



Narok County COVID-19 Social Economic Re-Engineering Recovery Strategy 2020/21-2022/23

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1 Introduction

1.1 County Context

Narok County is in Narok-Kajiado Economic Bloc (NAKAEB). The county has an estimated population of 1,157,873 people of whom 49.3 per cent were male and 50.6 per cent female (KNBS, 2019) as indicated in table 1. The population of persons with disabilities was 9,046 (0.9 per cent). The youth constituted 33.0 per cent of the population of whom 51.0 per cent were female. The County has a population density 65 per km². The elderly population (age 65 years and above) made up 2.4 per cent of the total population of whom 51.6 per cent were female. The population in school going age group (4-22 years) was 52.7 per cent in 2019.

In 2015/2016, the overall poverty rate in Narok County was 22.6 per cent against the national poverty rate of 36.1 per cent. In addition, 22.4 per cent of the population were living in food poverty and 75.8 per cent were living in multidimensional poverty, which means deprivation in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 32.5 per cent of the children were stunted as compared to the average national level at 26.0 per cent.

Table 1: Development indicators in Narok County

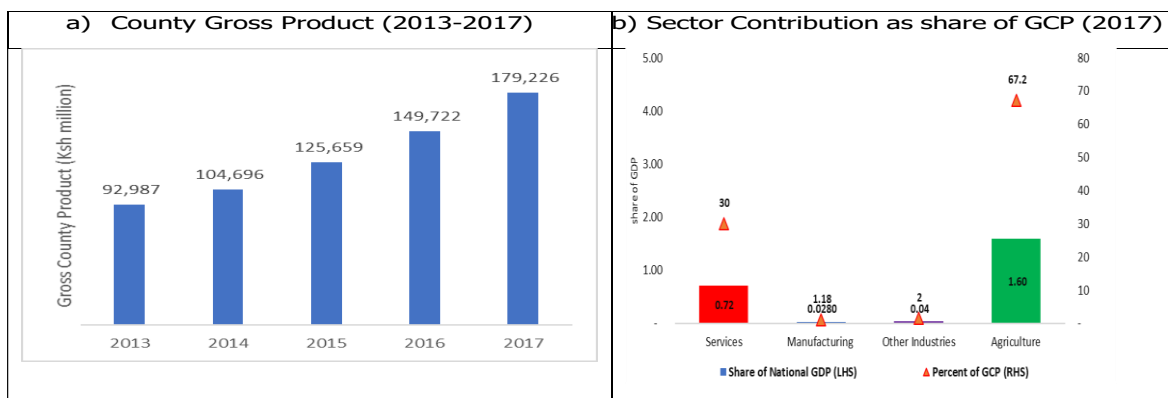
	County	National
Estimated County Population (KNBS, 2019)	1,157,873	1.3% of the total population
Males	579,042	49.3%
Females	578,805	50.6%
Intersex	26	0.002%
Estimated Population Density (km ²)	65	82
Persons with disability	0.9%	2.2%
Population living in rural areas (%)	91.3%	68.8%
School going age (4-22 years) (%)	52.7%	68.7%
Youth (%)	33.0%	36.1%
Elderly population (over 65-year-old)	2.4%	3.9%
Number of Covid-19 cases (as at 11 th September 2020) (MOH); National cases were 35,232 people	226	0.68% of the national cases
Poverty (2015/2016) (%)	22.6%	36.1%
Food Poverty (2015/2016) (%)	22.4%	31.9%
Multidimensional Poverty (2015/2016) (%)	75.8%	56.1%
Stunted children (KDHS 2014)	32.5%	26%
Gross County Product (Ksh Million)	179,226(2017)	2.4 % Share to total GDP (2017)
Average growth of Nominal GCP/GDP (2013-2017) (%)	18.5%	15.3 %

Data Source: KNBS (2019)

Narok County Gross County Product (GCP) accounted for 2.4 per cent of total Gross Domestic Product (GDP) as at 2017 as reported in figure 1. The GCP increased from Ksh.92,987 Million in 2013 to Ksh.179,226 million in 2017 representing an annual average growth rate of 18.5 per cent. The agriculture sector contributed 67.2 per cent of GCP while services and other industries sector shared constituted 30.0 per cent and 2.0 per cent, respectively.

The services sector includes such activities as wholesale and retail trade, construction, and transportation and storage. Agriculture is mainly dominated by livestock farming and both small scale and large-scale crop farming; with the main crops being maize and wheat.

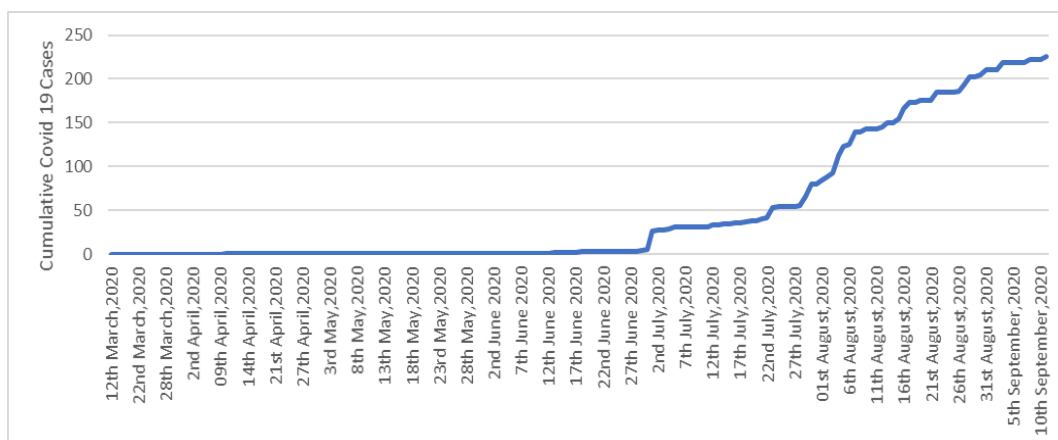
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 13th June 2020. Since then the number of confirmed cases increased to 226 in 11th September 2020 (MOH, 2020) as depicted in figure 2.

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



Data Source: MOH

1.2 County Fiscal position

Narok county expected to receive a total of Ksh. 11.998 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 8.0 billion (63.0 per cent) as equitable share, Ksh. 1.2 billion (9.2 per cent) conditional grant, Ksh. 2.4 billion (25.0 percent) generated from own source revenue (OSR) and Ksh. 346.2 million (2.7 per cent) as cash balance from FY 2018/19.

During the FY 2019/20, the County received a total Ksh. 10.998 billion which comprised of Ksh. 7.3 billion equitable shares, Ksh. 957.2 million conditional grants, Ksh. 2.3 billion OSR and Ksh. 346.2 million as cash balance from FY 2018/19. In relation to OSR, the county generated Ksh. 2.3 billion which represented an 14.8 per cent decrease as compared to Ksh 2.7 billion generated in FY 2018/19. The decline was mainly attributed to the decline in tourism activities especially at the Maasai Mara National Reserve following the restrictions of international flights and the closure of open markets and businesses. Further, an approximate amount of KSh. 60 million in parking fees, CESS and single business permit for three months was foregone to cushion traders in the county from the adverse effects of the pandemic.

The actual spending outturn for FY 2019/20 shows that the county expenditure stood at Ksh. 10.63 billion which comprises of Ksh. 7.7 billion recurrent spending and Ksh. 2.9 billion development spending. With the COVID-19 pandemic, the actual spending is set to rise as county move to increase spending on vital health personnel and equipment necessary for supporting the fight against the spread of the novel coronavirus. As at the end of June 2020, health sector expenditure accounted for 26 per cent of total spending with an overall absorption rate of 95 per cent. Absorption rate for health sector recurrent expenditure stood at 93.4 per cent while that for development expenditure stood at 98.6 per cent. The expenditure in response to COVID-19 pandemic is likely to be enhanced in FY 2020/2021.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, Narok County undertook varied measures to control the spread the virus and treat the confirmed cases.

The County established the Narok County COVID-19 Emergency Response Committee. The committee was responsible for assessing and upgrading the county level of preparedness and management of the pandemic as well as coordination of all activities including surveillance, activation of early warning systems on the pandemic, identify hot spots within the county, issuing guidelines and other preventive measures. The county heightened preparedness through establishment of subcounty response committees, and ward and village (elders and Nyumba Kumi) teams to increase surveillance at the grassroots level.

The County re-allocated its budget. The County made substantial budget reallocation towards cushioning the county from the COVID-19 effects, whereby through the supplementary budget Ksh. 150.0 million was reallocated as county own contribution towards cushioning the county from COVID-19 effects. The county received a further KSh. 50 million from the National government and KSh. 7 million as grant from DANIDA to facilitate the county COVID-19 emergency response measures.

Safety net to support business community and vulnerable groups. The county supported the business community by forgoing certain Own Source Revenue streams for 3 months. For instance, some of the forgone revenue streams included agricultural CESS, Parking fees from matatus (transport sector) and the Single business permit. Regarding social protection the county government in collaboration with stakeholders supplied basic utilities like foods to vulnerable groups, the elderly, the poor and especially those depending on tourism. In terms of supply of basic provisions to the needy people, the county worked closely with local administration to ensure that this was achieved.

The County prepared for treatment of confirmed cases: The County government enhanced the capacity of health sector through increasing the number of workforce (nurses and medical staff) and equipping health facilities in preparation of COVID-19 cases and also to ensure the medical staff do not strain and are able to run the normal daily tasks. Various health facilities were set aside for isolation, these included the 11-bed capacity isolation centre at the Narok Referral Hospital, the 9-bed capacity isolation centre at Trans Mara West Sub-County Hospital, the 10-bed capacity Isolation Centre at Nairegi Enkare Health Centre, and the two 5-bed capacity centres at both Emurua Dikirr Health Centre and Lolgorian Sub-County Hospital. The county also completed and operationalized the 300 bed capacity isolation centre at Ololung'a Sub-County Hospital grounds to boost the national capacity on isolation facilities.

In addition, the County promoted COVID-19 safety guidelines. This included prohibition of all public gatherings, 50.0 per cent reduction in the seating capacity for passengers per vehicle to observe social distance; hand hygiene; fare collection using mobile money payment systems; the dusk to dawn curfew; and erection of COVID - 19 check-points at the entries to the county. In addition, the county government continued adhering to the directives from Ministry of Health where staff other than those providing essential services get to work from home and introduced working in shifts.

The County undertook to enhance access to water for hand washing. County heightened its efforts in providing water and hand sanitizers in markets and other business areas in line with the Ministry of Health (MoH) directives. Distribution of water

tank was also done to ensure most sub-counties have water for ensuring regular hand washing.

Support to vocational training institutions in mass mask production. County government engaged Narok County Vocational Training College in producing masks which were distributed free of charge to the county residents. The county used its resources to help sustain this production.

2 Socio-Economic Effect of COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county as well including, quelea birds; floods and livestock diseases.

a) Labor participation

The COVID-19 pandemic had implications on the Narok County economic activities, businesses and workers. According to the May 2020 KNBS COVID_19 Survey, the workers in education sector lost an average of 40.0 hours in a week, followed by workers in arts, entertainment and recreation who lost an average of 35.0 hours in a week. Workers in transportation and storage sector lost an average of 27.2 hours in a week while workers in accommodation and food services, wholesale and retail trade, and social work activities lost an average of 9.0 hours, 15.1 hours and 3.0 working hours in a week, respectively. Workers in construction and manufacturing sectors lost an average of 16.3 hours and 13.5 working hours in a week, respectively. Workers in the agriculture sector lost an average of 8.2 hours per week. Due to high demand of health and sanitation services amidst the pandemic, the workers in Health and water sector reported no hours of work lost in a week.

The county recorded 66.1 per cent of workers in informal sector and 9.7 per cent in formal sector never attended to work due to covid-19 related issues. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to cessation of movement nationally and within the county. On average, the workers in the county lost 10.9 hours per week.

b) Agricultural sector

The May 2020 KNBS COVID_19 Survey found that 28.6 per cent of the households in Narok county had instances where the household or a member of the household could not access the markets/grocery stores to purchase food items, mainly because of closure of the markets/grocery stores (73.5 per cent). A key concern was the effect on nutritious food categories -fruits -which are necessary for boosting the immune system of the population.

Further, with restrictions affecting seamless movement of food commodities, 65 per cent of households in Narok county indicated experiencing an increase in food prices. From the KIHBS 2015/16 28.2 per cent of households purchase food products from open-air markets, 9.4 per cent from kiosks, and 40.5 per cent from general shops. Additionally, 63 per cent of the total valued consumed was from purchases, 29.2 per cent from own production, 5.7 per cent from own stock and 2.1 per cent from gifts and other sources. Thus increases in food prices is likely to have had significant implications on household budget.

Farming activities were not much affected; the pandemic occurred during the planting period and the county had experienced prolonged rains. However, with movement restrictions, transport of fertilizers from Mombasa was hampered. An assessment of the Covid-19 effects on hours worked in agriculture related occupations indicates food processing and related trades workers recorded the highest difference of 12 hours between the usual and actual hours worked in a week. Other affected sub-categories include:- agricultural, fishery and related labourers (10 hours difference); farm workers (1 hours difference); and administration middle level personnel-Lands, Agricultural and Livestock Officials (8 hours difference).

Challenges presented by the COVID-19 pandemic on the sector were further exacerbated by quelea birds, floods and livestock diseases affecting 4.9 per cent, 14.4 per cent and 13.4 per cent of households respectively.

c) Services sector

Over 260,000 tourists visit Narok County annually attracted by nature-based tourism, Cultural and heritage tourism (Rich Maasai culture), wildlife tourism, and adventure opportunities. Due to measures taken worldwide in 2020 to contain outbreak of the COVID-19 pandemic, the county saw a decline in arrivals by around 95 per cent. The most affected segment was the international tourists at 247,000. In terms of domestic tourists, approximately 13,000 tourists were affected. The decline in visits to the Maasai Mara game reserve and other sites in the county led to a loss of an estimated KSh.560.5 Million in revenue. In addition, the decline in inbound tourist arrivals affected livelihoods of all players in the tourism value chain, including hotels, lodges and camps in the Narok county. The loss of livelihood during this period is estimated at KSh.9.9 Billion¹.

The Covid-19 pandemic disrupted activities in the education sector, mainly through the loss of learning and teaching time. Due to higher proportion of digital divide in the county, online learning was not effective. For instance, only 2.7 per cent of households in Narok county owned Desktop Computer/ Laptop/ Tablet and about 93.0 per cent of household had no access to internet connectivity (May 2020 KNBS COVID_19 Survey).

¹ Tourist arrivals declined by 247,000. Assuming average length of stay per tourist is 4 days, spending at least KSh.10,000 per day; total loss in revenue is $247,000 \times 4 \times 10,000 = \text{KSh.9,880,000,000}$

In addition, the suspension of school feeding programs had implications on the food security and nutritional status of a large number of children, especially those from the marginalized area who used to depend on the programme.

Most of county residents did not visit health facilities during the pandemic, this affected the revenue stream of the hospitals (May 2020 KNBS COVID_19 Survey). Furthermore, some services such as breast and cervical cancer screening were temporary stopped following the directives from government on the postponement of public screening. The pandemic resulted into closure of stadiums and playgrounds; hence the county was not actively involved in sporting activities. On the brighter side, the instituted COVID-19 measures especially public health interventions on water, sanitation and hygiene (wearing face masks, washing hands and sanitation) contributed to reduction in common diseases such as diarrhea and common cold by about 40 per cent.

d) Micro Small and Medium Enterprises (MSMEs) sector

Majority of MSMEs in Narok County operate in the wholesale and retail trade, repair of motor vehicles and motorcycles (62.5 per cent); accommodation and food services (14.2 per cent); arts, entertainment and recreation (9.4 per cent); manufacturing (5.2 per cent); and financial and insurance activities (4 per cent). These are among the sectors that have been mostly affected by the pandemic and need focus in achieving reengineering and recovery.

MSMEs in Narok County are largely located in commercial premises (81.8 per cent). This implies some businesses in the County could be having a lot of difficulties in meeting their rental obligations due to income disruptions resulting from COVID-19 pandemic. According to the May 2020 KNBS Covid_19 survey 75 per cent of the non-farm businesses attributed non-payment of household rental obligations to reduced incomes/earnings while 25 per cent attributed the same to delayed incomes/earnings. For those involved in farm businesses, 90.3 per cent attributed the same to reduced incomes/earnings while 9.7 per cent were affected delayed incomes/earnings. Further, the wholesale and retail trade sector lost 15.1 hours in usual and actual hours worked while accommodation and food services lost 9 hours in a week. Equally, the manufacturing sector lost 13.5 hours.

Regarding access to markets, data from MSME 2016 survey indicates that none of the MSMEs in the County depend on export markets or import markets for their material inputs. Therefore, disruptions in the external markets may not have had any negative implications to MSMEs operations in Narok County. That notwithstanding, expanding the scope of market for MSMEs is important for their survival and growth.

e) Infrastructure and housing

The transport sector measures instituted in response to the pandemic saw an increase in fares charged to cover the operating costs of service providers as well as affecting mobility options for commuters. As a result of the COVID-19 pandemic, passengers using public transport services saw expenditure on fares increase by 41.0 per cent. Residents responded by changing their travel patterns with 19.0 per cent of the population traveling less often, while 20.7 per cent were unable to travel due to the pandemic.

Narok town (headquarters) is currently connected to the National Optic Fibre Backbone (NOFBI) II. Approximately 93.3 per cent of public primary schools are installed with ICT capacity under Digital Literacy Programme. That said, only 6.9 per cent of the conventional households in the county 'own' internet with 2.7 per cent owning a desktop, computer laptop or tablet. Further, only 1.5 per cent of the households participate in online e-commerce, with men participating more in online e-commerce (1.9 per cent) than women (1.0 per cent). Further, there is a gender divide in use of internet where 15.1 per cent male and 9.0 per cent of the women using internet.

Majority of households (76.9 per cent) own the housing units they occupy while 23.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 91.7 per cent, followed by private companies (3.4 per cent); National Government (2.1 per cent); County Government (1.4); FBO/NGO/Church based housing at (0.9 per cent); and Parastatals (0.5 per cent). With the advent of COVID-19 pandemic households' ability to pay rent has been affected, with 48.2 per cent of the population indicating inability to pay rent on the agreed date. The main reason that has made households unable to pay rent was attributed to reduced incomes /earnings, reported by 81.2 per cent of the population.

f) Gender and youth

Narok County has a population distribution of more female (50.6 per cent) than male (49.4 per cent). The Kenya Health Information System (KHIS, 2020) reported 5,585 cases of teenage pregnancies between January and May 2020 attributable to county government initiatives. While this is a drop from 6,480 cases compared to a similar period in 2019, there is need to ensure zero tolerance to such cases since they are associated with high rates of school dropouts, stigma, increased mental health concerns, sexually transmitted diseases, postpartum depression and suicidal ideation. The May 2020 KNBS COVID_19 survey indicates that 27.9 per cent of the respondents in the County had witnessed or heard of any form of domestic violence. According to the HAK (2020), the county recorded 7 cases of GBV in April 2020.

g) Water and sanitation

The county government incurred additional cost to ensure continuity in provision of water and sanitation services which includes water provision, free distribution of water, soap water and masks. Furthermore, water companies have lost a significant

amount of their revenues due to low demand of water and sanitation services mostly from hotels, schools and other institutions due to closure of operations.

3 Key Pillars of the Recovery Strategy

There is need for urgent responses for addressing the social and economic effects of the Covid-19 pandemic in Narok County, to enable the County to re-engineer, recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Health sector improvement, strengthening County government's preparedness and response to pandemic and disasters; Tourism Development, Renewable Energy and Exploring the Value Chains; Boosting private sector activity; policy, legislation and institutional reforms; enhancing ICT capacity for business continuity, human capital development.

3.1 Health Sector Improvement, Strengthening County Government's Preparedness and Response to Pandemic and Disasters

Disasters such as flooding have continually affected Narok County leading to loss of lives, extensive damage, destruction of property and infrastructure, displacement of residents and loss of income. The County has developed an early warning system in response to some of these calamities. Nonetheless, Counties are now faced with the negative socioeconomic effects that the Covid-19 has inflicted on individuals, families, businesses and the economy.

Thus, the County will implement measures to:

- i. Convene workshops with stakeholders in public health for exchange and dissemination of information on Covid-19 and other similar infectious disease as part of the educational process, which will include County officers from different departments and healthcare workers.
- ii. Provide incentives for healthcare workers to participate in and even facilitate trainings on Covid-19 and control of infectious diseases and to continuously update their skills.
- iii. Establish mechanisms for resource mobilization and emergency procurement in times of disaster or emergency.
- iv. Promote collaborative, consultative and cooperative systems between related agencies, and between the County and the National Government.
- v. Develop practical guidelines for prevention, preparation, response, and restoration of disasters and pandemics.
- vi. Assess capacities and identify priorities for pandemic preparedness planning and response.
- vii. Provide sensitizations to the public on the importance and relevance of hand and respiratory hygiene.

- viii. In collaboration with National Government, public health experts and other institutions such as World Health Organisation, identify and discuss best practices in pandemic planning.
- ix. In collaboration with National Government, develop, exercise, and periodically revise pandemic preparedness and response plans in close collaboration with human and animal health sectors and other relevant public and private partners with reference to current World Health Organization guidance.
- x. Work closely with institutions such as World Health Organisation, Food and Agriculture Authority, International Livestock Research Institute and Kenya Medical Research Institute for technical assistance, support and capacity building exercises.

3.2 Tourism Development, Renewable Energy and Exploring the Value Chains

The county covers an area of 17,933.1 Km². Land in Narok county is classified into four broad categories based on land use namely: - Urban land, Conservancies, Maasai Mara Game reserve and Arable. Urban areas are spread across the six sub-counties in the county and cover approximately 178.17 km² of land including; Narok Municipality, Kilgoris Town, Lolgorian, Nairegie Enkare, Ololulunga. The approximately area under urban land use is about 178.17km². Conservancies occupy more than 352, 000 hectares of land in the county and are mainly found around Maasai Mara ecosystem. The Maasai Mara Game reserve cover approximately 1,510KM² of the land area while the arable land is approximately 8,495.5km².

The National Spatial Plan identifies Narok County as a strategic place for Large scale beef livestock production, Tourism, Renewable energy, Filming, Fishing, and Minerals. Similarly, the KIPPRA's strategy on Enhancing Productivity and Competitiveness of the Kenyan Economy Through a Cluster Development identifies Narok region as a strategic place for beef production and tourism. In addition, the National Updated Least Cost Power Development Plan: 2011-2031 identifies the Narok plateau as one of the best wind energy sites.

To further spur economic activity in the county, the following strategies will be adopted:

- i) Enhance the beef, potato, tomato, poultry, value chain. Livestock rearing is practised by small and largescale farmers mostly under extensive management system-pastoralism. There is need for the county government, community-based and non-governmental organizations, and the private sector support the beef value chain in the county through strategies such as:- value addition activities (such as meat drying); construction of abattoirs and cold storage facilities; capacity building on appropriate destocking; improved grazing management; agricultural insurance; water harvesting; extension services on appropriate input utilization and practices such as livestock breeds breeding.

- ii) Promote the development and use of renewable energy. This will increase residents' access to electricity.
- iii) Capitalize on conservancies to reap the benefits from both livestock keeping and wildlife. Through conservancies, households get to reap the benefits from both livestock keeping and wildlife and thereby championing conservation efforts in the county.

3.3 Boosting Private Sector Activity

The private sector plays a critical role in the Narok County economy. The KNBS 2016 statistics shows that most of the private sector activities (65.2 per cent) are in the services sector with only 5.2 per cent in manufacturing. In terms of size, most of the enterprises in the County are in the micro category (90.8 per cent), 6.9 per cent are small, 0.9 per cent are medium, while 1.5 per cent are large enterprises. Since most firms are micro in nature, the informal sector dominates the private sector in Narok County. Services sector activities include the wholesale and retail trade, repair of motor vehicles and motorcycles (62.5 per cent); accommodation and food services (14.2 per cent); arts, entertainment and recreation (9.4 per cent); and financial and insurance activities (4 per cent).

Covid-19 disrupted the operations of businesses and supply chains hence affecting demand and supply of most goods and services in the County. Overall, majority of the MSMEs (48.5 per cent) in Narok County get their raw materials from their peer MSMEs and individual suppliers 17.8 per cent within the County. MSMEs generally sell their products to individual consumers (93.4 per cent) within the County. This means that when some firms are adversely affected these spreads fast in the private sector.

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

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

- i) Agro - processing for value addition with important areas of focus include horticulture, millet, sorghum, maize, livestock and skins and hides processing.
- ii) The textile and wearing apparel sectors can be enhanced to provide PPEs for use within the County and potentially for the export market.
- iii) Exploration and processing of minerals such as gold, iron ore, quartz, and limestone.

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

- i) Collaborating with the Anti-Counterfeit Agency (ACA) and Kenya Revenue Authority (KRA) to sensitize MSMEs on issues of counterfeits and dumping of goods.
- ii) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- iii) Partnering with other institutions both from public and private spheres to facilitate, training in technical skills, development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- iv) Providing access to affordable energy in collaboration with the national government and other stakeholders.
- v) Partner with private sector in harnessing alternative sources of energy such as solar.
- vi) Provide market centres with adequate water supply and waste disposal facilities for use by MSEs to maintain hygiene and health standards.
- vii) Partner with Kenya Power to reduce frequency of outages as well as hasten complaint resolution.
- viii) Collaboration with the National government to ensure security is enhanced and reduce on crime and create a peaceful business environment.

3.4 Policy, Legislatives, and Institutional Reforms

Narok County has made progress in developing the County legislative framework with some laws focusing mainly on finance, community support fund, Tourism, environment management etc. There are also some bills being deliberated on by the County Assembly such as the Narok County Potato (Packaging and Marketing) Bill, 2018. However, the Covid-19 pandemic has demonstrated the importance of having laws in place which are modern and responsive to evolving health trends and public health emergencies.

In view of this, the County will:

- i. Establish legal framework covering the public health interventions and measures necessary to effectively respond to Covid-19 and other infectious diseases which may arise in future.
- ii. Develop regulations to prevent, protect against, control and govern public health responses to the spread of infectious diseases and for public health emergencies.
- iii. Establish legal framework to provide for declarations of public health emergency within the County and subsequently the scope of emergency powers which can be invoked after the declaration.
- iv. Develop additional County legislation to regulate and govern key sectors within the County to improve the County's service delivery processes and strengthen the governance structures within the County.
- v. Enhance public participation and civic education and engagement within the County by developing an enabling policy, legal and institutional framework guiding mechanisms for conducting public participation in the County.

3.5 Enhancing ICT Capacity for Business Continuity

The status of ICT access and use in the county is low, especially among households. Approximately 34.3 per cent of the population aged 3 years and above own a mobile phone which is lower than the national average of 47.3 per cent. Approximately 81.0 per cent of the internet users in the county rely on mobile phone for connectivity, with a marginal population of 17.0 per cent relying on mobile broad band that uses a sim card for connectivity. The lack of knowledge and skills on internet in the county is attributable to the high cost of equipment and services and lack of awareness. In the new normal driven by COVID-19, the County will fast track the implementation of various projects to ensure business continuity and build resilience of the County against future pandemics and disasters as follows.

- i) Support programmes in partnership with the private sector that will enable households acquire ICT assets such as smart phones and laptops and increase mobile phone ownership from the low of 34.3 per cent to 100 per cent in line with the global agenda for Universal Access to Mobile Telephony²
- ii) Adopt programmes to ensure ubiquitous access to reliable and affordable internet (internet everywhere) by applying aerial and satellite-based communication technologies due to the vast nature of the county.
- iii) Improve the laws and regulations related to information infrastructure, establish standards for the construction of information infrastructure integrated

² Universal access to mobile telephony:

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

with road, water and electricity infrastructure planning and development, especially for terrestrial IT infrastructure.

- iv) Promote technology adoption and diffusion of IT by collaborating with IT personnel to support the development of ICT competence and skills among the public.
- v) Enhance internet connectivity to public buildings and key trade centres to boost e-commerce especially for MSMEs in trade and business. The NOFBI programme can be expanded to the sub-county administrative units to further enable deployment of e-governance solutions.
- vi) Make ICT a standalone sector for planning and budget allocation. This is aimed at giving strategic prominence to planning, budgeting and investment in ICT.
- vii) Develop and implement ICT policies and procedures to manage ICT as provided in the CIDP and mitigate the cyber threats. Collaborate with the national Computer Incident Response Team (CIRT) and the Communications Authority (CA) towards managing cyber threats. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.
- viii) Domesticating national policies on ICT to the county level
- ix) Provide for connectivity from the ward level to the county HQ
- x) Establishment of ICT hubs in Narok and Kilgoris

3.6 Promoting Human Capital Development

The County population aged 15-64 years (labour force) was estimated at 363,713 people of whom 342,199 people were working and 21,514 were seeking work but work was not available representing an unemployment rate of 5.9 per cent (Kenya Population and Housing Census, 2019).

According to May 2020 KNBS COVID_19 Survey, 19.4 per cent of the county labour force worked at least for 1 hour for pay; 5.6 per cent had never worked, and 75.0 per cent worked in the informal sector. However, 9.7 per cent of employees did not attend to work due to COVID-19 related activities with other 80.6 per cent of employees working without any pay. On average, workers in the County lost 10.9 hours per week due to COVID-19 and 51.0 per cent of county residents recorded decrease in income.

The average years of schooling was 6.9 years out of the target of at least 12 years if entire population was to attain completed basic education including primary and secondary education (KIHBS 2015/16). Overall poverty incidence was 22.6 percent, human development index was 0.60 out of a maximum of 1 and as compared to national average of 0.52. The HDI at county level measures extent to which the counties can mobilize the economic and professional potential of the citizens. With a rating of 0.60 this means the county lost about 40 percent of her economic potential due to lack of adequate education and health. About 32.5 per cent of the children

were stunted. Childhood stunting is associated with developmental delays that can significantly and adversely impact a person's ability to learn (both during and after the years in school), thereby limiting their ability to reach their full potential. As such, this perpetuates inequality across generations.

The NHIF coverage was 29.5 percent while the number of children vaccinated was 38.5 per cent. Loss of employment and closing of businesses due to COVID-19 had far reaching consequences to county residents. This also will affect the people's source of income hence increasing poverty among Narok residents. NHIF coverage is also likely to decline due to loss of jobs. Children vaccination rate is also likely to be affected due to decline in number of people visiting health centers due to fear of contracting COVID-19.

To address the effects of COVID-19, the County will;

- (i) Create more employment opportunities through increasing investment in education and training and skills development; and investments within the key sectors of agriculture, infrastructure, technology and innovation.
- (ii) Improve access to finance for small and medium enterprises for sustained business.
- (iii) Enhance universal access to health to collectively finance health services for all, including uninsured workers and their families, and invest in community and primary health including community health workers, water, sanitation, immunization and public health.
- (iv) Enhance livelihood diversification by increasing income-generating activities for both crop and livestock production.
- (v) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all sub counties.

4 Support to Key Sectors

4.1 Health

The county has one county referral hospital (Narok county referral hospital and four sub-county referral hospitals namely; Kilgoris, Lolgorian, Ololulunga and Nairegie Enkare. The sixth referral facility is a missionary hospital (St Joseph) located in Kilgoris township. In addition, there are 30 health centres, 84 dispensaries and 40 private clinics in the county. The County had 22 Doctor per 10, 000 populations; 101 Clinical Officer per 10, 000 populations and 123 Doctors and Clinical Officers per 10,000 populations and 64 Nurses per 10,000 populations. The main challenges facing health sectors are poor road connections to health facilities. Most of the health facilities have inadequate infrastructure, drugs, equipment and trained personnel to attend to some of the medical needs of the patient. This situation is further compounded by a number of incomplete health infrastructure projects

across the county. A large proportion of the population (70 per cent) travel for more than 5 kilometres to access the nearest health facility.

The recovery and re-engineering strategies include;

- (i) Expedite the completion of the New Narok County referral hospital block
- (ii) Revamp, expand, modernize and equip health facilities, including, Narok County Referral Hospital, also recruit additional of public health officers and community health workers to strengthen preventive and primary health systems in the county.
- (iii) Allocate more funds to health sector and prioritize services for family planning and reproductive, maternal, newborn, child, and adolescent health (FP/RMNCAH) across all pillars of the health budget.
- (iv) Invest in research and development to spur innovation in health sector including in the area of medicine.
- (v) Implement a comprehensive human resource health management system including undertaking training needs assessments and information system to ensure skilled and motivated health care workers are equitably deployed.
- (vi) Promote and support public and community health including the installation of hand washing facilities in homes and institutions such as schools, tertiary education institutions, workplaces and health care facilities within Narok county.

4.2 Tourism

The main tourist attractions in Narok County include: Physical attractions / nature-based tourism: Cultural and heritage tourism (Rich Maasai culture); Wildlife tourism (Game drives; Maasai Mara National Reserve with 95 species of mammals, amphibians and reptiles and over 420 birds species; The annual wildebeest's migration) alone involves over 1.5 million animals arriving in July and departing in November; 6 registered wildlife conservancies in Narok namely: Ennonkishu, Mara; Naboisho, Mara North, Olare Motoroki, Olkinyei and Pardamat); Excursions (nature walks and hot air balloons in the mara game reserve; balloon safaris); Medical tourism (60 registered traditional herbalists and medicine-men in the County). In 2019, the Maasai Mara ecosystem received 286,000 tourists, both domestic and international.

Narok County has about 177 hotel establishments. Within the Maasai Mara ecosystem, there are 28 star-rated hotels, lodges and camps with a total capacity of 2,838 rooms and approximately 6,000 beds. Within the town there are nine classified hotels with more than 323 beds and over 264 rooms³. The county also has potential for enhancing tourism in areas which remains unexploited. These includes; Sport tourism, Ecotourism and Cultural tourism. Accommodation and food services accounts for 4.5 per cent of the total GCP, while revenue collection from tourism activities in the Maasai

³ Tourism Regulatory Authority, 2019

Mara Game Reserve accounts for approximately 90 per cent of total revenue collection in the County annually. The peak months are July – September which also coincides with peak tourism season in Kenya, when high number of tourist visits the Maasai Mara game reserve to watch the annual Wildebeest Migration⁴.

Despite tourism being the main source of locally generated revenue in the county, the sector was allocated about 1.6 per cent of total budget (or KSh.403.38 Million) in the 2013/14 – 2016/17 period, compared to approximately KSh.3,600 Million it generated during the period.

Several constraints affect growth of tourism sector in the county. These include lack of an efficiency monitoring and evaluation system in the county government department; there is no requisite capacity to track progress, both at outcome level and programme and project implementation; human-wildlife conflicts as a result of increased competition for pasture and loss of biodiversity within the Maasai Mara ecosystem; coupled with deforestation, and rampant land subdivision and fencing of wildlife corridors, thus restricting the free movement of wildlife; declining number of wildlife due climate change; declining levels of Mara River becoming a threat to sustainability the reserve; and reduction foliage due adverse weather conditions.

To ensure the revenue from the game reserve continues to flow the county need to continue investing in infrastructure improvement in the park, programmes and strategies towards reducing encroachment in the park and game reserve areas, land demarcation policies, incentives programmes to the communities who give up land for wildlife and programmes on reforestation and environmental conservation.

With regard to linkage with other sectors, apart from the Maasai Mara game reserve, the County is endowed with vast natural resources which include the Mau forest one of the most important water towers in Kenya and an important source of water and livelihood to the growing population and the Maasai Mara Ecosystem; other forests (Maasai Mau, Enosupukia, Loita forest, Nyakweri, Nyangores, Nairotia, Olposimoru, Olenguruone); rivers, springs, and wetlands. This calls for enhanced programs to protect the water tower and catchment areas which are vital for existence of wildlife – the main natural resource for tourism in the county.

Lack of a properly developed sewerage system and good drainage system in urban centres such as in Narok municipality and Kiligoris town is a major threat to good sanitation. Lack of these systems has exposed these areas to risk of disease outbreak especially during the rainy season. Inadequate capacity in the management of waste is major health challenge. Waste products of about 10 per cent of the households are

⁴ Narok County CIDP 2018 – 2022

collected by the county government, 2 per cent by private firms while 30 per cent of the households use garbage pit. Good sanitation is a prerequisite for sustainability of the tourism sector in the county.

The strategies for re-engineering of the County tourism sector include:

- i) Set up a County research and monitoring center to help in gathering more information on tourism; develop a tourism product diversification plan – to include home stay programme, Agro-tourism and Eco- tourism projects; M.I.C.E; amusement parks; cultural festivals.
- ii) Develop an eco-tourism strategy
- iii) Develop a concept for development of Narok Resort City
- iv) Exploiting and marketing of underutilized tourism attraction sites; providing incentives such as concessionary land leases and tax incentives to investors. Suswa, Loita and Golf Course (Mau or siria escarpment) linked with Mara
- v) Develop policies on conservation and protection of Maasai Mara game reserve; Human wildlife conflict resolution mechanism. Enhance the compensation to loss of lives, livestock and crops.
- vi) Create a new conservancies fund/kitty to provide for consolation schemes.
- vii) Operationalize the Maasai Mara Management Plan – through multi-stakeholder involvement
- viii) Establishment of a wildlife protection unit
- ix) Enact land use policy to conserve the Mara water tower catchment.
- x) Online tourism marketing strategies that integrate the promotion of Maasai culture and the Ushanga initiatives
- xi) Policy on establishment of demo manyattas as tourist attraction sites.

4.3 Agriculture

Agriculture accounts for the largest share of economic activity in Narok county. More than a half of county economic activity is driven by the agriculture sector. In 2017, agriculture accounted for Ksh. 120,355 million out of the total Ksh. 179,226 million Gross County Product (GCP) amounting to 67.2 percent of the county's GCP.

About 62.4 per cent of the households produce crops and livestock, 0.3 per cent practice aquaculture and about 0.4 per cent are involved in fishing. About 2.9 per cent of the households practice irrigation farming. Further, only 6.9 per cent of households in the county practiced irrigation farming in the past 12 months. The main source of water for irrigation is from rivers at 63.2 per cent, water from the pond at 22.6 per cent, water from deep well 1.7 per cent, water from shallow well 4.1 per cent, and 8.4 per cent water from the spring.

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

- i) Intensive agroprocessing and value addition capacities of the county particularly in horticulture (e.g. in tree tomatoes, banana, watermelons, tomato, potato, cabbages, kales, spinach, garden peas), bee keeping (apiculture), milk, meat and leather processing in partnership with the National Government, NGOs, Research Institutions and the Private sector. Currently the county is promoting the production and packaging of milk and is targeting on processing of hides and skin. The county should also incentivize agroprocessors through competitive licence rates. There is also a need to invest in equipment and machinery for value addition
- ii) Invest in access roads to enhance linkage between farms and markets. Extensive rural road infrastructure plays a central role in provision of affordable access to both markets for agricultural outputs and modern inputs. Narok's rural access index (RAI) is at 36 per cent compared to the national average of 69.4 per cent. There is thus need for the county to invest in access roads to enhance linkage between farms and markets. Other crucial market infrastructure includes lighting and water services to facilitate trade activities;
- iii) Digitize the agri-food sector to enhance: - training and building capacities of farming households in modern agricultural technologies, provision of advisory and information services, marketing agricultural produce at a wider scope beyond the county level, and improving access to innovative support services including credit and insurance services;
- iv) Invest in storage and cooling facilities particularly at collection points to minimize farm losses and post-harvest losses. Among the key cause of crops losses/ wastages in Narok county as identified by households are storage related. In addition, households experience substantial losses in livestock products especially in eggs and broilers production.
- v) Enhance investment in surveillance of disasters, such as extreme weather conditions and livestock disease control, at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need to invest in mitigation of disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education;
- vi) Enhance uptake of agricultural insurance: - From the KNBS 2015/16 household survey, there is no reported uptake of crop and livestock insurance among households in Narok county. However, a number of large-scale farmers have taken up the services since then. This started in 2018 promoted by the National Government. With recurrent natural disasters like droughts, floods, land/mudslides, pest and disease outbreaks in ASALs, it is crucial that the

county seeks affordable index-based insurance from development finance institutions (DFIs) to safeguard livelihoods. In addition, crop insurance is essential in safeguarding farmers' incomes and subsequently their livelihoods with increased frequency and intensity of extreme weather conditions such as floods and droughts and pests invasion;

- vii) Enhance access to modern agricultural inputs: - The main crop and livestock inputs that households mostly spend on in the county are: Livestock Manufactured Feeds, Mineral Salts, labor costs, inorganic fertilizers and mechanical equipment (tractor/oxen plough). There is further need for the county to enhance households access to quality and affordable inputs including certified seeds, water, improved animal breeds, AI services, livestock vaccination and ploughing services by county tractor hire services;
- viii) There is need to introduce E-voucher issued to farmers to acquire the required inputs
- ix) Establish multisectoral committees to deal with cross-cutting issues such as marketing of agricultural produce that cuts across the trade, ICT and infrastructure sectors that provide crucial market infrastructure such as road infrastructure, lighting and water services;
- x) Promote irrigation farming by developing irrigation infrastructure. The county will support irrigation farming by increasing access to water for irrigation. This can be achieved by exploring the potential of irrigation farming in the county by collaboration with the national government as well as other stakeholders in agriculture.
- i) Lastly, there is need to enhance the capacity of farmers in adoption of modern farming technologies and practices (e.g. fodder establishments) and adopt sustainable land management practices to minimize environmental degradation. This can be done by establishing model farms & farmers training institutes.
- ii) Escalate conservation of feed for strategic feeding

4.4 Manufacturing

Manufacturing sector contributes 1.2 per cent to the Narok Gross County Product (GCP). Manufacturing in Narok County includes: food products (59.9 per cent), furniture (17.4 per cent), fabricated metal products, except machinery and equipment (11.6 per cent), and wearing apparel (7.7 per cent). The key products useful in value addition and driving manufacturing include: millet, sorghum, maize, livestock and skins and hides processing. Further, industries driving manufacturing sector in the county are involved in hide and skin processing, packaging branded meat, wheat production and grain milling. The sector is essential in supporting recovery of the economy of Narok County from the effects of Covid-19 pandemic. This is especially due to its potential in revenue generation and employment creation.

In the recovery, the County will:

- (i) Consider an emergency rescue package for businesses and traders hard-hit by the effects of Covid-19 in the short run. The emergency Fund, supported by development partners and other stakeholders, will be used to identify and support the most vulnerable businesses and entrepreneurs affected by Covid-19. The County should consider injecting some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) Establish timber processing industries in the county
- (v) Introduce the production and planting of fruit and agroforestry trees under the Operation Make Narok Green Again (OMENGA).
- (vi) Provide incentives to industries keen on investing in value addition – meat, milk processing, potato plant, and maize milling.
- (vii) Create linkages between industries and Vocational training colleges in the County.

4.5 Water and Sanitation

Clean and safe water remains essential in the fight against Covid-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. Majority (76.8 per cent) of the households had access to water and soap while 97 per cent had access to a designated hand washing facility at the household level (May 2020 KNBS COVID_19 survey, Kenya Integrated Household Budget Survey 2015/2016).

There is low access to piped water by households in the county which stands at 8.5 per cent in urban and 2 per cent in rural areas. Similarly, access to improved⁵ sources of water among households is low (at 18 per cent). Furthermore, access to piped sewer among households is low, at 1.8 per cent urban and less than 0.5 per cent coverage in rural areas. Additionally, majority of households do not have a toilet facility (rural 46.1 per cent; peri urban at 35.3 per cent peri and urban 2.7 per cent). Sharing

⁵ Improved sources of water include; Piped water - piped into dwelling, Piped water - piped into plot/yard, Piped water - public tap/stand pipe, Tubewell/borehole with pump, Dug well - protected well, Dug well - unprotected well, Water from spring - protected spring). Unimproved sources of water which include; Water from spring - unprotected spring, rainwater collection, Vendors - tankers-truck, Vendors - cart with small tank/drum/bucket, Vendors-bicycles with bucket, Surface water river/streams/pond/dam/lake/cannal/irrigation channel bottled water. WHO and UN classification of improved and unimproved water sources.

of a toilet facility with other households is common among households which stands at 48.1 per cent rural and 67 per cent urban.

The county 2018-2022 CIDP intended to achieve the following under WASH, irrigation, environment conservation and management. These include; to increase access to water by households through construction of dams, improved water resource management and wastewater treatment by establishing a sewerage system.

In the recovery process the county will:

- i) Increase access to water to households, schools, health centre and other institutions by drilling boreholes, construction of dams and construction of a weir.
- ii) FastTrack the development of the county's water master plan to improve water resource management and sustainability
- iii) Support capacity building of rural water management committees through trainings to help improve efficiency of water services
- iv) Support protection of water springs, wetlands and water catchment areas in the county
- v) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- vi) Support rural households with water treatment facilities to help access to clean safe water.
- vii) Expand sewer infrastructure to accommodate more households.
- viii) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁶. Toilet sharing puts households at risk of contracting Covid-19, and other infectious diseases in cases where proper toilet hygiene is not maintained.
- ix) Provide personal protective equipment to staff working in health, water and sanitation sector for maximum safety and uninterrupted service delivery during this period of COVID-19.
- x) Promote the importance of handwashing and construct WASH facilities to increase access at the household level.
- xi) Enforce the WASH regulation of having toilets in all public facilities such as supermarkets, hotels and banks.
- xii) Organize sensitization forums on the importance of handwashing through the media and in community forums.

⁶ Improved sanitation include; flush to piped sewer, flush to septic tank, flush to pit (latrine), flush to somewhere else, flush to unknown place, ventilated improved pit latrine, pit latrine with slab, pit latrine without slab, while unimproved sanitation include; composting toilet, bucket toilet, hanging toilet/hanging, no facility/bush/field. WHO and UN classification of types of sanitation facilities.

- xiii) Collaboration between county government, national government, donor agencies, private sector and local community is encouraged to help implement WASH programs.

4.6 Urban Development and Housing

Majority of the households (76.3 per cent) did not receive a waiver or relief on payment of rent from the landlord, with 14.5 per cent reporting a partial waiver, despite inability to pay, because of the pandemic. Approximately 33.7 per cent of houses are constructed using permanent materials for walls, floor and roofing, compared to 66.3 per cent constructed using rudimentary materials. With regard to primary energy source for cooking, 90.4 per cent of households rely on unclean sources of energy such as firewood, paraffin and charcoal, which could adversely affect respiratory health in households. For re-engineering and recovery, the county will focus on:

- i) Integrate and implement disaster risk reduction and management in County Spatial Plans and urban area plans to reduce vulnerability, build resilience and responsiveness to natural and human-made hazards, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030.
- ii) Improve capacity for urban planning and design and the provision of training for urban planners at all subcounty offices.
- iii) Fastrack implementation of the affordable housing programme with a focus on improving living conditions and building quality applying finished materials for walls, floors and roofing.
- iv) Identify and designate urban centers for upgrade pursuant to provisions of the Urban Areas and Cities (amendment) Act, 2019, as provided in the CIDP
- v) Formulate and seek approval of urban development plans and development control policies to support investment and development of urban areas.
- vi) Introduction of Lands reforms through the introduction of Lands management system and automation of all lands process.
- vii) Planning of all urban centres.
- viii) Issuance of ownership document which includes titles and new generation allotment to replace the existing allotment.
- ix) Operationalization of GIS lab for digitization of plans and maps.

4.7 Transport

The county has a total of 10,070.33 Kilometers of classified road network. Approximately 83.4 per cent of the paved road network is in good condition, 4.3 per cent in fair condition and 4.3 per cent in poor condition. While 3.6 per cent of the unpaved road network is in good condition, 35.9 per cent fair and 60.5 per cent in poor condition.

Walking is the main mode of movement in Narok County at 31.6 per cent. The PSV matatus stands at 21.4 per cent, private car at 4.9 per cent, and motorbike 3.3 per cent. On average, resident travel 5.1 Kilometers to their workplace which is beyond the threshold for walking within the threshold for Non-Motorised transport. Over 96.4 per cent of the unpaved road network is in poor and fair condition.

The County will enhance mobility options for residents and improve road conditions to support economic, social and subsistence activities by implementing the following strategies.

- i) Focus on increasing the share of unpaved roads in good and fair condition to above 62 per cent which is the national average. For the unpaved road network, focus on adopting the Low Volume Sealed Roads (LVSR) technology for greater network coverage cost effectively.
- ii) Identify a core rural road network for prioritization to improve the rural access index (RAI) from the current 36 per cent with a target to match the national average of 70 per cent.
- iii) Sensitize PSV and boda boda operators on COVID-19 prevention measures and assist vehicle owners in retrofitting vehicle designs for social distance, hygiene and ventilation.
- iv) Apply labor based and local resource-based approaches for road development and maintenance, where technically and economically feasible, in line with the Roads 2000 national policy⁷.
- v) Improve and expand infrastructure for Non-Motorized Transport (NMT) in urban areas and along roads with heavy -highspeed traffic to promote sustainable mobility options and enhance road safety for all road users. This is in line with the Integrated National Transport Policy 2009 and the Sustainable Development Goals⁸.
- vi) Adopt climate smart road engineering designs to safeguard road and bridge infrastructure from floods and to harvest storm water for irrigation and productive use.
- vii) Provide for emergency bridges during disasters

4.8 Education and training

The county has approximately 689 ECD centres with over 52,384 children. The gross enrolment in the county is 46 per cent. The ratio of teachers to pupils is 1:46. Out of the total enrolment in the ECD centres, 82 per cent proceed to join the lower primary school. This implies that 18 per cent of pupils who complete pre-primary school education do not proceed to primary school. There are 624 primary schools in the county. The teacher to pupil ratio was 1:51 on average. The gross enrolment rate was

⁷ Roads 2000 programme http://krb.go.ke/our-downloads/roadsper_cent202000per_cent20strategicper_cent20plan.pdf

⁸ Sustainable Mobility for All: <https://sum4all.org/implementing-sdgs>

approximately 89 per cent while the net enrolment rate is approximately 79.5 per cent. Dropout rate was a serious concern mainly due to nomadic pastoralist way of life particularly with the Maasai community who are pre-dominant in the county. The dropout rate was 8 per cent. The transitional rate at this level of education stands at 59 per cent though completion rate is relatively high at an average of 80 per cent. The total number of secondary schools in the county is 77. The ratio of teachers to students was 1:62 and the completion rate at this level was 72 per cent. The county had only 1 institution of higher learning, Maasai Mara University. There are a total of 9 vocational training centres (youth polytechnics), 1 institute of science and technology and 1 private accredited private college. With the high level of population growth rate of 4.7 per cent, there is need for more tertiary institutions, to nurture the youth.

To mitigate the effects of COVID-19, the County will require to partner with the National Government and private sector to enhance ECDE and vocation training through infrastructural development and equipment of all ECDE, primary, secondary and vocational training centres, and university branches in the County with adequate WASH and adequate learning spaces upon reopening.

Among the strategies once schools reopen include;

- (i) Promote construction of new classes to promote social distancing, and recruit skilled teachers, this intervention is in line with CIDP 2018-2022 plan of Increasing enrolment of ECDE children in ECDE centres through expansion of infrastructural facilities and enhancing quality of ECDE teaching through employment of additional ECDE teachers
- (ii) Promote improved quality health and general development of ECDE learners through feeding programme as envisioned in CIDP 2018-2022.
- (iii) Promote monitoring and addressing psychosocial wellbeing of students, teachers and education officers as well as educating them on how to mitigate spread of coronavirus.
- (iv) Building the capacity of all public-school teachers to provide training, guidance and quality assurance to them and prepare for education continuation in future outbreaks through provision of internet and ICT support among households.
- (v) Integrate ICT into learning and promote distance learning programmes by implementing measures to ensure students from low-income backgrounds have access to online education. This may be achieved through allocation of learning devices and supporting students and teachers from the poorest regions with internet connectivity.
- (vi) Establish additional vocational training centres as a vital strategy to equip the youths with the necessary skills for improved economic productivity; establish vocational training centres with specialized courses being given priority in a bid to align vocational training with the needs of the industry, this intervention is in line with CIDP 2018-2022 of enhancing quality training in VTCs through employment

of qualified instructors and supply of tools and equipment and enhancing access to VTC training through establishment of new centres.

4.9 Social Protection

The County has 9,046 persons with disability and the elderly population (persons aged 65 years and above) were 28,056 persons. The County recognizes importance of social protection including the right to healthcare and human dignity. Orphans in the county are as a result of death of parents resulting from HIV/AIDS, and other diseases that go unattended for long time for lack of access to health care services. Children in the county also become vulnerable due to domestic challenges like poverty, domestic violence, Female Genital Mutilation, rape and forced early marriage and discrimination against children with disabilities. The county will align its social protection programmes with the National Government interventions to eliminate duplication of the social protection interventions while ensuring that the available resources are focused to the deserving beneficiaries.

The recovery strategies are;

- (i) The county will enroll more county residents in welfare programmes such as NHIF which will enhance their access to health facilities.
- (ii) The elderly persons should be provided with food and other basic wants since their movement had been reduced as they were at great risk of contracting the virus.
- (iii) Provide basic income security, especially for persons whose jobs or livelihoods had been disrupted by the crisis.
- (iv) Align the County Government social protection programmes with the National Government ones to avoid duplication of the activities while ensuring that the available resources are focused to the desiring beneficiaries.
- (v) Build linkages with other public sector agencies, and with NGOs that work with vulnerable groups to strengthen family support systems, deliver assistive devices for PWDs, reduce barriers to access in provide vocational training.
- (vi) Undertake research to get a better understanding of the actual situation of social protection demand in Narok County, and to map existing initiatives for improved service delivery.
- (vii) Develop an enabling legislative framework for promotion and preservation of Maasai Cultural, with the establishment of cultural centres, museums and model manyattas as tourists attraction sites.

4.10 Gender and Youth

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in Narok County. Evidence indicates 5,585 cases of

teenage pregnancies were reported between January and May 2020 (KHIS, 2020) and 7 cases of GBV (HAK, 2020). That said, COVID-19 could have compounded the situation hence need for targeted interventions to address the same through;

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

4.11 Environment and Natural Resources Management

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

For instance, the major sources of energy for cooking used by households are firewood at 68.4 per cent, charcoal 23.5 per cent, liquified gas at 4.1 per cent, electricity 0.7 per cent and Kerosene 3.1 per cent. Furthermore, majority of the households in the county dispose their solid waste in the compound at 44.2 per cent, 11.4 per cent dump in the street/ open field, 35.6 per cent burn in open air and 4.6 per cent is buried. On the other hand, 1.5 per cent of the household solid waste is collected by the county government for disposal while 0.3 per cent is collected by private companies. Additionally, floods and droughts are common in the region where 16.2 per cent of

households have experienced droughts or floods in the past 5 years that has adversely affected their farming activities.

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

- i) Provide and promote alternative sources of clean energy for cooking other than wood fuel and charcoal.
- ii) Promote afforestation by providing seedlings to communities and schools.
- iii) Involve local communities in environment and natural resources conservation.
- iv) Develop and implement environment and natural resources conservation policy.
- v) Provide waste collection services at households level.
- vi) Promote and facilitate regular waste collection, environment clean up exercises at neighborhoods and in towns. Since only a small portion of household solid waste is safely disposed, thus exposing many households to environmental and health hazards.
- vii) Segregate solid waste at the collection point for easy waste management and recycling.
- viii) Cushion households from the adverse effects of droughts and floods by planting trees, building dams and dykes along riverbanks to control floods to minimize destruction caused by floods and droughts.
- ix) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.
- x) Develop and implement natural disaster management policy and strategy.
- xi) Sensitize the community on disaster awareness and strengthen communities on disaster resilience.
- xii) Continued investment in storm water drainage

5 Economic Stimulus Programme

5.1 Economic Stimulus Package

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

- i) Improve infrastructure targeting roads, water and electricity;

- ii) Subsidize farming inputs which include certified seeds, fertilizers and mechanized inputs (tractors);
- iii) Leverage on Information and Communication Technology (ICT) which is a great enabler for business continuity during and after COVID-19;
- iv) Invest in the Conservation of the Environment for Sustainable Development;
- v) Give waivers and concessions on cess, single business permits, parking stickers, water bills, market fees;
- vi) Prioritization of settlement of payment of pending bills
- vii) Provide extension services and market creation for Agriculture.
- viii) Create a COVID-19 revolving recovery Fund utilizing structures such as table banking, self-help groups and MFIs to small scale traders and businesses in the informal sector.

5.2 Financing Economic Stimulus Package

Resource mobilization for implementation of the economic stimulus will entail collaborations between National and County Government; support from development partners; public private partnerships and non-state actors including NGOs.

5.3 Implementation Framework for the Economic Stimulus Programme

Effective implementation of the County COVID-19 Re-engineering and Recovery Strategy will depend on adequate resource mobilization over the 2020/21–2022/23. The implementation will thus be supported through resource mobilization from relevant stakeholders in the County, including the National Government, development partners, NGOs and civil society, faith-based organizations, private sector and individuals. Annex Table 3 presents proposed action plan for the County.

6 Monitoring, Evaluating and Reporting

The overall purpose of monitoring and evaluation (M&E) and reporting is to track progress of the County COVID-19 re-engineering and recovery strategies. Monitoring will be done periodically to track implementation of the work plans while evaluation will be undertaken to measure effectiveness, impact and sustainability in meeting the strategic priorities. Some of the M&E activities will include documenting actions, resources, outputs and measure the impact on expected outcomes.

Monitoring will be undertaken on a continuous basis and reporting on a quarterly basis, at mid-year, annually and at the end of the plan period leading to progress reports. The monitoring framework will track the achievements, assess use and delivery of resources and accomplishment of deliverables.

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on

the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.⁹

The County COVID-19 re-engineering and recovery strategies reporting will be informed by annual work plans. All implementing departments in the County will be expected to prepare M&E frameworks for each activity (see sample Annex Table 3). The quarterly progress reports will include information on key indicators against set targets for the quarter.

For accountability purposes, County Governments through the Monitoring and Evaluation Departments (MED)'s will review their existing M&E policy to include the County COVID-19 re-engineering and recovery strategies. These strategies will also inform County performance contracting targets and human resource performance management systems. The technical capacity of the M&E unit (focal persons and/or champions), on the County Integrated Monitoring and Evaluation System (CIMES) will be enhanced to monitor and evaluate the implementation of these re-engineering strategies. CIMES guidelines on County Monitoring and Evaluation Committee (COMEC) will also play a key role and responsibility on how County Governments implement these strategies.

Furthermore, the M&E reports will always inform decision making at all county levels including County assemblies to contribute to a strong and sustainable county results-oriented M&E system. At the end of each financial year, annual performance reports will be drafted highlighting key achievements, challenges, lessons learnt and recommendations on the way forward.

7 Communication Channels

Communication¹⁰, a process of creating understanding between two or more parties, is considered effective when the transmitted content is received and understood in the way it was intended. For development of County COVID-19 Socio-Economic Recovery Strategies, Communication for Development¹¹ (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication

⁹ https://elibrary.worldbank.org/doi/10.1596/978-1-4648-0779-4_ch2

¹⁰ <https://books.google.co.ke/books?id=QVnnHUSAL7cC&printsec=frontcover&dq=creating+understanding+wh+at+is+communication&hl>

¹¹ https://www.unicef.org/publications/files/UNICEF_2017_Report_on_Communication_for_Development_C4D.pdf

channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹² are the routes, media and techniques to be used to carry the re-engineering and recovery communication messages from the policy makers to the citizens. Based on May 2020 KNBS COVID_19 Survey, majority of Narok County respondents received information about coronavirus through radio (81per cent), television (65per cent) and mobile (21per cent). Though the survey did not specify whether mobile included both written (short text messages <SMS>) and voice (calls). Friends and family and social media frequencies both rated 13 per cent. Newspapers, Government sources, Health Care Workers and Non-Governmental Organization (NGO) workers all rated below 3 per cent.

Accordingly, the following channels of communication will be utilized:

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

The effectiveness of the different channels would vary depending on the circumstance and the characteristics of the communication. For instance, conferences, seminars and workshops (large physical gatherings) is currently prohibited due to the COVID-19 pandemic. Therefore, to increase buy-in from the members of the public on the county socio-economic recovery strategies, opportunities, interventions and to encourage positive feedback, table 2 below are the channels of communication.

Table 2: Communication channels with target audience

	Children 3yrs- 17yrs	Youth 18yrs- 35yrs	Men 36yrs- 70yrs	Women 36yrs- 70yrs	PWDs	Aged 71yrs +	Literate & Semi- literate	Rural	Urban & Informal settlements
Barazas <100 persons			✓			✓	✓	✓	✓
Face to face <100 persons	✓	✓	✓	✓	✓	✓	✓	✓	✓

¹² <https://www.oxfordreference.com/view/10.1093/acref/9780199657681.001.0001/acref-9780199657681-e-1679?rskey=sE6ywS&result=2>

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

- ✓ Most appropriate channel to be used.

NOTES:

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

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

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

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

Annex

Table 3: Implementation matrix/Action plan

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)			
County Revenue Policy	OSR Enhancement External grants	Automation of SBP	County will have more funds to fund its own Budget	Increased OSR Mobilized	Proportion of OSR mobilized to total budget (%)	2020-2022	30%	200.8	110.3	90.5	Narok County Government	County Department of Finance and Economic Planning			
		Establishment of Resource Mobilization Unit					2								
		Purchase of motor vehicles					4						40	20	20
		Construction of weigh bridges					13%								
County Expenditure Reforms	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT,	County expenditure that is people-centred and focussed on growth-	fiscal principle adhered Timely release of available	Proportion of Developmental expenditure (%)	Continuous from 2020/21	32.16%	146.1	65.4	80.7	Narok County Government	County Finance and Economic Planning Department, Office of the Governor,			

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
		education, agriculture while systematically reducing expenditure on non-administrative functions	creating sectors such as health, education, water, infrastructure, ICT etc	funds to all spending units in the county	No of days		1					County Assembly
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws	PFM and County Government act Adhered	% of the actual expenditure	Continuous from 2020/21	96%	42.6	19.1	23.5	Narok County Government	County Finance and Economic Planning Department
Pending Bills	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers	Improve County relationship with suppliers and hence better services to the citizens	Pending bills processed and paid	% of pending bills fully paid	Continuous	Structured payment of the pending bills	200	200	-	Narok County Government	Office of the Governor, County Assembly, County Finance and Economic Planning Department
Sectors												

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
Agriculture	Diversification of production into: (i) fast maturing vegetable crops through irrigation and export oriented cash crops like avocado, tea and coffee (ii) Alternative livestock enterprises eg apiculture, dairy goats, sheep & poultry	(i)Subsidies on fast- maturing vegetable seeds, expansion of area under sustainable irrigation;subsidies on access to planting materials-avocado, tea and coffee seedlings; subsidies on nursery establishments for avocado, tea and coffee (ii) Subsidies on beehives and support of animal seeds	County residents eat more nutritious food and gain more incomes; Earn country foreign exchange; Increase county revenue base through cess collection	Increased number of farmers producing fast maturing vegetables/crops Increased availability of nutritious vegetables/crops in the county Increased area under industrial crops, increased number of farmers producing industrial crops Increased pastoral household incomes	Quantities of subsidized fast maturing seeds distributed; number of acres under fast maturing crops Number of acres under sustainable irrigation Number of acres under industrial crops Number of beehives and animal seeds procured and distributed	2020-2022	180 kg vegetable seeds	27	13.5	13.5	Narok County Government	Department of Agriculture
							30,000 avocado seedlings, 30,000 tea seedlings, 20,000 coffee seedlings	90	45	45		
								30	15	15		
							750 beehives	20	10	10		
							300 (goats& sheep)	10	5	5		
							Poultry 10,000 day old chicks,	18	9	9		
							5000hens	2	1	1		
500 cockrels)												

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
								10	5	5		
								1	0.5	0.5		
	Enhanced access to agricultural finance	Partner with development partners, such as the National Government, private sector financial institutions, DFIs and NGOs In availing access to affordable formal agricultural finance to small holder farmers in the county Establish farm credit guarantee scheme	Access to agricultural finance will improve farmers access to support services and commodities e.g access to affordable formal finance will enhance:- access to modern technologies and modern inputs;	Increased number of small holder farmers with access to agricultural finance	Proportion of small-scale farmers/co operatives with access to agricultural finance	2020-2022	5 workshops 14 sensitization workshops	7.6	3	4.6	Narok County Government	Department of Agriculture

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
			enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.									
	Enhanced access to agricultural insurance services	Partner with development partners, such as the National Government, insurance service providers in mobilization and availing insurance services.	Access to insurance services will cushion farmers and build resilience to climate change and attendant hazards	Proportion of small scale farmers/cooperatives accessing insurance services	Proportion of small-scale farmers/cooperatives with access to agricultural insurance services	2020-2022	5 workshops 14 sensitization workshops	3.6	1.6	2.0	Narok County Government	Department of Agriculture, livestock and Fisheries
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; strengthen agricultural extension services;	Transformation of small holder value chains in the county	Increased private investments in the county; increased collaborations with	Number of county-private partnerships with farmers; number of farmers	2020-2022	10 agroprocessing industries Established	200	100 2	100 2	Private investors	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
		Enhance farmers training and farmers information services; enhance collaboration with research institutions		research institutes; enhanced agricultural extension and information outreach systems in the county	trained in agroprocessing; number of farmers with access to agricultural extension services; number of collaborations with research institutes No. of agroprocessing industries established		Trainings	4				
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the county Procure cooling equipment	Enhanced food security in the county Improve household income	Increased storage and cooling facilities ; reduced post harvest losses	Number of storage and cooling facilities developed at the county level	2020-2022	12 milk coolers 20 potato collections centres	120 40	60 20	60 20	National government	Department of Agriculture

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
			Increase county revenue		Number of cooling equipment procured		3 Tomato cold rooms 2 cereal stores Cool boxes Deep freezers	30 40 0.6 1.2	15 20 0.3 0.6	15 20 0.3 0.6		
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies ; investment in digital	Digitized marketing advisory and information, financial and agricultural government operations	Increased access to agricultural information	Number of users adopting digitized agricultural operations(marketing, financial etc) at the	2020-2022	Support for KAMIS and Warehousing Receipt System	2	1	1	Narok County Government	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
		infrastructure (e.g. data systems) Establish information hubs	at the county		county level Number of market information systems established							
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods and droughts	Establish programmes for surveillance of disasters such as extreme weather conditions at the county level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; institutional capacity development; carry out vulnerability analyses and updates; invest in	Enhance food security in the County	Increased preparedness of households and communities to mitigate an respond to shocks; early warning	Number of weather forecast and flood, early warning dissemination to communities; number of men and women trained to access flood warning and weather forecast/information; number of men and	2020-2022	Support for Preparedness Mitigation Early warning	2.48	1.24	1.24	Narok County Government	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
		monitoring and early warning systems; conduct public education			women trained on disaster management; number of community level contingency and climate change adaptation plans developed							
	Enhance pest and disease surveillance and management	Organizing pest and disease surveillance missions ; Sensitization of farmers on strategies of pest and diseases control and management	Increased crop and livestock productivity	Increased knowledge, pest and disease surveillance	Number of surveillance missions done, Number of vaccination campaigns No of Farmer groups capacity	2020-2022	Vaccines Dips Trainings Traps and Lures	160 12 2.4 1	80 6 1.2 0.5	80 6 1.2 0.5	Narok County Government	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
					<p>built on IPM</p> <p>Number of dips constructed/rehabilitated</p> <p>No. of pheromone traps</p> <p>No. of quelea control chemical barrels stocked</p>		Queletox barrels	9	4.5	4.5		
	Intensification of feed production and feeding	<p>Training on home made rations for total mixed ration</p> <p>Establishment of strategic feed reserves</p>	<p>Reduce production cost</p> <p>Increased resilience during periods of feed stress</p>	Increased farmers with knowledge on total mixed ration	<p>Number of feedlots introduced and operationalized</p> <p>Number of farmers adopting total mixed rations for</p>	2020-2022	<p>Hay barn</p> <p>Feedlots</p>	<p>16</p> <p>16</p>	<p>8</p> <p>8</p>	<p>8</p> <p>8</p>	Narok County Government	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
					daily production							
	Promote use of certified inputs and rationalized acquisition	<p>Conduct sensitization workshops on use certified inputs</p> <p>Support vulnerable groups with subsidized inputs</p> <p>Procure and distribute subsidized fertilizers/pasture seeds/seed maize</p> <p>Stock water bodies with fingerlings</p> <p>Construct fish ponds</p>	Deepen social inclusion and increase farmers' income	Increased productivity	<p>Numbers of farmers accessing certified inputs</p> <p>Livestock product certification through training</p> <p>Breed improvement programmes through upscaling</p> <p>Quantity of subsidized inputs procured and distributed to</p>	2020-2022	<p>Fertilizers</p> <p>Maize seeds</p> <p>Pasture seeds</p> <p>Fingerlings</p>	<p>12</p> <p>20</p> <p>3</p> <p>0.75</p>	<p>6</p> <p>10</p> <p>1</p> <p>0.22</p>	<p>6</p> <p>10</p> <p>2</p> <p>0.5</p>	Narok County Government	Department of Agriculture, livestock and Fisheries

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
					vulnerable groups Number of fish ponds constructed and stocked with fingerlings							
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	Develop a policy to facilitate issuance of funds	40	20	20	CGN	Department of Trade and Manufacturing; KEPSA; KAM; KIRDI
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	2 years	4 campaigns to solicit for partners	4	3	1	CGN	Department of Trade and Manufacturing

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	6 trainings	3.5	1.5	2	CGN	Department of Trade and Manufacturing; KEPSA; KAM; KIRDI
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water	2020-2022	570,000 water tabs distributed, 6 dams, 30 water pans constructed, 20 boreholes drilled	385	135	250	CGN/GOK/Donors	Water department
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of population covered with piped water	2020-2022	Rehabilitation & expansion of 14 water supply infrastructures	180	60	120	CGN/GOK/Donors	Water department
					% of the population covered by sewer line	2020-2022	Narok sewer project	1800	200	0	CGN/GOK/Donors	Water department
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centres and neighbourhoods	Increased access to clean environment	% of population with increased access to safe and clean environment	2020-2022	Acquisition of 6 garbage trucks	60	20	40	CGN/GOK/Donors	Environment department

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
Environment and Natural Resources Conservation	To increase environment conservation to clean water	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities No of trees planted	Increased forest cover	% Ha under forest cover	2020-2022	Increase forest cover 400 Ha	374	100	274	CGN/GOK/Donors	Environment department
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods	2020-2021	1 flood check dam	45	45	-	CGN/GOK/Donors	Water Department NDMA
Transport	To enhance sustainable mobility options for household	Construct NMT infrastructure across key roads in the County	Increased modal split in favor of NMT	Increase in knowledge management of NMT infrastructure	Knowledge management of NMT infrastructure in good and fair condition	6 months	Training and Sensitization workshops	0.5	0.5	-	CGN	Transport department
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	Enforcement of MOH protocols	0.1	0.1	-	CGN	Transport department

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition	2020-2022	Paving of municipal roads connecting Government offices and residential areas (15Km), labour based to create opportunities for youth and women	300	150	150	CGN/GOK/Donors	Roads department Narok Municipal Board
		Apply labor-based approaches for road construction and maintenance	Creation of local employment opportunities for youth and women and local economic development	Increased jobs for youth and women	Number of jobs created							
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR	2020/2021 & Continuous	Set aside 0.5% of road sector budget towards building the knowledge capacity for LVSR	10	5	5	CGN/GOK	Roads department
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually	2020/2021 & Continuous	<i>Training and sensitization on green roads design</i> Integrate the construction of strategic water pan to serve as	30	9	21	CGN/GOK	Roads department

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
							roads drain-off collection					
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	Establish a revolving fund to improve access to credit to facilitate the acquisition of ICT assets <i>(start with a pilot face)</i> Sensitization/ Awareness campaigns, training	20	10	10	CGN/GOK/Private sector	Private Sector
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	Strengthening of Mobile telephone Signal Installation of additional masts where non exists Lowering the cost of Bundles	40	20	20	Private sector	Private sector CGN/GOK
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through	Proportion of household able to access ICT through	2020/21 Continuous	Remodel 30 ECDE centres to serve as internet access points on set times and days	30	10	20	CGN/GOK/Donors	ICT department

Sector	Strategic Objectives (1)	Activities/Economic Stimulus (2)	Expected Outcome /Key Result Area (3)	Expected output	Key Performance Indicator (4)	Time frame	Details (Quantity, unit cost, Total cost etc)	Budget	Fy1	FY2	Budget and Source of Funds/ Resource mobilization	Implementing Agency/Actor/Stakeholders/Department (5)
				community facilities	community facilities		Provide internet installations					
	Enhance prominence in County planning and budgeting	Designate ICT as a stand-alone Ministry in Narok County Government structure and deploy requisite personnel and capability	Enhance prominence of ICT plans, programmes and projects	Increased budget for ICT	Share of ICT budget in overall county budget	2020-2022	Increase ICT budget allocation in FY 2020/21 & 2021/2022	130	55	75	CGN	County Treasury
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents	2020 and Continuous	Train ICT officer on Cyber security Acquisition and installation of cyber security enhancement infrastructure	50	20	30	CGN	ICT Department
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fastrack implementation of the affordable housing programme with a focus on improving living conditions in informal settlements	Enhanced quality in informal settlements due to improved housing conditions	Increased proportion of households provided with affordable and decent housing	No. of housing units provided	2020 continuous	Acquire land and provide	60	20	40	CGN	Lands Department
							Delivery of bulk infrastructure (sewer systems roads and supply of water) to the sites	200	80	120	CGN	Municipal Board Lands Department Municipal Board
							Put up the housing units	1,000	100	200	Private Sector	Private Sector

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		Develop and implement an addressing system for use in pandemic and disaster surveillance and emergency response.	Effective pandemic and disaster surveillance and emergency response.	Improved response time to disasters and emergencies	No. of emergencies responded to Time take to respond to emergencies	2020 <i>Continuous</i>	Establishment of emergency Fund as per the PFM Act	0	225	225	CGN	County Treasury
		Develop a policy to promote home ownership to address the problem of rent distress during times of emergency.	Reduced risk of rent distress	Reduced cases of rent distress	Number of reported rent distress	2020-2022	Develop Narok County home ownership policy	6	1	5	CGN	Housing department Economic Planning Unit Cabinet
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking: distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking	% of households with access to clean energy and technology for cooking	2020-2022	Establish a revolving fund to improve access to credit to facilitate the acquisition of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	100	50	50	Private Sector/CGN/GOK/Donors	Private Sector Energy Department
Tourism	Enhance socio-economic benefits from	Tourism sector development master-plan; Rehabilitate infrastructure	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of	Number of local and foreign visitors; revenue collected by	3 – 5 years	Development of the masterplan Opening up of Roads network	400	100	300	County and National Governments; development partners;	Narok County Department of Tourism;

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	the tourism sector	leading to tourism attraction sites		the diversified tourism product offering	county government from tourism.		and maintenance of airstrips. Profiling of road infrastructure (traffic nodes) in the parks.				Kenya Tourism Fund	
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product. Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved.	3 – 5 years	Identification and development of new tourism circuits Diversification of Tourism attractions Explore and exploit alternative tourism products (agro tourism, eco-tourism, conference tourism, sports tourism) Enhance wildlife security and monitoring of other wildlife species (pangolin, elephants and cats,	160	60	100	County and National Governments; development partners; Kenya Tourism Fund	Narok County Department of Tourism;

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							County Research bills on protocol and guidelines					
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	% of women benefiting from antenatal care	2020-2022	Scale up Focused Antenatal Care Services	15	7	8	CGN	Ministry of Health, Dept of Health, County Government of Narok
		Promote additional funding to the health sector	Health infrastructure development	Health facilities constructed and operational	Number of health facilities improved and equipped as per norms	2020-2022	Construct Narok Referral Hospital, and level 4 facilities at the sub-counties	1500	600	900	CGN/GOK/Donors	Ministry of Health, Department of Health, County Government of Narok
		Recruit high number of public health officers	Efficient and effective service delivery	Health officers recruited and deployed	Improvement in the ratio of health officers	2020-2022	Advertise, Shortlist, Interview, recruit, induct and deploy	212	80	132	CGN/GOK	MOH, Dept of health, County Government of Narok
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Health Facilities stocked with essential medical products.	Number health centres stocked with essential medical products.	2020-2022	Acquire and distribute essential medical products.	791	400	391	CGN/GOK/Donors	MOH, Dept of health, county Government of Narok

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		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	% Improvement in immunization coverage	2020-2022	Conduct immunization and vaccination campaigns	360	180	180	CGN/GOK/Donors	Ministry of Health, Department of Health, County Government of Narok
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	Latrines constructed and in use	% of homesteads with latrines	2020-2022	Design and construct	100	50	50	CGN	Ministry of Health, Department of Health, County Government of Narok
	Minimize exposure to health risk factor	Health promotion including health information Micro-nutrient deficiency control Infection prevention and control	Reduced mortality rate	Number of patients treated	% Reduction in mortality rate	2020-2022	Conduct Health promotion campaigns and health information Micro-nutrient deficiency control Infection prevention and control	40	20	20	CGN/GOK	Dept of Health, Department of Water, County Government of Narok; Private sector
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Renovated and constructed school facilities	Number of school facilities renovated and constructed	2 years		300	130	170	CGN	Department of Education, County Government of Narok; Ministry of Education

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		Train teachers on how to instruct remotely	Improvement in teaching skills	Trained teachers	Number of teachers trained	1 years	2 trainings conducted	500	500		CGN/GOK	Department of Education, County Government of Narok; Ministry of Education
		Recruitment of ECDE teachers	Efficient and effective service delivery	Teachers recruited	Number of ECDE teachers recruited	2 years	50 teachers recruited	30	15	15	CGN/GOK	Department of Education, County Government of Narok; Ministry of Education
		Capacity building of school Board of management	Improvement in the management capacities	Competent/Trained BOM	Number of trainings held	1 years	2 trainings conducted	2	2		CGN/GOK	Department of Education, County Government of Narok
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	Increased bursaries disbursement	No. students of supported with bursaries	2 years	400M bursary issued	400	200	200	CGN/GOK	Department of Education, County Government of Narok; Ministry of Education
		Promote school feeding programmes	Increase in number of students attending schools	Increased feeding programs	% of students attending schools	1 years	80%	300	300	0	CGN/GOK	Department of Education, County Government of Narok; Ministry of Education
		Enhance back to school campaigns	Increase in number of students attending schools	Increased back to school campaigns	% students attending schools	1 years	3 back to school campaigns undertaken	2	2	0	CGN/GOK	Department of Education, County Government of Narok;

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												Ministry of Education; Private sector
	To provide safety in schools	Provide surgical masks to students Provide PPE to school employees	Reduction in cases of COVID-19	Increased quantities of PPE and surgical masks supplied	Percentage of PPE and surgical masks supplied	1 years	Provide masks to needy students	3	3	0	CGN/GOK	Department of Education, County Government of Narok; Ministry of Education
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Increased guidance and counselling programs	% increase in guidance & counselling in school	1 years	20%	0.5	0.5	0	CGN/GOK	Department of Education – County Government of Narok, MOE
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Increased insurance coverage	Number of people covered by insurance	1 years	10M provided to vulnerable households	10	10	0	CGN/GOK	Dept of social protection and services, County Government of Narok, Dept of health, County Government of Narok.
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Increased cash transfers to vulnerable groups	Number of people who benefitted from cash transfers	1 years	30%	10	10	0	CGN/GOK	Dept of social protection and services, County Government of Narok

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Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces Safe working environment	Optimal productivity by staff Efficient services offered	Number of protective equipment provided	1 year	All offices	6.3	6.3	0	County Government of Narok	Department of labor, Department of health, County Government of Narok
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Digitally skilled staff	Number of staff trained on digital skills	1 year	80%	15.6	77.5	8.1	County Government of Narok	Department of Labour, Department of ICT, County Government of Narok
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	Trained staff	No. of workers trained	1 year	70%	12.1	8.9	3.2	County Government of Narok	Department of Labour, Department of Health, County Government of Narok