



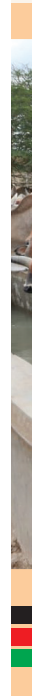
NAROK COUNTY

COVID-19 SOCIAL ECONOMIC RE-ENGINEERING RECOVERY STRATEGY

2020/21-2022/23



NOVEMBER 2020





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FOREWORD

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

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

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

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

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

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

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



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

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

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

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

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

Together we prosper.

UHURU KENYATTA, C.G.H.,

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



TOGETHER WE ARE STRONGER

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

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

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

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

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

H.E WYCLIFFE OPARANYA

CHAIRMAN, COUNCIL OF GOVERNORS



UNITY IS STRENGTH; RESOLUTENESS IS THE ESSENCE OF STRUGGLE

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

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

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

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

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

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

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



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

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

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

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

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

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



STATEMENT

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

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

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

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

DR ROSE NGUGI

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



ACKNOWLEDGEMENT

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

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

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

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

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

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

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

JACQUELINE MOGENI, MBS

**CHIEF EXECUTIVE OFFICER
COUNCIL OF GOVERNORS**



EXECUTIVE SUMMARY

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

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

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

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

Pillars for County Recovery and Re-engineering Strategies

1) *Boosting Private Sector Activity*

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

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



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

2) Strengthening ICT Capacity

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

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

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



3) Human Capital Development

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

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

4) Policy, Legislative, and Institutional Reforms

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

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



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

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

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

Support to Key Sectors

1) Agriculture

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

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



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

2) Water and sanitation

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

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

3) Urban development and housing

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

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



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

4) Transport

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

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

5) Tourism

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

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



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

6) **Health**

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

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

7) **Education**

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

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



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

8) **Social protection**

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

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



9) ***Gender and youth***

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

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





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1 INTRODUCTION

1.1 County Context

Narok County is one of the counties 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. Of the population 9,046 (0.9 per cent) were persons with disabilities. 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 23.0 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, that means being deprived in several dimensions including health care, nutrition and adequate food, drinking water, sanitation and hygiene, education, knowledge of health and nutrition, housing and standard of living, and access to information. According to KDHS 2014, 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)		
Males	1,157,873	1.3% of the total population
Females	579,042	49.3%
Intersex	578,805	50.6%
	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 11th September 2020)(MOH); National cases were 35,232 people	226	0.68% of the national cases
Poverty (2015/2016)(%)	23.0%	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 %

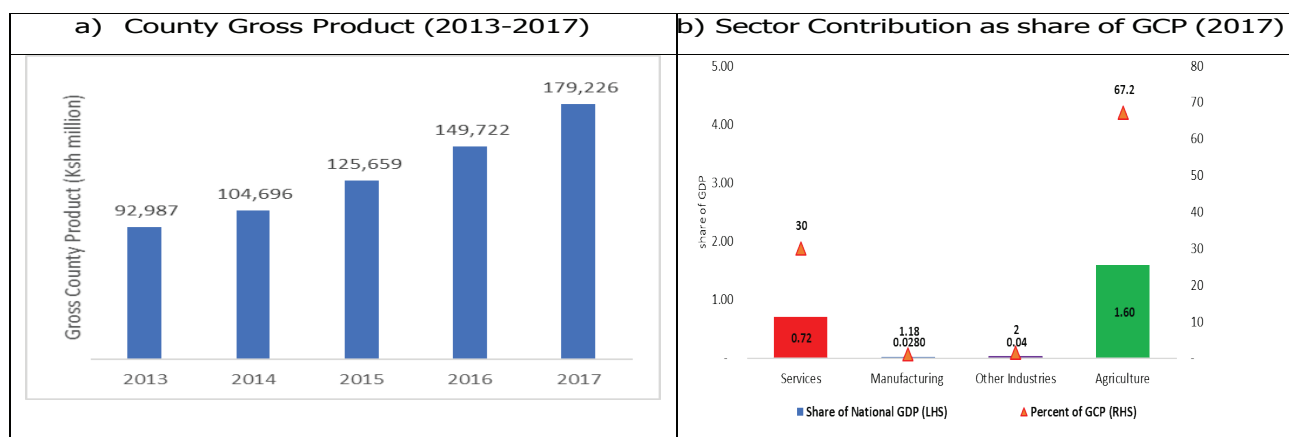
Data Source: KNBS (2019)



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.

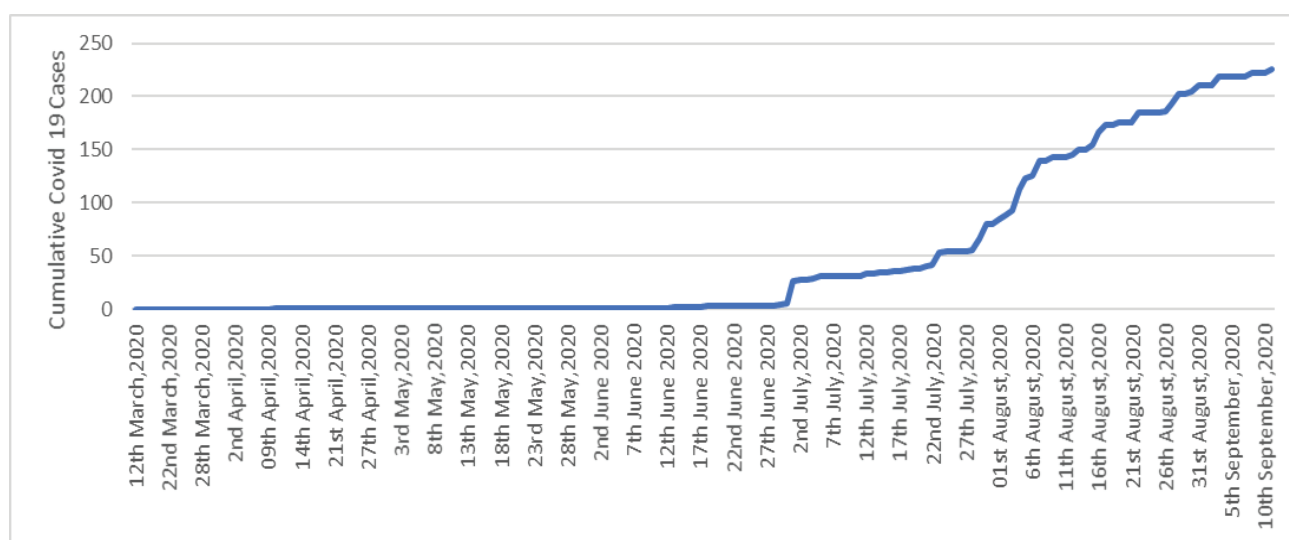
Figure 1: Structure of the County Economy, 2013-2017



Data Source: KNBS (2019)

The County first confirmed case of COVID-19 was on 10th April 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. 12 billion in FY 2019/20 as revenue to finance its operations. This comprised mainly of Ksh. 8.0 billion (67.0 per cent) as equitable share, Ksh. 1.2 billion (10.1 per cent) conditional grant, Ksh. 2.4 billion (20.0 percent) generated from own source revenue (OSR) and Ksh. 346.2 million (2.9 per cent) as cash balance from FY 2018/19.

During FY 2019/20, the County received a total Ksh. 10.9 billion which comprised of Ksh. 7.4 billion equitable shares, Ksh. 810.8 million conditional grants, Ksh. 2.4 billion OSR and Ksh. 346.2 million as cash balance from FY 2018/19. In relation to OSR, the county generated Ksh. 2.4 billion which represented 19.7 per cent decrease as compared to Ksh 2.9 billion generated during 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, the county foregone parking fees and cess for three months and reduced single business permit amount by 25.0 per cent to cushion its traders from the adverse effects of the pandemic.

At the beginning of FY 2019/20 the County budgeted to spend a total of Ksh. 11,998.1 million consisting of Ksh. 8,046.5 million allocation for recurrent expenditure and Ksh. 3,951.6 million for development expenditure. Of the recurrent expenditure, Ksh. 3,918.6 million was meant for compensation of employees while Ksh. 4,127.9 million was set aside for operations and maintenance. The County's actual total expenditure during FY 2019/20 amounted to Ksh. 10,631.4 million. Recurrent expenditures (personal emoluments and operations & maintenance) accounted for 72.5 per cent of the total spending, with development expenditure accounting for only 27.5 per cent. This translating to absorption rate at 88.6 per cent overall budget, 95.8 per cent recurrent expenditure and 74.0 per cent development expenditure. Health sector expenditure accounted for 26.6 per cent of total spending with an overall absorption rate of 94.5 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. At the end of FY 2019/20, the county accumulated pending bills amounting to Ksh. 472.7 million consisting of Ksh. 246.0 million and Ksh. 226.7 million in respect of development and recurrent expenditures respectively.

1.3 County Fiscal Response, Interventions and Budget Re-allocation

With the outbreak of COVID-19, 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 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 and other preventive measures, identify hot spots within the county and issuing guidelines. The county further 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. 160.0 million was reallocated towards cushioning the county from COVID-19 effects.

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 the matatus (transport sector) and the Single business permit was reduced by 25 per cent. 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. The county worked closely with local administration to ensure that where there is need in terms of supply of basic provisions to the people this is 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 all 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 Nairigi Enkare Health Centre, and the two 5-bed capacity centres at both Emurua Dikirr Health Centre and Lolgorian Sub-County Hospital. The county is on course to attain the national minimum requirement of 300 isolation beds capacity per, with the escalated completion of the 300-bed capacity Isolation Centre at Ololulung'a Sub-County Hospital grounds.

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 the cessation of movement in and out of Nairobi, Mombasa and Mandera. 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 all polytechnics and vocational training institutes in the county in producing masks which were distributed free of charge to the county residents. The county used its resources to help sustain this production.





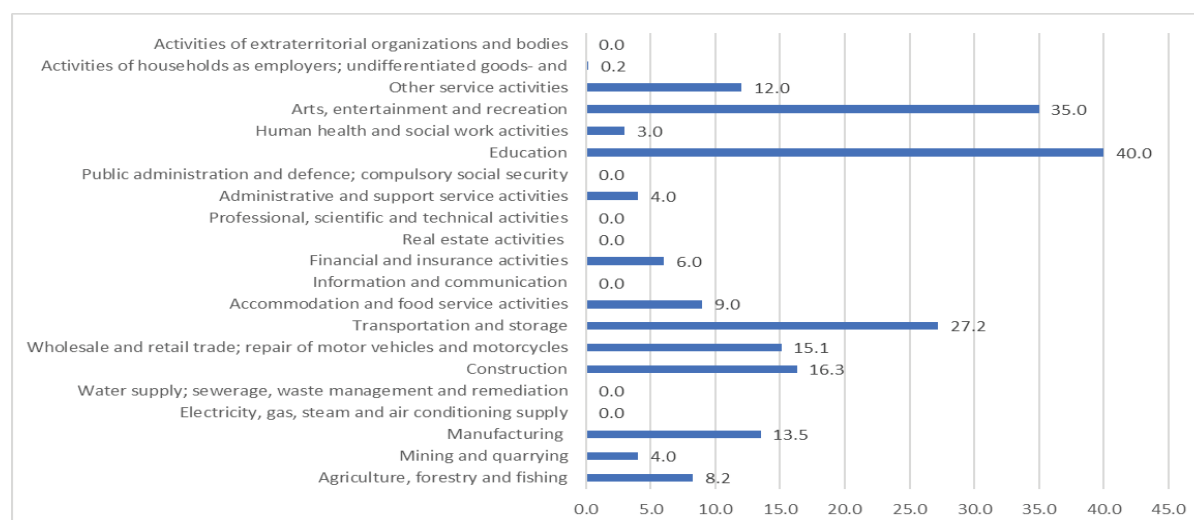
2 SOCIO-ECONOMIC EFFECT OF COVID-19

As the country was hit by the COVID-19 pandemic, several other shocks hit the county as well including, desert locusts; 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 human health 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 sanitation services amidst the pandemic, the workers in water sector reported no hours of work lost in a week.

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



Source: KNBS

Further, 51.0 per cent of workers in Narok county recorded decreased income while 2.0 per cent recorded an increase in income. The county recorded 66.1 per cent of workers in informal sector and 9.7 per cent never attended to work due to covid-19 related issues. In private sector schools, teachers and other workers lost their incomes. Some other businesses such as bars, hotels, market centres had totally closed, leading to reduced business activities. Some workers in the transport sector had also been rendered jobless due to restrictions of moving in and out of Nairobi and Mombasa counties; and within the county. On average, the workers in the county lost 10.9 hours per week.



b) Agricultural and Livestock

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). In addition, the closure of air markets resulted to price cut of livestock and livestock products because most of the farmers were not able to access markets. The cost of transporting of livestock and their by-products (Hides and skin) increased due to restriction of movement in the country. Challenges presented by the Covid_19 pandemic on the sector were further exacerbated by desert locusts, floods and livestock diseases affecting 4.9 per cent, 14.4 per cent and 13.4 per cent of households respectively. Further the county was experiencing an upsurge of vector borne diseases such as bluetongues diseases in sheep and lumpy skin diseases in cattle as a consequence of floods in the county.

c) Services sector

Over 260,000 tourists visit Narok County annually attracted by nature-based tourism, Cultural and heritage tourism (Rich Maasai culture; Narok museum), 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 (i.e., 247,000, mainly international visitors), to an estimated 13,000, mainly domestic tourists. The decline in visits to the Maasai Mara game reserve and other sites in the county led to a loss in park entry fees of an estimated KSh.370.5 Million¹. 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 equivalent to KSh.9.9 Billion²,

1. <http://www.kws.go.ke/sites/default/files/parksresources%3a/kenya%20wildlife%20service%202020-2021%20conservation%20fees.pdf> ; 247,000 foreign tourists x sh.1500 park entry fee = KSh.370,500,000.

2. 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 x 4 x 10,000 = KSh.9,880,000,000



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 (Kenya Population and Housing Census (KPHS), 2019). In addition, the suspension of school feeding programs had implications on the food security and nutritional status of the 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 activities 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. 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.

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 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 the KNBS survey of 2016 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 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 County Headquarters Narok town 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.

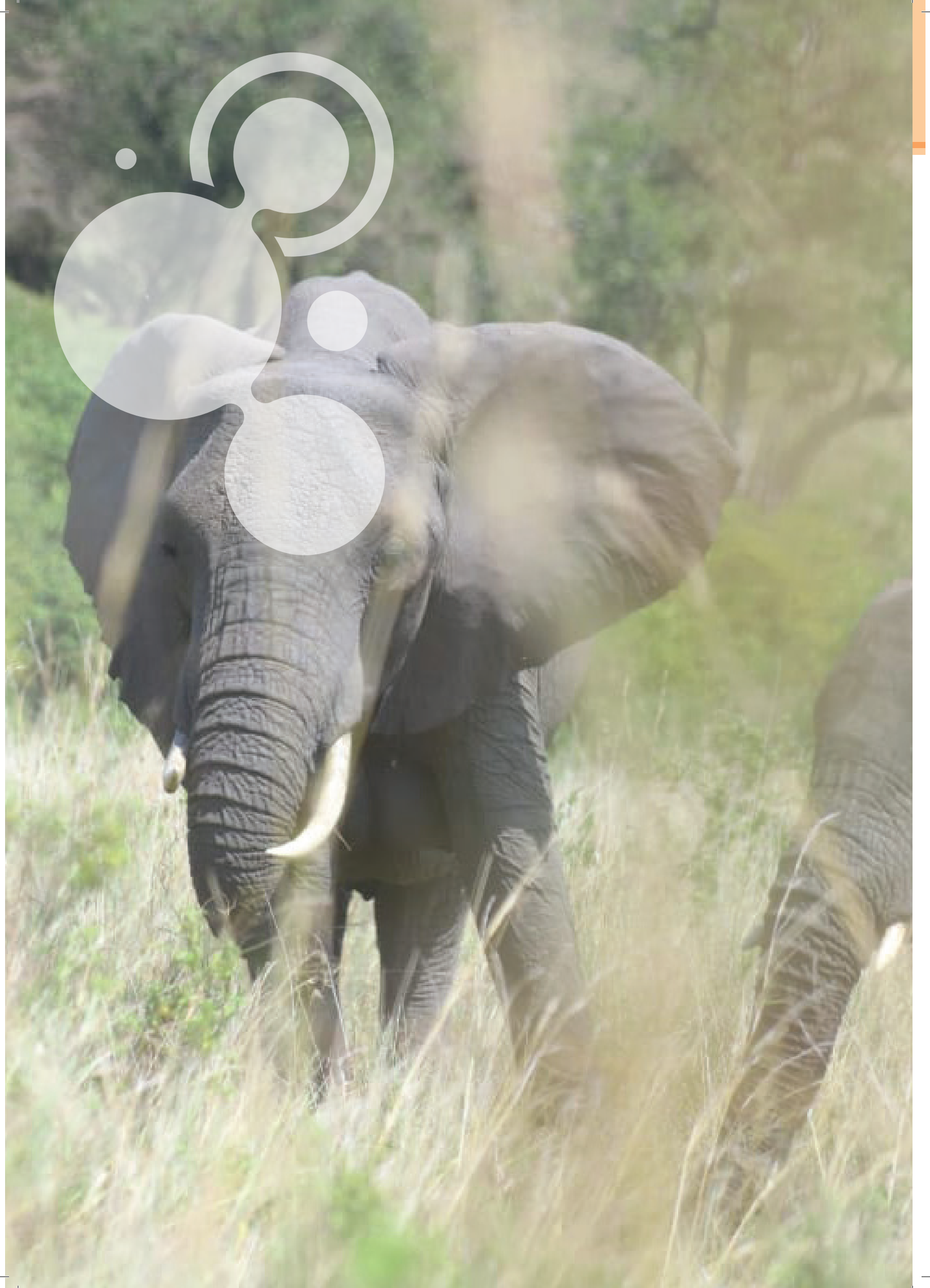
Majority of households (76.9 per cent) own the housing units they occupy while 23.1 per cent of the households under rental tenure. Individuals are the primary providers of rental housing at 91.7 per cent, followed by private companies (3.4 per cent); National Government (2.1 per cent); County Government (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. 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. Other challenges affecting the youth include unemployment and drug use, especially alcohol and substance abuse.

g) Water and sanitation

The county government incurred additional cost to ensure continuity in provision of water and sanitation services, this include allocation of 100 million shillings for 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, in order for the County to re-engineer, recover and be on an upward growth trajectory. In this regard, six (6) pillars have been identified: Boosting private sector activity; policy, legislation and institutional reforms; strengthening County government's preparedness and response to pandemic and disasters; enhancing ICT capacity for business continuity, human capital development; beef value chain, renewable energy and tourism development

3.1 Boosting Private Sector Activity

The private sector plays a critical role in the Narok County economy in reducing poverty through income generating opportunities for the vulnerable households. The KNBS 2016 statistics shows that most of the private sector activities (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 (KIPPRRA 2019, KNBS, 2016). On worksites, MSEs face inadequate and unequipped worksites, lack of public toilet facilities, lack designated areas for waste disposal, poor road infrastructure, frequent power interruptions. On technical capacity MSEs are characterized by low levels of innovation, lack of training and apprenticeship programme for artisans, fragmentation due to multiplicity of players who offer training and capacity building, and lack of monitoring and evaluation of training programmes. With the market environment, MSEs face inadequate market for their local products; stiff competition among themselves; and unfair trade practises which manifest through; contract enforcement, counterfeiting, dumping (substandard goods) and misrepresentation (through weight, price, ingredient). MSEs also face bottlenecks related to; insecurity; multiple licenses and permits; numerous procedures for obtaining licenses; and shortage of raw materials.



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

- (i) Agro - processing for value addition with important areas of focus include horticulture, 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 MSEs on issues of counterfeits and dumping of goods.
- (ii) Initiating and strengthening self-sustaining funds dedicated and easily accessible to MSMEs in the County; promoting tailor made financial literacy programmes for MSMEs; and establishing a framework for micro-leasing for the MSMEs.
- (iii) Partnering with other institutions both from public and private spheres to facilitate development of adequate and well-equipped worksites with workshops, common user facilities, incubation centres and showrooms for artisans which is cluster informed and fully serviced.
- (iv) Providing access to affordable renewable energy in collaboration with the national government and other stakeholders for sustainable development.
- (v) 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. Collaboration with private sector is also important in harnessing alternative sources of energy such as solar.
- (viii) Collaboration with the National government to ensure security is enhanced and reduce on crime and create a peaceful business environment.



- (ix) Enhance market access for private sector both locally and regionally by developing the regional bloc value chains, market diversification and facilitating greater use of ecommerce in shifting transactions to digital economy.

3.2 Policy, Legislatives, and Institutional Reforms

Narok County has made progress in developing the County legislative framework with some laws focusing mainly on finance and emergency funds. There are also some bills being deliberated on by the County Assembly such as the Narok County Environment Management Bill, 2017, the Narok County Early Childhood Development Education Bill and the Maasai Mara Community Support Fund Bill, 2016, the Narok County Polytechnics Bill, 2014, the Narok County Potato (Packaging and Marketing) Bill, 2014, the Narok County Tourism Bill, 2014, the Narok County Transport Bill, 2014. 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 has resolved to:

- (i) Establish legal authority and legislation 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 authority 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) Institutionalize 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.
- (vi) Strengthen intergovernmental relations and coordination in implementation of government policies at national and county levels.

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

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.

3.4 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, (Kenya Population and Housing Census (KPHS), 2019). 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, the high cost of equipment and services and the perception that the household does not need internet are the leading reasons that the people of in the County don't have internet connection. In the new normal driven 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 Telephony³
- (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 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) Review 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, disasters and pandemics. This is because enhanced use of ICT is known to raise threats and risks related to cyber-crime and misinformation.

3.5 Promoting Human Capital Development

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).

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



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 a 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 through lending institutions for sustained business. In addition, build capacity in areas related to marketing, operations, finance, and human resource development to enhance the chances of survival of SMEs.
- (iii) Collaborate with National government and establish more Institutes that train pastoralists and agro-pastoralists on different courses, ranging from livestock husbandry, agri-business skills and diseases identification. Trainings will also be used as avenues for development of workers to pass on new information and to correct miss-conceptions concerning animal management.
- (iv) 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.
- (v) Enhance livelihood diversification by increasing income-generating activities for both crop and livestock production.



- (i) The county will collaborate with Kilgoris, Kapweria and Ilimotiok and Masai Mara Vocational training centres to offer trainings on emerging technologies and skills and match with the market demand; while increasing chances for the youth to secure productive economic engagement.
- (vi) Build workplace resilience to public health emergencies and outbreaks of infectious diseases in all sub counties.
- (vii) Establish a livestock development program in the county which will help to resource farmers and improve their livelihoods and nutrition. Under the program, farmers will receive training in animal management.

3.6 Exploring the Beef Value Chain, Renewable Energy and Tourism Development

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 Town, 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 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.
- (iv) Strengthening county government's preparedness and response to pandemic and disasters.



4 SUPPORT TO KEY SECTORS

4.1 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 and employment generation.

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. Related, the County will inject some stimulus to cushion the businesses and traders through affordable credit; waiver of some County taxes, cess, and other charges.
- (ii) Covid-19 has increased demand for locally produced goods in the County, and especially Personal Protective Equipment (PPEs), sanitisers, hospital beds and ventilators. It is an opportunity to spur innovation and promote manufacturing and industry development and generation of jobs for the youth.
- (iii) Establishments in the county will adopt to the new pandemic guidelines including rearranging floor plans to allow for social distancing.
- (iv) 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 - milk processing, potato plant, and maize milling.
- (vii) Create linkages between industries and Vocational training colleges in the County.



4.2 Agriculture and Livestock

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 agro processing 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, Development Partners, 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.
- (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) fairs poorly 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) Need for programmes for surveillance of disasters, such as extreme weather conditions and livestock disease, at the county level equipped with relevant technical specialists and finances to effectively prepare, respond and prevent risks. There is also need for the county to mitigate disasters, such as those related to floods, through institutional capacity development, vulnerability analyses and updates, monitoring and early warning systems, and public education.



- (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. 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 include: 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) 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.
- (ix) 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.
- (x) 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.
- (xi) Strengthen agricultural cooperatives through effective stakeholder engagement and implementation of interventions for more sustainable models of financing and customized training of cooperative members.

4.3 Water and Sanitation

Clean and safe water remains essential in the fight against Covid-19, water is utilized for maintaining hygiene more so in hand washing as well as other specialized uses in households, institutions and in public places. 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 improved⁴ 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 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) Integrate public private partnerships arrangements to enhance water provision in the County.
- (vi) Expand and rehabilitate the existing piped water connection infrastructure to help increase access to water.
- (vii) Support rural households with water treatment facilities to help access to clean safe water.
- (viii) Expand sewer infrastructure to accommodate more households. Currently there is low access to sewer coverage in the county.
- (ix) Build toilets in communities, households, schools, health care facilities, marketplaces and public places to help increase access to improved sanitation⁵.

4. 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.

5. 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.



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

4.4 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 of women and children. 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) Adopt programmes aimed at an increasing household access to clean energy sources and technologies for cooking to mitigate against exposure to respiratory diseases.



4.5 Transport

The county has a total of 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.

The main means of transport used in the County is bicycle (boda boda) 32.1 per cent, followed by walking at 31.6 per cent, PSV matatus 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 policy⁶. This can be incorporated into the CIDP programme to grade and open new roads.
- (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 Goals⁷.
- (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.

6. Roads 2000 programme [http://krb.go.ke/our-downloads/roadsper cent202000per cent20strategicper cent20plan.pdf](http://krb.go.ke/our-downloads/roadsper%20cent202000per%20strategicper%20plan.pdf)

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



4.6 Tourism

The main tourist attractions in Narok County include: Physical attractions / nature-based tourism: Cultural and heritage tourism (Rich Maasai culture; Narok museum); 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 game Reserve received 286,000 tourists, both domestic and international.

Narok County is well endowed with accommodation facilities. Within the Mara game reserve, there are 28 star-rated hotels, lodges and camps with a total capacity of 890 rooms and 1794 beds. Within the town there are nine classified hotels with more than 323 beds and over 264 rooms⁸. The county also has potential for enhancing tourism in the following areas which remains unexploited; 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 Mara Game Reserve accounts for approximately KSh.900 Million (or 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 Migration⁹.

Despite tourism being the main source of locally generated revenue in the county, the sector was allocated a paltry 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 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 National Reserve and the surroundings; 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; reduction foliage due adverse weather conditions; and human activity affecting wildlife migratory corridors.

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, demarcation policies, incentives programmes to the communities who give up land for wildlife and programmes on reforestation and environmental conservation.

8. Tourism Regulatory Authority, 2019

9. Narok County CIDP 2018 – 2022



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, Nairatia, 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 raw material for tourism in the county.

Lack of a properly developed sewerage system and good drainage system in urban centres such as in Narok Town and Kilgoris is a major threat to good sanitation. Lack of these systems has exposed these towns to risk of disease outbreak especially during the rainy season. Management of waste is not properly organised done making the urban centres dirty and posing health challenges. Waste products of about 10 per cent of the households are collected by the local authority, 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) Exploiting and marketing of underutilized tourism attraction sites; providing incentives such as concessionary land leases and tax incentives to investors.
- (iii) Develop policies on conservation and protection of Maasai Mara game reserve; Human wildlife conflict resolution mechanism.
- (iv) Operationalize the Maasai Mara Management Plan – through multi-stakeholder involvement.
- (v) Creation conservancies to protect wildlife extinction.
- (vi) Establishment of a wildlife protection unit.
- (vii) Enact land use policy to conserve the Mara water tower catchment.
- (viii) Policy legislation on conservation and preservation of Maasai culture.; Establishment Museums and cultural centers the county.
- (ix) Online tourism marketing strategies.



4.7 Health

The county has one county referral hospital (Narok county referral hospital and three sub-county referral hospitals namely; Kilgoris, Lolgorian and Ololulunga. The fifth 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 large 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) 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.
- (ii) 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.
- (iii) Invest in research and development to spur innovation in health sector including in the area of medicine.
- (iv) 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.
- (v) 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.

4.8 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 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 our 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 ease their access to health facilities.
- (ii) County government will give tax exemption for the SMES who have suffered losses in their business as result of Covid-19. The elderly persons will 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 deserving 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) Protect vulnerable groups in the population from health costs by enhancing NHIF coverage; improving knowledge of the existing insurance schemes to improve uptake; and subsidizing NHIF premiums for targeted vulnerable populations.



4.10 Gender and Youth

Teenage pregnancies and gender-based violence are pertinent issues that affect the youth, women and boys and girls in 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.

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 dump 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 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 such as solar energy and bio digesters.
- (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) Recycle solid waste.
- (ix) 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.
- (x) Develop and implement natural disaster management policy and strategy.
- (xi) Sensitize the community on disaster awareness and strengthen communities on disaster resilience.





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. The Annex presents proposed action plan for the County.





6 MONITORING, EVALUATING AND REPORTING

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

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

Evaluation and impact assessment of the plan will involve weighing the extent to which strategic objectives are met and impact created. Evaluation will therefore be based on the implementation framework and theory of change. A theory of change describes how an intervention can deliver desired results and explains the causal logic of how a programme modality or design innovation will reach its intended outcomes.¹⁰

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.

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



7 COMMUNICATION CHANNELS

Communication¹¹, 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 Development¹² (C4D) also referred to as Social and Behaviour Change Communication (SBCC) will be utilised. Communication for Development is evidence-based processes that involves a mix of communication channels and approaches to facilitate dialogue, participation and engagement with the target audience for positive social and behaviour change.

The communication channels¹³ 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. 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.

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

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

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



Table 2: Communication channels with target audience

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

> Most appropriate channel to be used.

NOTES:

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

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

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

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



ANNEX

Implementation matrix/Action plan

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
County Revenue Policy	OSR Enhancement; External grants	Lift the various waivers instituted on revenue streams; Seek for more funding from development partners inform of conditional grants	Increase in OSR and county revenues to enable smooth implementation of county projects.			Continuous from 2020/21	20	20	40	County Government	County Government
County Expenditure Reforms; Pending Bills	Re-engineer expenditure to be growth oriented and people-centred	Increase expenditure in health sectors and other non-administrative functions such as water, trade, ICT, education, agriculture while systematically reducing expenditure on non-administrative functions	County expenditure that is people-centred and focussed on growth-creating sectors such as health, education, water, infrastructure, ICT etc			Continuous from 2020/21				County and National Governments; development partners	County Government
		Reduce the approved budget-actual expenditure gap by fully implementing PFM recommendations and conducting annual expenditure reviews	County expenditure in line with existing National Government and County Government laws			Continuous from 2020/21				County Government	County Government
		Restructure county functional expenditure classification to encompass stand-alone emerging ICT functions	Fully fledged stand-alone ICT department with a budget			2020/21				County and National Governments; development partners	County Government
	Eliminate pending bills	Systematically and in phase-out approach reduce pending bills owed to suppliers				Continuous				County Government	County Government
Agriculture	Diversification of production into fast-maturing vegetable crops through irrigation	Subsidies on fast-maturing vegetable seeds, expansion of area under sustainable irrigation	County residents eat more nutritious food	Increased number of farmers producing fast-maturing vegetables/ crops; Increased availability of nutritious vegetables/ crops in the county	Number of subsidized fast maturing seeds; Increased acreage under fast maturing crops; Acreage under sustainable irrigation		40.0	40.0	80.0	County Government	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhancing agro-processing and value addition capacities of counties	Attracting private partnerships in the county; Strengthen agricultural extension services; Enhance farmers training and farmers information services; Enhance collaboration with research institutions	Transformation of smallholder value chains in the County	Increased private investments in the County; Increased collaborations with research institutes; Enhanced agricultural extension and information outreach systems in the County	Number of county-private partnerships with farmers; Number of farmers trained in agro-processing; Number of farmers with access to agricultural extension services; Number of collaborations with research institutes		30	30	60	County and National Governments; development partners	County Government
	Investments in storage and cooling facilities especially at collection centres	Construction of storage and cooling facilities in the County	Enhanced food security in the County	Increased storage and cooling facilities; reduced post harvesting losses	Number of storage and cooling facilities developed at the County level		20	20	40	County and National Governments; development partners	Department of Agriculture
	Digitization of the agricultural sector	Building capacities of farming households and agri-food sector labourers in modern agricultural technologies; Investment in digital infrastructure (e.g. data systems)	Digitized marketing, advisory and information, financial and agricultural government operations at the County		Number of users adopting digitized agricultural operations (marketing, financial, etc) at the County level		10	10	20	County and National Governments; development partners	County Government
	Disaster surveillance at County level and mitigate risks associated with disasters, such as those related to floods	Establish programmes for surveillance of disasters such as extreme weather conditions at the County level equipped with relevant technical specialists and finances to effectively prevent, prepare, respond and prevent risks; Institutional capacity development; Carry out vulnerability analyses and updates; Invest in monitoring and early warning systems; Conduct public education	Enhanced food security in the County	Increased preparedness of households and communities to mitigate and respond to shocks; Early warning	Number of weather forecast and flood early warning disseminated to communities; Number of men and women trained to access flood warning and weather forecast/ information; Number of men and women trained on Disaster Management; Number of community level contingency and climate change adaptation plans developed		5	5	10	County and National Governments; development partners	County Government

**COUNTY COVID-19 SOCIAL ECONOMIC RE-ENGINEERING
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Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Enhanced access to agricultural finance	Partner with development partners, such as, the National Government, Private Sector, DFIs and NGOs, in availing access to affordable formal agricultural finance to small holder farmers in the county	Access to agricultural finance will improve farmers access to support services and commodities e.g. access to affordable formal finance will enhance: - access to high end output markets; access to modern technologies and modern inputs; enhanced opportunities for agroprocessing and value addition; resilience to climate change etc.	Increased number of small holder farmers with access to agricultural finance.	Proportion of small-scale farmers with access to agricultural finance;		10	10	20	County and National Governments; development partners	County Government
Manufacturing and MSMEs	Enhance innovation	Establish a Fund/ Establish a budget line to support innovative activities in the County	Increased county revenues; Increasing levels of employment; Increasing use of new business models	New product brands in the market; Improved processes	No. of new brands in the market; No. of trainings conducted;	3 years	10	10	20	County and National Governments; development partners	County Government; KEPSA; KAM
	Strengthening partnerships	Attract private partnerships and other stakeholders in the county;	Increased project undertaken by partners	Increased PPP arrangements	Number of county-PPPs; increasing no. of stakeholders' engagements with the County	continuous	5	5	10	County and National Governments; development partners	County Government; KEPSA; KAM; Development Partners
	Enhance skills	Build capacity and skills of traders and businesses persons	Increased productivity; More revenues	Increased No. of personnel trained	No. of persons trained	Continuous	10	10	20	County and National Governments; development partners	County and National Government; KEPSA; KAM
	Eliminate counterfeits	Establish administrative units in the county to address the counterfeit challenge	Increased County competitiveness	Increased output; increase manufacture sales	No. of products/ goods sold	continuous	5	5	10	County Government of Nandi, National Government,	County and National Government,
Water and Sanitation	To increase access to clean water	To Develop and rehabilitate water infrastructure	No of water infrastructure developed and rehabilitated	Increased access to clean and safe water	% of the population with access to clean and safe water; % of population covered with piped water		50	50	100	County and National Governments; development partners	County Government
	To increase access to improved sanitation	To develop and rehabilitate sanitation infrastructure	No of sanitation infrastructure developed and rehabilitated	Increased access to improved sanitation	% of the population covered by sewer line		30	30	60	County and National Governments; development partners	County Government
Solid waste management	To achieve increased solid waste collection and management	To sensitive communities on importance of safe solid waste collection management and disposal	No of environment clean up exercised in major urban centers and neighborhoods	Increased access to clean environment	% of population with increased access to safe and clean environment		20	20	40	County and National Governments; development partners	County and National Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
Environment and Natural Resources Conservation	To increase environment conservation to clean water; To increase access to improved sanitation	To plant trees and increase area under forest	No of free trees seedlings distributed to local communities; No of trees planted	Increased forest cover	% Ha under forest cover		15	15	30	County and National Governments; development partners	County and National Government, Development partners
Droughts and floods control	To mitigate the effects of droughts and floods	To construct dams and dykes to control floods	No of dams and dykes constructed to control floods	Increase safety from the effects of floods and droughts	% of population cushioned from the effects of droughts and floods		30	30	60	County and National Governments; development partners	County and National Government, Development partners
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	25	25	50	County and National Governments; development partners	County and National Government
	To enhance health, safety and hygiene in public transport vehicles	Improve public transport vehicle design to address social distancing and hygiene	Compliance to the COVID-19 safety guidelines	Reduced exposure and infection rates attributed PSV use	No. of reported positive cases due to PSV used (based on contact tracing data)	4 months	10	10	20	County and National Governments; development partners	County and National Government
	To improve the road conditions of the road network	Improve quality of the unpaved road infrastructure using labour-based techniques	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Proportion of unpaved road network in good and fair condition		5	5	10	County and National Governments; development partners	County Government
		Improve quality of road network using appropriate technology -Low Volume Sealed Roads (LVSR) for rural roads	Improved accessibility and reduced vehicle operation costs	Increased proportion of roads in good and fair condition	Knowledge management of roads developed using LVSR		2	2	4	County Government	County Government
	To mitigate the damage caused by floods on roads and bridges	Implement green roads design to protect road infrastructure while controlling storm water and harvesting flood water for domestic and commercial use	Resilient road infrastructure that can withstand floods with controlled damage	Number of green roads projects and water harvesting infrastructure	Knowledge management of green roads and quantity of water harvested in cubic meters annually		10	10	20	County and National Governments; development partners	County Government
Information and Communication Technology (ICT)	To enhance ICT capacity and use	Collaborate with private sector to enhance household acquisition of acquired ICT assets and technologies, e.g. smart phones and laptops	Increased use of ICT for domestic and commercial purposes	Increase in number of households owning ICT assets and technologies	Proportion of households owning ICT assets	1 year	15	15	30	County and National Governments	County Government
		Programme to ensure ubiquitous access to reliable and affordable internet (internet everywhere)	Increased use of ICT for domestic and commercial purposes	Increase in number of households connected to reliable and affordable internet	Proportion of households connected to reliable and affordable internet	1 year	5	5	10	County and National Governments	County Government

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Community access to ICT infrastructure and services in public primary schools	Improved access to ICT infrastructure and services	Increase in number of household able to access ICT through community facilities	Proportion of household able to access ICT through community facilities		3	3	6	County and National Governments; development partners	County Government; KNCCI
	Boosting e-commerce and home-based economies through ICT access	Extending the NOFBI project to ensure internet connectivity in public spaces, markets, commercial zones and public buildings	Increased use of e-commerce to boost trade	Increased proportion of population engaging in e-commerce	Proportion of population engaging in e-commerce		5	5	10	County and National Governments; development partners	County Government
	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		3	3	6	County and National Governments; development partners	County Government
	Enhance cyber security	Formulate and implement cyber security policies and procedures and pursue ISO certification on Information Systems Security	Enhanced detection, mitigation and reporting of cyber security incidents	Reduced cyber security incidents	No. of cyber security incidents		2	2	4	County and National Governments; development partners	County Government
Urban Development and Housing	To improve the quality of life of residents through provision of affordable and decent housing	Fasttrack 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		30	30	60	County and National Governments; development partners	County Government
		Map flood risk settlements and implement flood disaster mitigation plans including relocation and re-settlement of households	Reduced flood risk and disaster incidents in human settlements	Increased number of households relocated from flood risk areas	No. of households relocated from flood risk areas		5	5	10	County and National Governments; development partners	County Government
	To increase access to clean energy sources and technologies for cooking by households	Enhanced household use of clean energy and technology for cooking; distribution of clean cookstoves and clean energy alternatives to charcoal, kerosene and firewood	Increased number of households with access to clean energy and technology for cooking	Proportion of households with access to clean energy and technology for cooking			5	5	10	County and National Governments; development partners	County Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
Tourism	Enhance socio-economic benefits from the tourism sector	Tourism sector development master-plan; Rehabilitate infrastructure leading to tourism attraction sites	Growth in revenue generation from tourism	Increased visitor numbers to the county; increased awareness of the diversified tourism product offering	Number of local and foreign visitors; revenue collected by county government from tourism.	3 – 5 years	15	15	30	County and National Governments; development partners	County Government
		Niche tourism product developed, marketing incorporating aspects of COVID-19.	Diversified tourism experiences / product; Sanitation standards in tourism upheld	Increased number of tourists visiting the County; increased awareness and practice of sanitation in tourist products	Number of niche tourism products developed; Number of cultural sites preserved; Number of high-altitude training camps developed,	3 – 5 years	15	15	30	County and National Governments; development partners	County Government
Health	Improve access to quality and affordable health services	Provide appropriate antenatal care	Improved health condition of pregnant women	Number of women benefitted	2 years		60	60	120	County and National Governments; development partners	County Government
		Promote additional funding to the health sector	Health infrastructure development	Number of health facilities improved and equipped as per norms	2 years		20	20	40	County and National Governments; development partners	County and National Government
		Recruit high number of public health officers	Efficient and effective service delivery	Number of health officers recruited	1 year		20	20	40	County and National Governments; development partners	County and National Government
		Enhance Medical Supplies	Increase % of availability of essential Medical products	Number health centres stocked with essential medical products.	1 year		30	30	60	County and National Governments; development partners	County and National Government
		Improve immunization coverage in the County	Reduced mortality	Number of immunization outreaches	1 year		5	5	10	County and National Governments; development partners	County and National Government
	To improve sanitation in the County	Enhance construction of latrines	Increased latrine coverage	% of homesteads with latrines	1 year		6	6	12	County and National Governments; development partners	County and National Government
		Drill boreholes at County health centres and public areas	Improved access to safe water in public places	Number of boreholes drilled	2 years		10	10	20	County and National Governments; development partners	County and National Government; Private sector

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



Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
	Strengthen collaboration with health-related sectors	Pollution control; Improvement in veterinary services; Construction of latrines	Improved service delivery	% change of health sector development	1 years		10	10	20	County and National Governments; development partners	County and National Government; Private sector
	Minimize exposure to health risk factor	Health promotion including health information; Micro-nutrient deficiency control; Infection prevention and control	Reduced mortality rate	Number of patients treated	2 years		5	5	10	County and National Governments; development partners	County and National Government
Education	To improve service delivery in schools	Promote infrastructure development	Improved training environment	Number of school facilities renovated and constructed	2 years		30	30	60	County and National Governments; development partners	County and National Government
		Train teachers on how to instruct remotely	Improvement in teaching skills	Number of teachers trained	1 years		5	5	10	County and National Governments; development partners	County and National Government
		Recruitment of ECDE teachers	Efficient and effective service delivery	Number of ECDE teachers recruited	2 years		20	20	40	County and National Governments; development partners	County and National Government
		Capacity building of school Board of management	Improvement in the management capacities	Number of trainings held	1 years		1	1	2	County and National Governments; development partners	County and National Government
	Enhance transition and retention rates in schools	Disbursement of bursaries	Increase of school attendance	No. students of supported with bursaries	2 years		10	10	20	County and National Governments; development partners	County and National Government
		Promote school feeding programmes	Increase in number of students attending schools	% of students attending schools	1 years		5	5	10	County and National Governments; development partners	County and National Government; Private sector
		Enhance back to school campaigns	Increase in number of students attending schools	% students attending schools	1 years		1	1	2	County and National Governments; development partners	County and National Government; Private sector
	To provide safety in schools	Provide surgical masks to students; Provide PPE to school employees	Reduction in cases of COVID-19	Quantities of PPE and surgical masks supplied	1 years		15	15	30	County and National Governments; development partners	County and National Government
	Strengthen social well-being of students	Promote guidance and counselling in schools	Increased retention and attendance in school	Number of schools where guidance & counselling	1 years		1	1	2	County and National Governments; development partners	County and National Government
Social Protection	Promote social protection activities	Provide medical insurance coverage	Reduction in treatment cost during emergencies	Number of people covered by insurance	1 years		30	30	60	County and National Governments; development partners	County and National Government



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

Sector	Strategic Objectives	Activities/ Economic Stimulus	Expected Outcome /Key Result Area	Expected output	Key Performance Indicator	Time frame	2020/21: 2021/22 (Ksh. in million)	2022/23 (Ksh. in million)	Total Budget (Ksh. in million)	Source of Funds	Implementing Agency/Actor/ Stakeholder/ Department
		Enhance cash transfer to vulnerable groups	Reduced poverty level	Number of people who benefitted from cash transfers	1 years		50	50	100	County and National Governments; development partners	County Government
Human Resource	Provide safety in workplaces	Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		10	10	20	County and National Governments; development partners	County Government
	Improve staff digital skills	Implement policy guidelines on skills development among the staffs; Training and capacity building of staffs on use of ICT in service delivery	Improvement in remote working	Number of staff trained on digital skills	1 years		3	3	6	County and National Governments; development partners	County and National Government
	Mainstream occupational safety and health into the sectors of the economy	Train workers on safety and health	Increased control of COVID-19 transmission	No. of workers trained	1 years		5	5	10	County Governments; development partners	County and National Government
		Provide adequate personal protective equipment for employees	Reduced cases of COVID-19 in workplaces	Number of protective equipment provided	1 years		4	4	8	County Governments; development partners	County and National Government
		Grand Total					821	821	1642		

COUNTY GOVERNMENTS



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