



Investment Opportunities in Nakuru County

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1. Context Setting



Nakuru County Overview

- Population – 2.1 million (2018)
- Population growth – 3% (2018)
- Capital – Nakuru City (population 420,000)
- Annual GCP - \$ 5.75 billion (2017)
- Annual GCP growth – 8%
- Contribution to Kenya GDP: 6%
(2nd to Nairobi at 22%)
- Contribution to Kenya's Agriculture Sector: 10.6%
- Average GCP per capita - \$ 2,738 (2017)
- Other major towns: Naivasha (304,000)
Njoro (251,000)
Gilgil (206,000)
- Number of sub counties: 11
- Ranked ahead of Nairobi in the IEA ease of doing business index

“One of the fastest growing towns in East and Central Africa” – UN Habitat, 2013

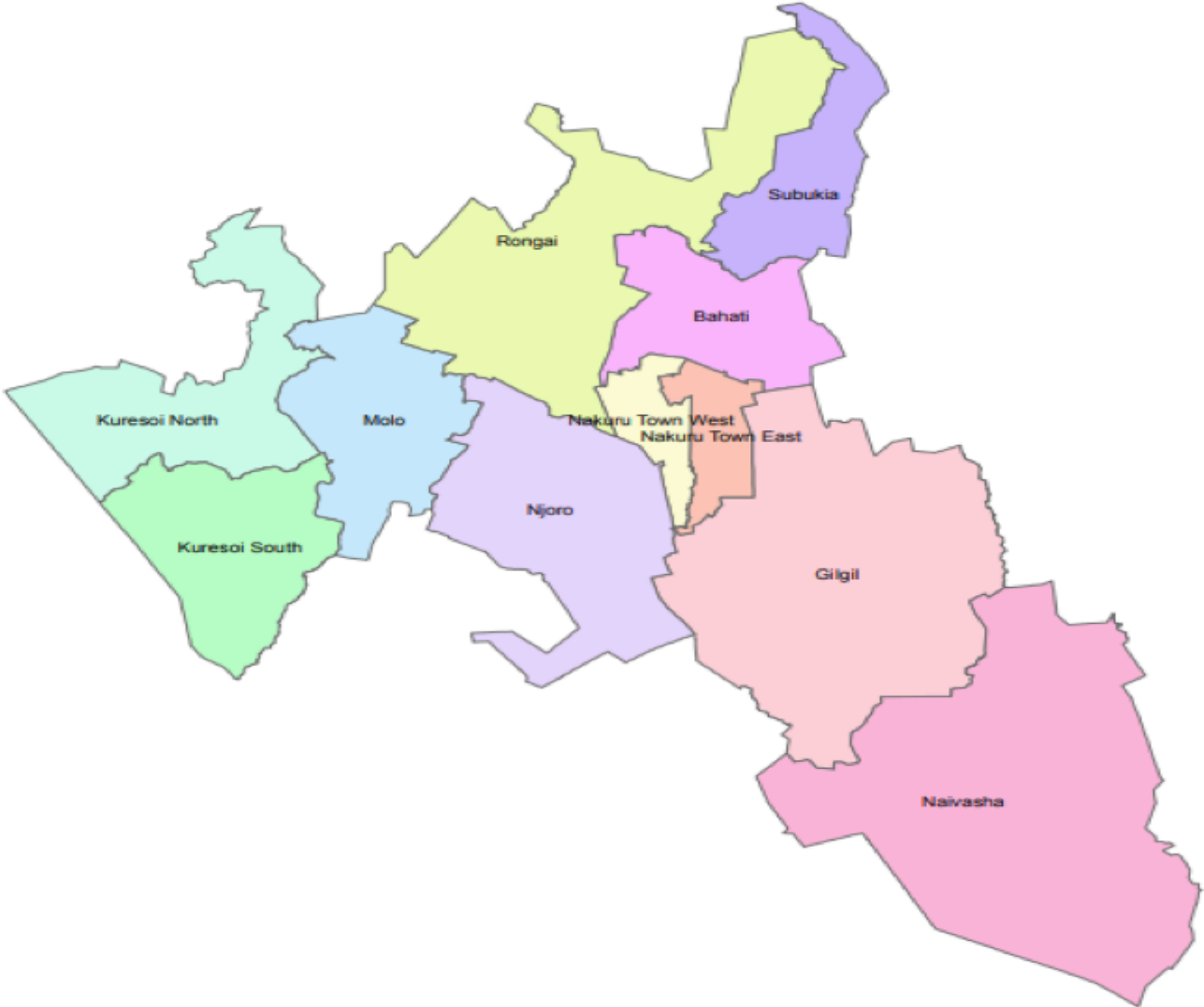
“Second richest county in Kenya after Nairobi” – Standard Newspaper, 14 February 2019

(Source: KNBS Gross County Product 2019 and Nakuru CIDP 2018-2022)

Overview of Sub-Counties

Sub-County	Population	Area (Km²)
Naivasha	304,281	1,685
Njoro	250,954	713
Nakuru Town East	213,361	74
Nakuru Town West	206,695	251
Gilgil	206,484	1,384
Bahati	195,847	375
Rongai	176,660	1,049
Molo	168,929	479
Kuresoi North	168,403	572
Kuresoi South	156,707	560
Subukia	128,258	391

(Source: KNBS 2017 Projections and Nakuru County Commissioner Office)



Overview of Sub-Counties

Sub-County	Annual Rainfall (mm)	Altitude (m)	Key Economic Drivers
Naivasha	500-800	900	<ul style="list-style-type: none">• Tourism• Farming - flower/horticulture, dairy and beef• Geothermal power generation• Industrial parks and dry port
Njoro	1,100-1,400	1,800-2,300	<ul style="list-style-type: none">• Farming – Dairy, flowers, avocado, maize, wheat and barley
Nakuru Town East	800-1,100	900-1,800	<ul style="list-style-type: none">• Manufacturing• Agro-processing• Building/construction
Nakuru Town West	800-1,100	900-1,800	
Gilgil	500-800	900	<ul style="list-style-type: none">• Tourism• Mining• Solar power generation
Bahati	1,100-1,400	1,800-2,300	<ul style="list-style-type: none">• Farming – Potato, Dairy and flowers
Rongai	800-1,100	900-1,800	<ul style="list-style-type: none">• Manufacturing• Farming (Dairy, canola, avocado and maize)
Molo	1,100-1,400	1,800-2,300	<ul style="list-style-type: none">• Farming – Potato, Dairy and flowers
Kuresoi North	>1400	2,300-2,700	<ul style="list-style-type: none">• Farming – Potato and Dairy
Kuresoi South	>1400	2,300-2,700	
Subukia	1,100-1,400	1,800-2,300	<ul style="list-style-type: none">• Farming – Potato, Dairy and flowers

(Source: Nakuru County Meteorological Department and Nakuru CIDP 2018-2022)

What makes Nakuru Competitive for Trade and Investment?

Location

- 160 km from Nairobi
- 150 km from Eldoret International Airport
- 649km to Port of Mombasa
- 295km to Uganda border
- 324 km to Tanzania border

Infrastructure

- Connected to good road networks including the Trans-national highway from Mombasa – Uganda – Rwanda – Burundi - DRC
- Connected to the existing Uganda Railway
- Connected to the new Standard Gauge Railway Line



What makes Nakuru Competitive for Trade and Investment?



Fast growing market: Population in 2009 was 1.6 million, which had grown to 2.1 million by 2018. 29% of the population is aged between 15 and 35 years.



Major tourist attraction: Natural lakes, wildlife parks, escarpments, geysers and hot springs. Benefits from visitors to world famous Maasai Mara located in the neighbouring Narok County



Vast arable land: 72% of the county (7,500km²) is suitable for agriculture e.g. horticulture, floriculture, wheat, barley, pyrethrum and potatoes



Well educated work force: Labour force has grown from 884,000 in 2009 to 1.2 million currently with 62% having attained formal education



Favourable weather: Altitude of 900m – 2,700m; Rainfall of 500mm to 1,742mm; Temperatures of 17.2°C to 29.3°C



Deep financial sector: 32 banks with 62 branches; 37 insurance companies



Large green energy projects: 690MW of geothermal produced with reserves estimated at 10,000MW



Wide availability of water: 63% of the county covered by piped water



Wide electricity connectivity: 80% of county covered by National grid



SGR Opportunities: Development of Naivasha Industrial Park and the dry port will improve cost and efficiency of transportation

What makes Nakuru Competitive for Trade and Investment?

- **Diverse investors from both within and outside the Country currently investing in the county**

Investor	Country of Origin	Sector	Key Highlights
Government of Kenya ("GoK")/ China Government	Kenya/China	Infrastructure	Construction of SGR railway line Phase 2 to Naivasha
Government of Kenya/ French Government	Kenya/ France	Infrastructure	Construction of a dual carriage way from Rironi to Molo
Royal Group Industries	Kenya	Steel	Invested in a Kshs 800 Million steel factory in Salgaa in 2018
National Cement Company	Kenya	Cement	Currently setting up a cement factory in Salgaa
Sameer Agriculture and Livestock limited ("SALL")	Kenya	Dairy Processing	Have set up a milk processing and value addition factory in Salgaa
Ganglong International	China	Roofing materials	Set up a factory in Salgaa in 2018 that focuses on roofing materials, ridges and gutters
Chinese Investor	China	Pyrethrum Processing	Early stages of development

(Source: Interview with C.E.C.M, Trade, Cooperative, Tourism, Marketing and Industries on 9th April,2019)

What makes Nakuru Competitive for Trade and Investment?

- Potentially new opportunities expected with the completion of the Standard Gauge Railway (“SGR”)
- The SGR is a new rail system that has been constructed to increase speed and efficiency of transportation of goods and people between Mombasa, Nairobi and Naivasha



Sector	Potential opportunities
Manufacturing	<ul style="list-style-type: none">• Naivasha Industrial Park will provide manufacturers proximity to the SGR line
Tourism	<ul style="list-style-type: none">• Open up the tourist circuits of Naivasha, Masai Mara, Elementaita and Nakuru to more local and foreign visitors due to the ease of travel on the SGR line from destinations as far as Mombasa
Logistics and Warehousing	<ul style="list-style-type: none">• Development Naivasha Industrial Park and the Dry Port/Inland Container Depot (“ICD”) will boost warehousing opportunities for goods seeking customs clearance• Opportunities for short distance or last mile transport and logistic services in moving goods from the Industrial Park and ICD to nearby towns and neighbouring countries
Building and Construction	<ul style="list-style-type: none">• The establishment of the Industrial Park will offer an opportunity for construction companies to develop feeder roads, warehouses and factories• The resultant population increase associated with people seeking opportunities around the Industrial Park will result in the need to construct affordable houses
Farming	<ul style="list-style-type: none">• Will improve efficiency of transport of fresh produce on the SGR line to Nairobi
Services	<ul style="list-style-type: none">• Resulting population growth around the SGR terminals will be a boost to the service industry

What makes Nakuru Competitive for Trade and Investment?

- Investment incentives offered to attract foreign direct investments
- These incentives are offered to investments made in special economic zones located in Egerton, Naivasha and Kabarak
- Special Economic Zones(“SEZ’s”) are designated geographical areas where business-enabling policies are implemented and sector appropriate on-site and off-site infrastructure and utilities are provided for by the Government

Incentive	Highlights
Corporate Tax	<ul style="list-style-type: none">10% Corporate Tax for the first 10 years15% Corporate Tax for the next 10 years30% from the 21st year
Customs Duty	<ul style="list-style-type: none">100% waiver on customs duty for capital goods such as plant, machinery equipment and construction materialsThe waiver applies to investors in manufacturing, agriculture, electricity generation, tourism, ICT and Education
Value Added Tax	<ul style="list-style-type: none">Exemption on raw materials, machinery and other inputs
Investment Deduction	<ul style="list-style-type: none">100% investment deduction over 20 years for buildings and machinery150% investment deduction for capital expenditures on building and/or machinery exceeding Kshs 200 Million outside Nairobi, Mombasa and Kisumu
Duty Free Goods	<ul style="list-style-type: none">Transferrable to another investor who is eligible for duty free goods
Dividends	<ul style="list-style-type: none">Dividends payable to non-residents by SEZ enterprises will be exempt of withholding tax currently charged at 10%
With holding Tax	<ul style="list-style-type: none">Withholding tax on interest payable to non-residents by SEZ enterprises will be reduced from the current 15% to 5%

(Source:www.invest.go.ke and www.kra.go.ke)

Living in Nakuru



Great Social Amenities:

- Buffalo Mall
- West Side Mall
- Nakuru Golf Club
- Great Rift Valley Lodge and Golf Resort
- Solai Motorsports Club
- Naivasha Yacht Club



Fantastic Outdoor Activities:

- Hiking
- Polo
- GP Carting
- Golf
- Rugby
- Fishing
- Sailing



International Schools:

- Pembroke House School
- St. Andrew's Turi
- Green Steads International School

Top Local Secondary Schools

- Kabarak High School
- Njoro Boys High School
- Bahati Girls Secondary School

(Nakuru County was ranked 3rd in the 2019 Kenya Certificate of Secondary Examinations)



2. Investment Opportunities




Introduction

• The investment opportunities in Nakuru County have been analysed largely using Porter’s Five Forces

• Porter’s Five forces is a business analysis model that helps to explain the attractiveness of different industries based on key forces that affect profitability in the different industries. These forces, described alongside, are:

- Bargaining power of customers;
- Competitive rivalry;
- Threat of new entrants;
- Bargaining power of suppliers; and
- Threat of substitute products

• The power of each force is illustrated as follows:

- Low 
- Medium 
- High 

• The model was published in Michael E. Porter’s book, “Competitive Strategy: Techniques for Analysing Industries and Competitors” in 1980

Porter’s Force	Description
Bargaining Power of Customers	<ul style="list-style-type: none">• This deals with the ability of customers to drive prices down• It is affected by the number of customers, significance of each customer and cost of acquiring each new customer• A smaller and more powerful customer base means that each customer has more power to negotiate for lower prices• Numerous and independent customers have less power to negotiate for lower prices
Competitive Rivalry	<ul style="list-style-type: none">• This refers to the number of competitors and their ability to undercut a company• The larger the number of competitors the higher the power of competitive rivalry• When there are fewer competitors, then the competitive rivalry is lower
Threat of New Entrants	<ul style="list-style-type: none">• This refers to the time and money it would cost a new entrant to be an effective competitor• The less time and money it costs for a company to enter an industry and be an effective competitor, the more powerful the threat is and vice versa• An industry with strong barriers to entry is an attractive feature for competitors that allows them to charge higher prices and negotiate better terms
Bargaining Power of Suppliers	<ul style="list-style-type: none">• This deals with the ability of suppliers to drive up the cost of inputs• It is affected by the number of suppliers of key inputs, uniqueness of key inputs and how much it would cost a company to switch from one supplier to another• The fewer the number of suppliers the more power the suppliers have to drive up input costs and vice versa
Threat of Substitute Products	<ul style="list-style-type: none">• Substitute goods or services that can be used in place of a company’s products or services pose a threat• Industries that produce goods or services for which there are no close substitutes have more ability to increase prices and lock in favourable terms



Construction and Concrete Production



Construction and Concrete Production

Overview

- Involves both construction of real estate and infrastructure as well as production of pre-cast concrete blocks
- The process of making pre-cast concrete begins with a mixture of cement, sand and ballast which are poured into a block-making machine with moulds for the different patterns of concrete products required e.g. hollow blocks, Cabro and Culverts
- Cement accounts for 10% to 15% of inputs; suppliers: Athi River Mining, Savannah Cement and Bamburi Cement
- Sand accounts for 60% to 75% of inputs; bought from numerous suppliers
- Quarry dust accounts for 10% to 30% of inputs ; bought from numerous suppliers
- Steel is used to support building structures before laying of the pre-cast concrete Suppliers include Apex Steel and Ruby Hardware
- Fuel is used to run the block-making machines and can be sourced from numerous suppliers

Historical development of the sector in Nakuru

- Between 1940 and 1960 construction was largely undertaken by the Government, which saw the development of several estates e.g. Milimani. Other developers were parastatals such as East African Post and Telecommunication and the East African Railways
- Between 1970 and 1990 private developers led by Kishan Singh & Sons took over most of the infrastructural work in the town that gave rise to Estates such as Section 58 and Naka. From early 2000 to date local developers have increased significantly
- The sector has faced challenges mainly arising from funding and lack of proper urban planning
- Currently, there is demand for construction work and concrete production brought about by urban road improvement, affordable housing and urban renewal programs

Porter's 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Numerous customers both in the Public and Private sector• Customers are generally price takers with credit terms being the major concern for customers	
Competitive Rivalry	<ul style="list-style-type: none">• One Dominant player, namely, Reliable Concrete Works Ltd who controls 80% of the market with the other 20% spread among 32 smaller players who are unstructured in their operations.	
Threat of New Entrants	<p>Several barriers to entry limit the number of new entrants. These are:</p> <ul style="list-style-type: none">• Requires players to have advanced industry knowledge in order to be competitive; and• Requires cutting edge technology to keep up with emerging trends <p>However, capital requirements are not high</p>	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• Numerous suppliers of all the key inputs	
Threat of Substitute Products	<ul style="list-style-type: none">• The main substitute product is machine cut quarry stones whose price is comparable to pre-cast concrete blocks• However, supply of quarry stones is on a decline due to exhaustion of quarries in the county	

Construction and Concrete Production

Conclusion

- **Good investment opportunity for the following key reasons:**
 - Bargaining power of both customers and suppliers is low
 - There is absence of stiff competition
 - Numerous strengths and opportunities including growing demand driven by SGR opportunities

SWOT Analysis

Strength

- Both customers and suppliers are numerous thus reducing their bargaining power on prices and credit terms
- High barriers to entry are an advantage for an investor with financial and technological capacity

Weakness

- Lack of diverse product line
- Social attitudes still drive demand for quarry stones

Opportunity

- Potential for increased demand with the affordable housing program that aims to develop 2,100 units in phase 1 of the project due to start in 2019/2020
- The county government intends to construct 3,000 houses in Naivasha, Flamingo and Kimathi estates starting in 2019/2020
- The county government also intends to tarmac 30 kilometers of roads starting 2019/2020
- Development of industrial parks and a dry port will also drive demand upwards

Threat

- Dominant player in the market with 80% market share thus may use economies of scale to bring down prices as a strategy to ward off future competitors



Flower Farming



Flower Farming






Overview

- Flower farming is predominant in Naivasha, Molo, Bahati, Rongai and Subukia Sub – Counties
- The County provides a conducive environment for flower farming due to its good weather conditions, availability of water, electricity, rich soil culture and a high altitude of 1,900m to 2,500m, which are key factors that favour flower production and particularly for growing premium roses. Other flower types grown include carnations and gypsophila grown in Subukia and Rongai sub counties and Limonium grown in Molo sub county
- Flower farming is carried out in green houses rather than open air to protect the flowers from diseases during the rainy season

Historical development of the sector in Nakuru

- Flower farming has been practised in Nakuru since the colonial days
- The county has developed a robust flower farming industry due to its favourable climatic conditions and high altitudes
- Naivasha is Kenya’s floriculture heartland and home to leading flower farms such as Oserian established in the late 1960’s

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Customers are numerous both from the international direct market and auction market• International direct market customers include Woolworths, Carrefour, ALDI , Tesco, ASDA, Sainsbury and Waitrose• Direct customers have high price bargaining power and cooperate to fix prices• Prices in the auction market fluctuate depending on demand and supply	
Competitive Rivalry	<ul style="list-style-type: none">• Main players include VegPro, Oserian, Shalima, Expression Flora and Fontana Group• Pricing between players is similar with approximately 5% variance	
Threat of New Entrants	<p>High barriers to entry, which include:</p> <ul style="list-style-type: none">• Large initial capital investment;• Strong existing brands; and• Significant technical expertise required	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The suppliers are numerous and include AMIRAN who supply green houses and chemical fertiliser and , Elgon , Green Life and Warsaw Chemicals who only supply chemical fertilisers	
Threat of Substitute Products	<ul style="list-style-type: none">• No natural substitute to premium Kenyan flowers• However, flowers are considered a luxury gift item and therefore have numerous substitutes from other categories such as chocolates, artificial flowers, cards and stuffed teddy bears	

Flower Farming

Conclusion

- **Good investment opportunity only with a good strategy around:**
 - Funding the large capital requirement
 - Marketing
 - Acquisition of technical expertise

SWOT Analysis

Strength

- County has a strategic advantage in terms of climatic conditions and soil fertility
- Kenyan flowers have high demand due to years of marketing and global recognition
- Numerous suppliers of inputs
- Local expertise and skilled labour widely available

Weakness

- Price taking industry as prices from customers are largely fixed
- High barriers to entry although this may be an advantage for investors with financial capacity
- High environmental risks
- Affected by global political decisions

Opportunity

- Growing market for premium roses, which thrive in the county

Threat

- Increased competition from the numerous established players
- Foreign exchange risks



Dairy Processing



Dairy Processing






Overview

- Dairy processing is mainly carried out in Nakuru Town East, Bahati, Subukia, Njoro, Molo, Gilgil, Naivasha and Rongai where established processors are located
- Smallholder farmers throughout the county supply milk to the processing factories
- Milk collected from farmers is stored in milk tanks before it is pasteurised to reduce enzymatic activity and kill pathogenic bacteria. It is then separated to ensure quality and high performance in milk skimming by preventing intake of destructive air. Lastly a homogenizer is used to produce the different variety of products such as fresh whole milk, yoghurts, cheese and butter

Historical development of the sector in Nakuru

- Delamere Dairy, located in Naivasha, was the pioneer in the East African dairy sector having been established in 1905
- In 1932, European farmers established the Kenya Cooperative Creameries (KCC) whose objective was to enable farmers have a viable marketing system for their milk and dairy products
- Milk processing has historically been controlled by KCC and Brookside Dairy but new players have slowly built a presence in the county e.g. Happy Cow Ltd and Sameer Agricultural and Livestock Ltd (SALL)
- Growth in smallholder farmers throughout the County has increased milk supply to processing factories

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Customers are numerous both from the retail and commercial markets• Retail segment customers include all major supermarkets such as Chandarana, Tusky’s, QuickMart, Naivas and neighbourhood shops• Commercial customers include hotels and restaurants	
Competitive Rivalry	<ul style="list-style-type: none">• Main competitors include Brookside, New KCC, Happy Cow and Githunguri Dairy• There are also numerous small processors	
Threat of New Entrants	<p>High barriers to entry, which include:</p> <ul style="list-style-type: none">• Large capital investment;• Strong existing brands; and• Stringent regulatory and compliance for establishing a processing plant	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The suppliers are numerous within the county and include farmers’ cooperative societies within the County and numerous small holder farmers	
Threat of Substitute Products	<ul style="list-style-type: none">• Processed dairy products have few substitutes some of which are camel and goat milk and their by products such as goat cheese.	

Dairy Processing

Conclusion

- **Good investment with numerous strengths and opportunities but requires a well thought out strategy around:**
 - Marketing and branding
 - Financing structure due to large capital requirements

SWOT Analysis

Strength

- Strong demand
- Product diversification provides significant margin enhancement
- High barriers to entry are good for existing players and potential investors with strong investment

Weakness

- Dominant competitors have strong brands
- High environmental risks

Opportunity

- Growing middle class demand for milk with value additions
- Large export market in Uganda and Tanzania
- Product differentiation leading to a larger market capture
- Processing of long life products not prevalent among competitors
- Proposed bill - “Dairy Industry Licensing Regulations 2018”, provides that a person shall not sell or expose for consumption any milk in raw form. All the milk for consumption must be processed.

Threat

- Increasing competition may result in top line decline and erosion of margins
- Proposed regulations may increase complexity of the business environment
- Proposed regulations to fix price of raw milk contained in a proposed bill - “Dairy Industry Licensing Regulations 2018”.The bill must be approved by the National Assembly before implementation



Pyrethrum Processing and Formulation



Pyrethrum Processing and Formulation






Overview

- Pyrethrum processing involves grinding dry flowers to a coarse powder (grist) from which petroleum solvents are used to extract pyrethrins. Thereafter, the solvent containing the pyrethrins is distilled leaving behind crude pyrethrum extract or oleoresin. Plant waxes and colours are then removed from the crude extract in the refining process to produce high quality refined pyrethrum extract
- Processors then sell the refined pyrethrum extract to formulators who use this to make aerosols and sprays
- The quantity of refined pyrethrum extract produced by local processors is not enough for all the formulators in the market and thus the formulators have to import extra refined pyrethrum extract mainly from Australia
- The county provides free seedlings to farmers to incentivise them to increase production of flowers, which would increase the production of refined pyrethrum extract
- There is increased worldwide demand for processed organic pyrethrum grown in the county

Historical development of the sector in Nakuru

- Once the economic backbone of the Nakuru economy, the sector was then managed by the Pyrethrum Board of Kenya that was established in 1934 to oversee all activities related to the production and processing of pyrethrum for the benefit of growers and consumers
- Sector has declined from its peak production of 18,000 tonnes per annum in 1980 to 10 tonnes p.a. in 2011. This was occasioned by delay in paying farmers and also a global shift in demand from organic pyrethrum to the cheaper synthetic pyrethrum
- However, the demand for organic pyrethrum is currently on the rise due to challenges experienced with synthetic pyrethrum e.g. increased allergic reactions
- Revival of pyrethrum farming is a flagship project for the County
- Currently they are 4 key processors namely Pyrethrum Processing Company of Kenya (formerly Pyrethrum Board of Kenya), High Chem, E.A, Botanicals and Kentegra and farmers are allowed to sell to any processor which was not the case in the past

Porter's 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">Customers are numerousAll flower farms in the Country use formulated pyrethrum as agricultural insecticidesProducts are supplied directly to customers	
Competitive Rivalry	<ul style="list-style-type: none">There are two main formulators namely include Twiga Chemicals Limited and Tropical Brands (Africa) Limited	
Threat of New Entrants	<ul style="list-style-type: none">Requires large capital investment;Requires specialist knowhowPlayers have established strong brands	
Bargaining Power of Suppliers	<ul style="list-style-type: none">The main supplier of refined pyrethrum extract is BRA from Australia which produces 78% of the world pyrethrumOthers include Sopirwa from Rwanda and local Kenyan farmersThere are limited farmers of pyrethrum in the county currently	
Threat of Substitute Products	<ul style="list-style-type: none">Synthetic Pyrethrum is a substitute product though its global demand is on the decline due to health concerns	

Pyrethrum Processing and Formulation

Conclusion

• **Good investment opportunity due to the following:**

- Numerous customers with low bargaining power
- Low competition in the industry
- Increasing demand for locally grown pyrethrum
- Declining popularity of substitute synthetic pyrethrum

SWOT Analysis

Strength

- High quality refined pyrethrum extract is in short supply but the county is well positioned to become a major producer
- Increased production owing to free seedlings provided to farmers in the county

Weakness

- Bargaining power of suppliers of refined pyrethrum extract is high and therefore formulators are price takers
- Supply of pyrethrum from small scale farmers cannot meet demand

Opportunity

- New farmers coming into the market thus increasing production of pyrethrum
- Kenyan pyrethrum is currently in demand worldwide thus presenting a source for new markets

Threat

- Over reliance on major supplier of refined pyrethrum extract
- Synthetic Pyrethrum remains a viable alternative



Canola Farming



Canola Farming






Overview

- Canola farming benefits from the county’s favourable weather, high altitude of 1800m to 2400m and adequate rainfall of 300-600mm per annum. Canola oil is made at a processing facility by slightly heating and then crushing the seeds through a process known as hot press. Commercial canola oil is then extracted from the crushed seed
- About 44% of the seed is processed into canola oil, which is used as cooking oil and salad dressing oil and the balance 56% is processed into canola meal, which is used for animal feeds

Historical development of the sector in Nakuru

- New crop grown for the first time in Nakuru in 2015. Currently it is grown on 1000 acres by a large scale farmer who has co-opted 500 small scale out growers to help boost production to at least 3,000MT by mid-2019

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Customers include both local dairy farms and also other large scale farms within Nakuru County• Other customers include Unilever (K) Ltd, Upfields and LandO’lakes	
Competitive Rivalry	<ul style="list-style-type: none">• Several farmers in the County but the demand far outstrips supply thus mitigating competitive tension and rivalry	
Threat of New Entrants	<ul style="list-style-type: none">• Requires large capital investment• Advanced processing machines for seed crushing and oil extraction	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• Suppliers of chemicals include Syngenta, Bayer and Mozenta• Suppliers of fertilizers include Amiran and BASF• Shareholder farms and out growers supply seeds	
Threat of Substitute Products	<ul style="list-style-type: none">• Imported sunflower from Tanzania and Uganda• Small scale farmers crushing soya and cotton seeds	

Canola Farming

Conclusion

- **Good investment opportunity due to:**
 - High demand with numerous customers and suppliers
 - Several strengths and opportunities

SWOT Analysis

Strength

- Favourable growing conditions in the county
- High demand
- Short maturity period of only 3 months
- Can be inter-cropped with other crops
- Strong customer base

Weakness

- Rain fed crop needs favourable weather conditions

Opportunity

- Growing acceptance of Canola oil for cooking and also salad dressing
- Untapped market potential both locally and for export

Threat

- Substitute products such as sunflower oil still retain strong market recognition
- Changing climate patterns



Potato Farming



Potato Farming






Overview

- Potato farming is practised by approximately 20,000 small scale farmers on 38,000 acres with a total production of 160,000 tonnes of assorted varieties
- The crop is mainly grown in Molo, Kuresoi North/ South, Bahati and Subukia where favourable weather conditions for potato farming are prevalent
- The most widely grown potato variety is the Shangi, which has a yield of approximately 7.2 Tonnes/acre. This variety also benefits from early maturity, short dormancy, fast cooking and can be used for domestic consumption and processing into chips and crisps

Historical development of the sector in Nakuru

- Potato farming was introduced in Nakuru by European settlers before 1960 and is now widely grown by small scale farmers

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Customers are either a handful of brokers or the numerous direct buyers who consist of fast food chains, hotels, restaurants and large market retailers	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition as there are numerous small scale farmers who determine prices based on their individual needs	
Threat of New Entrants	<ul style="list-style-type: none">• Low barriers to entry due to low capital and know how requirements	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The main suppliers of seed potato are Baraka Agricultural College, Agricultural Development Corporation(“ADC”), Singus Enterprise in Molo, Stockman Rozen in Naivasha, and Agrico East Africa in Rongai	
Threat of Substitute Products	<ul style="list-style-type: none">• Growing fast food culture and the prevalence of the fish and chicken culture in fast food chains reduces the threat of substitutes	

Potato Farming

Conclusion

- **Good investment opportunity due to high demand with numerous customers but key strategies required around:**
 - Intense competition from numerous small scale farmers
 - Storage facilities

SWOT Analysis

Strength

- Favourable growing conditions
- Availability of seed potato
- Growing demand due to fast food culture

Weakness

- Perishable product due to lack of a cold storage plant or a processing plant
- Poor market infrastructure

Opportunity

- Lack of a cold storage plant and a processing plant is an opportunity for new investors
- Ready market for chips and crisps in Nakuru and surrounding areas

Threat

- Diseases & pests
- Poor quality seeds
- Changing climate patterns



Leather Processing



Leather Processing






Overview

- Leather production process is divided into three sub-processes namely, preparatory stages, tanning and crusting
- During the preparatory stage the hide and skin is prepared for tanning. Many of the unwanted raw skin components are removed and the skin is treated
- Tanning will convert the raw hide and skin into a stable material, which will not putrefy and is suitable for a wide variety of end applications
- Crusting involves thinning, tanning and lubricating the hide and skin
- Leather processing currently done in Nakuru West

Historical development of the sector in Nakuru

- The only tanner in the county, Nakuru Tanners, started operations in the late 1960's by converting raw hides and skins into semi-finished leather
- In the last 5 years they have ventured into value addition converting the semi-finished leather to finished leather
- The other tanners are found in Nairobi and Mombasa Counties
- Hides and skins are readily available due to the prevalence of cattle in the county
- In 2012, an export tax of 80 % was imposed on the exportation of raw hides and skins to protect the local market from scarcity of leather products and also to encourage value addition

Porter's 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Numerous customers mainly independent traders in Nairobi and Bata Shoe Company in Limuru	
Competitive Rivalry	<ul style="list-style-type: none">• Main competitors include Zingo investments, Alpha Rama, Athi River Tanneries and Mas Trading	
Threat of New Entrants	<ul style="list-style-type: none">• Barriers to entry include stringent rules and regulations by the Veterinary department and NEMA on pollution practises• High capital requirements and technological knowhow	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• Numerous slaughter houses from Nakuru, Kericho, Nyahururu and Bomet supply raw hides and skins	
Threat of Substitute Products	<ul style="list-style-type: none">• Artificial leather is prevalently used to imitate leather products at lower prices• However there is still a large market for customers seeking genuine leather products, which last longer	

Leather Processing

Conclusion

- **Good investment opportunity due to high demand with numerous customers and few competitors. However, artificial leather remains a key threat and investors must have good strategies in place for marketing and branding**

SWOT Analysis

Strength

- Large network of suppliers and customers
- Growing demand
- Wide market reach with no competition in the county

Weakness

- High environmental risks
- Lack of product diversity

Opportunity

- Regional demand and export market
- Value addition to finished products

Threat

- Artificial leather is a s cheaper product



Technical, Vocational, Education and Training



Technical, Vocational, Education and Training






Overview

- Both the government and private sector are major players in providing early childhood, primary, secondary, tertiary and higher education
- The county has significant potential in investment opportunities in competence based Technical, Vocational, Education and Training (“TVET”) institutions focused on inculcating skills that are relevant to the county specific needs in the development of agriculture, livestock, fisheries, manufacturing and tourism
- The private sector has also been a crucial player in investing in TVET centres all over the county

Historical development of the sector in Nakuru

- Before independence, the Christian missionaries introduced Western education in Kenya
- The colonial administration wanted Africans to be trained on practical skills of carpentry, agriculture, masonry and other allied crafts
- Faced with high levels of youth unemployment, rapidly changing labour markets and technological advancements, the Government through the directorate of TVET has prioritised the development of skills through TVET
- The priority on TVET is also aligned with the new Competency Based Curriculum (“CBC”) which is being rolled out in phases and emphasises comprehensive learning rather than examinations
- Currently there are 20 accredited colleges in the County

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">Numerous customers including students, farmers, Non-Governmental Organisation’s (NGO’s), Government line ministries and the county government	
Competitive Rivalry	<ul style="list-style-type: none">Intense competition from other TVET’s (both public and private) and UniversitiesThe TVET’s include African Institute of Research and Development, Rift Valley Institute of Science and Technology (RVIST), Kenya Industrial Training Institute (KITI) and Serein Education CentreSome of the competitors have a competitive advantage as they offer popular courses e.g. Courses in Business, Management and Human ResourceThey have huge marketing budgets and offer short courses	
Threat of New Entrants	<p>Barriers to entry include:</p> <ul style="list-style-type: none">Complying with regulatory requirements from the Ministry of Education;Attracting students amid the intense competition;Capital intensive; andAttracting skilled trainers	
Bargaining Power of Suppliers	<ul style="list-style-type: none">Numerous suppliers including book shops, pharmaceutical companies (provide chemicals for labs) and hardware (computer) suppliers	
Threat of Substitute Products	<ul style="list-style-type: none">Apprenticeships and on the job skills transfer are key substitutes but growing requirements for certifications affecting this	

Technical, Vocational, Education and Training

Conclusion

- Despite stiff competition in the industry, this remains a good investment opportunity due to the many opportunities in the sector as well as the high demand.

SWOT Analysis

Strength

- High demand with numerous customers
- Suppliers for establishment of TVET's are numerous
- Increased social awareness of the importance of TVET courses

Weakness

- Stiff competition and price rivalry
- Stringent regulatory requirements

Opportunity

- Partnership with other colleges in offering market driven courses
- High population growth in Nakuru and surrounding counties
- Lack of middle level technicians in the market represents an opportunity for growth in technical courses
- Kenya's new education curriculum, lays emphasis on gaining technical knowledge which forms a good foundation for future technical colleges and schools that will specialise in either arts or sciences

Threat

- Universities are also offering courses intended to be offered at the TVET colleges instead of concentrating on degree programs
- Strong negative cultural practices impeding enrolment of girls
- Large scale programs such as by Generation (McKinsey) which work outside the traditional education system to provide skills to young Kenyans. They have graduated more than 14,000 youth since 2015 with an 84% job placement success rate



Real Estate



Real Estate






Overview

- The main factors driving the real estate market include devolution, population growth and infrastructural developments
- In the last 5 years, Nakuru town has witnessed an increase in infrastructural developments with roads such as Nairobi-Nakuru Highway and Nakuru-Nyahururu Highway being expanded
- Worth noting is the rapid growth of Naivasha town that has increased demand for residential houses and social amenities. The SGR, which is nearing completion, will also reduce the commuting time between Nairobi and Naivasha to less than 30 minutes from the current more than 1 hour
- The County aims to construct 2,100 housing units as part of the National Government’s Big 4 Agenda on housing. It is willing to partner with real estate investors to assist in achieving this objective

Historical development of the sector in Nakuru

- The real estate sector in Nakuru County experienced a population surge in the year 2008 after the Post Election Violence (“PEV”). There was an influx of displaced people from Kericho, Eldoret and Kisumu. This led to an increase in property prices and rentals, which remain high to date

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• There are numerous customers in both the rental and mortgage market• The customers in the rental and mortgage markets can be classified as locals from Nakuru County, diaspora investors, employees of the county government & other Government institutions and employees of corporate companies• Majority of the rental clients for both housing and office space are government parastatals who constitute about 60% of the market• There are more than 50 real estate agents in the county	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition as there are numerous developers and real estate agents• The main developers include Kings developers, Merati developers, Fusion capital, Tamarind Developers and NACHU Sacco• Kings developers are the developers of Milimani Estate and control about 70% of the developers market in Nakuru	
Threat of New Entrants	<p>Barriers to entry include:</p> <ul style="list-style-type: none">• High Capital Investment for developers; and• Acquiring mandatory licenses such as a license from NEMA and NCA	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The suppliers are numerous and include suppliers of Cement, Tiles, Hardware and Steel. Also possible to import cheaper priced supplies from China for larger projects	
Threat of Substitute Products	<ul style="list-style-type: none">• Majority of the residents of Nakuru still prefer to build their own homes instead of relying on developers and real estate agents• They constitute about 70% of the new housing market	

Conclusion

- **Good investment opportunity for the following key reasons:**
 - Numerous customers and suppliers with low bargaining power
 - Growing demand driven by positive demographics and SGR opportunities

SWOT Analysis

Strength

- Strong demand driven by positive demographics with average population growth rate of 3.1% as compared to a Kenyan average of 2.6% leading to sustained demand for real estate developments
- Numerous suppliers

Weakness

- Lack of access to funding
- Despite the growth of infrastructure and having several projects in the pipeline, some areas are still faced with inadequate infrastructure characterized by earth roads and undeveloped sewer systems

Opportunity

- Devolution has opened up towns such as Nakuru and Naivasha creating demand for housing units, retail spaces and office spaces, which host investors and government officials
- SGR nearing completion will increase demand for housing in Naivasha

Threat

- Inadequate planning that has been caused by limited adherence to key policies will lead to reduced land use maximization and urban sprawl



Health



Health

Overview

- The county has one level 5 hospital which is the Nakuru Provincial General Hospital (PGH) that serves Nakuru, Nyandarua, Baringo and Laikipia counties
- There are 6 level 4 hospitals at Naivasha, Gilgil, Kuresoi, Molo and Bahati
- There are several private hospitals to supplement the public hospitals
- The county proposes to allocate kshs 53 Billion to the development of health sector programs for the years 2018 to 2022. This accounts for 38% of its development budget of kshs 140 Billion for the same period

Historical development of the sector in Nakuru

- The County Government together with the private sector have invested heavily in the health sector since the start of devolution in 2013
- In 2014 there were 406 health facilities comprising of public and private hospitals
- The number grew to 459 in 2017 and currently there are 657 health facilities

Porter's 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• There are numerous customers classified as individual patients, corporate clients, and insurance companies• The customers also include patients covered by the insurance companies and the National Hospital Insurance Fund (“NHIF”) the most influential player in the industry covering over 50% of all patients for both inpatient and outpatient services• Whereas individual patients have low bargaining power and are often required to pay for services upfront, the insurance companies and NHIF have high bargaining power usually settling claims after 30 days	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition as there are several players both from the public and private sector• The main public hospitals are the Nakuru Provincial General Hospital and Naivasha Sub County Hospital. The private hospitals include the Aga Khan Hospital, Nairobi Hospital, Karen Hospital, Mediheal Hospital, Evans Medical Centre and Crate medical Centre• The differentiation in pricing between the private hospitals is not more than 10%.	
Threat of New Entrants	<p>Barriers to entry include:</p> <ul style="list-style-type: none">• High Capital Investment; and• Acquiring mandatory licenses such as a license from Kenya Medical Practitioners and Dentists Board (“KMPDB”) to register the facility, and also licenses for the doctors, nurses, pharmacists and radiologists	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The main drug suppliers include Surgipharm, Omaira, Laborex and Philips	
Threat of Substitute Products	<ul style="list-style-type: none">• Herbal and traditional medicine offered by herbalists• Witch doctors offering psychological care and prescribing traditional medicine	

Conclusion

- Good investment opportunity due to growth in demand and several opportunities in the sector. However, investors need to consider viable strategies for financing and marketing.

SWOT Analysis

Strength

- Strong demand driven by population growth
- Increased number of insured patients

Weakness

- Capital intensive
- Inability to advertise due to restrictions by KMPDB
- High legal risk from malpractice

Opportunity

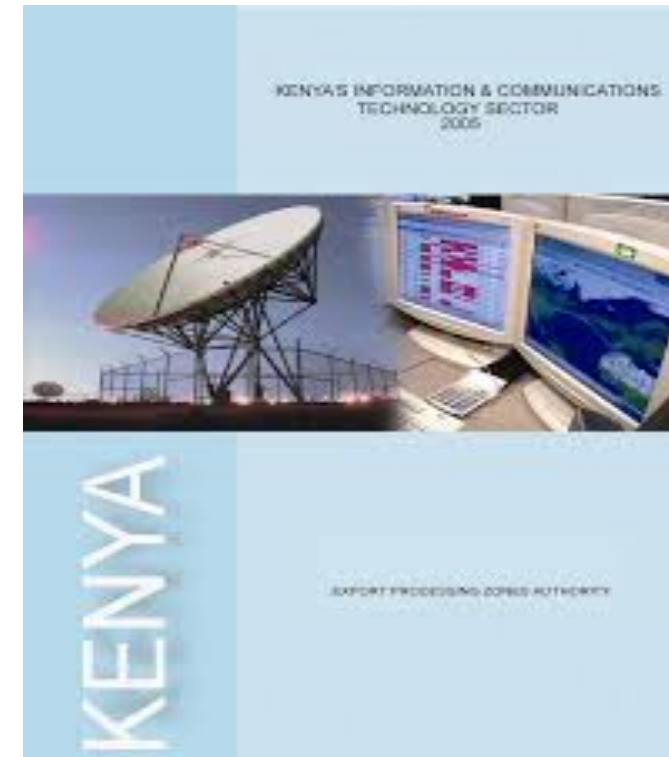
- Investments in medical waste management as the county has only 2 incinerators for this purpose
- Backward integration so as to participate in the supplier market
- Construction of a Level 5 private hospital at Kabarak University (25km from Nakuru Town) is in the early planning stages offering opportunities for all players in the health care eco system
- To invest in the “Ubrica One Project” a bio medical city coming up in Kedong ranch, 15km from Naivasha Town

Threat

- Growing acceptance of herbal medicine
- High ompetition for specialised medical personnel e.g. radiologists
- High staff turnover especially amongst nurses relocating to the USA and Europe for better pay



INFORMATION AND COMMUNICATION TECHNOLOGY (“ICT”)



ICT






Overview

- The County government together with Kabarak University has embarked on an initiative “Kabarak Smart City Project” to increase investment in the ICT sector. The project will include a Data Centre, Incubation hub for ICT Companies, Tech Academy and as indicated earlier a Level 5 hospital
- The County’s ICT plan is to improve wireless access networks within all Sub-County offices, establish digital information hubs and free WIFI zones within Sub-Counties and to create online portals to effect online payments and access to county services
- The County is well covered in terms of mobile phone coverage with estimates from the Population and Housing Census indicating that 75% of households have a mobile phone and mobile network coverage is at 91%

Historical development of the sector in Nakuru

- During the period 2013 to 2017 the County set up structured cabling of Local Area Network(“LAN”) at the county headquarters and various departments
- They also set up Wi Fi in various hotspots within Nakuru County popularly known as BILAWAYA thus enabling free access to internet services

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• There are numerous customers for computer hardware, software and internet services• The customers can further be classified as corporates, SMEs ,individuals, wholesale and retail	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition with several players in the computer hardware, software and ISP market• The main hardware suppliers include Mid City computers and Bulls computer• Dominant players in the ISP market include Safaricom, Zuku, Jamii Telkom, Liquid Telkom and Simba Net who sell in bulk to other smaller players as Brand Technologies, Wireless Kenya and Darnov Technology• The software distribution market has several small players	
Threat of New Entrants	<ul style="list-style-type: none">• Low barrier to entry due to the low to moderate start-up costs	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• The suppliers are numerous and include suppliers of computer hardware, software and ISP• Hardware is mainly sourced from China by wholesalers with discounts on pricing of not more than 5% and no credit terms offered	
Threat of Substitute Products	<ul style="list-style-type: none">• The only substitutes to ICT are redundant manual systems, which are not common place in businesses in Nakuru	

Conclusion

- **Good investment opportunity in spite of the stiff competition within the industry. There are still numerous opportunities as highlighted above. They include:**
 - Investment in “Kabarak Smart City Project”
 - Provision of home based internet solutions
 - Provision of corporate IT solutions to the soon to be established industrial parks and new manufacturing plants

SWOT Analysis

Strength	<ul style="list-style-type: none">• Product diversification in the market• Strong demand for products as internet coverage has increased• High mobile network coverage
Weakness	<ul style="list-style-type: none">• Competitors with strong brand names• Despite the growth of internet coverage in the urban areas, most of the rural areas still remain without access to internet services
Opportunity	<ul style="list-style-type: none">• To invest in the “Kabarak Smart City Project” that will offer opportunities to all the players in the ICT eco system• To create online portals for the county government to effect online payments and access to county services• Home based internet solutions, which are yet to catch up in Nakuru and Naivasha towns. The service is only accessible to a few high end estates surrounding the town such as such as Milimani and Section 58 Estates• The growth of industrial parks and the opportunities around the SGR ecosystem is expected to drive demand for corporate IT solutions• With the rapid expansion of the IT sector, internet security will become important particularly targeting lager business clusters
Threat	<ul style="list-style-type: none">• Cheaper and also counterfeit products especially from China• Fast changing technology



Security



Security






Overview

- There is a growing demand for basic security in the public sector as well as commercial and residential developments
- The government has made a substantive push towards strengthening the security sector due to heightened security concerns in the aftermath of recent terror attacks and historical Post Election Violence (“PEV”)
- According to statistics by the Nakuru County Police Commander, reported crime has reduced by 60% in the years 2013 to 2017
- According to the “National crime Research Centre” 32% of crimes committed in Nakuru County are burglaries and house breakings

Historical development of the sector in Nakuru

- The previously labour intensive sector is shifting focus towards high tech solutions
- In the past most security companies were only concerned with providing night time guarding services
- However this has changed with security companies offering CCTV surveillance, Cash in transit (“CIT”), private security and road rescue services

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• There are numerous customers made up of banks, insurance companies, manufacturers, telecoms, hospitals, hotels, public sector institutions, commercial and residential developments and individuals	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition as there are numerous security companies both well established and also smaller entities with small scale operations• The established security companies include Robinson Security Group which controls about 60% of the market, Bob Morgan, G4S and KK Security• The smaller entities manage to stay competitive by offering services through price under cutting strategies	
Threat of New Entrants	<p>Barriers to entry include:</p> <ul style="list-style-type: none">• Acquisition of high tech equipment; and• Vetting of directors by the Kenya Police Service before registration of the company	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• Suppliers, both local and foreign, are numerous and include suppliers of guard uniforms, CCTV, Alarm Systems and Fire detection Systems.	
Threat of Substitute Products	<ul style="list-style-type: none">• Majority of the residents of Nakuru still prefer to hire untrained security personnel to guard their own homes instead of relying on the established companies or even the smaller entities	

Security

Conclusion

This is a good opportunity mainly due to several opportunities within the security sector in Nakuru County. They include:

- Offering security solutions to the upcoming industrial parks in Naivasha and the manufacturing zone at Salgaa town ,which is 30km from Nakuru town on the highway to Eldoret
- Offering security services around the SGR ecosystem in transport, warehousing and logistics
- Installing CCTV systems and street lighting in Nakuru town in conjunction with the county government
- Offering security solutions in the upcoming commercial developments such as malls, gated communities, hotels and health facilities

SWOT Analysis

Strength

- Increasing demand for security services driven by high population growth rate
- Adequate supply of both skilled and semi-skilled work force

Weakness

- Lack of access to high tech equipment
- Lack of a qualified well trained manpower versed in providing cutting edge security

Opportunity

- Currently the county government requires all new commercial developments to install CCTV cameras. The owners of the older buildings have also been instructed to install the cameras
- Nakuru town still does not have CCTV coverage nor adequate street lighting
- Most buildings still do not have access control systems
- Opportunity to offer security solutions to the upcoming industrial parks in Naivasha and a the manufacturing zone at Salgaa town which is 30km from Nakuru town on the highway to Eldoret

Threat

- Intense competition coupled with the mushrooming of unregulated security firms
- Continuously changing regulations e.g. soon to be enacted law requiring security guards to carry firearms



Financial services



Financial Services






Overview

- The County is served by major financial institutions. It is covered by 32 banks with 62 branches,294 SACCOS,37 insurance companies and 17 micro finance institutions
- Most banks are concentrated in the major towns with Nakuru Town taking a significant share in the distribution of financial institutions followed by Naivasha with other towns relying on agent banking and mobile money transfers
- Alternative channels such as mobile banking, internet banking and agency banking have accelerated customer base growth

Historical development of the sector in Nakuru

- The financial services sector in Nakuru county experienced tremendous growth in the year 2008 after the Post Election Violence (“PEV”).There was an influx of displaced people from Kericho, Eldoret and Kisumu who were in need of financial services
- The sector has become more sophisticated with the developments in mobile technology
- In the last 5 years the insurance and SACCO sub sectors have experienced high growth and expansion as result of innovation. This has led to the growth of micro-insurance and alternative distribution channels

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• There are numerous customers classified as Corporate, SME and Micro-Enterprises made up of individuals• The Corporate customers get the most favourable rates in terms of loan pricing whereas the individual clients are considered to have the highest risk profile and thus loans are priced higher• The bargaining power of customers is very low as the financial institutions still determine who gets a facility and at what rate	
Competitive Rivalry	<ul style="list-style-type: none">• Very competitive market with many players offering similar products and only differentiation being pricing• Safaricom and their MPESA platform have a competitive advantage as it easy, fast and reliable to access their loans	
Threat of New Entrants	<p>Barriers to entry include:</p> <ul style="list-style-type: none">• High Capital Investment;• Advanced Technology; and• Stringent rules and regulations from the regulatory bodies	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• Suppliers are numerous and include suppliers of hardware, software and mobile service providers who provide a fintech platform for the financial institutions• Apart from the mobile service providers who have leverage and bargaining power the other suppliers have little room for price and credit terms negotiation	
Threat of Substitute Products	<ul style="list-style-type: none">• Unregistered loan sharks are prevalent in Nakuru but their pricing is usually very high and thus only attract desperate customers	

Financial Services

Conclusion

Financial services offer good investment opportunities in Nakuru County despite the high competition. Several opportunities are available including:

- Providing fintech services to the County
- Opportunities in cyber security, monitoring and record keeping
- Partnerships with local financial institutions for consultancy services

SWOT Analysis

Strength

- Well regulated with each player having a defined role
- Strong demand driven by alternative channels such as mobile banking, internet banking and agency banking

Weakness

- Lack of product differentiation
- Requires continuous investment in technology and research to remain relevant

Opportunity

- All county services are targeted to fintech payments
- There is political goodwill to expand financial inclusion to Kenyans
- Kenyans have embraced mobile technology and this provides huge opportunities for fintech
- Partnerships with local financial institutions provide opportunities for consultancy in product development
- The growth of the sector across various channels increases the need for solutions like cyber security, monitoring and record keeping

Threat

- Hacking of IT and Financial systems
- Increasing levels of fraud from employees
- Increased risk and exposure to cyber security issues including hacking and viruses



Waste Management and Sanitation



Waste Management and Sanitation






Overview

- The County has 3 designated solid waste disposal sites situated at Nakuru, Naivasha and Mai Mahiu towns.
- These sites are not sufficient to meet the ever growing needs of the urban population
- Provision of sanitation services in Nakuru County falls under 3 companies Nakuru Water and Sanitation company (“NAWASCO”), Nakuru Rural Water and Sanitation Company Ltd (“NARUWASCO”) and Naivasha Water and Sewerage Company (“NAIVAWASS”)

Historical development of the sector in Nakuru

- Before 2006 ,the average daily garbage collection rate was less than 30%
- To handle this challenge the then Municipal Council of Nakuru (“MCN”) enacted the Nakuru Environmental Management 2006 by laws that paved way for the decentralized service delivery of domestic solid waste
- By 2013 solid waste generation was approximated at 250 tonnes and by the year 2017 the collection rate had improved to 66%
- Under MCN water supply was only 6 hours/day but under NAWASCO this has improved to 18hours/day

Porter’s 5 – Forces Analysis

Specific Force	Summary	Degree of Power
Bargaining Power of Customers	<ul style="list-style-type: none">• Numerous customers that include households, schools, hospitals and industries• Waste management services are offered by private companies who offer their services at negotiated prices• On the other hand sanitation can only be provided by NAWASCO,NARUWASCO and NAIVAWAS all private companies under the umbrella of the County government• Their prices are fixed and usually there is no room for negotiation	
Competitive Rivalry	<ul style="list-style-type: none">• Intense competition among the private entities involved in waste management• The 3 sanitation companies operate in a monopolistic environment	
Threat of New Entrants	<ul style="list-style-type: none">• For waste management companies it does not require a large capital outlay• The sanitation space is locked out and currently no new entrants can obtain licenses	
Bargaining Power of Suppliers	<ul style="list-style-type: none">• In this ecosystem the suppliers are the same as the customers• They provide solid waste in the form of plastic, paper, scrap metal, carton boxes etc.• In the sanitation ecosystem the by-product is faecal matter	
Threat of Substitute Products	<ul style="list-style-type: none">• No close substitutes to these services identified	

Waste Management and Sanitation

Conclusion

Despite the heavy regulation limiting players in the sanitation sector, there are good investment opportunities in waste management, including:

- Investing in incinerators for medical waste management
- Production of bio gas from solid waste;
- Manufacturing of briquettes from faecal matter
- Sorting solid waste and selling the semi processed products to EPZ's

SWOT Analysis

Strength

- Several players in the waste management sector market thus improving on waste collection rate and acceptability by customers
- Sanitation companies are well structured and are able to attract funding from donors and other development partners

Weakness

- Poor sewerage coverage of only 27%
- Lack of funding for purchase of incinerators by private waste management companies

Opportunity

- Partnerships with the sanitation companies to tap into production of by products of bio mass and bio fertilizers
- Processing of fecal matter to make briquettes as an alternative source of fuel to charcoal
- Semi processing of plastic and carton boxes for sale to EPZs
- Interest by actors such as KAM in increasing recycling and promoting circular economy

Threat

- Insurance coverage to waste collection companies is low due to poor acceptance of the industry by insurance companies
- Lack of alternative dumpsites to the 3 designated by the county

3. Potential Barriers to Entry

Potential Barriers to Entry

Barriers	Overview
Political	<ul style="list-style-type: none"> • The County was the bedrock of Post-Election Violence (“PEV”) in 2007. While there remains a diversity of tribes who compete for political dominance the County is experiencing greater political stability since the advent of the current Government • Undue interference from government and regulators remains an issue in the country especially as a means of extorting bribes for specific approvals • County process of acquiring business licences is long and tedious • Stringent compliance requirements by certain regulators such as KEPHIS
Economic	<ul style="list-style-type: none"> • Interest rate regulations capping the lending rates in Kenya to 14% per annum have created a credit crunch with local banks preferring to invest in government treasuries as opposed to providing loans • Relatively high county levies and charges • Cheap and low quality imports from china are disruptive to many local manufacturers • Relatively poor infrastructure especially with regard to street lighting in the industrial and manufacturing zones thus affecting the security in these area • Capacity of county government to follow through on some of their initiatives such as technical assistance to farmers and free seedlings is limited thus negatively impacting on sustainability of supply • Tax rebates only provided to companies in the SEZs
Social	<ul style="list-style-type: none"> • Residents of Nakuru have strong religious and social beliefs, which influence their buying behaviours
Technological	<ul style="list-style-type: none"> • While sector specific technological barriers may exist, Nakuru is connected to high speed internet connections and does not face any major technological barriers
Environmental	<ul style="list-style-type: none"> • Pests and diseases remain a key challenge in the agriculture sector • National Environmental Management Authority (“NEMA”) compliance requirements are stringent and have led to the demolition of property worth millions of shillings
Legal	<ul style="list-style-type: none"> • Legal system in Kenya is prone to undue influence from corruption and political interference • Strong unions in place especially for low cadre workers

4. Investment Cases Involving the Public Sector Highlighting Best Practices and Lessons Learnt

Investment Cases involving the Public Sector

Sector	Project Details	Implementing Parties	Critical Success Factors
Sanitation	<ul style="list-style-type: none"> Name: Nakuru County Sanitation Programme (“NCSP”) Implementation Period: 2013 – 2017 Value: KShs 450Million Financing Source: European Union(“EU”) grant Project Objectives: Improve sanitation in the low income areas of Nakuru Town by implementing a financially viable sanitation value chain, benefiting all residents of unsewered urban low income areas Status: Nakuru has a sewerage coverage of 27%. A treatment plant was set up by the project, which collects human waste from residents. This has necessitated the need of having proper toilets, sensitization on usage, correct methods of emptying them and provision of temporary storage points. An exhauster sucks out the faecal matter which is then taken to the treatment plant Currently the project produces 6 tonnes of briquettes per month from mixing faecal matter with sawdust The project has reached over 230,000 people with hygiene awareness messages and over 5,000 toilets have been constructed or rehabilitated 	<ul style="list-style-type: none"> The clients were the County Government of Nakuru and Nakuru Water and Sewerage Company (“NAWASCO”) Main implementers included: Vitens Evides (a water utility company from the Netherlands) NGO’s tasked with sensitization programmes were SNV WASUP and UMANDE Trust Egerton University and the University of Nairobi conducted research on design production processes for the by products. 	<ul style="list-style-type: none"> The financing for the project was timely and came in the form of a grant from the EU. This ensured there were no project delays as a result of funding concerns Memorandum of Understanding(“MOU”) that brought together all the implementing partners and defined their scope of responsibility Creation of public awareness and sensitization so that the residents could “buy” into the project Strict adherence to project timelines. The grant had specified project duration of 4years which was strictly adhered to Implementing parties were carefully selected and had the experience and competence to deliver the project The project was insulated from political interference and unethical procurement practices by the involvement of a strong external financier, with high corporate governance standards The cost of the project was within the budget estimates and there were no cost over runs The technical performance on the project was as per the specifications The project has achieved high levels of customer satisfaction and has had a great impact on the community

Investment Cases involving the Public Sector

Sector	Project Details	Implementing Parties	Critical Success Factors
Housing and Urban Development	<ul style="list-style-type: none"> Name: The Kenya Informal Settlement Improvement Project (“KISIP”) Implementation Period: 2011 – 2019 Value: Kshs 16.5 Billion Financing source: Government of Kenya, World Bank, Swedish International Development Agency(“SIDA”) and the Agence Française de De’velopment (“AFD”) Project Objectives: Improve the living conditions in informal settlements in selected towns in Kenya including Nakuru town Status: The project was initiated in Nakuru in 2015 and currently Kshs 3 Billion has been spent Funds have been spent on provision of infrastructure including roads, footpaths, high mast lighting, water and sanitation Several informal settlements in Nakuru Town East and Nakuru Town West sub counties have benefited from this project 	<ul style="list-style-type: none"> The client is the Government of Kenya and County Governments Project implementers are the World Bank, SIDA and AFD 	<ul style="list-style-type: none"> Financing obtained both from Government of Kenya and foreign governments thus providing more levels for financial and performance accountability Memorandum of Understanding(“MOU”) that brought together all the implementing partners and defined their scope of responsibility Strict adherence to project timelines. Phase 1 of the project was completed in 2015 and Phase 2 implemented soon after. It is still on going The project was insulated from political interference and unethical procurement practices by the involvement of strong bilateral partners, with high corporate governance standards The project has had great community acceptance with the provision of infrastructure including roads, high mast lighting, water and sanitation

Investment Cases involving the Public Sector

Sector	Project Details	Implementing Parties	Critical Success Factors
Housing and Urban Development	<ul style="list-style-type: none">• Project Name: Project is the Kenyan Urban Support Program(“KUSP”)• Implementation Period: 2018 – 2023• Value: KShs 1 billion• Financing Source: World Bank• Project Objectives: Improvement of drainage and other infrastructure in Nakuru and Naivasha.• Status: Kshs 350 Million of the funding has been spent on improving drainage in Naivasha.	<ul style="list-style-type: none">• The client is the Government of Kenya and County Governments• Project implementers are the World Bank	<ul style="list-style-type: none">• Transparency and good governance in the use of funds due to strict World Bank guidelines• Detailed feasibility study conducted to determine best use of funds• The project is still in its early phase of implementation having being commissioned in 2018 and for it to be successful it will require competent project managers, Government and donor support, good supervision and contractor capacity and good design specification• Public participation and community engagement• Comprehensive contract documentation at each stage of the project

Best Practice Procedures

Criteria	Best Practice Procedure	Key Lessons Learnt
Financing	<ul style="list-style-type: none">• Inclusion of international bi-lateral donors or financiers to reduce political interference and undue coercion to engage in unethical behaviour• Local sources of financing should also be included to increase local buy-in• Hedging of foreign sources of funds due to volatility of the Kenya shilling. Alternatively, pegging invoices on daily exchange rates can be considered where price elasticity of customer is low	<ul style="list-style-type: none">• With the current interest cap laws it is becoming increasingly difficult to source funding for projects and business especially for private enterprises• There is an over emphasis on financial targets on projects rather than the productive output• Difficulty of estimating true costs of capital in the appraisal of individual projects or in comparing sets of alternative projects
Project Timelines	<ul style="list-style-type: none">• Project timelines should be discussed and agreed with all implementing parties• Significant allowance should be included in the timelines where local approvals and/or financing is required	<ul style="list-style-type: none">• In order to stick to adhered timelines effective planning and management is required. Many projects have delayed and been abandoned at the County level due to lack of adequate planning• Many Government and County level projects are hampered because of lack of institutional capacity and trained personnel to implement the project• There exists long lag periods in the processing and approval of projects due to multiple layer of approvals from the County Assembly, County Government and National Government

Best Practice Procedures

Criteria	Best Practice Procedure	Key Lessons Learnt
Legal and Regulatory	<ul style="list-style-type: none">• Legal advice from local lawyers should always be sought even when investors have foreign legal advisors or in house legal teams• County and National regulations must both be complied with and where there is a conflict in the two, then local legal advice should be sought• Ensure regulators are appraised on project progress and details on a monthly basis even if not required by the law	<ul style="list-style-type: none">• National and County Governments in some instance have signed contracts that are skewed in favour of the contractor. The cost of non performance by the contractor is still borne by the government e.g. case of the stalled Itare Dam in Nakuru County where monies have been paid out before start of the project
Impact	<ul style="list-style-type: none">• Public participation and community engagement for project acceptance and meaningful impact	<ul style="list-style-type: none">• Stakeholder engagement is critical and plans should be in place to try and influence their behaviour• Constant monitoring and evaluation of the project is key

5. Case Studies

Company Details	<ul style="list-style-type: none">• Name: Agrico East Africa Limited• Sector: Potato Farming• Location: Rongai Sub County• Company contacts: Corien Herweijer, Corien.herweijer@agrico.co.ke, +254713419782
Overview	<ul style="list-style-type: none">• Partnership between Agrico, a dutch based agriculture company, and local investors• Investment of KShs 350 million for machinery, buildings and seed storage• Developed their 200 acres potato farm in Rongai in 2017• Main activity is potato seed production• The company imports potato seed from Netherlands and multiplies these seeds on their farm in readiness for sale in Kenya and Tanzania• Varieties of potato seed multiplied are Destiny, Manitou, Markies and Rudolph• Have recently began selling potatoes for consumption
Successes	<ul style="list-style-type: none">• 15% rate of return per annum• High demand for good certified potato seed• Financial and technical support from the Dutch government• Very good fertility and productivity from the land• Favorable weather conditions
Challenges	<ul style="list-style-type: none">• Stringent compliance requirements by Kenya Plant Health Inspectorate Service (“KEPHIS”) before obtaining a phytosanitary certificate. All the imported seeds are tested for diseases against extremely stringent regulations. This has led to the imported seeds being destroyed on some occasions.• They do not qualify for tax rebates despite their large investment in the county.

Case Studies

Company Details	<ul style="list-style-type: none">• Name: Super Mabati Limited• Sector: Steel Manufacturing• Location: Nakuru East Sub County• Company contacts: Joseph Githiaka, mabatifabricators@yahoo.com, +254725299317
Overview	<ul style="list-style-type: none">• Local family business incorporated in Nairobi in 2002 but moved to Nakuru in 2016• Investment of KShs 150 million for acquisition of 5 acres of land, construction of a factory and acquisition of machinery• Main activity is steel and corrugated iron manufacturing• Main products are roofing materials, which contribute 80% of sales and construction materials contributing 20% of sales• Import plain pre-painted coils from China, which are then fabricated to the customer's specifications
Successes	<ul style="list-style-type: none">• 20% rate of return per annum• The company is strategically located to serve neighboring counties of Uasin Gishu, Kericho, Nyandarua and Kisumu which have high demand for their products• High demand for their products• Prudent growth strategy• Strong networks formed among industry players has been a key success factor
Challenges	<ul style="list-style-type: none">• Capital constraints were faced in setting up their current operations.• Expansion capital remains a challenge especially with the current interest rate regulations that do not motivate banks to provide loans• Stiff and unfair competition from Chinese importers of finished products• Process of acquiring and renewing business licences is tedious• County levies charged are high• Security is an issue and street lighting in the industrial and manufacturing zones would improve this

Case Studies

Company Details	<ul style="list-style-type: none">• Name: Mega Fresh Limited• Sector: Avocado Export• Location: Njoro Sub County• Company contacts: S. Thiramalai, malai@megaspingroup.com , +254728774260/+254512213602
Overview	<ul style="list-style-type: none">• Incorporated in 2018 as a subsidiary of Florenza Group, a diversified group of companies with key interests in floriculture and manufacturing• Investment of KShs 54 million for hiring a packhouse in Thika County, acquiring processing machines and establishment of a cold storage facility• Began by purchasing avocados from local farmers in Muranga County as they developed their own farm in Njoro Sub County• To ensure farmers deliver export grade quality avocados, they pay farmers double the market price for avocados
Successes	<ul style="list-style-type: none">• 30% rate of return per annum• Have so far exported 529 tonnes of avocado, between March and May 2019, to markets in France, Holland and Poland and are looking to enter the Chinese market• County Government provides high quality seedlings to farmers, which will boost productivity in the County• Availability of high quality avocados• Low labour costs at the pack house• Favorable weather
Challenges	<ul style="list-style-type: none">• Farmers lack technical assistance to improve their quality and yield• Retaining a loyal farmer base is a challenge• Pests and diseases• Stringent requirement to export to China whose compliance regulations are difficult to meet• Farmers in Nakuru are not yet producing large quantities of Avocado forcing the company to purchase the avocados from Muranga county

6. Investment Process

General Investment Process

Step	Process	Cost and Duration	Whom to Contact	Output
1	Reserve company name	<ul style="list-style-type: none">• KShs 150• 1 day	Tel: +254 709480000/+254790724594 Email: cr@ag.go.ke Website www.ecitizen.go.ke	<ul style="list-style-type: none">• Company name reservation
2	Register company	<ul style="list-style-type: none">• KShs 10,650• 10 days	Companies Registry, Tel :+2547119445555/ +254732529995 Email: communications@ag.go.ke Website: www.attorney-general.go.ke	<ul style="list-style-type: none">• Certificate of Incorporation
3	Obtain tax payer registration	<ul style="list-style-type: none">• Nil• 5 days	Kenya Revenue Authority (“KRA”), Generations House,4 th Floor, George Morara Avenue, Nakuru Tel: +254 0512213926 Email: callcentre@kra.go.ke Website: www.kra.go.ke	<ul style="list-style-type: none">• Personal Identification Number (PIN) Certificate for directors and company
4	Investment registration	<ul style="list-style-type: none">• Nil• 2 days	Kenya Investment Authority (“KenInvest”), UAP Old Mutual Tower, 15 th Floor, Upper Hill Road, Nairobi. Tel: +254730104200 Email: info@investmentskenya.com	<ul style="list-style-type: none">• Investment endorsement letter

(Source:www.invest.go.ke)

Key:

General Investment Process

Step	Process	Cost and Duration	Whom to Contact	Output
5	Obtain unified business permit	<ul style="list-style-type: none"> • KShs 6,500 – Single business permit; • KShs 2,500 – Outdoor advertisement fee; • 7 days 	County Government (Ministry of Trade, Tourism and Cooperatives), PC's Office, Block D, 4 th Floor, Nakuru Tel: +254-051-2214142 Email: cec-trade@nakuru.go.ke	<ul style="list-style-type: none"> • Trading license; • Advertising signage license For companies dealing in consumables: <ul style="list-style-type: none"> • Health certificate; and • Food hygiene license
6	Apply for National Hospital Insurance Fund (NHIF)	<ul style="list-style-type: none"> • Nil • 2 days 	National Hospital Insurance Fund ("NHIF") AFC Building, Kenyatta Avenue, 1 st Floor, Kijabe Road, Nakuru Tel: +254-051-2211118 Email: customercare@nhif.or.ke	<ul style="list-style-type: none"> • NHIF employer code
7	National Social Security registration	<ul style="list-style-type: none"> • Nil • 1 day 	National Social Security Fund ("NSSF"), Polo Centre, Ground Floor, Nakuru Tel: +254 7222 04192/734 699926 Email: info@nssfkenya.co.ke	<ul style="list-style-type: none"> • NSSF certificate of registration
8	Register the work place with the Director of Occupational Safety and Health	<ul style="list-style-type: none"> • KShs 5,000 • 1 day 	County Government (Ministry of Trade, Tourism and Cooperatives), PC's Office, Block D, 4 th Floor, Nakuru Tel: +254-051-2214142 Email: cec-trade@nakuru.go.ke	<ul style="list-style-type: none"> • Certificate of Registration of a work place from the directorate of occupational health and safety in respect of each of the premises used by the company as a workplace

Key:

Sector Specific Investment Approvals

Sector	Approval	Authority	Contacts
Building and Construction	Construction approval	National Construction Authority (“NCA”)	Public Works Offices, Off Nakuru-KabaraRoad, Nakuru Tel: +254 708 768 457
Education	Curriculum approval	Kenya Institute of Curriculum Development (“KICD”)	Desai Rd, Off Muranga Rd, Nairobi Tel: +254 020-210814/7 / +254 729 327334 / +254 787 883 311
Energy	Project approval	Energy Regulatory Commission (“ERC”)	Energy Regulatory Commission, Eagle Africa Centre, Longonot Road, Upper Hill Tel: +254 722 200947 Email: info@erc.go.ke

(Source:www.invest.go.ke)

7. Useful Contacts in Nakuru

Useful Contacts in Nakuru

Sector	County Government Contact	Private Sector Contact
Construction & Concrete Production	<ul style="list-style-type: none"> • C.E.C.M (Trade, Cooperative, Tourism, Marketing and Industries) • Tel: +254 726740018 /+254 775096861 • Email: Cec-trade@nakuru.go.ke 	<ul style="list-style-type: none"> • Nakuru Business Association (NBA), Tel: +254722647760 / +254733500425 • Kenya Property Developers Association, Suite 4B, Fatima Flats, Off Argwings Kodhek Road, Marcus Garvey Road, Nairobi, Tel:+254725286689
Flower Farming	<ul style="list-style-type: none"> • C.E.C.M (Agriculture, Livestock and fisheries) • Tel: + 254738396939 • Email: Immaculate.njuthe.maina@nakuru.go.ke 	<ul style="list-style-type: none"> • Kenya Flower Council, Suite 12, 4th Floor, The Greenhouse building, Adams Arcade, Tel: +254 733 639 523, Email: info@kenyaflowercouncil.org • Fresh Produce Exporters Association of Kenya (FPEAK), New Rehema House, 4th Floor, Rhapta Road, Westlands, Tel: +254 20 205160333, Email: info@fpeak.org
Dairy Processing	<ul style="list-style-type: none"> • C.E.C.M (Agriculture, Livestock and fisheries) • Tel: + 254738396939 • Email: Immaculate.njuthe.maina@nakuru.go.ke 	<ul style="list-style-type: none"> • Kenya Association of Manufacturers (KAM), Nakuru Chapter, Tel: +254725129042, Email: info@kam.co.ke • Kenya Dairy Processors Association (“KDPA”), Nairobi, Tel: +254717997154/+254722708129

Useful Contacts in Nakuru

Sector	County Government Contact	Private Sector Contact
Pyrethrum Processing	<ul style="list-style-type: none"> • C.E.C.M (Agriculture, Livestock and fisheries) • Tel: + 254738396939 • Email: Immaculate.njuthe.maina@nakuru.go.ke 	<ul style="list-style-type: none"> • Kenya Association of manufacturers (KAM), Nakuru Chapter, • Tel: +254725129042 • Email: info@kam.co.ke
Canola Farming	<ul style="list-style-type: none"> • C.E.C.M (Agriculture, Livestock and fisheries) • Tel: + 254738396939 • Email: Immaculate.njuthe.maina@nakuru.go.ke 	<ul style="list-style-type: none"> • Society of Crop Agribusiness Advisors of Kenya, Vacid , 3rd Floor,CPF Building, Haile Selassie Avenue, Nairobi, • Tel:+254-020-2215080 • Email: info@socaa.or.ke
Potato Farming	<ul style="list-style-type: none"> • C.E.C.M (Agriculture, Livestock and fisheries) • Tel: + 254738396939 • Email: Immaculate.njuthe.maina@nakuru.go.ke 	<ul style="list-style-type: none"> • National Potato Council of Kenya (NPCK),KALRO Kabete Campus ,Off Waiyaki Way, • Tel: +254712338633/+254799739578 • Email: npck@npck.org

Useful Contacts in Nakuru

Sector	County Government Contact	Private Sector Contact
Leather Processing	<ul style="list-style-type: none"> C.E.C.M (Trade, Cooperative, Tourism, Marketing and Industries) Tel: +254726740018 /+254775096861 Email: Cec-trade@nakuru.go.ke 	<ul style="list-style-type: none"> Kenya Association of Manufacturers (KAM), Nakuru Chapter Tel:+254725129042 Email: info@kam.co.ke Kenya Leather Development Council (“KLDC”), CPA Centre,5th Floor,Thika Road Tel: +254704617705/+254709386000 Email: info@leathercouncil.go.ke
Education	<ul style="list-style-type: none"> C.E.C.M (Education, ICT and e-Gov.) Tel: +254-051-2214142 Email: raymond.komen@nakuru.go.ke 	<ul style="list-style-type: none"> Nakuru Business Association (NBA), Tel: +254722647760 / +254733500425 Kenya Private School Association (“KPSA”), Tel: +254 20 2638171, Email: info@kpsa.co.ke
Real Estate	<ul style="list-style-type: none"> C.E.C.M (Lands, Housing and Physical Planning) Tel: +254 051-2214142 Email: lucy@nakuru.go.ke 	<ul style="list-style-type: none"> Kenya National Chamber of Commerce and Industry (KNCCI), Nakuru Chapter, Tel: +254721364318/+254750155117, Email: knccinakurucounty@gmail.com Kenya Property Developers Association (KPDA), Suite 4B ,Fatima Flats, Off Argwings Kodhek Road, Marcus Garvey Road, Nairobi, Tel:+254725286689
Financial Services	<ul style="list-style-type: none"> C.E.C.M (Finance and Economic Planning) Tel: +254 051-2214143 Email: info.finance@nakuru.go.ke 	<ul style="list-style-type: none"> Kenya National Chamber of Commerce and Industry (KNCCI), Nakuru Chapter, Tel: +254721364318/+254750155117, Email: knccinakurucounty@gmail.com Nakuru Business Association (NBA), Tel: +254722647760 / +254733500425

Useful Contacts in Nakuru

Sector	County Government Contact	Private Sector Contact
Health	<ul style="list-style-type: none"> • C.E.C.M (Health Services) • Tel: 051-2214142 • Email: Cec-health@nakuru.go.ke 	<ul style="list-style-type: none"> • Kenya Medical Practitioners and Dentists Board, • Tel: +254720771478 • Email: info@kenyamedicalboard.org
ICT	<ul style="list-style-type: none"> • C.E.C.M (Education, ICT and e-Gov.) • Tel: +254-051-2214142 • Email: raymond.komen@nakuru.go.ke 	<ul style="list-style-type: none"> • Nakuru Business Association (NBA), • Tel: +254722647760 / +254733500425
Security	<ul style="list-style-type: none"> • C.E.C.M (Lands, Housing and Physical Planning) • Tel: +254 051-2214142 • Email: lucy@nakuru.go.ke 	<ul style="list-style-type: none"> • Kenya Security Industry Association, • Tel: +254715177028/ +254777298008 • Email: info@ksia.or.ke
Roads and Infrastructure	<ul style="list-style-type: none"> • C.E.C.M (Roads and Infrastructure) • Tel: +254 051-2214142 • Email: lucy@nakuru.go.ke 	<ul style="list-style-type: none"> • Nakuru Business Association (NBA), • Tel: +254722647760 / +254733500425
Waste management and Sanitation	<ul style="list-style-type: none"> • C.E.C.M (Water and Environment) • Tel: +254 051-2214142 • Email: info.env@nakuru.go.ke • NAWASCO • Tel: +254 722 227570 • Email: md@nakuruwater.co.ke 	<ul style="list-style-type: none"> • Nakuru Business Association (NBA), • Tel: +254722647760 / +254733500425

8. Useful Links

Useful links on doing business in Kenya and Nakuru County

Institution	Brief Description	Link
Government of Kenya (“GOK”) ,Kenya Private Sector Alliance(“Kepsa”) and KenInvest	<ul style="list-style-type: none"> GOK developed the Kenya Investment Policy (“KIP”) 2017 to address the limited impact of investment and a number of other challenges relating to the entry and treatment of investment The policy was launched in collaboration with other players such as Kepsa and KenInvest 	<ul style="list-style-type: none"> https://kepsa.or.ke/download/Kenya
KenInvest	<ul style="list-style-type: none"> Has a one stop centre shop which is responsible for facilitating investments, offering investors with relevant information and providing pre-investment and after-care services to investors 	<ul style="list-style-type: none"> www.invest.go.ke/our-services
BIK	<ul style="list-style-type: none"> BIK have published the “Business Ireland Kenya Doing Business in Kenya Guide”) that is an important resource to assist Irish businesses get the information they need to understand, access and operate in the Kenyan market 	<ul style="list-style-type: none"> www.businessireland.co.ke
Nakuru County	<ul style="list-style-type: none"> Nakuru County has published a “Nakuru County Investment Guide” 2018 that outlines reasons to invest in the County and the available investment opportunities KNBS has published the “Gross County Product 2019” that details the size and structure of County economies and also provides a benchmark for evaluating the growth of county economies Comparison on the cost of living between Nakuru County and Nairobi Nakuru County Draft Finance Bill 2018 	<ul style="list-style-type: none"> www.nakuru.go.ke www.knbs.or.ke/downloads www.numbeo.com www.nakuru.go.ke

**All questions regarding this report should be
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