Agricultural Transformation and Growth Strategy (ASTGS).
- (ii) Enhance commercialization opportunities among small holder farmers in the county by strengthening market linkages beyond the county level, domestically and internationally, across the agricultural value chain.
- (iii) Uptake of digital technologies 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. During the COVID period, the county leveraged on technology to keep farmers informed. The county used SMS, emails, smart phones and brochures to remind farmers of important activities to be undertaken.
- (iv) Invest in sustainable irrigation and water harvesting technologies. Suitable areas for the water harvesting technologies include Kieni East and West that are the most prone to floods. Irrigation and water pans projects can be focused on the drought prone areas that include Kieni West, East Mukurweini, Mathira West and Tetu Sub-county.
- (v) Build the capacity of farmers adopting modern farming strategies. Strategies for livestock farmers include: - planting drought- tolerant fodder crops, fodder conservation, feed supplementation, livestock intensification (zero grazing) and, rearing improved breeds. Strategies in crop farming include modern technologies in produce handling/ output/ improve product standards, adoption of modern farming technologies and practices, soil and water conservation, drought tolerant crops and adoption sustainable land management practices to minimize environmental degradation.
- (vi) Invest in grain storage facilities and driers and cold storage facilities for fresh produce particularly at collection points to minimize spoilage and post-harvest losses.
- (vii) Access to quality and affordable inputs including improved seed varieties, water, animal feeds, artificial insemination (AI) services, fertilizers, livestock vaccination and mechanized ploughing services by county tractor hire services.



- (viii) 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.
- (ix) Further, to enhance trade, there is need to establish county multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors that provide crucial market infrastructure such as road infrastructure, lighting and water services.
- (x) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Clean and safe water remains essential in the fight against COVID-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. According to May 2020 KNBS COVID_19 Survey, 53 per cent households had access to water and soap while 79.8 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 24.9 per cent in urban 21.4 per cent in rural and 39.6 per cent in peri urban areas. In addition, is low the access to piped sewer among households which is 9.4 per cent urban, 6.8 per cent peri urban and 2.9 per cent in rural areas. Sharing of a toilet facility with other households is common which stands at 39 per cent rural, 62.7 per cent urban, 57 per cent peri urban. Further, only 6.01 per cent of households uses irrigation for farming in the past 12 months where the main source of water for irrigation is from rivers at 80.4 per cent, water from springs at 2.8 per cent.

The county 2018-2022 CIDP programs under WASH and environment include; To enhance Drilling of boreholes in the county; To enhance protection water springs in the county; To promote Rehabilitation of water supplies; To promote installation of rainwater harvesters; To Separate the storm water and sewerage system; To promote Construction of dam/pans and promoting roof harvesting at household; To promote Expansion of existing pipelines, storage facilities, sewerage treatment plant & network.

The recovery strategy recommends the following for implementation:

- (i) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.



- (ii) Integrate public private partnerships arrangements to enhance water provision in the County.
- (iii) Increase water supply in households, institutions and public places through drilling of boreholes, rainwater harvesting in all the sub-counties.
- (iv) Enhance protection of water springs, wetlands and water catchment areas in the county.
- (v) The county to have separate the storm water and sewerage system.
- (vi) Involve both men and women in water management and governance.
- (vii) Promote rehabilitation of water supplies and installation of rainwater harvesters.
- (viii) Fast track the construction of dam/pans and promoting roof harvesting at household level.
- (ix) Fast-track the expansion of existing pipelines, storage facilities, sewerage treatment plant & network.
- (x) Expand sewer infrastructure to accommodate more households.
- (xi) Improve access to safe and improved sanitation³ by building toilets communities, schools, health care facilities, workplaces and public places.
- (xii) Construct water supply line and sewerage facilities.
- (xiii) Support the implementation of Community Led Total Sanitation (CLTS) initiatives.
- (xiv) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.
- (xv) Sensitize the public on the importance of WASH and inculcate a culture of handwashing in households.

4.4 Urban Development and Housing

Majority of the households (94.9 per cent) did not receive a waiver or relief on payment of rent from the

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



landlord, despite inability to pay, because of the pandemic. Approximately 94.2 per cent of houses are constructed using finished materials for walls, floor and roofing, compared to 5.8 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 75.6 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) Formulate urban development plans that integrate the smart cities and smart planning concepts to ensure continued services delivery and efficiency in service provision during emergencies.
- (ii) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- (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) Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.
- (v) Create a fund to cushion landlords and tenants from rent distress during periods of emergency.
- (vi) Fastrack implementation of the affordable housing programme in partnership with the private sector targeting urban centers.
- (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.

4.5 Transport

The County has a total of 5,349.13 Kilometers of classified road network. Approximately 63.7 per cent of the paved road network is in good condition, 29.1 per cent in fair condition and 4.6 per cent in poor condition. While 11.7 per cent of the unpaved road network is in good condition, 58.8 per cent in fair and 29.4 per cent in poor condition.

The main means of transport used in the County is PSV matatus at 40.5 per cent, followed by walking at 22.0 per cent, private car at 15.1 per cent, motorbike 11.7 per cent and employer provided at 2.8 per cent. On average, residents travel 2.82 Kilometers to their workplace which is beyond the threshold distance for walking but within the threshold for cycling. Approximately 88.2 per cent of the unpaved road network is in poor and fair condition. To enhance mobility options for residents and maintain the roads in good condition



to support economic, social and subsistence activities, the County will:

- (i) Collaborate with transport sector stakeholders to register transport operators into formal organizations to enable future County Government support and funding during times of emergency.
- (ii) 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.
- (iii) Identify county significant infrastructure projects, with project speed emphasis, for implementation to support economic recovery from the effects of the pandemic.
- (iv) Expand the county capability for telecommuting and teleworking and develop relevant policies in support of the same.
- (v) Re-develop bus parks and termini to address crowding and social distancing concerns stipulated in the public health guidelines.
- (vi) 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.
- (vii) 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 policy⁴.
- (viii) 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 Goals⁵.
- (ix) 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.
- (x) Apply performance Based Contracting for maintenance⁶, with maintenance of the existing road network in good condition being a priority.

4.6 Tourism

Nyeri County is a key player in the Central Tourism Circuit. The County has increasingly become a popular destination for tourists to experience; cultural, adventure, agro, sport, education, business, leisure and religious tourism. The key tourism attractions include physical attractions/nature-based tourism (Mt.

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

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

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



Kenya; the Aberdares ecosystems); Wildlife – found mainly in the Mt. Kenya and the Aberdares National parks; Mt. Kenya orphanage and Mt. Kenya game reserve; There is only one Wildlife conservancy managed by Dedan Kimathi University with 9 species of grazing mammals. The county is also known for rich cultural heritage sites (Paxtu cottage at the Outspan Hotel which also houses a scout museum; Baden Powell graves; Kariba caves; *Mau Mau* flag site; historical gardens; Dedan Kimathi trench at Kahigaini; *Mau Mau* caves in Naromoru; Italian war memorial church; Dedan Kimathi tree post office).

The county has 2 gazetted forests (Aberdare ranges and Mt. Kenya) mainly of indigenous and plantation trees with a size of 861.7 Sq. Km and 9 ungazetted forests provide excellent environment for ecotourism activities. In addition, coffee plantations provide opportunity for agro-tourism product development.

The County is well endowed with hospitality facilities. It has 11 star-rated hotels (3 four-star, 5 three-star, 2 two-star, and 1 one-star) with a total of 1045 rooms and 1792 beds⁷ and a wide range of high quality and affordable hotels, lodges, guest houses, homestays and Restaurants, some dating back to colonial days in 1950s (e.g., the famous Treetops Lodge). Accommodation and food services account for 2.2 per cent of Total GCP.

Regarding to tourist numbers, in 2013 the county received a total of 79,118 tourists (26.2% foreigners and 73.8% domestic). This however reduced in 2014 to 59,216 tourists (86.3% foreigners and 3.7% domestic). There is need to promote domestic tourism to cushion the tourism sector in the county from global shocks such as travel restriction for inbound tourists.

The strategies for re-engineering of tourism sector in the county are as follows:

- (i) Map out all tourist sites and formulate a tourism sector development master plan; followed by product development, branding and marketing; Diversify of tourism beyond wildlife to include M.I.C.E, excursions / expeditions, mountain climbing, nature-based / ecotourism, camping and picnic sites, agro-tourism
- (ii) Promote domestic tourism to cushion the county's tourism sector from external shocks such as pandemics.
- (iii) Support protection and sustainable management of wildlife to reduce human-wildlife conflict.
- (iv) Tourism infrastructure development: establish a cultural and tourism information centre; protection of existing cultural and heritage sites – including *Mau Mau* caves and colonial-era homes; to develop high capacity convention centre in order to open up the county to M.I.C.E events; develop routes to climb Mt. Kenya.

7. Kenya Tourism Regulatory Authority, 2019 hotel classification report



- (v) To 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 118 public health facilities which includes 1 County referral Hospital (Level V); 4 County Hospitals (Level IV); 25 Health Centers (Level III); 88 Dispensaries (Level II); 251 Community Units (Level I). The County also hosts several Private health facilities providing a wide range of health services and distributed as follows; 4 Private Level IV Hospitals; 1 Nursing Home; 3 Faith Based Organization Hospitals; 16 FBO Health Centres and dispensaries; 224 private clinics. The county has a total of 1,711 employees working in the health sector. The recovery strategies include;

- (i) Promote construction, upgrading and equipping of health facilities through additional funding to health sector. This will enable the county to achieve quality and affordable health care, equip Ziwa level 5 hospital with medical equipment as well as recruiting more health officers to increase universal health coverage.
- (ii) Provide enough water collection points and water use facilities in the health facilities to allow convenient access to, and use of, water for medical activities, drinking, personal hygiene, food preparation, laundry and cleaning.
- (iii) Promote and support public and community health including the installation of hand washing facilities in homes and public institutions such as schools, workplaces and health care facilities within Nyeri county.
- (iv) Improve the health insurance and assistance system for infectious diseases. In the event of emergencies health insurance agencies will allocate part of the health insurance fund in advance to ensure that hospitals provide treatment before charging fees.
- (v) Prepare and enroll high number of health officers in capacity building programmes on management and controlling spread of COVID 19 among other infectious diseases.

4.8 Education and training

The gross enrolment rate in pre-school education for the county stands at 59.2 per cent, indicating that there is a large number of children who are not in school despite having a total of 817 centers. The County has 603 primary schools and 238 secondary schools. The county has a total enrolment of 141,243 in primary schools comprising of which 51.0 per cent are males and 49.0 per cent females. The county has a secondary



school gross enrolment of 31,242 boys and 31,959 girls. The net enrolment rate stands at 9.05 per cent and it is noted that there is a negligible variance between boys and girl's enrolment. The completion rate stands at 86.2 per cent while retention rate is 89.0 per cent. There are 2 public universities, 1 Private university campus, 3 Public university campuses, 1 national polytechnic, one science and technology institute, nine other public colleges, 1 private accredited college and 6 private non-accredited colleges. There are 49 youth polytechnics with a total population of 3,882 trainees.

To alleviate the effects of COVID-19, the County will partner with the National Government and other 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.

The recovery strategies include;

- (i) Invest in additional ECDE infrastructure, school feeding programme and medical care to cater for the increasing number of children and promote social distancing during lessons when schools reopen.
- (ii) Dividing students into smaller classes to help minimize the number of people each student and teacher comes into contact with during a school day as well as providing adequate personal protective equipment for teachers and other employees in the schools. The county government will also ensure that all students have access to masks, as mask use must be mandatory in all schools to control the spread of the virus.
- (iii) Promote learning programmes and implementing measures to ensure students from low-income background have access to distance learning programmes. This will be achieved through temporarily decentralizing of learning devices from computer labs to families and support them with internet connectivity.
- (iv) Prioritize solutions to address psycho-social challenges by engaging communities to ensure regular human interactions, enable social caring measures, and address possible psychosocial challenges that students may face when they are isolated.
- (v) Building the capacity of all public-school teachers to provide training, guidance and quality assurance to them and prepare for education continuation in future outbreaks through provision of internet and ICT support among households.
- (vi) Promote back to school campaign when schools reopen and community outreach to ensure that no child drops out of school due lack of fee due to negative effects of COVID-19.
- (vii) Ensure production and supply of face masks to all school going children across Nyeri county at no cost.



4.9 Social Protection

The County has an estimated 21,875 PWDs and 60,442 older persons aged 65 years and above. This represents 3.2 per cent and 8.0 per cent of the population, respectively. The county has been giving NHIF insurance cover to the elderly, orphans and vulnerable dubbed 'Bima Afya' where 5,977 citizens have benefited. The county also rolled out a bursary fund dubbed 'Elimu Fund' which was disbursed to assist financially needy and bright students' access education and training. The County was also supporting and building capacities of individuals, vulnerable groups and communities for equity and self-reliance through training. The COVID-19 outbreak affected all segments of the population and is particularly detrimental to members of vulnerable groups, Nyeri county need to provide income security to enhance their capacity of managing and overcoming the shock. Particularly the county will;

- (i) Create awareness to workers on the available social protection services such as the NHIF and Bima afya programme specially in the informal sector. The farmers mostly operate in cooperatives hence need to encourage all farmers to be part of the insurance groups.
- (ii) The County Government to undertake research to get a better understanding of the actual situation of disability and chronic illness in Nyeri County, and to map existing initiatives for enhanced service delivery.
- (iii) Promote food distribution to the most vulnerable families, establishing delivery times in schools, or through mobile units. This will also include free milk for ECD children to avoid malnutrition; and delivery of essential emergency food rations to the most vulnerable communities.
- (iv) Redistribution of food from school feeding programs through donations to entities responsible for providing food assistance (such as food banks, social organizations, non-governmental organizations, churches) during the emergency response phase, under the strict monitoring of security protocols to prevent the spread of the virus.
- (v) County government to develop a comprehensive framework on how to mitigate pandemics if they occur again in future.
- (vi) Use of digital tool (georeferenced applications) to improve communication regarding access points for food deliveries, distribution times, and recommendations for the proper use of food, and contact tracing support measures to reduce the risk of COVID-19.
- (vii) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.



4.10 Gender and Youth

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in Nyeri County. Evidence indicates 1,320 cases of teenage pregnancies were reported between January and May 2020 (KHIS, 2020) and 8 cases of GBV (HAK, 2020). That said, COVID-19 could have compounded the situation hence need for targeted interventions to address the same through;

- (i) Support enforcement of laws related to teenage pregnancies especially where adults are involved.
- (ii) Prioritize elimination of gender stereotypes, transforming gender norms and revoke discriminatory practises for effective realization of the rights of women and girls.
- (iii) Community training and sensitization programmes targeting teenage boys and girls to deal with increased cases of teenage pregnancies.
- (iv) Identify and train champions (individual actors) active in combating GBV and who can carry advocacy messages and contribute strongly to changing harmful and retrogressive practices.
- (v) Launch hotlines/helplines using toll-free calls and SMS numbers for gender-based violence victims. This will assist GBV victims access support and guidance to include psycho-social support, counselling and health care.
- (vi) Collaboration between the county, state agencies, and other partners to strengthen capacities of various stakeholders including, political leadership within the county, women's groups, religious leaders, and community leaders to combat harmful practices that breed GBV.

4.11 Environment and Natural Resources Management

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

The major sources of energy for cooking used by households are firewood at 68.0 per cent, charcoal 16.0 per cent, liquified gas at 8.2 per cent and 7.7 per cent Kerosene. 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 7.0 per cent, 3.8 per cent dump in the street/ open field, 85.1 per cent burn in open air. Only 1.2 per cent is collected by the county government for disposal while 0.6 per cent is collected by private company. Further 0.8 per cent of households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.





- (i) Provide and promote alternative sources of clean energy for cooking such as solar energy and bio digesters.
- (ii) Promote afforestation by provision of tree seedlings to communities and schools.
- (iii) Impose total ban on wetland cultivation and logging.
- (iv) Reposes all encroached water catchment land.
- (v) Develop and implement land use management and monitoring systems.
- (vi) Develop and implement natural resources utilization policy.
- (vii) Establish and promote community forest associations (CFA) to help in forest conservation.
- (viii) Put in place participatory forest management plans (PFMP).
- (ix) Enforce the environment management and conservation policies.
- (x) Provide capacity building of communities around Mt Kenya forest on Sustainable Forest Management.
- (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) Establish a designated landfills and dump sites and disposal sites.
- (xiv) Segregate waste resource at the source to easily facilitate recycling





5 ECONOMIC STIMULUS PROGRAMME

5.1 Economic Stimulus Package

In order to re-engineer and put the economy of Nyeri County on upward growth trajectory, it is important to either enhance the existing programmes or create new ones which have multiplier effects to productivity and employment creation. The following 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.⁸

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.

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



7 COMMUNICATION CHANNELS

Communication⁹, 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 Development¹⁰ (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 channels¹¹ 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 Nyeri County inhabitants received information about coronavirus through radio (78.0%), television (74.0%) and Friends and family (25.0%). While the survey was not particular whether mobile included both written (short text messages <SMS>) and voice (calls), Nyeri County residents received mobile information at a 22.0 per cent frequency. This was closely followed by social media as a medium of receiving information at 21.0 per cent. Government sources, newspapers, Health Care Workers and Non-Governmental Organization (NGO) workers were all rated 10 per cent and below.

Accordingly, the following channels of communication will be utilized:

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

The effectiveness of the different channels would vary depending on the circumstance and the characteristics of the communication. 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.

Table 2: Communication channels with target audience

9. <https://books.google.co.ke/books?id=OVnnHUSAL7cC&printsec=frontcover&dq=creating+understanding+what+is+communication&hl>

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

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



(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									
TV									
SMS									
Website & Email									
Social Media									
I.E.C-Posters, branded gear									
Outdoor- Billboards, Graffiti, Drawings									
Telephone									
Sign language									

> Most appropriate channel to be used.

NOTES:

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

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

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

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	30	30	60	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		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
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		50	50	100	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		30	30	60	County and National Governments; development partners	County Government
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		10	10	20	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		3	3	6	County and National Governments; development partners	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		15	15	30	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/ Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	25	25	50	County and National Governments; development partners	County Government
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County Government
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods old	continuous	6	6	12	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		30	30	60	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		40	40	80	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		30	30	60	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		10	10	10	County and National Governments; development partners	County Government
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		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	20	20	40	County and National Governments; development partners	County Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		10	10	20	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	10	10	20	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	5	5	10	County and National Governments	County Government
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		10	10	20	County and National Governments; development partners	County Government
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Nyeri 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		70	70	140	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	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
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	5	5	10	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		75	75	150	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		30	30	60	County and National Governments; development partners	County Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		40	40	80	County and National Governments; development partners	County Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		5	5	10	County and National Governments; development partners	County Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County Government
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County Government
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		30	30	60	County and National Governments; development partners	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/ Actor/ Stakeholder
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10	County and National Governments; development partners	County Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		15	15	30	County and National Governments; development partners	County Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	2	County and National Governments; development partners	County Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		15	15	30	County and National Governments; development partners	County Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County Government
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2	County and National Governments; development partners	County Government
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		20	20	40	County and National Governments; development partners	County Government
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County and National Governments; development partners	County Government



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
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		3	3	6	County and National Governments; development partners	County Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		4	4	8	County Governments; development partners	County Government
		Grand Total					984	984	1958		

COUNTY GOVERNMENTS



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