



SPEECH BY H E SUSAN KHIKA, NAKURU COUNTY GOVERNOR, DURING A STAFF MEETING HELD ON 18TH DECEMBER, 2025 AT NAKURU BOYS HIGH SCHOOL

Salutations

Good morning.

1. When I sought the mandate to serve the people of Nakuru County, I did so on the strength of a clear, practical, and results-oriented manifesto. That manifesto was firmly anchored on service delivery, dignity in public service, accountability, and measurable outcomes. It spoke to improved access to services, stronger and responsive institutions, fiscal discipline, and a county government that works not merely in policy documents, but in reality—across every ward, every sub-county, in both rural and urban Nakuru.
2. From the very beginning, I was unequivocal that a manifesto is only as effective as the people entrusted with its delivery. Policies, guidelines, and

standard operating procedures are not self-executing; they are translated into impact by public officers. It is you who turn commitments on paper into tangible results on the ground. For this reason, investing in our workforce has never been an afterthought in my administration. It has been, and remains, a deliberate and strategic priority.

3. First, we invested in a structured and evidence-based staffing needs assessment. This exercise culminated in the development, review, and cabinet approval of a comprehensive staff establishment and organogram. Without this systematic planning, any recruitment effort would have remained theoretical, fragmented, and ultimately ineffective.
4. Second, we embarked on progressive and responsible recruitment. In the 2022/2023 financial year, we recruited **499 officers** across various departments. In FY 2023/2024, despite significant fiscal pressures, we recruited an additional **214 officers**. In FY 2024/2025, we took our boldest step yet. In close collaboration with the Nakuru County Assembly, we

ring-fenced the human resource budget, enabling the recruitment of **1,102 officers**. These deliberate actions are steadily closing staffing gaps that have long been felt across departments, where officers have consistently gone the extra mile to deliver the services I promised our people.

5. Third, having acknowledged the deeply entrenched challenge of career stagnation within the Nakuru public service—and fully aware that few things demoralise a workforce more—we resolved to change that narrative. Through fairness, consistency, and adherence to due process, we have prioritised promotions. Over the past three years, **1,959 promotions** have been effected, the vast majority of which were long overdue. I continue to urge all County Executive Committee Members to provide adequate budgetary provisions within their human resource line items to ensure that deserving staff progress as they should.
6. Fourth, I have deliberately prioritised stability of service, recognising its profound impact on the personal lives and productivity of our staff. A workforce

operating under constant uncertainty cannot plan, sustain high performance, or be held to long-term accountability. One of our most meaningful achievements has been the confirmation of officers who served for years without job security. These officers were engaged on contract from as far back as 2016. Applying the first-in, first-out principle, we confirmed **544 officers** from the 2016 cohort in FY 2022/2023. In FY 2023/2024, a further **558 staff** were confirmed, and in FY 2024/2025, 264 more. In total, **1,366 officers** have been confirmed to permanent and pensionable terms. Behind every confirmation letter is a family renewed with hope, a professional granted peace of mind, and a public servant empowered to plan their future. This is dignity restored. In the current financial year, 2025/2026, the suitability assessment process has commenced for the 2022 cohort. We will continue addressing this backlog progressively, because meaningful change is built step by step.

7. Fifth, we have enhanced role clarity and operational efficiency through the process of re-designation, ensuring officers are deployed in alignment with their skills and responsibilities. In FY 2024/2025, **108 officers** were successfully re-designated. This initiative has encouraged continuous professional development and strengthened service delivery.
8. My manifesto commits us to building a capable and committed workforce. Capability development in public service requires deliberate investment—from approving time off for graduate and specialised studies, to targeted short-term capacity-building initiatives and structured on-the-job training. Collectively, these interventions are shaping an agile workforce able to respond effectively to the evolving needs of our people.
9. Our human resource reforms have extended beyond career progression to address the core welfare needs of staff. We invested in a comprehensive health insurance scheme to safeguard your wellbeing. This structured cover reduces

out-of-pocket medical expenses, minimises absenteeism arising from untreated illness, and stabilises productivity. By removing this burden, we enable you to focus fully on service delivery without the anxiety of medical uncertainty.

10. To strengthen accountability, transparency, efficiency, and effectiveness, we have introduced an integrated Human Resource Management Information System (HRMIS). This system manages leave and training applications, digitises staff records, and improves performance management. Importantly, it has also enabled the digitisation of the recruitment process, promoting fairness, transparency, and efficiency.
11. Staff unions remain critical partners in our reform journey, providing candid engagement and highlighting areas requiring attention. To strengthen this engagement, we established a structured mechanism for engagement with health sector unions, including the formation of a Work Council in FY 2024/2025. This

council brings together the Departments of Health and Finance, the Directorate of Human Resources, the County Attorney, and the Public Service Board. Through regular engagement, concerns are identified early and addressed promptly. For instance, the current call by the Clinical Officers' Union does not cite dissatisfaction with the Nakuru County Government. We are hopeful that the union's engagement with the national government will avert the current strike notice.

12. I am aware that targeted departmental reforms have already yielded tangible improvements in staff working environments. The establishment of a lactation centre at the Nakuru County Referral and Teaching Hospital is a powerful example of an intervention that addresses deeply personal staff needs. Such initiatives must now be scaled countywide. I therefore direct all departments to intentionally improve office layouts, upgrade furniture to promote wellness, address overcrowding, and ensure proper ventilation and hygiene.

I further direct the Directorate of Public Health to expand its assessment of office spaces across all departments and provide clear, actionable recommendations to uphold staff dignity.

13. This meeting marks the fourth in a deliberate series of staff engagements since I assumed office. The first was held in March 2023, followed by December 2023, and in 2025 I engaged specific staff cohorts, including directors and administrators. These engagements are intentional and results-driven. They enable me to hear directly what is working, what is not, and where systems require strengthening. Records of all discussions and resolutions are maintained, and I personally track implementation to ensure accountability and results.
14. As we conclude this year, I reaffirm my unwavering commitment to your welfare. When systems work for you, they work for the people we serve. That is how a child encounters hope through a trained ECDE teacher who nurtures growth and confidence. That is how health

infrastructure becomes more than buildings and roads—it delivers dignity, safety, and care. And that is how farmers, traders, youth, and vulnerable families come to trust a government that works consistently and predictably. I thank you for your discipline, sacrifice, and dedication. Let us move forward united, ethical, professional, and resolute—steady in purpose and confident in the County we are building together here in Nakuru.

Thank you.

**H E SUSAN KIIHIKA, EGH
GOVERNOR, NAKURU COUNTY**