



COUNTY GOVERNMENT OF  
**NAROK**

# # Esiaiaake

*Welcome to our Integrated development plan*



## **VISION**

The premier county of choice in diversity and opportunities for prosperity

## **MISSION**

Transforming lives through harnessing the diverse natural resources, rich culture and emerging opportunities in the county

## **VALUES**

Equity, Inclusiveness, Efficiency, Accountability and Integrity



# 1

## The Context of CIDP 2018-2022

### 1.1 Introduction

*This is an abridged version of the County Integrated Development Plan (CIDP 2018-2022) for Narok County.*

This CIDP follows the implementation of the first CIDP (2013-2017). It incorporates lessons learned during the implementation of the first CIDP and is linked to the national and international development agenda. The CIDP is the product of broad-based consultations among diverse stakeholders including national and county government, Public Benefit Organizations, the corporate sector, professional bodies, farmers and ordinary citizens.

### 1.2 General overview of the County

Narok County is one of the 47 counties of Kenya and is situated along the southern part of Great Rift Valley bordering the republic of Tanzania. It also borders Kisii, Migori, Nyamira, Bomet, Nakuru and Kajiado Counties. It covers an area of 17,933km<sup>2</sup> representing 3.1% of Kenya. Consequently, Narok County is the 11th largest county in Kenya. The County is administratively divided into 6 sub-counties and 30 wards. It has 16 divisions constituting the administrative sub-units of the National Government. The county population during the Kenya Population and Housing Census of 2009 stood at 850,920 and is projected to be 1,130,703 in 2018 increasing at estimated intercensal growth rate of 4.7 population. The population is projected to increase to 1,282,097 by 2022 assuming constant mortality and fertility rates.

Narok County is one of the three pre- dominantly Maasai inhabited counties in Kenya. However, it is increasingly becoming a cosmopolitan county with Maasai and Kalenjin being the larger ethnic groups. The County is also home to marginalized communities such as the Ogiek and Oromo ethnic groups. The County is endowed with diverse natural resources

most notably the world famous Maasai Mara National Reserve, Mau forests, among others.

The county has four agro-climatic zones namely: humid, sub-humid, semi-humid to arid and semi-arid. Two-thirds of the county is classified as semi-arid (Narok DEAP 2009-2013). Temperatures range from 200C (January- March) to 100C (June- September) with an average of 180C. Rainfalls amounts are influenced by the passage of inter tropical convergence zones giving rise to bi-modal rainfall pattern. Long rains are experienced between the months of February and June while the short rains are experienced between August and November. Rainfall ranges from 2,500 mm in wet season to 500 mm during the dry season.

The main economic activities in the county include pastoralism, crop farming, tourism and trade among other activities undertaken in small scale. The major challenges adversely affecting economic prosperity in the county include effects of climate change, poorly developed economic infrastructure, unplanned human settlement and high level of unemployment among the youth.

There are two urban centers in the county namely; Kiligoris town and Narok town. The

two urban areas are highly cosmopolitan and are fairly developed in terms of socio-economic infrastructure. As a result, population in the urban centers is high and is growing at a relatively higher rate as compared to the other areas in the county.

### **1.3 Linkage of the CIDP 2018-2022 with other Plans**

This plan is linked with other development plans and legislations such as the Kenya Vision 2030, the Medium Term Plans, National Spatial Plan, Sustainable Development Goals, the Constitution of Kenya 2010, Integrated Green Economy Implementation Programme, African Agenda 2063 among others. The plan has taken cognizance of vision 2030 and MTP III provisions in coming up with proposals, strategies and interventions for accelerated socio-economic development. Further, it rides on major national flagship projects as well as other national policies, programmes and projects implementation within the Country in order to benefit from positive externalities. The CIDP has also taken into consideration the national spatial plan framework which has eight thematic areas namely: enhancing county competitiveness, modernizing agriculture, diversifying tourism, managing human settlements, conserving the natural environment, transport network, providing

appropriate infrastructure and industrialization and aims to harmonize development in the Country.

### **1.4 Review of the CIDP 2013-2017**

The implementation of the 2013- 2017 CIDP resulted in several key achievements among them:

- a) Levels of literacy increased to 67% from 63%, enhanced access to education through Bursary Support which benefited over 97,000 students
- b) ECDE enrolment increased from 52,384 to 69,030 as a result of recruitment of ECDE caregivers from 475 to 1387
- c) Improvement of teacher: pupil ratio from 1: 110 to 1:53 due to the recruitment of 912 ECDE caregivers; rural water access increased by 30%
- d) Procurement and distribution of a total of 19 milk coolers across the county enhancing storage thereby reducing post production wastage
- e) The percentage of the population who can access health facility within a radius of less than one kilometer (km) increased from 5% to approximately 10% and the proportion of population travelling for more than 5km to access health facility reduced from 70% to 65% as result of investment in the sector. A major contributor of the improvement in healthcare

delivery was the acquisition of 11 ambulances, recruitment of xxx health personnel

f) Increase in length of tarmacked roads to 300km up from 260km in 2013; and the gravelling and grading of over 3,000 km of roads during the same period

g) An average of 44.5 per cent budget allocation for development expenditure compared to the fiscal require to allocate at least 30 per cent of county government to development

The process of implementing the CIDP faced challenges which included: delay in funding and disbursement from the national treasury; inadequate and poorly developed physical infrastructure; inadequate human resource capacities; inadequate and weak policy and legislation framework; overlapping functions; climate change, among others.

Some of the key lessons learnt were: absorptive capacity need to be enhanced; the need for increased funding to implement the programmes and projects as outlined in the county development plan; need for mobilization of resources; need for enhanced Monitoring and Evaluation (M&E) to ensure effective tracking of programmes implementation; and the need to leverage on technology.

# *thematic* AREAS



**The Narok CIDP 2018-2022 will focus on**  
*six thematic areas.*

# 2

# THEMATIC AREAS

## FOR CIDP 2018-2022

### 2.0 Introduction

**Following the implementation of CIDP I, the 2018-2022 plan addresses itself to the strategic priority programs that are to be implemented over a period of five years.**

**In addition, flagship/transformative projects have been identified in the thematic area of:**

- 1. Economic empowerment**  
(Crop and Livestock farming, Forestry and Industrialization)
- 2. Tourism development**
- 3. Social development**  
(Health, Education, Social Security)
- 4. Water harvesting and management**
- 5. Urban development and Physical Planning**
- 6. Development of enablers**  
(Infrastructure, ICT, Cooperative and Legal Framework)

It is envisaged that when the associated projects are implemented, the livelihoods of the people of Narok County will be transformed through harnessing the diverse natural resources, rich culture and emerging opportunities in the county.

The details of the development programmes, projects, activities, financial requirement and attendant responsibilities can be inferred from the detailed CIDP which can be accessed from the planning department of the county Government and at the County Government [website: \*http://www.narok.go.ke/\*](http://www.narok.go.ke/)

The attendant financial resource requirement and risks and risks mitigation measures have also been assessed as a strategy of supporting the implementation of the plan. The development philosophy is one where all sectoral programmes and projects and attendant activities are integrated to contribute to the achievement of these key thematic objectives.

# ECONOMIC EMPOWERMENT



**Uplift lives of  
243, 628**  
individuals living in  
overall poverty

## **Vision and Strategic Objectives**

According to Kenya National Bureau of Statistics (KNBS, 2018) the overall poverty estimate for the county is 22.6 per cent, implying that out of the total county population of 1,078,000 approximately 243, 628 individuals lived in overall poverty. In addition, the level of employment, equality and economic growth are low compared to the national averages. The county

government will focus on the key anchor areas which are likely to ameliorate this situation. Thus, the CIDP 2018-2022 identifies key areas to be focused on to effectively empower the residents of Narok County economically as Livestock Production, Crop farming, Forestry and Industrialization. This CIDP II has set out strategies to enable people of Narok County to participate in, contribute to, and benefit from growth processes in ways that

recognize the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth. The county has identified the sub-sectors of livestock production, crop farming, forestry and industrialization as key in empowering the rural folk to eradicate poverty and be involved in economic growth.

The thematic area aims at attaining economic empowerment through value-adding production, food security, and resource based industrialization, sustainable environment and land management. Through a multi-precept of interventions, the strategic sectors are expected to expand economic opportunities and enhance household incomes through value chain additions and industrialization

The county has a robust ecological system suitable for livestock production and crop farming. The county's ecological conditions are influenced by the soil type, altitude, vegetation, rainfall pattern and human activities. There are two dominant vegetation types in the county namely forest land in the Mau area and grasslands and shrubs in the lowland areas of Suswa in Narok North, Osupuko and Loita divisions in Narok South as well as the Mara sections in Transmara West.

The arable land is approximately 8,495.5km<sup>2</sup> and is mainly in Mau region, Narok North areas, Nairege Enkare in Narok East, larger part of Emurrua Dikirr, Narok South and pockets of land in northern parts of Narok West.

Livestock rearing is one of the main economic activities supporting the majority of rural household livelihoods in food security, employment and income generation. Livestock species reared comprises of cattle, sheep and goats, poultry, bees, rabbits, donkeys and other emerging livestock. The population of major livestock species is approximately Cattle: 1. 4 million, sheep 1.2

million and goats 0.8 million, majority being indigenous breeds. However, owing to increase in human population and competition from other agricultural enterprises (mainly crop farming) local communities have opted to diversify into keeping high quality breeds including Boran, Sahiwal, exotic dairy breeds and their crosses. Dairy value chain is growing faster under intensive and semi-intensive production systems.

The livestock production, crop farming, forestry and industrialization sub sectors emphasizes on increasing market access and adoption of technologies, production and productivity through value addition, commercialization of the sector activities; creating an enabling policy; effective administration and management of land based resources and linkage to industrialization initiatives.

### **Priorities for Economic Empowerment**

In order to effectively achieve this goal, the livestock production, crop farming, forestry and industry sub sectors will address the following specific priorities:

- 1.** Increasing agricultural production by scaling up farm input subsidy of fertilizers and seeds programme.
- 2.** Increasing commercialization of the sector by acquiring of more agricultural farm machinery and equipment.
- 3.** Increasing productivity of agricultural enterprises through

value addition and improving on market access.

- 4.** Enhancing County food security through increasing and expanding strategic food reserves, establishing Agriculture and Livestock drought mitigation measures, Livestock and crop farming research.
- 5.** In allocating resources to agriculture, care will be taken to ensure that recommendations of the minimum 10% allocation to the agricultural sector to spur economic growth and development as per the Maputo Declaration of 2003 is adhered to.
- 6.** Improved animal genetics and vaccine administration
- 7.** Investing in Agricultural processing and adoption of technologies;
- 8.** Increasing the forest cover by 10% and promoting commercial forest farming

The key strategic programmes, projects and activities for each of the four sub-thematic areas are summarized as follows:

- A. Livestock Production
- B. Crop Farming
- C. Forestry
- D. Industrialization



## A. Livestock Production

Indigenous breeds are the main livestock breed being reared in the county although in the recent times farmers are accepting to improve those using exotic breeds which are better performing in growth rates and production. In highlands, there is high concentration of dairy cattle and merino sheep while in the low lands there is the indigenous breeds of cattle and red Maasai sheep among others. The main breeds are Friesian, Aryshire, and Guernsey for daily milk, wool sheep and small east African goats. In the lowlands the cattle breeds includes Zebu and Boran, small East Africa goats, red Maasai and local and exotic birds.

During the first generation CIDP (2013-2017), a number of significant achievements were made, the basis of which the current plan is premised. Among them are: procurement and distribution of 19 milk coolers across the county; more than 100,000 heads of cattle were inseminated with AI services; and 1000 breeding bulls, 5000 breeding rams and 10,000 cockerels were procured, all for breed

10

improvement. To increase the availability of livestock feeds and resilience of livestock farmers, the county undertook pasture production and conservation projects as well of training of farmer groups in animal husbandry. Improved Napier grass variety was procured and distributed to farmers. A range of pasture seeds were also distributed to farmers across the county. In the current plan period, the County Government will expand the use of the AI services, populate improved bulls to upgrade local breeds, organize farmers into dairy and beef cooperative societies and link them to affordable credit and insurance providers to improve production and quality livestock.

### The CIDP will focus on achieving the following targets:

#### a) Flagship projects

- i. Provide the necessary environment for the construction of a modern abattoir at Ewaso Nyiro to add value and brand Narok meat.
- ii. Establish six (6) milk processing plants

- iii. Construct a disease control and surveillance unit at Narok town

- iv. Create an industrial park to facilitate development of leather related products for commercial purposes

#### b) Other projects

- i. Create an environment for the leather industry and brand Narok leather

- ii. Construct 60 slaughter houses and slaughter slabs during the plan period

- iii. Provide 80,000 AI services for livestock genetic improvement

- iv. Enhance the vaccination of animals against a number of diseases

- v. Rehabilitate 195 cattle dips across the county over the plan period

- vi. Facilitate the introduction of contract farming and/or cattle banking and guarantee minimum return

- vii. Explore ways of using the livestock by products



## B. Crop Farming

The main crops grown in the county are wheat, barley, maize, beans, sugarcane and horticultural crops. The main horticultural crops include: tomatoes, potatoes, cabbage, French beans, onions and indigenous vegetables. Maize, wheat, barley, tea, coffee, pyrethrum and sugarcane are grown as cash crops. Others are finger millets, pigeon peas, cowpeas and small scale production of cassava and sweet potatoes.

A number of initiatives registered a big success in this sub sector during last plan period. Notable milestones include provision of subsidy farm inputs as a key intervention towards sustaining crop production and crop yields. Specifically, over 50,000 metric tonnes (MT) of subsidized fertilizer were provided, 200 Kg of Nerica rice, 4 MT of beans, 4 MT of sorghum, 100MT of potato seed, 200 pyrethrum split, 1000 bamboo seedlings and over 3000 fruit tree seedlings were provided.

**The following projects/targets are set to be achieved by 2022.**

### **a) Flagship Projects.**

- i.** Construct six(6) dams with auxiliary structures
- ii.** Construct three (3) Tomato processing plants
- iii.** Construct a Potato processing plant in Narok North
- iv.** Implement the National Agricultural and Rural Inclusive Growth Project (NARIGP)

### **b) Other projects**

- i.** Increase the use of fertilizer and certified seeds from less than 10% to 20%
- ii.** Construct 16 post-harvest storage facilities
- iii.** Rehabilitate four (4) storage facilities
- iv.** Provide agricultural advisory services to about 100,000 farm families
- v.** Install 30 green houses
- vi.** Procure 30 tractors for mechanized agriculture
- vii.** Procure four (4) cereal driers



## C. Forestry

There are 8 main forests in the county categorized into Trust Land and indigenous/Gazetted forests. The Mau ecosystem in Narok County is made up of three blocks with a total acreage of 98,381 hectares according to the Narok County Integrated Resource Mapping Report. Nyangores, Nasiriya, Olenguruone and Olposimoru are classified as indigenous forests while Maasai Mau, Loita, Nyakweri and Enoosupukia are trust land forests. Private/individually owned forests account for 7% of the county's forest reserves.

During the 2013-2017 plan period, about 167,000 seedlings were planted in Enoosupukia forest which has resulted in increased forest cover. Domestication of the Charcoal Regulations is expected to enhance forest conservation by regulating the charcoal industry in the county.

The activities permitted in the forest reserves under the Participatory Forest Management Plan (PMFP) between the Kenya Forest

Service (KFS) and the Community Forest Associations (CFAs) is regulated grazing, bee-keeping, eco-tourism, fuel-wood collection, medicinal collection and access to water resources. Other forest products include timber, poles and posts. However, encroachment, clearing of land for agriculture, charcoal burning, illegal logging, financial challenges and political interference has led to a significant reduction of the forest to 16 per cent in 2017 from an estimated 76 per cent in 1997(KCDF Report).

This plan recognizes forestry as important resource for both the national and county economies as well as an important factor for climate change mitigation. It proposes strategies of cooperation between the forest products industry and suppliers in the machine and chemical industries, construction and many more spheres of economic activity. The forest products industry will provide both direct and indirect employment in Narok County.

### **Specifically, CIDP II targets the following:**

- i.** Increase forest cover by 10% (equivalent to 200,000 ha. or planting over 50 million trees)
- ii.** Enact a county Forest Policy and Forest Act to focus on regeneration
- iii.** Establish sub county forest service committees to support afforestation and reforestation policies.
- iv.** Establish a County Forest Authority
- v.** Promote family enterprises, corporate, county and state forest ownership rights
- vi.** Introduce carbon-sink programme
- vii.** Establish a plywood processing factory in Eor Ekule
- viii.** Promote commercial forest farming at the community and household level



## D. Industrialization

To achieve the desired economic empowerment, the county must undergo a social and economic transformation from a primary producer into an industrial county through extensive re-organization of the county economy for the purpose of value addition and manufacturing. Based on its enormous resource endowment industrializing Narok County will: (a) provide market for primary produce for value addition thereby maximizing on returns to farmers and producers (b) create employment opportunities for the youth, both directly and in the attendant in the industries. Currently, there are two factories in Narok County for Sugar and Tea, both in Transmara West. However, there is a huge potential for more industries in many sectors across the county.

### The following strategies will be used:

- i.** Create an enabling investment environment through legislation in the meat industry, leather industry (e.g. Narok shoe, jacket, belt, bags etc), tea industry, sugar industry, forestry industry and agribusiness industry.
- ii.** Create backward linkages between the industries and producers
- iii.** Create linkages between the industries and vocational training institutions to build the required skills base and linking vocational curricular to industrial skills needs.
- iv.** Establish a potato chilling plant in a view of leveraging the value chain to have a stable price for the farmer by getting an investor in the cold storage facilities.

# TOURISM

## DEVELOPMENT & PROMOTION

# 2



## Ksh.3 billion contribution

to the Narok County economy annually

### A. Overview of the Tourism

The county's goal is to be the premier tourist destination through the development and promotion of unique and diverse tourism products within an enabling policy and legal framework. The subsector contributes substantially to Narok County economy with an annual contribution estimated at Ksh 3 billion. Over the period 2013-2017, the subsector had marked achievements on various frontiers, among them:

**i.** The average tourist arrivals per year was 550,000

**ii.** Maasai Mara won the world travel award of the leading National Game Reserve in Africa five times in a row

**iii.** Enhanced security through recruitment of rangers and purchase of security equipment

**iv.** Continued upgrading of infrastructure within and connecting road network to major tourist sites besides regular graveling/tarmacking

of the four main airstrips (Keekorok, Kichwa Tembo, Serena)

**v.** Improved housing for the staff in the Mara

These milestones leveraged on excellent collaboration between the county and national government and a conducive policy and legal framework on conservation and protection of Maasai Mara game reserve and human wildlife conflict resolution mechanisms.

## B. Tourism Potential

Currently, activities are mainly concentrated in Maasai Mara National Reserve, which is renowned as Africa's largest wildlife reserve. It is globally famous for its exceptional population of lions, leopards, cheetahs and the wild beast migration. Other tourism circuits that have not yet been fully exploited but have a potential as tourism attractions include: Mau Forest Complex (the largest indigenous Mountain Forest in East Africa and also Kenya's largest water tower), Suswa Conservancy (caves, bird watching, and wild dogs migration), Maji Moto (hot water spring) and Naimina Enkiyio Forest in Loita (bird watching and waterfalls).

There is need to increase the number of rooms and bed capacity in hotels inside and outside the park in addition to upgrading the standards of the tented camps and lodges. In addition, new tourism circuits should be identified and developed.

### Strategies for Tourism Development and Promotion

The need to expand tourism capacity and develop new tourism circuits will be realized through the following strategies:

**a)** Upgrading, branding and modernizing the entrances of the park to international standards, offering subsidiary hospitality services such as Maasai shops, museums, historical and education classes.

**b)** Development of tourism infrastructure which include maintenance of roads within and outside the parks, bridges

and water infrastructure development and upgrading and periodic renovation of the four air strips to the levels required by the Kenya Civil Aviation Authority.

**c)** Reviewing the management of Maasai Mara Reserve to ensure sustainability in terms of policies and security of wildlife and conservancies from encroachment as well as mitigation of human-wildlife conflicts.

**d)** Promotion and expansion of tourism subsidiary activities such as bead work (Ushanga initiative), Maasai Shuka, Moran entertainment, etc. through patenting of Mara products and offering incentive trades through Chamas and cooperative initiatives.

**e)** Reinvigorate the cultural tourism by inventing new ways to involve the communities in Narok especially those living near the park to maximize their sales of the cultural artefacts. These would involve the development of a Maa cultural center where their culture is repackaged and elaborately displayed for the tourists to buy.

**f)** Innovative advertisement both locally and internationally intended at marketing Maasai Mara as a unique tourist destination exclusive to Narok County with the aim of increasing the number of visitors.

**g)** Studying tourists expectations from the said countries and partnering with the hoteliers in the Mara to develop suitable products for the target tourists

**h)** Initiating short and long

term measures to make Mara an all year tourist destination by making Narok Town a premier conference town both for national, regional and international conferences. These would make it a host of local and international events. Narok and Mara would also be made to attract the middle level citizens by encouraging investors invest in appropriate facilities.

**i)** Support and develop community based tourism projects to facilitate local residents to take advantage of emerging opportunities

**j)** Institutional strengthening through: manpower planning and development programs; development and implementation of public and private sector investment policies, tourism standards, social corporate responsibility framework; and facilitate multiplier effect of tourism benefits to locals.

### Sector Goals for Plan Period 2018 – 2022

This is one of the anchor sub-sector of the Narok County economy. The proposed programmes and projects are summarized below:

- A. Tourism promotion and marketing
- B. Niche Tourism product development and diversification
- C. Upgrading of Narok town to a Resort City
- D. Linkage of tourism with community livelihoods
- E. Wildlife Conservation and Security



## A. Tourism promotion and marketing

The high level of global tourism competition demands creative and unique approaches. To be successful, promotion and marketing strategies will constantly put forth the best possible image of the destinations, while creating interest on a broad scale and alternatives in as many ways as possible. Hence, the key projects for this programme are as follows:

### (1) Flagship projects

Develop and adopt of an aggressive marketing of Maasai Mara Game Reserve. This will involve strategic engagement with domestic and international travel agencies and airlines and media to market Maasai Mara as a unique tourist destination exclusive for Narok County with the aim of increasing the number of visitors arriving specifically to Maasai Mara game reserve.

### (2) Other projects

**i.** Identify and map (geo-reference) existing accommodation, businesses (hotels, motels, backpackers, caravan parks, self-contained units), theme parks, entertainment facilities, tour operators and vehicle hire businesses

**ii.** Improve institutional capacity to regulate the sector

**iii.** Establish tourism integrated management information system (networked information centers)

**iv.** Establish a strategic liaison office to spearhead the advertisement of Narok County as a unique tourism destination of choice.

**v.** Classify and certify tourism establishments

**vi.** Expansion of hotel facilities by incentivizing investors through tax holidays and favorable land acquisition arrangement.

**vii.** Develop new tourism circuits that in-built the underutilized parks like Suswa caves, Mau forest and Loita forest

**viii.** Enhance visitors experience through development and implementation of minimum standards of operation

**ix.** Establish a research, monitoring and evaluation system to lead in the development of cutting edge products

**x.** Continuously collect, analyze and report on key areas

**xi.** Concession land leases and provide tax incentives to investors in the tourism industry

**xii.** Compile detailed maps of tourism opportunity spectra



## B. Niche Tourism product development and diversification

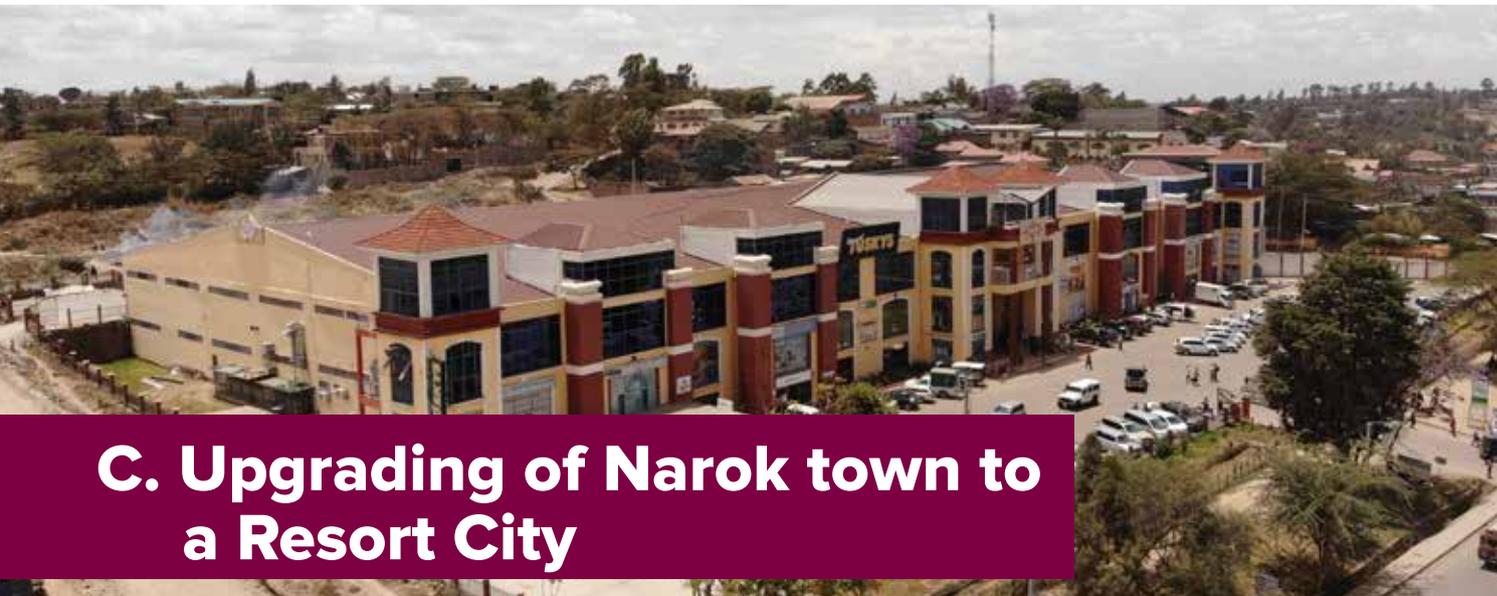
The traditional tourists' attractions and destinations are being rendered unsustainable due to immense competition, environmental degradation and socio-cultural disturbance.

Therefore, a more progressive form of specialty -'the Niche tourism'- will be supported. It is a differentiation strategy to rejuvenate the mass tourism which offers focus on narrow micro niches within wider macro niches such as ecotourism, sport tourism, cultural tourism among others. This is within the bigger spectrum of game drives and the spectacle wilder beast migration.

To leverage on this emerging competitive tourism initiatives, the following flagship project will be implemented:  
Enhance tourism products diversification from key wildlife attraction.

This would entail the following;

- i.** Identify and develop new tourism circuits
- ii.** Diversification of Tourism attractions: Revamp the integration of the rich Maasai culture as a tourism product involving the promotion of traditional beads works, cultural museums to showcase artifacts, cultural villages for cultural activities and entertainment and picnic centers offering wide ranges products, annual events such as marathons and cultural weeks.
- iii.** Explore and exploit alternative tourism products (agro tourism, eco-tourism, conference tourism, sports tourism)
- iv.** Promote development of recreational and sport facilities by establishing a golf course in Mau forest, cycling course around Mara, motor sport course and nature trails in Loita plains, marathon course in Mara and high altitude athletic camp in Ntulele.



## C. Upgrading of Narok town to a Resort City

This will involve investment in infrastructure that will elevate Narok town to a Resort City thereby promoting Narok County as tourist destination of choice.

The key areas of focus will be:

**i. Roads:** Continuous opening up and connecting of various circuits through tarmacking, graveling and grading of major roads.

Specifically:

- Ewuaso Nyiro to Sekenani gate - ongoing tarmacking

- Ewaso Nyiro -Ngo'suani -Ololaimutia gate - to be graveled

- Masurura -Lolgorian -Kawaiaitong -Lemek -Nkorkori Narok –to be tarmacked

- Kilgoris -Kirindon -Emarti -Mulot -Narok – to be tarmacked

**ii. Airstrips:** There are four Airstrips in Maasai Mara. Two of them will be tarmacked (Keekorok and Serena) and another two (Kichwa Tembo and Musiara) will be graveled.

**iii. ICT infrastructure:** Facilitate the upgrading of mobile connectivity within the tourism circuits.

**iv. Water and Sewerage system:** Design and construct Narok town water supply and sewerage system

**v. Upgrade power transmission and distribution and promote use of clean energy**



## D. Linkage of tourism with community livelihoods

The earnings of tourism are expected to trickle down to locals in Narok County, especially vulnerable groups as well as enhancing employment of the youths and growth of small community-based tourists related enterprises. Cultural heritage tourism, is expected to have a ripple effect on women groups (Ushanga initiative) and small and micro enterprises. Community Based Tourism initiatives coupled with development of conservancies will benefit the local communities and go a long way in alleviating poverty. This will be achieved through the involvement of the community in decision making, planning, employment, and infrastructural development initiatives.



## E. Wildlife Conservation and Security

Wildlife resources are under threat due to wildlife crime compounded by illicit trade on wildlife species and their products. With a significant population of wildlife living outside the protected areas, wildlife security continue to be a logistical challenge as the area is much wider than the protected areas. The government will put in place measures to safeguard the wildlife resources and their habitats. The proposed interventions include:

- a) Establish a county wildlife conservation committee according to Wildlife Conservation and Management Act, 2013
- b) Develop legislation to guide development and management of the Maasai Mara Game Reserve
- c) Trend analysis on wildlife numbers, species as well human interference will be considered and mitigation measures developed
- d) Train and equip the rangers
- e) Eliminate poaching in protected areas and forests
- f) Provide security to all tourists and visitors within protected areas
- g) Enhance collaboration, partnerships, networking with national, regional and international agencies
- h) Review of Maasai Mara management Plan to have joint management plan of the entire game reserve
- i) Management of Human wildlife conflict by building partnerships and collaborations with community wildlife associations; designing mechanisms for mitigation of human wildlife conflicts; and developing and implementing education, extension and public awareness services
- j) Build capacity and establish structures for optimal service delivery through appropriate human resource management practices and performance management systems

# SOCIAL DEVELOPMENT

# 3



Increase the number of bursary

**beneficiaries**

to **over 100,000**

across all the wards.

*The county's goal  
in this sector is  
to achieve social  
wellbeing by  
improving healthcare,  
enhanced education  
and social welfare.*

This thematic areas  
comprise of:

- A. Health and sanitation
- B. Education, Sports, Culture and Social Services
- C. Sports
- D. Culture and Arts
- E. Women and Youth Empowerment
- F. Child Care Service
- G. Social protection
- H. Security and Cohesion in the County



## A. Health and sanitation

The overall goal of the sub-sector is to transform the county status of health systems to achieve universal healthcare through provision of integrated and high quality preventive, curative and rehabilitative healthcare services to all.

Currently there the health care delivery system consists of one (1) county referral hospital, (2) nine (9) hospitals, (3) two nursing homes, (4) 36 health centers, (5) 110 dispensaries (6) 47 clinics (7) and 35 community units

The facilities have a total bed capacity of 839. The average distance to a health facility is 15 kilometres (km). There are about 788 technical health personnel among them 36 medical doctors, 347 nurses, 105 clinical officers and 10 dentists. The doctor/ population ratio is 1:40000, nurse/ population ratio is 1:15000. The five most common diseases in order of prevalence are upper

respiratory tract infection, skin diseases, diarrhea, malaria and pneumonia.

The nutritional status of the children under 5 years in the county is: the underweight 11.9%, Stunting 32.9%, and Wasting 2.4%. The proportion of fully immunised children is at 48% and mortality rate stands at 39/1000 live births for infants and 52/1000 for children under five.

The proportion of mothers attending first ANC clinic is at 95% while the mothers attending the fourth ANC clinic are 22%. Teenage pregnancies stands at 40% while deliveries conducted by a skilled birth attendants are at 32%. Hospital based maternal mortality is 30/100,000 (National 362/100,000). The proportion of the population using contraceptives is 33%.

The HIV prevalence is at 3.1% while HIV counselling and testing stands at 58%.

### Health development objectives and priorities

The objective of health sector is to reduce morbidity and mortality through enhanced health emergency response, upgrading and equipping health facilities and developing system of attracting and retaining qualified medical personnel.

The following are sector development priorities:

#### 1. Health Facilities Improvement

The county government will endeavour to improve healthcare facilities through the following initiatives:

- a)** Upgrade Narok County Referral Hospital to level 5
- b)** Upgrade/construct five level 4 hospitals at Nairegie Enkare, Emurua Dikir, Sogoo, Ololulung'a and Naroosura
- c)** Construct outpatient blocks, staff houses and maternity wards in health centres and dispensaries in all wards.

**2. Enhancing Health Service Delivery**

The county government intends to enhance service delivery through the following strategies and targets:

- a)** Ensure adequate staffing level through recruitment and deployment of extra 1,222 health personnel.
- b)** Facilitate the training of medical personnel on emerging health issues.
- c)** Facilitate construction of two medical training colleges
- d)** Maintain ambulance services for emergency evacuation and referrals.
- e)** Acquire 7 motor vehicles and 30 motor bikes for medical personnel at the sub-county and ward levels
- f)** Establish and equip specialised clinics in selected county medical facilities.
- g)** Establish community health structures by training community health volunteers, committees and extension workers.
- h)** Implement measures to reduce new HIV infections and reduce the prevalence of malaria and tuberculosis.
- i)** Implement measures to mitigate the effects of non-communicable diseases such as cancer, hypertension and diabetes

**3. Drugs and Medical Commodity Management**

To ensure sustainability of drugs and commodity supplies in the health facilities, the county will focus on:

- a)** Improving the management of medical supplies by constructing one (1) county medical store and six sub-county medical stores.
- b)** Facilitating timely forecasting, ordering and supply of drugs and medical commodities to health facilities.
- c)** Ensuring timely payment for drugs and commodities
- d)** Promoting proper commodity management practices at the facility level.

**4. Healthcare Financing**

As a strategy of improving financing of healthcare services in the county, this CIDP has identified three approaches namely:

- a)** Operationalize the Health Service Improvement Act 2017 which provides for utilization of the funds collected in terms of user fee in health facilities.
- b)** Establish County Health Insurance Fund to be implemented in three phases:
  - (i)** Free health service for the elderly (65 years and above)
  - (ii)** Free health services for disadvantaged and vulnerable persons
  - (iii)** Subsidised health services for the general public.

The fund will be such that every family will be contribute ksh500 annually and the county government contributes Ksh 500. All the households will register themselves with the fund to qualify to be beneficiaries. A baseline survey will be conducted in the county to ascertain the number of eligible persons and the number of households to benefit from scheme.

**c)** Utilize National Health Insurance Fund: The NHIF shall be accessed through capitation to the accredited hospitals in the county basing on the services rendered.



## B. Education, Sports, Culture and Social Services

The sector goal is to create a just and cohesive society through participatory engagement, provision of quality education and training.

### Education Sub Sector

The sub- sector goal is to provide quality ECDE training through development of ECDE centres, recruitment of ECDE teachers; promote vocational training and education in the County through expansion and modernisation of Vocational Training Centres (VTCs) and skills based vocational trainings; improve access to primary and secondary education.

During the 2013-2017 period, the sub- sector achievements included:

- a)** Bursary allocations of Ksh776,300,000.00 to benefit 97,189 bright needy students;
- b)** County literacy level increased from 63% to 67%
- c)** ECDE enrolment improved from 53,027 to 69,030, number

of ECDE caregivers increased from 475 to 1,388, ECDE teacher pupil ratio improved from 1: 110 to 1:53 and the number of ECDE centres increase from 604 to 695 ECDE centres

- d)** Transition rate increased from 82% to 89%.
- e)** primary school enrolment increased from 219,699 to 239,948 and the number schools increased from 585 to 664 including 19 special schools;
- f)** number of secondary schools improved from 77 to 138, secondary school teacher to pupil ratio improved from 1:62 to 1:40 and teaching force increased from 600 to 775;
- g)** Increase of vocational instructors from 45 to 99, vocational tutor to trainee ratio improved to 1:6 and the number of vocational centres improved from 7 to 9 centres

Among the challenges the sector faced were: drop in secondary school enrolment from 37,210 to 31,252; transition rate from primary to secondary school dropped to 53% from 59%; transition rate from secondary schools to university currently stands at 7% which is way below the expected level; and the number of Adult and Continuing Education Centres dropped from 117 to 111. In addition, Narok County has one public university and three tertiary colleges, namely: Maasai Mara Technical, Narok Teachers and Ludepe Colleges all situated in Narok town. The fourth technical college is in completion stages in Narok West Sub-County.

**Development Priorities and Programmes for ECDE and Vocational Training**

The priorities for the Early Childhood Development include:

- i.** Provision of quality ECDE training through construction of 30 model ECDE centres across all wards.
- ii.** Recruitment and deployment of 1000 additional qualified ECDE caregivers in order to improve teacher to learner ratio, retention and transition rates across all wards.
- iii.** Improvement of transition rates from primary, secondary and tertiary institutions by increasing the number of bursary beneficiaries to over 100,000 across all the wards.
- iv.** Procurement of 30 motor cycles to facilitate inspection of ECDE centres at ward level.

**v.** Establishment of health and nutrition services in marginalized ECDE centres across all wards in order to improve health as well as transition and retention rates.

**The priorities for vocational training are:**

- i.** Promote the uptake of vocational training services by expanding vocational training centres (VTC)
- ii.** Improve vocational trainings by offering relevant curriculum in addition to employing additional 64 instructors with market based training and skills in order to produce all-rounded VTC graduates.
- iii.** Establish startup kits to empower VTCs graduates in order to enable them kick start their livelihood

**iv.** Establish strategies to enable VTC centers and graduates to monetize their resources and skills by partnering with private sector in the various value chains.

In addition, the education sub-sector will establish sanitary towels provision programmes to cater for 15,000 girls in primary schools in order to improve on retention and transition rates.

## C. Sports



This is a major activity among the youth in the county. In the past, the county has produced international sportsmen.

To foster sports talents, the government will prioritize the following projects:

- i.** Establish one multipurpose sports talent academy at Ntulele area to nurture and develop sporting talents found within youths.
- ii.** Expand the 5000 sitting capacity stadium in Narok town to include a standard swimming pool.

**iii.** Construct two (2) stadia in the county.

**iv.** Develop at least one community sport field in every sub-county.

**v.** Establish an award scheme for sportsmen and women.

**vi.** Develop sports tourism to harness our rich heritage.

## D. Culture and Arts



Museums and cultural heritage sites in the county play a crucial role in socio-economic advancement. In addition, there are 60 registered traditional herbalists and medicine-men spread across the County.

The County intends to promote culture and alternative health remedies by:

- i.** Promoting and developing culture through setting up of a modern cultural center at Ngoswani
- ii.** Developing a cultural week to commercialize and enrich our

rich the cultural heritage

- iii.** Establishing six (6) botanical gardens at the sub-counties in order to promote conservation of important natural resources.

- iv.** Training and licencing 500 herbal practitioners in order to enhance and promote alternative health remedies.

- v.** Training 60 more cultural practitioners and visual artists to promote peace and cohesion through cultural exchange.

## E. Women and Youth Empowerment



The county government in collaboration with development partners will initiate the following programmes and projects towards youth and women empowerment.

- i.** Train and licence additional 25,000 bola boda riders
- ii.** Construct and or rehabilitate a social hall in each of the sub-counties.
- iii.** Conduct anti FGM awareness creation seminars in all wards.
- iv.** Train 700 women and youth groups on income generating

activities and link them with markets.

- v.** Construct and facilitate thirty (30) home craft centers to nurture women talents and innovations.

- vi.** Establish structures to facilitate youth and women across the County to access Government Procurement Opportunities (AGPO).

- vii.** Implement National Agricultural and Rural Inclusive Growth Project (NARIG) to empower vulnerable and marginalized groups.

## F. Child Care Service



Currently, there are two registered children homes namely; Siyapei in Narok East and Trans-Mara children home, in addition to six unregistered children homes with a total of 238 children (103 boys and 135 girls).

Due to the importance of this sub-sector, the County government will provide incentives to promote the development of conducive child care and rescue centres. In conjunction with NACADA and development partners the county will also establish and enhance street families’ rehabilitation programs to mitigate the rising cases of street children, alcoholism and drug addiction.

## G. Social protection



To cushion the vulnerable members of the society from poverty, the County government in conjunction with national government will scale up the cash transfer programme.

It will also design new models including cash transfer for Orphans and vulnerable children and establishment of revolving support funds.

## H. Security and Cohesion in the County



Narok County has been experiencing periodic community conflicts particularly along Kuria-Transmara boarder, Kisii- Transmara boarder, between the Kipsigis and the Maasai, Loita area, Mau and amongst the Maasai’s themselves. The major underlying factor has been access and control of natural resources with the main triggers being cattle rustling and competition for pasture.

**The strategies to be engaged in conflict resolution will include:**

- Capacity building for peace committees
- Strengthening conflicts early warning systems.
- Introduction of interconnector projects in all wards
- Facilitation of continuous conflict surveillance in conflict prone areas.
- Carrying out disarmament program in across the county.
- Establishing anti-stock theft in the hotspots and administrative police camps along the volatile boarders.
- Strengthening community policing

# WATER

## RESOURCE MANAGEMENT



**34,000**  
**households**  
with access to piped water

*The goal for this area of focus in CIDP II is to increase access to water in both rural and urban areas beyond present levels in a sustainable way for socio-economic development.*

We shall look at the following areas:

- A. Overview of Water in Narok
- B. Water Sector Achievements during the 2013- 2017 Period
- C. Challenges Facing the Sector
- D. Sector Development Priorities for the Plan Period
- E. Flagship Projects

## A. Overview of Water in Narok



Narok County is classified as an Arid and Semi-Arid Lands characterized by drought, famine and floods which have consistently impaired efficient management of water resources in the county. This is a major impediment to socio-economic development. The most affected areas are the lowlands, such as Suswa and Osupuko, which have acute scarcity of water. Suswa area specifically has challenges as it has poor ground water potential.

The water sources in the county includes rivers, springs, underground water and wetlands. The major rivers are Mara and Ewaso Nyiro. Mara River passes through Maasai Mara Game Reserve and drains into Lake Victoria while Ewaso Nyiro River drains into Lake Natron. The rivers originates from the Maasai Mau, Enoosupukia, Loita, Nyakweri, Nyangores, Nairotia, Olposimoru, Olenguruone and many private forests that serves as catchments.

## B. Water Sector Achievements during the 2013- 2017 Period



The county government of Narok in collaboration with the national government and development partners have made remarkable interventions in conservation, protection and management of water catchment and riparian areas in the last five years. This has enhanced accessibility to water by the residents. The main achievements are as follows:

- a)** Increase in water supply connection in urban areas from 3,800 households in 2013 to 6,085 in 2017. This increased after the construction of new water supply in urban areas and rehabilitation of existing water supplies
- b)** Rural water access increased by 30%, through increased water infrastructure improvement and development in rural areas
- c)** The number of households with access to piped water has also increased from 11,642 to approximately 34,000 which has impacted positively on increase in water coverage, thereby reducing trekking distances to water points.

Notable projects includes the design of Narok town water sewerage system, rehabilitation of old Narok water supply, extension of Duka Moja water project by 13 KM, Suswa centre pipeline project which was extended by 14km, installation of new pipeline at Sosian water project and extension of Mulot water project pipeline by 5.5 KM. Other projects include Lolgorian water for 3000 residents, Abosi water project serving 300 residents, Kapweria Kiletien water project serving 3,000 residents, and construction of an additional 79 boreholes and 51 new water pans/dams.

## C. Challenges Facing the Sector



The major factors affecting the sustainability of water resources in Narok County include poor farming practices, degradation of the catchment and climate change. This has led to fragile survival of the rivers ecosystem. Low levels of funding to projects have also delayed and affected government interventions. On the other hand, political interference and resistance from the community has been a major impediment to conservation and protection efforts.

## D. Sector Development Priorities for the Plan Period



The objective for water resource and management will be achieved through investment in water supply and harvesting infrastructures, development and rehabilitation, provision of sanitation services, protection and conservation of existing water sources.

**This will be realised through the implementation of the following initiatives:**

- a) Construction of dams and pans for water storage
- b) Expansion of water supplies systems
- c) Drilling and equipping of boreholes, springs protection and
- d) Demarcate and protect water catchment and resources
- e) Review and implement of water development and management policies and legislations
- f) Strengthen water management policies and law enforcement systems
- g) Rehabilitate and maintain existing water pans
- h) Facilitate rain water harvesting in institutions and communities
- i) Rehabilitation of water systems, and construction of sanitation and sewerage facilities

The expected outcome of these interventions is that communities will be able to access safe drinking water within a reasonable distance of 1km, while the sanitation facilities like sewerage will be extended to cover residential areas within the main urban and rural areas.

## E. Flagship Projects

**The county will focus on the following flagship projects:**

- 1. Develop County water master plan
- 2. Loita water project - Dam construction and piping
- 3. Mooge (Nairegi Enkare) water system - Construction of a weir and piping
- 4. Enayenyeny water project - Conservation of swamp and piping

5. Narok town floods mitigation project

6. Raitiany Water project - Dam construction and piping

7. Develop Narok Sewage System

8. Construct Narok multi-purpose dam

The implementation of these projects will require a concerted efforts of national government, county government and other development partners and agencies working in

the water sector. Further, the designs for construction will consider and / or incorporate piping and ancillary installations and environmental aspects such as cattle troughs, tree nurseries among others. Further, water development and management activities will engender public participation for social inclusion, license and sustainability.

# URBAN DEVELOPMENT

# 5



Upgrade 50 km of roads  
to bitumen standards

**Grade  
2,907 km  
of roads**

gravel a further 4602 km

*The county's goal is to formulate favourable physical planning, housing and land resources policies for efficient realisation of the urban development plan. In the plan period, the emphasis will on development and management of towns/centres.*

We shall look at the following areas:

- A. Overview of Urban sub-sector
- B. Sector Goals for the Period



## B. Sector Goals for the Period

The priority needs and planned targets for this thematic sector for the period 2018-2022 include:

### The flagship projects

- i. Construction of the Northern By-pass and the Southern By-pass
- ii. Construction of a sewer system, a sanitary landfill to be sited near the sewerage lagoons, provide solid waste collection receptacles, purchase waste handling technology eg. refuse trucks ,tractors ,and skips
- iii. Development of the 10 year County Spatial plan.
- iv. Development of affordable housing in the main urban areas.

### Other projects include:

- a) Review and Implementation of Narok Town Integrated Plan: The specific projects and activities to be prioritised in implementation of Narok **Town Integrated Development Plan** includes:
  - i. Construction of link roads; (i) From Sechura through Korea and Fanaka, (ii) A loop ring road from Sheep and Goat farm through London to join Nyawira road, (iii) Narok SDA passing by former Dos office and Municipal Market passing next to the mosque to join C57 road, (iv) W2703 from intersection with B3 to Olburu, (v) From B3 apposite Vicmart, looping round Mwamba to rejoin B3 before its junction with C12.
  - ii. Riparian protection- which will entail removal of all encroachment, structures and quarrying activities with riparian reserve.

## A. Overview of Urban sub-sector in the Period 2013-2017

### Notable achievement in the sector includes:

a) Renovation of more than 90 government houses

b) Security fencing of 15 government houses to reduce encroachment of government quarters

c) Development and approval of Narok Town Zoning Plan

d) Development of Narok Town Integrated Strategic Urban Development and approval Plan (2011- 2030),

e) Completion of the first phase

of Narok town storm water drainage  
f) Rehabilitation of Narok town

Slaughter House to enhance quality health meat

g) Completion of adjudication and issuance of titles in six sections.

h) Creation of 2300 plots at Ratia A and Ole Waubari Suswa-Kitet and Narosura.

The main challenge has been inadequate funding for the planned activities resulting into non-implementation of some of the strategic programmes

b) Development of physical plans for the for urban areas: The plans for these towns will borrow heavily from the Narok Town integrated plan that will enhance an environmentally, economically, culturally conscious and well governed towns. The plans will ensure that all all towns and centres have adequate resources for an inclusive, harmonious and sustainable growth and development. The phased implementation of these plans will commence with the Gazetteement of urban areas, roads and market construction, street lighting, public recreational facilities and facilitation of land ownership process.

c) Development and implementation of Municipal Charter: appointment of municipal boards and towns committees. This will require the enactment of legal instruments to facilitate the appointment of various towns and centres administrative boards/committees which will manage and coordinate the administration of these urban centres

d) Fast track the issuance of title deeds in Narok town and other urban areas.

e) Flood Mitigation Measures: Seven dams will be built as a measure of flood control. Four Dams will be in the Kakia river basin and three dams are proposed on the Esamburmbur river

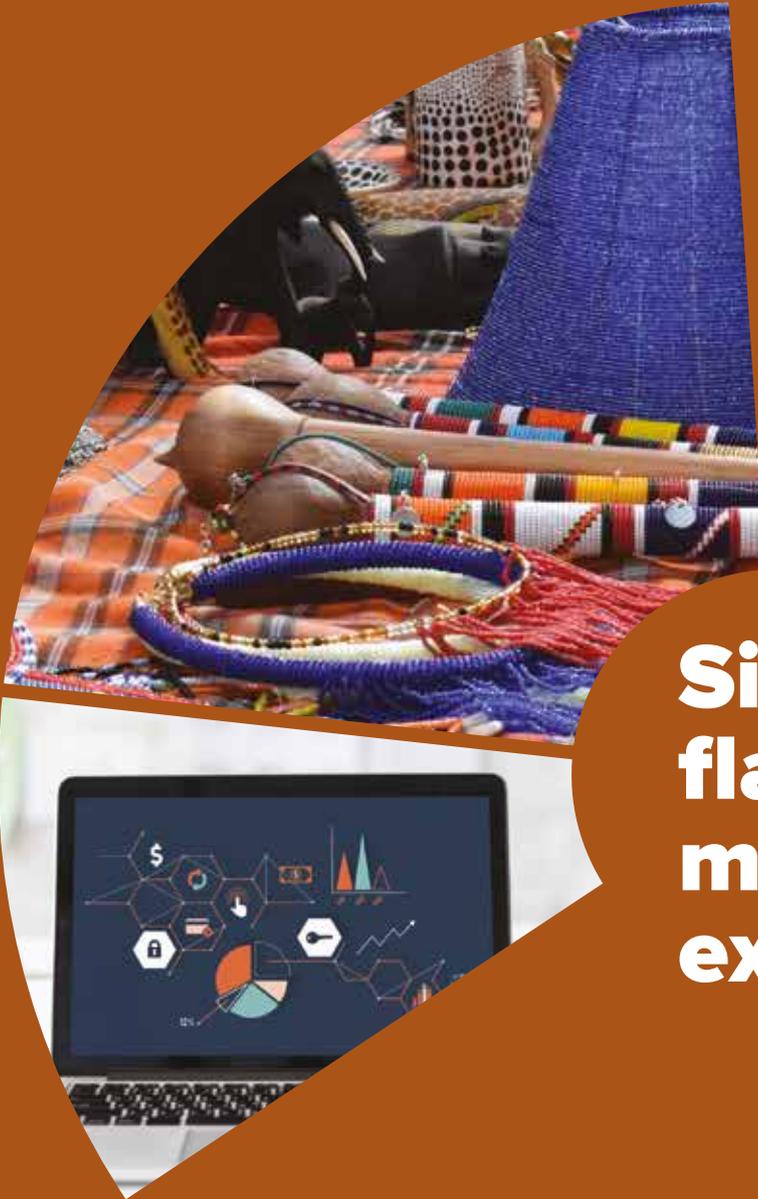
basin. Each dam will have to be atlas 4 hectares. Land for each dam will have to be acquired while water captured will be used for irrigation. Overpass and Lower Dams In the medium term it is proposed that an overpass will have to be built and a lower dam will have to be built below it. Drainage Channels will also be widened to enable them carry bigger volume of water.

f) Construction of an international Airport: The county will acquire more land around the existing Ewuaso Ng'iro Airstrip in order to qualify its conversion and development into an International Airport

g) Public Cemetery: The county government will acquire land for public cemetery.

# ECONOMIC ENABLERS

# 6



## Six (6) flagship markets for expansion

The goal of economic enablers is to create an enabling environment and support systems for the attainment of all the programmes and projects envisaged by this CIDP. The enables principally relate to the building of strong, high quality and resilient infrastructure and legal framework in support of economic empowerment, social development, tourism promotion, urban development

and water resource management. . To achieve the county's aspiration of attaining high quality of life for the residents, this CIDP proposes measures to develop four key economic enablers, namely, roads infrastructure, information and market infrastructure, energy infrastructure, and legal framework.

### The specific proposed measures are as follows:

- A.** Road Infrastructure Development
- B.** Market Infrastructure
- C.** Institutional Development and Knowledge Management
- D.** Information Communication Technology
- E.** Energy Infrastructure
- F.** Co-operative Development and Management
- G.** Legal and institutional Framework



## A. Road Infrastructure Development

Narok County has a road network of 4,602 km out of which approximately 185 km is tarmacked, 1,510 km is graveled and 2,907 km is earth road. During the CIDP 2013 -2017 period, the county tarmacked 10 km of road as well as graveled and graded 3000 km. In addition, the county procured a range of construction machinery and equipment which will make construction of roads in the future less expensive. Overall, improvement of roads eased the cost of doing business and increased access to social amenities.

The main challenge facing the road sub-sector relates to weather, particularly the rainy season which renders most of the county roads impassable. Further, the sub-sector suffers from huge maintenance costs, delays in the classification of roads encroachment of roads reserves and high costs of reallocation of utilities and services constructed on transport corridors.

### Road Infrastructure Priorities for period 2018-2022

The strategic objective of road infrastructure enablers for the plan period is to facilitate efficient movement of goods and people through expansion, maintenance and management road infrastructure while ensuring environmental sustainability. To achieve these objectives, the county will upgrade 50 km of roads to bitumen standards, grade 2,907 km of roads, gravel a further 4602 km and construct 101 box culverts and bridges, among others. These targets will be realized through:

- Utilizing the county’s construction equipment to reduce the cost of roads construction,
- Exploring cheap technologies of building roads through partnering with other development partners;
- Promote Public Private Partnership (PPP) and other strategies to mobilize funds for the expansion and improvement of the county’s vast road network.

### Among the transformative economic enabling projects earmarked for the 2018- 2022 period are:

1. Construction of two by-passes in Narok town to ease traffic jams, spur economic growth and provide alternative routes.
2. Construction and tarmacking of the 36 km Kisiriri- Mau Narok road
3. Upgrading of Ewaso Ngiro – Sekenani Road (C728) 65 km
4. Upgrading to bitumen standards of Kilgoris-Shartuka-Esoit-Murkan-Emurua Dikirr Road
5. Tarmacking of Eor Ekule- Ildamat-tp-t- Tipis- 75 km

**a) Other strategic roads**  
To realize the sub- sector ultimate objective of supporting social and economic growth, various strategic roads in the county have been earmarked for gravelling and periodic maintained. The criteria of prioritization included the linkage of road with economic activities, the population the roads serves and

current status. Among the strategic roads are:

- 40 km Siyapei- Olchorro Road in Narok north sub-county
- 100 km EwasoNyiro- Narosura- Morijo- Olmesutie- boarder Road in Narok South Sub-county
- 48 km Ntulele- Mosiro Road in Narok East
- 50 km EorEkule- Avoo- Kojonga- NairagieEnkare Road in Narok East Sub- County.
- 38 km Nkorkorri- Lemek- AitongRoad in Narok West Sub-county
- 47 km Kilgoris-Lolgorian- Angata Road in Kilgoris sub-county
- 47 km Kilgoris- Shartuka- Abosi Road in Kilgoris sub-county
- 30 km Lolgorian-Saparingo- EsoitNaibor Road in Kilgoris sub-county
- 18 km Salabwet- Mwangaza-Ririk- Lemek Road in Narok West
- 20 km Kimogoro- Nkaroni- Sierra Leon Road in Narok South sub county
- 20 km Olshapani- Torokiat- Kass FM Road in Narok South sub-county
- 61 km EwasoNyiro- Ngosuani- Naikarra- Olderkesi- Olpusimoru Road in Narok West/ South sub-counties
- 45 km Naikarra- Leshuta- Morijo- Entasekera Road in Narok South sub-county
- 45 km Enegetia- Olokurto- Olpusimoru Road in Narok North sub-county.

The full list of roads listed for development is provided in the detailed CIDP 2018-2022.



## B. Market Infrastructure

Market infrastructure plays a critical role in development of growth and expansion of economic activities. It bridges the barrier between suppliers and consumers. In Narok County, inadequate market information on prices or markets and linkage hinders farmers and/or traders from planning their investment activities in a strategic manner that will enable highest return on investment. Producers who are not aware of the market demands are unable to compete favorably which in turn lowers profitability of their products. At the international level, lack of documentation and awareness on international good practices especially in agriculture affect market linkages and access with international markets inhibiting farmer's ability to expand their production and market network.

To enhance access to markets and market information, the county government will implement the following strategies aimed at linking producers and consumers:

- Improve market access for farm produce through better supply chain management.
- Market infrastructure development and management through construction of modern markets/stalls/Jua Kali sheds and upgrading existing markets, promotion of business producer groups and co-operatives, investment promotion and capacity building.
- Manage post-harvest losses by prioritizing construction of agricultural and livestock produce warehouses and silos, scale up construction of marketing infrastructure and strengthening market links.
- Enhance market access through participation in Trade fairs and exhibitions, and exchange programmes locally and outside the county.
- Establish information sharing platforms in media platform which traders and farmers in the county can affordably and freely access.
- Set up business hubs and information centers at various strategic areas in the county where by traders and

particularly farmers can access vital information regarding selling of their products.

- Construct and renovate market yards, modernizing at least one sales marketing in every ward.
- Collect, analyses and disseminate market prices information for agricultural commodities and products traded within the county
- Map out all business to help update information on type of businesses within the county and challenges they face.
- Revitalize and broaden the cooperative movement, and capital base of co-operative movements through creating awareness campaign to the residents on importance of co-operative and ensuring compliance with the existing co-operative rules and regulations.
- Develop a model of guaranteeing farmers/producers a minimum guaranteed return on investment, link farmers with "intermediate buyer" whose main task is to get market/ sale at a mark-up.

**Through partnership with other stakeholders, the county has identified six (6) flagship markets for expansion and modernization. These are:**

- i.** Livestock market upgrading in Suswa Market in Narok East
- ii.** Modernization of in Ewaso Ngiro Market- in Narok North
- iii.** Upgrade Kilgoris Market by construction of sheds- Kilgoris Sub-County
- iv.** Construct a livestock and agricultural produce at Lemek in Narok West.
- v.** Upgrade of Murkan livestock and agricultural produce market in Emurrua Dikirr sub-county
- vi.** Construct of sheds in Ololulunga market in Narok South sub county

## C. Institutional Development and Knowledge Management



In the plan period, the county will focus on strengthening the existing institutional and knowledge management framework to support critical policy, and programming and investment decisions generated by a robust knowledge and research system. The strategy will make reference to the existing policy framework to:

- i.** Develop and strengthen of knowledge management institutions with an objective of providing more accurate and reliable data to traders and farmers.
- ii.** Support evidence-based policy and legal reforms that facilitate achievement of the county development goals.
- iii.** Strengthen data collection, collation and dissemination, and support research on socio- economic issues affecting development of the county.
- iv.** Evidence-based policy and investment choices made by stakeholders at different levels supported by the county government
- v.** Public and stakeholder awareness creation on production and marketing technologies necessary to achieve agricultural and trade development in the county.

## D. Information Communication Technology



Information and Communications Technology (ICT) will transform the way the county government provides goods and services to its citizens by being fully integrated in all processes. Some of the areas where the county can leverage on technology to improve on productivity and service delivery include:

- a)** Production Activities and Operations: ICTs will be used to support the scheduling of various production processes; design of products, simulating products under various conditions; actual production process using computer-aided and programmable machines and robot systems; the warehousing, distribution, and delivery of the products etc.
- b)** Agriculture Operations to Improve Productivity. ICT technologies will be deployed to modernize agricultural operations, systems and processes and as well improve agriculture productivity, value addition, processing, packaging and marketing of agriculture products.
- c)** Rural Development – Health & Education: the county will be seeking to utilize ICTs extension of services to the rural populations. Services like health, education, social services and various types of county services can be made available to rural peoples through the deployment and exploitation of various types of ICTs. ICTs are being used to enhance rural development programs

and improve the delivery of public services through computerization schemes, suggesting that the potential impact of ICTs on development can be enormous, particularly in terms of improved health, hygiene, nutrition and education.

**d)** Support Trade and Commerce: Traders across the county lack enabling information especially regarding prices and profitability of enterprises. ICTs will be used to support competitiveness in the area of trade in a number of areas. E-commerce is one of the opportunity the county major growth area forecast

to be a trillion shillings industry is an ICT-driven industry.

**e)** Administration and Service Delivery within the Public Sector: The deployment and exploitation of ICTs to facilitate government administration and service delivery has the potential for: improving administrative efficiency and service delivery; enhancing and improving government responsiveness to citizens; reducing administrative, operational and transaction costs of governments administrative activities, service delivery functions and operations through the reduction of operating inefficiencies.

**The priority areas for investments in ICT will focus on:**

- i.** Development of appropriate infrastructure and connectivity
- ii.** Adoption of computer based information systems for effective public service delivery
- iii.** Creation of policy and legal framework for standardization of processes within the county
- iv.** Establishment of one ICT Hub in every sub- county

## E. Energy Infrastructure



### Overview

Reliable energy infrastructure is an important driver in economic growth by supporting production processes. However, despite being a key input in production, electricity connectivity in Narok County as at stands at 20%. Firewood and charcoal remain the most common sources of energy accounting for 80% of total energy used in the county. Approximately 51% of households are using lanterns for lighting despite the high cost of kerosene. Comparatively, Narok north has the highest level of electricity use at 16%. Among the notable achievements in the last five years included increased household electricity connectivity by 6%, established mini solar power grid of 0.25KW at Talek and implementation street lighting projects in major urban areas.

### Sectoral Development Priorities

The priority in the 2018-2022 period will include the following:

- i.** Increase number of households connected to the national grid by more than 40% from the current estimate of 20%. The programme will target connecting all major trading centers major public entities like health centers and public schools. The County and national government will focus on upgrading and expansion of the power transmission and distribution network to improve supply and reliability, reduce losses and expenditure on energy.
- ii.** Promote renewable energy use through establishment and implementation of a policy framework. Among the targeted projects include establishment and installation of a solar powered grids in at least 10 public facilities, tapping on wind energy in areas not connected with national grid, establishment of a water-to-energy plant to increase access to energy in the rural areas of the county.
- iii.** Enhance urban lighting program to all urban areas to increased economic opportunities as well as the safety and well-being of the local communities

## F. Co-operative Development and Management

The goal of co-operative development is to promote economic empowerment of the residents of the county through sustainable cooperative societies and enterprises development. The co-operative societies assist farmers to market their farm produce and provide credit facilities and farm inputs to members.

### Major achievement of the department in the last five years included:

**a)** The number of registered cooperatives increased from 86 to 213, of which 111 are active

**b)** Membership in the movement increased from 23,185 to 76, 325

**c)** Total assets owned by the cooperatives are approximately Ksh 926 million

The main challenges facing the cooperatives movement in the county relates to poor

management, low co-operative education absorption, low capital base, inadequate extension service and lack of training.

### The strategic objective of the sub-sector for the plan period is to strengthen the cooperative movement in the county through the following transformative initiatives:

**i.** Improve cooperatives governance and management through capacity building initiatives of the members, restructuring of management committees, creating management exchange visits, carrying out statutory cooperative audits, training and skills development.

**ii.** Support cooperatives through procuring for them assorted materials and equipment such as milk coolers (livestock cooperatives), modern beehives (honey cooperatives), beadwork

materials and construction of sales markets for cooperatives on agricultural value management.

**iii.** Establish a Cooperative Enterprise Development Revolving Fund and operationalizing of the already existing Joint Loans Board Kitty. This will be critical in supporting business community and co-operatives to access affordable loans.

**iv.** Conduct awareness campaigns on the importance of co-operative societies and ensuring compliance with the existing co-operative rules and regulations.

**v.** Pooling financial resources for possible productive investment and potential government borrowing.



## G. Legal and institutional Framework

The goal for the plan period is to enact and put into operation all the necessary policy, legal and institutional reforms needed across many sectors including agriculture, trade, youth and gender, health, education, water, spatial planning and infrastructure aimed at strengthening county operations. Consequently, an omnibus bill will be developed. **Further, specific policies and legislations in some of the following areas will be fast-tracked:**

**1.** Legislation and institutional framework to curb misuse of county government resources and corruption, strategies to include; power of the people by creating pathways that give citizens relevant tools to engage and participate in their governments – identify priorities, problems and find solutions; effective law enforcement to ensure the corrupt are punished and break the cycle of impunity, or freedom from punishment or loss; establishing a vibrant anti- corruption team to design and implement workable strategies for detecting, investing and preventing corruption in all departments; and giving a voice to the public to express their views and constructive opinions on corruption issues through use of methods such as the community radio station and free community press that present an open forum where corruption issues are exposed and discussed

**2.** In the health, education, youth and social sectors the county will be enacting necessary policy and legal frameworks to stimulate operationalization and management of facilities as well as innovation. For instance, development of regulation

Narok County Health Service Improvement Fund Act, 2017, to support health care servicing.

**3.** In the road infrastructure, the county will be seeking to have Roads Construction Authority bill 2018 passed in county assembly. This will significantly and positively affect road infrastructural development and management of construction equipment in the county.

**4.** In agriculture and livestock development, the county will be designing sectoral policies aimed at maximizing production, productivity and value addition in the sector. Among the leading policies includes enactment of land use policy to guide in land use, management, tenure and related environmental conservation.

**5.** In education sub- sector, policies and legislations on customization of national ECDE policy will be prioritized. This will be particularly critical in management of the early childhood development education which subsequently affects delivery of quality education.

**6.** In forestry, the county will enact necessary policy and legal frameworks to stimulate operationalization and management of forest development and utilization.

**7.** In trade, industrialization and cooperative development sector, priority policies and legal framework will be on creation of business environment for trade and industrial development, and strategies on enhancing county competitiveness.

**8.** To improve on overall service delivery, the county in conjunction with the national government will

develop necessary policies and legal framework on human resource management, promotion of results-based management within the public service, stakeholders engagement framework, programmes monitoring and evaluation framework and resource mobilization.

**9.** Enactment and implementation of Monitoring and Evaluation policies aimed at enhancing programmes and projects implementation, performance and services delivery and increase projects impacts.

**10.** Creation of and institutionalization of a CIDP multi-sectoral Delivery team

### Other policies and legislation will target:

- a)** Promoting peace building and reconciliation to improve conflict management and ensure sustained peace within the county
- b)** Community involvement in ensuring improved safety and security
- c)** Inculcating a culture of respect for the sanctity of human life that restrains people from resorting to violence as a means to resolving personal and community disputes
- d)** Development and deepening the policy, legal and institutional reform on development areas
- e)** Promoting public-private cooperation in implementation of county developmental projects.

# 3. LOGIC FRAMEWORK OF IMPLEMENTATION

The Implementation Framework of Narok County Integrated Development (CIDP 2018-2022) is aligned with and supported by policy, legislation and the constitution which defines the mandates of the County governments. The attendant programmes and projects will be a concerted efforts of county governments in collaboration with the national government, civil society organizations and development partners. In implementing these proposals, the county government will operate within institutional, legal and operational framework as stipulated in relevant statutes, rules and regulations.

It is proposed that for effective and efficient implementation of these programmes and projects a CIDP Delivery Team/Secretariat will be required. Its mandate will be to coordinate and monitor the implementation of the plan.

Table 3.1 presents a logical framework for the implementation of the six strategic priority areas. The table provides strategic objectives, projects activities, flagship projects, expected outcomes, implementing agencies and the estimated budget.

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transfor mative projects	Expected outcome	Leading Implementing Agencies	Cost/udget
1. ECONOMIC EMPOWERMENT	(a) Livestock Development To promote, regulate and facilitate livestock production.	<ul style="list-style-type: none"> <li>•! Provide a necessary environment for the Construction of a modern abattoir at Ewaso Nyiro</li> <li>•! Construction of a disease control and surveillance unit</li> <li>•! Construction of 60 slaughter houses and slaughter slabs.</li> <li>•! Providing 80,000 AI services for livestock genetic improvement</li> <li>•! Enhance the vaccination of animals against a number of diseases</li> <li>•! Rehabilitating 195 cattle dips across the county</li> <li>•! Facilitate the introduction of contract farming and or cattle banking/ GMR</li> <li>•! Create an industrial park to house various livestock value addition factories.</li> </ul>	<ul style="list-style-type: none"> <li>• Modern abattoir at Ewaso Nyiro and slaughter houses</li> <li>•! Disease Control and surveillance unit at Narok town.</li> <li>•! Establish six milk processing plants</li> <li>•! Facilitate the establishment a leather factory</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased production, productivity and household incomes.</li> </ul>	Departments/directorates Cooperatives of Agriculture, Trade, Industrialization  Proposed Leather Development Authority	4.7 Billion

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/budget
	<p><b>(b)Crop production</b></p> <p>To increase productivity, value addition and commercialization of crop farming</p>	<ul style="list-style-type: none"> <li>•! Construction of six (6) irrigation schemes with auxiliary structures.</li> <li>•! Increase the use of fertilizer and certified seeds from less than 10% to 20%</li> <li>•! Construction of 16 post-harvest storage facilities</li> <li>•! Rehabilitation of 4 storage facilities.</li> <li>•! Provide agricultural advisory services to about 100,000 farm families.</li> <li>•! Installation of 30 green houses.</li> <li>•! Procurement of 30 tractors for mechanized agriculture.</li> <li>•! Procurement of 4 cereal driers.</li> </ul>	<ul style="list-style-type: none"> <li>•! 6 irrigation schemes with auxiliary structures</li> <li>•! Construct 3 tomato processing plants</li> <li>•! Construct a potato processing plant in Narok North.</li> <li>•! Implement NARIGP</li> </ul>	<ul style="list-style-type: none"> <li>•! Enhanced commercialization of agriculture and increased households income</li> </ul>	<p>Departments/ Directorates of Agriculture, Water, Trade, Cooperatives, Industrialization and Environment</p>	5.7 billion
	<p>c) Forestry Development</p> <p>To increase forest cover and promote commercialization of forest farming</p>	<ul style="list-style-type: none"> <li>•! Increase forest cover by 10% which is about 200,000 ha</li> <li>•! Enact a county forest policy and forest Act to focus on regeneration</li> <li>•! Establish sub county forest service committees to support afforestation and reforestation policies.</li> <li>•! Establish a county forest authority.</li> <li>•! Promote family enterprise, corporate, county and state forest ownership rights.</li> <li>•! Introduction of the carbon-sink programme.</li> <li>•! Promote commercial forest farming at the community and household level</li> </ul>	<ul style="list-style-type: none"> <li>•! Establish a County forest authority</li> <li>•! Plant about 50 million trees</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved natural resource base</li> <li>•! Increased household income</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of Forestry, Agriculture, Water and Environment</li> <li>•! NARIGP</li> </ul>	5.862 billion
	<p>d)Industrialization</p> <p>To increase value addition and manufacturing of goods in the county</p>	<ul style="list-style-type: none"> <li>•! Creating an enabling investment environment through legislation in the Meat industry, Leather industry (Narok shoe, Narok jacket, Narok belt), Tea industry, Sugar industry, Forestry industry and Agribusiness industry.</li> <li>•! Creating linkages between the industries and the farmers and producers</li> </ul>	<ul style="list-style-type: none"> <li>•! Narok Leather factory</li> <li>•! Wheat flour milling plant</li> <li>•! Maize milling plants</li> <li>•! One tea factory</li> <li>•! Sugar factory</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased employment</li> <li>•! Increased income for the farming community</li> <li>•! Increased household income</li> </ul>	<p>Departments of, Trade, Cooperative and Industrialization, Livestock Agriculture, Forestry and (CG).</p>	Ksh billion

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transfor mative projects	Expected outcome	Leading Implementing Agencies	Cost/udget
		<ul style="list-style-type: none"> <li>•! Creating linkages between the industries and vocational training institutions to build the required skills base.</li> <li>•! Aligning vocational curricular to industrial skills needs.</li> <li>•! Establishment of a potato chilling plant in a view of leveraging the value chain to have a stable price for the farmer by getting an investor in the cold storage facilities.</li> <li>•! Establish of the ply wood processing factory in Eor Ekule.</li> <li>•! Establishment of 6 milk processing plants</li> <li>•! Construction of a three Tomato processing plants.</li> <li>•! Construction of a Potato processing plant in Narok North</li> </ul>	<ul style="list-style-type: none"> <li>•! Tomato processing plants</li> <li>•! Potato processing plant in Narok</li> <li>•! Ply wood processing factory in Eor Ekule.</li> <li>•! 6 milk processing plants</li> </ul>			
<p><b>2.TOURISM DEVELOPMENT</b></p>	<p>To develop, promote tourism activities, and improve the tourism sector management</p>	<ul style="list-style-type: none"> <li>•! Identification and development of new tourism circuits.</li> <li>•! Establishment of an investors desk (one stop shop)</li> <li>•! Provision of incentives and creation of a conducive environment for investors in designated areas in sectors complimenting tourism industry.</li> <li>•! Classification and certification of tourism establishment.</li> <li>•! Adoption of an aggressive online marketing strategies such as including bloggers on social</li> <li>•! Opening up of Roads network and maintenance of airstrips. Profiling of road infrastructure (traffic nodes) in the parks.</li> <li>•! Stakeholder engagement on having one management for entire game reserve.</li> <li>•! Develop and implement policy, legal and regulatory framework,</li> <li>•! Develop and implement M,E &amp; R mechanism</li> </ul>	<ul style="list-style-type: none"> <li>•! Develop and adopt of an aggressive marketing strategy of Maasai Mara Game Reserve</li> <li>•! Enhance tourism products diversification</li> <li>•! Upgrading Narok town to a Resort City</li> </ul>	<ul style="list-style-type: none"> <li>•! Secure wildlife habitat</li> <li>•! Increased tourism confidence index</li> <li>•! Increased tourism activities leading to more visitors and more revenue flow.</li> <li>•! Growth in tourism revenue</li> <li>•! Increased community satisfaction index</li> </ul>	<ul style="list-style-type: none"> <li>•! Departments of Tourism, Trade, Environment, Public works, Physical Planning and Lands.</li> <li>•! National Government Agencies</li> </ul>	

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/budget
3.SOCIAL DEVELOPMENT	<p><b>a)! Health</b> To improve access to quality health services</p>	<ul style="list-style-type: none"> <li>•! Construct 5 level 4 hospitals, upgrade one (1) hospital to level 5 hospital.</li> </ul>	<ul style="list-style-type: none"> <li>•! Upgrading Narok county referral hospital to level 5.</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved access to health services.</li> <li>•! Improved health service delivery</li> </ul>	Department of health National Govt. County Govt	14.07
	<p>To enhance and strengthen health service delivery.</p>	<ul style="list-style-type: none"> <li>•! Construct outpatient blocks, maternity wards and staff houses in 84 primary health facilities.</li> <li>•! Recruit and deploy 1,222 HRH.</li> <li>•! Training of HRH</li> <li>•! Equip specialized health clinics.</li> <li>•! Establish and empower community health units.</li> <li>•! Mitigate the prevalence of non-communicable and communicable diseases.</li> <li>•! Procure and service 11 ambulances.</li> </ul>	<ul style="list-style-type: none"> <li>•! Upgrade/construct 5 level 4 hospitals.</li> <li>•! Complete the construction of one (1) Kenya medical training college (KMTC).</li> </ul>	<ul style="list-style-type: none"> <li>•! Reduced Morbidity</li> </ul>		
	<p>To ensure sustainability of drugs and commodity supplies.</p>	<ul style="list-style-type: none"> <li>•! Procure and supply drugs and medical commodities.</li> <li>•! Construct 1 (one) county medical store and 6(six) sub-county medical stores.</li> <li>•! Ensure proper commodity management practices at the facility level.</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of one county medical store.</li> <li>•! Construction of 6(six) medical stores.</li> </ul>	<ul style="list-style-type: none"> <li>•! Reliable drugs and medical commodity supply chain management.</li> </ul>		
<p>Enhance living standard and improved livelihoods</p>	<ul style="list-style-type: none"> <li>•! Establishment of a revolving fund to fund NCHIF medical cover and support funds for elderly and persons with special needs</li> </ul>	<ul style="list-style-type: none"> <li>•! Establishment of a revolving fund to fund NCHIF medical cover and support funds for elderly and persons with special needs</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved health and livelihood</li> </ul>	County Govt.	100M	

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/budget
3.SOCIAL DEVELOPMENT	a)! <b>Health</b> To improve access to quality health services	<ul style="list-style-type: none"> <li>•! Construct 5 level 4 hospitals, upgrade one (1) hospital to level 5 hospital.</li> </ul>	<ul style="list-style-type: none"> <li>•! Upgrading Narok county referral hospital to level 5.</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved access to health services.</li> </ul>	Department of health National Govt. County Govt	14.07
	To enhance and strengthen health service delivery.	<ul style="list-style-type: none"> <li>•! Construct outpatient blocks, maternity wards and staff houses in 84 primary health facilities.</li> <li>•! Recruit and deploy 1,222 HRH.</li> <li>•! Training of HRH</li> <li>•! Equip specialized health clinics.</li> <li>•! Establish and empower community health units.</li> <li>•! Mitigate the prevalence of non-communicable and communicable diseases.</li> <li>•! Procure and service 11 ambulances.</li> </ul>	<ul style="list-style-type: none"> <li>•! Upgrade/construct 5 level 4 hospitals.</li> <li>•! Complete the construction of one (1) Kenya medical training college (KMTC).</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved health service delivery</li> <li>•! Reduced Morbidity</li> </ul>		
	To ensure sustainability of drugs and commodity supplies.	<ul style="list-style-type: none"> <li>•! Procure and supply drugs and medical commodities.</li> <li>•! Construct 1 (one) county medical store and 6(six) sub-county medical stores.</li> <li>•! Ensure proper commodity management practices at the facility level.</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of one county medical store.</li> <li>•! Construction of 6(six) medical stores.</li> </ul>	<ul style="list-style-type: none"> <li>•! Reliable drugs and medical commodity supply chain management.</li> </ul>		
	Enhance living standard and improved livelihoods	<ul style="list-style-type: none"> <li>•! Establishment of a revolving fund to fund NCHIF medical cover and support funds for elderly and persons with special needs</li> </ul>	<ul style="list-style-type: none"> <li>•! Establishment of a revolving fund to fund NCHIF medical cover and support funds for elderly and persons with special needs</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved health and livelihood</li> </ul>	County Govt.	100M

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/ budget
	<p><b>b)! Education Development</b> To enhance access to quality education and improve quality of manpower</p>	<ul style="list-style-type: none"> <li>•! Construction of 15 VTCs centers across all sub-counties</li> <li>•! Upgrading/modernization of the existing 9 VTCs</li> <li>•! Restructuring of the current curriculum to offer youth sustainable market driven skills.</li> <li>•! Provision of bursary to students</li> <li>•! Construction of 30 model ECDE centres across the county.</li> <li>•! Employment of 1000 more ECDE caregivers</li> <li>•! Construction of 900 classrooms, 50 dorms, 20 laboratories and 30 dining across all sub-counties</li> <li>•! Establishment of health and nutrition services in 150 ECDE centres across all wards</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of 15 VTCs centers across the sub-counties.</li> <li>•! Upgrading/modernization of the existing 9 VTCs and restructuring of the current curriculum</li> </ul>	<ul style="list-style-type: none"> <li>•! Developed market driven skills/manpower</li> <li>•! Enhanced access to quality education and improved transition rates</li> <li>•! Enhanced transition rates</li> <li>•! Enhanced teacher student ratio and transition rates</li> <li>•! Enhanced access to quality education and improved transition rates</li> <li>•! Enhanced access to quality education and improved transition rates</li> </ul>	Department of Education, Youth, Gender, Sports and Social Services	6.272
	<p><b>c)! Sport Development</b> To harness sports talents and offer youths alternative livelihood</p>	<ul style="list-style-type: none"> <li>•! Construction of one (1) state of art multi-purpose Sports and Talent Academy at Ntulele, Narok East Sub-county</li> <li>•! Construction of one (1) modern cultural Centre at Ngoswani</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of one state of earth multi-purpose Sports and Talent Academy at Ntulele</li> <li>•! Construction of one modern cultural Centre at Ngoswani</li> </ul>	<ul style="list-style-type: none"> <li>•! Diversified alternative means of livelihood</li> <li>•! Diversified alternative means of livelihood and enhanced cultural exchanged</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of Sports, Youth and Education</li> <li>•! County Govt. and National Govt.</li> </ul>	300 M
	<p><b>d)! Social protection:</b> Enhance living standards of vulnerable groups</p>	<ul style="list-style-type: none"> <li>•! Establishment of a fund to support elderly and persons with special needs</li> <li>•! value chains establishment and implementation,</li> <li>•! Capacity building, (for widows, youths, VMGs)</li> <li>•! Establishment of income generating activities</li> </ul>	<ul style="list-style-type: none"> <li>•! Establishment of a fund to support the vulnerable persons.</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved health and livelihood</li> <li>•! Improvement of productivity and profitability. Attain economic independence</li> </ul>	Department of Social services. County Govt. NARIGP (World Bank)	4,800  100 Millic
	<p><b>d)! Security</b> Promote peace through conflict resolution.</p>	<ul style="list-style-type: none"> <li>•! Peace building initiatives throughout the county</li> </ul>		<ul style="list-style-type: none"> <li>•! Enhanced peaceful coexistence.</li> </ul>	Min. of Interior and Coordination and County Govt.	1 Billio:

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transfor mative projects	Expected outcome	Leading Implementing Agencies	Cost/ budget
4.WATER RESOURCE MANAGEMENT	To increase water access through protection conservation and management	<ul style="list-style-type: none"> <li>•! Dam construction, Piping, Other auxiliary structures</li> <li>•! Catchment conservation.</li> <li>•! Establishment and capacity building of Management committees</li> </ul>	<ul style="list-style-type: none"> <li>•! Development of a County water master plan.</li> <li>•! Construction of Dams at Raitiny and Narok</li> <li>•! Construction of Enayenyiyeny, Loita and Mooge Water Projects</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased access to clean and safe water for socio-economic development</li> </ul>	<ul style="list-style-type: none"> <li>•! Departments of Water, environment, Agriculture, Livestock and Lands</li> <li>•! National Government</li> </ul>	10.4 E
5) URBAN DEVELOPMENT	a)Formulate favorable physical planning, housing and land resources policies	<ul style="list-style-type: none"> <li>•! Construction of southern and northern bypasses</li> <li>•! Construction of five (5) town link roads to the bypasses</li> <li>•! Construction of international airport</li> <li>•! Construction of a sewerage system in Narok town</li> <li>•! Construction of a sanitary landfill</li> <li>•! Provision of solid waste collection receptacle</li> <li>•! Implement Narok town development plan</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of northern and southern bypasses</li> <li>•! Construction of Sewerage system for Narok town</li> </ul>	<ul style="list-style-type: none"> <li>•! Reduced traffic congestion and hence increased business activities within Narok town</li> <li>•! Increased number of visitors to Mara</li> <li>•! Improved sanitation and hence reduced morbidity</li> </ul>	<ul style="list-style-type: none"> <li>KENHA KAA</li> <li>Department of Physical Planning, Lands, Urban development, Roads and transport</li> </ul>	3B  20B
	b) Improve infrastructure development at sub-counties headquarters	<ul style="list-style-type: none"> <li>•! Development of physical plans for the towns/centres.</li> <li>•! Facilitation of issuance of title deeds</li> <li>•! Purchase of waste handling technology</li> <li>•! Establishment of ICT hubs at sub-county headquarters</li> <li>•! Establish recreational facilities at sub-county headquarters</li> </ul>	<ul style="list-style-type: none"> <li>•! Gazetteement for development of 6 sub- county headquarters.</li> <li>•! Establishment of a recreational facility in Narok Town</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased business activities in six HQs and improved social and economic well-being.</li> <li>•! Improved waste management</li> <li>•! Improved recreational facilities</li> </ul>	Dept. of Physical Planning, Lands urban planning, ICT and public administration Department of urban planning and development	350M 500M 10M
	c)Control floods in Narok town	<ul style="list-style-type: none"> <li>•! Construction of four (4) dams in Kakia river basin and three (3) dams in Esamburmbur river basin</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of Seven dams upstream to contain floods</li> </ul>	<ul style="list-style-type: none"> <li>•! Reduced property damages and destruction of economic activities</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of Physical Planning, Lands</li> <li>•! Urban Planning, Water, Environment and Public Works</li> </ul>	1.6B
		<ul style="list-style-type: none"> <li>•! Acquire land for public cemetery in Narok and in other sub-county headquarters</li> </ul>	<ul style="list-style-type: none"> <li>•! Acquisition of land for public cemetery in Narok Town</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved efficiency in disposal of bodies</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of Planning, Lands</li> <li>•! Urban Planning, Water, Environment and Public Works</li> </ul>	100M

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/budget
	d) Provide low cost housing units to the public	<ul style="list-style-type: none"> <li>•! Construct 2000 low cost house units in Narok and other urban towns</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of 2000 low cost house units.</li> </ul>	<ul style="list-style-type: none"> <li>•! Availability of affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of urban planning and development</li> </ul>	3B
	e) To map all county resources and optimize their use	<ul style="list-style-type: none"> <li>•! Development and implementation of a 10-year spatial plan</li> </ul>	<ul style="list-style-type: none"> <li>•! Preparation of the county spatial plan.</li> <li>•! Implementation spatial plan for by controlling development at sub-counties headquarters and strategic urban areas</li> </ul>	<ul style="list-style-type: none"> <li>•! Controlled development and increased social and economic development</li> </ul>	<ul style="list-style-type: none"> <li>•! Department of Planning, Lands</li> <li>•! Urban Planning, Water, Environment and Public Works</li> </ul>	100M
<b>6) DEVELOPMENT ENABLERS</b>	<p><b>a) Roads Development</b> To improve roads network in the county</p>	<ul style="list-style-type: none"> <li>•! Opening up of new roads, Grading 2907 km, gravelling 2907km, tarmacking of 50 km identified roads, constructing bridges and drifts.</li> </ul>	<ul style="list-style-type: none"> <li>•! Construction of two road by-passes in Narok town</li> <li>•! Upgrading of rural roads to enhance to markets and social amenities.</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased access and ease of doing business in Narok town.</li> <li>•! Enhanced access to social amenities and ultimate well-being of residents</li> </ul>	<p>KENHA Departments of roads, Lands and urban planning.  KERRA</p>	10.07 Billio
	<p><b>b) Energy Development</b> Increase access to clean energy</p>	<ul style="list-style-type: none"> <li>•! Expand rural electrification from 20% connectivity to 40% and promote use of renewable energy.</li> </ul>	<ul style="list-style-type: none"> <li>•! Development and implementation of renewable framework.</li> <li>•! Installation of solar powered grids in at least 10 public facilities and 20,000 households</li> <li>•! Establishment of wind and solar farming in Morijo Loita</li> </ul>	<ul style="list-style-type: none"> <li>•! Improved peoples welfare through reduced incidences of Upper respiratory tract infections</li> <li>•! Reduced environmental degradation.</li> </ul>	<p>Rural electrification authority. Kenya Power Company (KPLC)  Department of energy, Agriculture and Cooperatives.</p>	700 M
	<p><b>d) Market infrastructure development</b> Enhance access to markets and information</p>	<ul style="list-style-type: none"> <li>•! Improving market access for county products through better value chain management.</li> <li>•! Establish information sharing platforms in media platforms to enhance market access.</li> </ul>	<ul style="list-style-type: none"> <li>•! Establishing, Strengthening knowledge management institutions.</li> <li>•! Scale-up of value chain management.</li> <li>•! Modernization, upgrading and expansion of six markets across the county.</li> </ul>	<ul style="list-style-type: none"> <li>•! Increased business activities.</li> <li>•! Improved economic well-being of the traders.</li> </ul>	<p>Departments of Trade, Industrialization, Cooperatives, Agriculture and Livestock.</p>	500 M

**Table 3.1: Logic Framework of Implementation**

Thematic Area	Strategic Objective(s)	Project Description/ Activity	Flagship/transformational projects	Expected outcome	Leading Implementing Agencies	Cost/budget
	<p>e) <b>Strengthening Legal Framework</b> Create an enabling legal framework</p>	<ul style="list-style-type: none"> <li>Developing policies and legislation to enhance service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Enact policies and legal provisions to support the identified strategic interventions on various sectors</li> </ul>	<ul style="list-style-type: none"> <li>Enabling environment for social and economic development</li> </ul>	<ul style="list-style-type: none"> <li>Legal department of the county government, County Assembly</li> <li>Finance and Economic Planning</li> </ul>	250 Million
	<p>f) <b>Cooperative Development</b> To facilitate the growth of the cooperative movement</p>	<ul style="list-style-type: none"> <li>Capacity building, establishment of policies and legislations geared towards revitalizing and strengthening the cooperative movement, facilitate formation of cooperatives for production, marketing and resource mobilization</li> </ul>	<ul style="list-style-type: none"> <li>Establishing cooperative revolving fund</li> <li>Establishment of six production and marketing cooperative:</li> <li>Enhancement of savings and pooling financial resource for investment and possible lending to county government</li> </ul>	<ul style="list-style-type: none"> <li>Financially sustainable cooperative movements</li> </ul>	<ul style="list-style-type: none"> <li>Department of Trade and cooperative</li> <li>County Treasury, Agriculture and Livestock</li> </ul>	200M ion

# 4. FINANCIAL ANALYSIS AND RESOURCES MOBILISATION

## 4.1 Overview of Fiscal Performance in the Period 2013-2018

The law provides for several sources from where county governments can generate revenues. The revenue sources for Narok County Government in the past four years have been from the national government (Equitable allocation share and conditional loans and grants) and from local sources. The conditional grants and loans were in form of transfers for free maternal healthcare, leasing for medical equipment's, compensation for user fees forgone and grants for maintenance of roads. In total, Narok County has raised/received revenues amounting to KES 26.4 billion against a target of KES 37.3 billion. The County Government has been relying on equitable share transfers from National Government which forms over 75% of the Counties' total revenue. Between FY 2013/14 and 2016/17, OSR collection ranged between Ksh1.53 billion and Ksh 1.73 billion, with the lowest recorded in FY 2016/2017 and highest in FY 2015/16 with approximately 90 per cent of the total own source revenue collected from Maasai Mara Game Reserve. On the other side, total expenditure for the last four years amounted to KES 23.9 billion against an estimated target of KES 36.3 billion representing 66% performance of the target. The deviation was occasioned by missed revenue targets, this will be a critical area in setting priorities and budget for this second plan period. Overall, the performance on the expenditure side of the budget stood at 76% when reviewed in terms of revised estimates. The share of allocation for development expenditure has been 43.9 percent on average for the last four years. However, the actual expenditure on development activities over the same period was approximately 29 per cent, one per cent short of the fiscal requirement of a minimum of 30 per cent county budget to development.

At sectoral level, the highest allocation during the four years was in Public Administration and International Relations (PAIR) sector at 35.2%. The sector was followed by: Roads, Transport and Public Works sector at 16.2%; and Health and Sanitation sector at 12.5%. Health and Sanitation ties with Education, Youth, Sports, Culture & Social Services at 12.5% actual expenditure.

A summary of the county revenue sources and expenditures is presented in tables 4.1 and 4.2

**Table 1: County Revenue Resources by Financial Year**

Year	Equitable Share	Conditional Grant	Local Collection	Total (KES)
FY 2012/2013	199,147,810	61,592,200	-	<b>260,740,010</b>
FY 2013/2014	3,059,052,126	278,791,611	1,538,519,099	<b>4,876,362,831</b>
FY 2014/2015	4,356,679,951	205,416,618	1,639,214,710	<b>6,201,311,279</b>
FY 2015/2016	5,608,440,940	239,057,325	1,726,402,455	<b>7,573,900,720</b>
FY 2016/2017	5,705,714,796	262,651,973	1,533,933,961	<b>7,502,300,730</b>
<b>Total</b>	<b>18,929,035,623</b>	<b>1,047,509,727</b>	<b>6,438,070,225</b>	<b>26,414,615,575</b>

**Table 2.2: Expenditure by Sector–Budgeted Versus Actual Compared (Amount in Million KES)**

	Sector	FY 2013/14- 2016/17			
		Target	Actual	%	%
1	Country Assembly Services	2,732.82	2,201.51	7.5%	7.0%
2	Public Administration and International Relations	10,097.11	8,358.51	27.8%	35.2%
3	Finance and economic Planning	2,796.80	2,006.05	7.7%	8.6%
4	Agriculture, Livestock and Fisheries	2,374.66	754.10	6.5%	3.0%
5	Environment Protection, Energy, Water and Natural resources	1,255.75	377.84	3.5%	1.7%
6	Education, Youth, Sports, Culture & Social Services	3,519.08	3,080.74	9.7%	12.5%
7	Health and Sanitation	4,221.22	3,932.80	11.6%	12.5%
8	Lands, Housing, Physical Planning and Urban Development	968.95	296.37	2.7%	0.8%
9	Roads, Transport and Public Works	6,232.90	3,896.96	17.2%	16.2%
10	Tourism, wildlife, Trade, Industry and Cooperative Devt	1,923.93	403.38	5.3%	1.7%
11	County Public Service Board	194.74	228.01	0.5%	0.7%
	<b>GRAND TOTAL-NAROK COUNTY</b>	<b>36,317.96</b>	<b>25,536.25</b>	<b>100.0%</b>	<b>100.0%</b>

Source: Narok County Treasury, 2018

#### 4.2 Resource Requirements for the Period 2018-2022

To implement all proposed programmes and projects across the sectors will require resources to be mobilized from county own resources, national government transfers, development partners, private sector and by households and individuals. Table 4.3 shows the total estimated budget for the sector programmes and projects. The same is aggregated sector wise rather than on the basis of thematic areas. It is noted that sector programmes, projects and activities will integrate into the realization of the thematic goals.

A summary of budget estimates for the 2018-2022 by sector for the period is presented in table 4.3

S/No	Sector Name	Estimated Budget (Ksh.)	Sectoral budget as a percentage (%) of the Total Budget
1	Public Administration, Coordination of Decentralization and Disaster Management	8,583,834,860	6.8%
2	Water, Environment and Natural Resource.	23,743,000,000	18.8%
3	Agriculture, Livestock, Fisheries and Veterinary	13,185,700,000	10.4%
4	Health and Sanitation	17,473,448,062	13.8%
5	Education, Youth Affairs, Culture and Social Development	24,015,050,000	19.0%
6	Ministry of Roads, Public Works and Transport	10,070,000,000	8.0%
7	Lands, Housing, Physical Planning and Urban Development	15,668,142,010	12.4%
8	Tourism and Wildlife	8,905,000,000	7.0%
9	Trade, Investment and Industrialization	4,760,000,000	3.8%
	<b>Total</b>	<b>126,404,174,932</b>	<b>100.0%</b>

Source: Narok County Treasury, 2018

### 4.3 The Resource Mobilization Framework

The County will take appropriate measures to improve own revenue collection. Table 4.2 shows revenue projections for different revenue streams for the period 2018 to 2022.

Table 4.2: Revenue projections over the CIDP 2018-2022 period.

TYPE OF REVENUE	2018/19	2019/20	2020/21	2021/22	2022/23	TOTALS
<b>LOCAL REVENUE</b>	2,485,210,000	2,733,731,000	3,007,104,100	3,307,814,510	3,638,595,961	<b>15,172,455,571</b>
<b>EQUITABLE SHARE</b>	6,523,200,000	7,175,520,000	7,893,072,000	8,682,379,200	9,550,617,120	<b>39,824,788,320</b>
<b>CONDITION GRANTS</b>						
Conditional allocation for development of village polytechnics	30,820,000	33,902,000	37,292,200	41,021,420	45,123,562	188,159,182
GOK Free Maternity	-	-	-	-	-	-
Road Maintenance Levy Fund	167,827,135	184,609,849	203,070,833	223,377,917	245,715,708	1,024,601,442
User fee refund to Health Centre and Dispensaries	20,595,297	22,654,827	24,920,309	27,412,340	30,153,574	125,736,348
Conditional grant - Leasing of Medical Equipment	200,000,000	220,000,000	242,000,000	266,200,000	292,820,000	1,221,020,000
World bank loan-CHF	45,963,625	50,559,987	55,615,986	61,177,585	67,295,343	280,612,527
Loans & Grants-KDSP	50,901,470	55,991,617	61,590,778	67,749,856	74,524,842	310,758,562
Kenya Urban Support Programme	70,609,203	77,670,123	85,437,136	93,980,849	103,378,934	431,076,245
Conditional allocation- other loans, grants	50,499,536	55,549,489	61,104,438	67,214,882	73,936,370	308,304,715
World bank loan THS	85,986,522	94,585,174	104,043,691	114,448,060	125,892,866	524,956,313
World bank Loan-National Agri & Rural Growth	146,000,000	160,600,000	176,660,000	194,326,000	213,758,600	891,344,600
DANIDA Grant -UHDS	17,968,971	19,765,868	21,742,455	23,916,701	26,308,371	109,702,367
National Government-Through MDAs	1,000,000,000	1,100,000,000	1,210,000,000	1,331,000,000	1,464,100,000	6,105,100,000
Equalization funds	322,000,000	354,200,000	389,620,000	428,582,000	471,440,200	1,965,842,200
<b>TOTAL</b>	<b>11,217,581,758</b>	<b>12,339,339,934</b>	<b>13,573,273,927</b>	<b>14,930,601,320</b>	<b>16,423,661,452</b>	<b>68,484,458,391</b>

Source: Narok County Treasury, 2018

To enhance revenue collection, the county will adopt a cooperative compliance revenue model which will focus on four approaches, namely: (a) using full force of the law for those who have decided not to comply, (b) deterring by detection for persons who do not want to comply, (c) helping to comply for those who try to, but don't always succeed, and (d) simplifying the process for the willing taxpayers. The specific medium term strategies for increasing own sources revenue will include:

a) Widening Revenue Streams: The county government will explore new revenue streams with the aim of increasing revenue base and generations. Among the activities that the county will explore include strategies of harnessing revenue from natural resources mining, forestry activities such from carbon sinking and national resources such as water flowing outside the county. Such new revenue streams will be included in Annual Finance Bills.

b) Automation of all revenue streams in the county: This will help improve on revenue collection by sealing existing leakages and loopholes, accounting and reporting.

c) Devolving Revenue collection: As a strategy of enhancing revenue collection and compliance rate. This will involve the construction and equipping of revenue offices and stakeholders in revenue matters.

d) System Improvement system: This will involve the enhancement of work ethics and integrity. The revenue collection staff will undertake training on revenue collection and mobilization strategies. The relevant department will periodically vet officers and implement rotational transfers across different revenue streams and locations to avoid collusion between revenue collectors and payers in tax/ rates avoidance.

e) Development of an Engagement Framework for Development Partners: The County will undertake a comprehensive development partner mapping with a view to understand their core areas of focus and chart a donor coordination framework. Through this framework, the county will involve development partners in comprehensively addressing development challenges in the County.

#### **4.4 Measures to address Revenue Shortfall**

The shortfall in collection of revenue will be addressed through different initiatives that the county will be adopting. Such initiatives will include:

**a)** Public Private Partnership (PPP): The County will seek PPP in key strategic programmes and projects especially the ones that are capital intensive such as roads infrastructural improvement, investment in energy sector, manufacturing and agro- processing. The PPP model will include: (i) Lease to private party who pays the county government rent or royalties, (ii) Build-Own Operate and Transfer scheme, (iii) Land Swap where a county government transfers existing public land to investor for an agreed consideration and return, (iv) Build-Operate Transfer arrangement and (v) Joint venture/ joint ownership of facility with private investor for mutual benefit.

**b)** Negotiating with national government: As a strategy of resource mobilization, the county government will negotiate with national government to partner and collaborate in financing the development of social-economic infrastructure and increasing service delivery.

**c)** Public borrowing (internally and externally): On a need basis the county government will consider borrowing to finance key development projects as provided by the law. domestic borrowing will entail selling county bonds to local cooperatives, chamas and individuals to undertake specific development projects. External borrowing will be as provided by Public Finance and Management Act, 2012. However, where this strategy is adopted, the county borrowings will be maintained at a sustainable level.

**d)** Developing a County Investment Framework/Unit: The County Government will endeavor to attract more investors from outside the county. This will be achieved through continuous and extensive marketing of the available investment opportunities in the County. The County will establish a County Investment team which will be in charge of marketing the county investment opportunities. The unit will map, prioritize and document all the investment opportunities to ensure coordinated and sustainable investment.

## **5. RISK IN NAROK CIDP 2018-2022**

The CIDP 2018-2022 is cognizant of financial, non- financial, internally and externally risks likely to affect the implementation of its strategic objectives and therefore affect the realization of the vision. Risks shall be managed through proper and timely planning, monitoring, evaluation and putting effective mitigation measures against risks.

### **5.1 Fiscal Risks**

**1.** Shortfall in internal revenue: The main fiscal risk that is likely to be faced by the county government is the shortfall in revenue flows. The key reason for this is mainly inadequate local revenue collection strategies and late release of funds by the exchequer.

Mitigation: In the medium term, the County will undertake measures aimed at expanding the revenue base and increasing tax compliance through integration of technology in revenue collection. Receivables will be targeted as an avenue for raising capital by giving incentives with an aim of getting payments. Issuance of waivers on penalties will also be implemented. Finally, the County will publicize and streamline the use of electronic payment system to ensure effectiveness in revenue collection.

Huge wage bill: The fiscal responsibility principles recommend that, the personnel emoluments should be less than 35% of county revenue as stipulated in the PFM Regulations. However, from the past personnel emoluments has constituted more than this threshold.

Mitigation measures: The County will put necessary measures in the attempt to curb wage bill through; auditing payroll, adoption of appropriate technology, recruitment based on need assessment and preparing a sendoff package to motivate early retirement of less productive staff

## 5.1 Capacity Risks

**1)** Absorptive capacity of finances: Low absorption of finances from equitable share and local revenue could slow down development path envisaged in the CIDP.

Mitigation: Putting measures in place to make sure all voted funds are disbursed in time and expensed prudently. It is also important to identify the reasons behind the departments low ability to absorb funds and address it. For example if it is low capacity, organize for training or hire more professional personnel.

**2)** Technical capacity: Lack or inadequate technical capacity in the implementing agencies of qualification and instruments.

Mitigation: Capacity building of the existing staff, recruiting enough and competent staff to implement the projects.

**3)** Management risks: Weak management structures/systems lead to inadequate implementation of the programs to the required quality and standards. Due to lack of adequate management skills to effectively and efficiently supervise the staff, deploy and utilize the resources allocated.

Mitigation: The risk will be mitigated by recruiting adequately trained managers and where possible, equip the existing managers with relevant management skills to effectively and adequately deliver.

**4)** Inadequate Legal Framework: Inadequate and weak legal framework in the county possess a serious threat in timely and effectively service Delivery.

Mitigation: Adequate legal framework and a strong legal team will be put in place for successful implementation and management of all the programs.

## 5.4 Exogenous Risks

**1)** Political: Any change in the political leadership in the national government can affect the allocation of resources to the county and impact the development agenda negatively.

**2)** Natural calamities: Narok County is one of the ASAL counties that adversely get affected by adverse weathers. Drought and floods affect the implementation of projects especially if mitigation factors are not realized to build the communities' resilience. Deliberate programs should be implemented to mitigate the calamities.

**3)** Court cases: Court injunctions tend to delay the implementation of programs/projects that are envisaged in the CIDP. The county will adopt alternative disputes resolutions mechanisms.

**4)** Travel advisories: The foreign countries advising the citizens against traveling to Kenya or any part of the county due to insecurity negatively affects tourism.

Overall, the county will endeavor to strengthen the existing institutions as a strategy of reducing adverse effect of exogenous risks.

1.82 million people say the mara is the

*heart*

OF BEAUTY