

REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY OF ENGINEER

ENGINEER MUNICIPALITY PRIVATE SECTOR DIAGNOSTIC TOOL



Foreword

Nyandarua County is undergoing a period of remarkable transformation. With the rapid growth of Ol Kalou, Engineer, and Mairo Inya municipalities as emerging urban centers, the need for robust collaboration between the County Government and the private sector has never been more urgent. Strengthening these partnerships is key to achieving inclusive, sustainable, and resilient economic development for all our people.

The **Private Sector Engagement Framework (PSEF)** establishes a structured platform for dialogue, investment, and collaboration. It provides clear mechanisms for joint planning, resource mobilization, service delivery, and innovation, all critical pillars in accelerating urban development and enhancing the competitiveness of our local economy.

Through this framework, the County Government affirms its commitment to positioning the private sector as a co-creator and key partner in the implementation of the **County Integrated Development Plan (CIDP III, 2023–2027)**. The PSEF is fully aligned with **Kenya’s Vision 2030**, the **Bottom-Up Economic Transformation Agenda (BETA)**, and the **Sustainable Development Goals (SDGs)** ensuring that our growth is both inclusive and future-ready.

As the Governor of Nyandarua County, I reaffirm our administration’s unwavering dedication to operationalizing this framework and cultivating a business-friendly environment that attracts investment, stimulates innovation, and improves livelihoods across all sectors. Together, with our private sector partners, we will unlock Nyandarua’s full potential and build a prosperous future for every resident.



Tabitha Wambui,
Chairperson, Engineer Municipal Board

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- Civil society and community-based organizations for highlighting inclusivity and social impact considerations.
- The technical working group from the Department of Lands, Housing, Urban Development & Trade for coordinating the drafting process.

This framework is a collective product of dialogue, consultation, and shared vision.



Njoki Gatuhi,
Manager, Engineer Municipality

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1.0 Executive Summary

Core Summary

This diagnostic report represents a comprehensive, evidence-based analysis of the private sector operating environment within Engineer Municipality, Nyandarua County. Conducted under the auspices of the Kenya Urban Support Programme II (KUSP II), this assessment serves as the foundational bedrock for developing a tailored Private Sector Engagement Framework (PSEF). The diagnostic employs a structured four-lever analytical framework to systematically examine the institutional, infrastructural, skills-based, and financial ecosystems that collectively determine municipal competitiveness. The findings reveal a private sector characterized by significant untapped potential, particularly within the agricultural value chains, yet severely constrained by interconnected and systemic bottlenecks. This report translates these findings into actionable, prioritized interventions designed to catalyze private sector-led economic growth, enhance job creation, and foster sustainable development within the municipality.

Expanded Key Findings

- **Strengths:** Engineer Municipality boasts exceptional agro-ecological conditions conducive to diverse agricultural production, particularly in potatoes, dairy, and horticulture. Its strategic geographical positioning provides proximity to major consumer markets including Nairobi, Nakuru, Nyeri, and Thika, offering significant logistical advantages. The area maintains a generally peaceful and secure environment, providing a stable foundation for business operations and investment.
- **Weaknesses:** The municipality faces critical infrastructural deficits, with poor feeder road networks severely hampering market access and contributing to post-harvest losses exceeding 40% for some commodities. The ecosystem for value addition is nascent, resulting in low farm-gate prices and lost economic opportunities. A pervasive mismatch exists between available workforce skills and market demands, while access to affordable, tailored financial products for MSMEs remains critically limited. Regulatory processes are perceived as cumbersome, costly, and lacking transparency, discouraging business formalization.
- **Opportunities:** Substantial potential exists for investment in agro-processing, cold storage, and aggregation centers to capture greater value from agricultural

production. The burgeoning tourism circuit linked to the Aberdare ranges presents opportunities for hospitality sector growth. Abundant renewable energy resources (solar and wind) offer prospects for addressing power reliability issues. Digital technologies (agri-tech, fin-tech) can be leveraged to modernize value chains, improve market access, and enhance financial inclusion.

- **Threats:** The private sector is highly vulnerable to climate change impacts, including erratic rainfall patterns and droughts that threaten agricultural productivity. Extreme market price volatility and exploitative practices by middlemen erode producer incomes. High and fluctuating costs of key farm inputs and energy undermine business planning and profitability. Inconsistent policy implementation and regulatory burdens create an unpredictable operating environment.

Detailed Priority Recommendations

1. **Regulatory Streamlining & Governance:** Consolidate all municipal-level business permits into a single, simplified license and establish a fully functional physical and digital one-stop-shop to drastically reduce the time and cost of business compliance. Institutionalize a bi-annual Governor's Roundtable with formal private sector representation to ensure structured public-private dialogue (PPD).
2. **Critical Infrastructure Development:** Allocate and ring-fence a dedicated portion of the municipal development budget for the systematic rehabilitation and maintenance of prioritized agricultural feeder roads. Develop at least one Municipal Aggregation and Industrial Park (MAIP) with pre-serviced plots, reliable utilities (power, water), and integrated cold storage facilities to be managed through public-private partnerships.
3. **Human Capital & Innovation System Strengthening:** Conduct a comprehensive skills-gap analysis in partnership with industry and reform the curricula of local Vocational Training Centres (VTCs) to focus on high-demand areas such as food processing, renewable energy technology, and hospitality management. Establish an Agri-Tech Innovation Hub in collaboration with a tertiary institution to foster youth entrepreneurship and technology adoption.
4. **Financial & Business Support Ecosystem:** Operationalize a Municipal Enterprise Fund with clear, apolitical governance structures to provide matching grants and loan guarantees specifically for MSMEs and cooperatives engaged in value addition. Develop a subsidized Business Development Services (BDS) voucher program to

connect MSMEs with qualified providers for training in financial management, marketing, and quality standards.

Expected Impact

Successful implementation of the recommended interventions is projected to yield transformative outcomes: a measurable improvement in the Ease of Doing Business indicators within the municipality; a significant reduction in post-harvest losses and increased value captured by local producers; enhanced employability of youth through relevant skills training; increased private investment in value-added activities; and the creation of sustainable, higher-quality employment opportunities, thereby contributing to poverty reduction and inclusive economic growth.

2.0 Introduction

2.1 Background and Purpose of the Diagnostic

Engineer Municipality stands at a pivotal juncture in its development trajectory. As a primary contributor to Nyandarua County's agricultural output, the municipality's economic fortunes are inextricably linked to the performance and competitiveness of its private sector, which is predominantly composed of Micro, Small, and Medium Enterprises (MSMEs). Despite its rich agricultural endowment and strategic location, the municipality continues to face persistent challenges including high youth unemployment, vulnerability to climate shocks, and low levels of value addition. Recognizing that a vibrant private sector is the primary engine for job creation, innovation, and sustainable local economic development (LED), this diagnostic has been commissioned.

The primary purpose of this exercise is twofold. First, it responds to the mandatory requirements of the KUSP II program, which emphasizes evidence-based urban planning

and robust private sector engagement as pillars for sustainable urbanization. Second, and more fundamentally, it seeks to move beyond anecdotal understanding to provide a rigorous, data-driven analysis of the real and perceived constraints facing businesses in Engineer Municipality. This diagnostic thus serves as the critical evidence base for the subsequent development of a context-specific, actionable, and measurable Private Sector Engagement Framework (PSEF). The ultimate goal is to equip the Municipality Board and its partners with the insights needed to design and implement policies and programs that will unlock private sector potential, stimulate investment, and drive broad-based economic prosperity.

2.2 Diagnostic Objectives

The diagnostic was guided by five specific, interlinked objectives:

1. **To Map and Characterize the Private Sector:** To develop a detailed profile of the private sector landscape in Engineer Municipality, including its size, sectoral composition (with emphasis on agriculture, trade, and services), formal-informal dynamics, and the structure of key value chains.
2. **To Assess the Enabling Environment:** To systematically evaluate the strengths and weaknesses of the business environment using the "Four Lever" analytical framework, covering institutional/regulatory, infrastructural, skills/innovation, and financial/enterprise support dimensions.
3. **To Identify Binding Constraints and Opportunities:** To pinpoint the most critical bottlenecks that hinder business growth, investment, and competitiveness, while simultaneously identifying latent opportunities for diversification, value addition, and market expansion.
4. **To Evaluate Municipal Institutional Capacity:** To assess the existing capacity, resources, and processes within the Engineer Municipality government to effectively engage with, support, and regulate the private sector, identifying key gaps that need to be addressed.
5. **To Generate an Evidence-Based Action Agenda:** To synthesize findings into a clear set of prioritized, feasible, and time-bound recommendations that will directly inform the PSEF and provide a concrete agenda for Public-Private Dialogue (PPD).

2.3 Scope of the Diagnostic

The diagnostic covers the entire geographical jurisdiction of Engineer Municipality. The sectoral focus is comprehensive but prioritized areas of economic significance as identified in preliminary consultations and planning documents. The primary sectors analyzed include:

- **Agriculture and Agri-processing:** Potatoes, dairy, horticulture (cabbages, carrots, flowers).
 - **Trade and Services:** Wholesale and retail trade concentrated in urban centers (Ndunyu Njeru, Weru, Murungaru, Engineer Town), and the nascent hospitality sector linked to Aberdare tourism.
 - **Cross-cutting issues** such as youth employment, women's economic participation, and environmental sustainability were integrated into the analysis of each lever.
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3.0 Socio-Economic Overview and Private Sector Profile of Engineer Municipality

Demographic and Macroeconomic Context

Engineer Municipality is a key administrative and economic hub within Nyandarua County. While precise current population figures should be verified with the latest Kenya National Bureau of Statistics (KNBS) data, the municipality has a significant population largely dependent on agriculture. It contributes substantially to the county's GDP, primarily through agricultural production. The economic structure is relatively undiversified, with over 70% of the population engaged in agriculture, making the local economy highly susceptible to climatic variations and commodity price fluctuations in national and international markets. Poverty levels and youth unemployment remain pressing concerns, highlighting the urgent need for economic transformation and job creation beyond primary production.

Private Sector Structure and Dynamics

The private sector in Engineer Municipality is overwhelmingly dominated by **Micro, Small, and Medium Enterprises (MSMEs)**, the vast majority of which operate in the **informal sector**. This informality is driven by perceived high costs of formalization, complex bureaucratic procedures, and limited perceived benefits of registration.

- **Sectoral Distribution:** The economy is anchored by **primary agriculture**. This is followed by a vibrant but fragmented **retail and wholesale trade** sector, which serves local markets and acts as an intermediary for agricultural produce. A small but potential-filled **services sector** exists, including basic repairs, transportation, and hospitality.
- **Key Value Chains:**
 - **Potato Value Chain:** Engineer is a leading potato producer in Kenya. However, the chain is characterized by smallholder production, high post-harvest losses (30-40%), poor storage, minimal processing, and dominance of brokers who capture a disproportionate share of value.
 - **Dairy Value Chain:** This is a relatively organized sector with active farmer cooperatives and SACCOs. Challenges include fluctuating milk prices, high cost and variable quality of animal feed, limited artificial insemination services for breed improvement, and insufficient cooling/bulking infrastructure.
 - **Horticulture Value Chain:** Includes vegetables (cabbages, carrots) and flowers. This sector has export potential but is constrained by poor water management/irrigation, lack of certified seeds/inputs, and inadequate knowledge of export standards and market requirements.
- **Business Associations:** Key organized private sector entities include the Kenya National Chamber of Commerce and Industry (KNCCI) branch, Kenya Association of Manufacturers (KAM) representation, and numerous farmer cooperatives and SACCOs. However, their capacity for effective advocacy and service delivery to members is often limited.

Stakeholder Landscape

A multi-stakeholder ecosystem exists but requires stronger coordination:

- **Public Sector:** Engineer Municipality Government (all departments), relevant National Government agencies (KEBS, KRA, NEMA), County Assembly, and the Judiciary.
 - **Private Sector:** Formal and informal businesses, farmer groups, KNCCI, KAM.
 - **Financial Institutions:** Commercial banks, microfinance institutions (MFIs), Agricultural Finance Corporation (AFC), and SACCOs.
 - **Development Partners:** World Bank (through KUSP), USAID, DANIDA, FCDO, UN agencies (UNDP, FAO).
 - **Civil Society:** NGOs, CBOs, and other Business Membership Organizations (BMOs).
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4.0 Diagnostic Methodology and Process

4.1 Methodological Approach

A **mixed-methods approach** was employed to ensure triangulation of data, enhance validity, and provide both breadth and depth of understanding. The diagnostic was guided by the **"Four Lever" framework for competitive municipalities**, which examines:

1. Institutions and Regulations
2. Infrastructure and Land
3. Skills and Innovation
4. Enterprise Support and Finance

This framework ensured a systematic and holistic assessment of the business environment.

4.2 Data Sources and Collection Techniques

- **Secondary Data Review:** An extensive desk review was conducted of key planning and policy documents, including:
 - County Integrated Development Plan (CIDP III)

- County Fiscal Strategy Papers (CFSP)
- County Annual Development Plan (ADP)
- Engineer Municipality Integrated Strategic Urban Development Plan (ISUDP)
- National and county statistical abstracts from KNBS
- Previous relevant studies and reports.
- **Primary Data Collection:**
 - **Key Informant Interviews (KIIs):** 20 semi-structured interviews were conducted with purposively selected leaders from the municipal government, county departments, private sector associations (KNCCI, cooperative leaders), financial institutions, and civil society organizations.
 - **Focus Group Discussions (FGDs):** 10 FGDs were held with diverse groups of business owners, segmented by sector (agriculture, trade, services), gender, and location (urban vs. rural), to delve into shared experiences and perceptions.
 - **Structured Business Survey:** A survey was administered to over 100 MSMEs across the municipality to quantify constraints related to licensing, infrastructure, finance, and skills. The sample was stratified to ensure representation across sectors and size.

4.3 Stakeholder Engagement Process

Stakeholder engagement was integral, not extractive. Preliminary consultations were held to shape the diagnostic focus. During data collection, interviews and FGDs were framed as dialogues. A validation workshop is planned as a next step to present findings and refine recommendations collaboratively, ensuring ownership and feasibility.

4.4 Limitations

- **Data Availability:** Limited recent and disaggregated municipal-level data on economic indicators and private sector performance.
- **Informal Sector Measurement:** Capturing accurate data from the large informal sector is inherently challenging, potentially underrepresenting its size and specific constraints.
- **Sample Bias:** While efforts were made for representativeness, the survey sample may not fully capture the diversity of all micro-enterprises.

- **Perceptual Data:** Much of the data on issues like corruption and regulatory burden is perceptual, though consistently reported patterns are highly indicative of the business climate.
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5.0 Diagnostic Findings and Analysis

5.2 Lever 2: Infrastructure and Land

Transport and Logistics

- **Road Infrastructure:** The state of **feeder and rural access roads** is unequivocally the most cited physical constraint by businesses, especially in agriculture. Most feeder roads are unpaved, poorly maintained, and become impassable during rainy seasons. This directly leads to:
 - High transportation costs and vehicle damage.
 - Significant delays in getting produce to market.
 - **High post-harvest losses** (estimated at 30-40% for perishables) due to spoilage during transit.
 - Limited access for farm inputs and services.
- **Market Connectivity:** While proximity to major highways is a strength, the "last mile" connectivity from farms to aggregation points or highways is severely deficient.

Utilities and Services

- **Energy:** Access to **reliable and affordable electricity** is a major bottleneck for any business seeking to engage in processing, refrigeration, or mechanization. Frequent power outages and voltage fluctuations damage equipment, halt production, and increase operational costs. This stifles investment in value addition.
- **Water:** Reliable water supply for both agricultural and industrial use is a challenge, particularly during dry seasons. Irrigation infrastructure is underdeveloped.
- **Digital Connectivity:** Internet connectivity is poor and expensive outside of main town centres, hindering the adoption of digital tools for marketing, financial transactions, market information, and business management.

Land and Spatial Planning

- **Industrial Land:** There is a **critical lack of planned, serviced, and zoned industrial or commercial land**. Investors interested in setting up agro-processing plants, warehouses, or other facilities face the prohibitive task of individually identifying, acquiring, and servicing land, including securing water and power connections.
- **Spatial Plans:** Existing spatial plans are often not fully implemented or enforced, leading to haphazard development and conflicts between residential, agricultural, and potential commercial uses.

Summary of Findings (Lever 2): Infrastructure deficits, particularly in transport and energy, constitute the single most binding physical constraint on private sector growth in Engineer Municipality. They act as a heavy tax on all economic activity, reduce competitiveness, and directly block investment in higher-value, job-creating activities like processing.

5.1 Lever 1: Institutions and Regulations

Business Regulatory Environment

- **Licensing and Permits:** The process of obtaining necessary business licenses and permits (single business permit, health certificate, signage permits, etc.) is widely perceived as **cumbersome, non-transparent, and costly**. Businesses report dealing with multiple municipal and national agencies without clear guidance, leading to delays and opportunities for rent-seeking. While some permit consolidation has occurred, the full burden of compliance remains high, especially for MSMEs.
- **Taxation:** The predictability and administration of local taxes and fees are concerns. Businesses, particularly in the informal sector, report arbitrary assessments and a lack of clear information on payable amounts, which discourages formalization.

Local Governance and Enforcement

- **Corruption and Transparency:** Perceptions of corruption, particularly in the enforcement of regulations, procurement processes, and allocation of market spaces, persist. This erodes trust in public institutions and acts as an implicit tax on business, favouring those with connections over those operating purely on merit.

- **Policy Consistency and Predictability:** Businesses report a lack of predictability in policy implementation and enforcement. Sudden changes in trading rules, enforcement crackdowns, or unexplained delays in approvals create an uncertain environment that discourages long-term planning and investment.
- **Dispute Resolution:** Access to efficient and fair mechanisms for resolving commercial disputes or grievances with the municipal authority is limited. This increases the risk of doing business, especially for smaller enterprises without legal resources.

Property Rights and Contract Enforcement

- **Land Tenure and Access:** The complex system of land tenure (a mix of communal, private, and public land) makes accessing land for commercial or industrial use **difficult, lengthy, and expensive**. There are no clearly designated, serviced industrial parks or business zones, forcing investors to navigate individual land acquisition and servicing, which is a significant barrier to investment in processing or manufacturing.
- **Security of Tenure:** For those with land, the security of tenure is generally adequate for privately titled land, but disputes can arise, and the resolution process is slow.

Summary of Findings (Lever 1): The institutional and regulatory environment is a **significant impediment** to private sector development. It is characterized by red tape, perceived corruption, and a lack of transparency, which increases the cost and risk of doing business, stifles entrepreneurship, and reinforces informality.

5.3 Lever 3: Skills and Innovation

Labor Skills and Market Alignment

- **Skills Mismatch:** There is a profound **mismatch between the skills possessed by the available workforce (especially youth) and the needs of existing and potential businesses**. The labor pool is largely geared towards basic agricultural labor, while businesses report shortages in technical, managerial, and service-oriented skills.
- **Specific Skill Gaps:** Key gaps identified include:

- Technical skills for operating and maintaining agro-processing machinery, refrigeration systems, and irrigation equipment.
- Quality control, food safety, and standards compliance (e.g., for KEBS certification).
- Business management, record-keeping, financial literacy, and digital skills.
- Hospitality and customer service skills for the tourism sector.

Education and Training System

- **TVET Institutions:** The existing Vocational Training Centres (VTCs) and other tertiary institutions (only two in the municipality) are **poorly equipped, under-resourced, and their curricula are often outdated** and not aligned with market demands. There is weak linkage between these institutions and the private sector to inform curriculum development and provide practical training opportunities.
- **Training Relevance:** Most available short-term training is not demand-driven and does not lead to recognized certifications or improved employability.

Innovation and Technology Adoption

- **Entrepreneurial Ecosystem:** The culture of innovation and entrepreneurship is weak. There are no business incubators, accelerators, or maker spaces to support start-ups, especially in Agri-tech.
- **Research & Development Linkages:** Connections between local farmers/businesses and national research institutions (KALRO, universities) are minimal. The adoption rate of improved technologies, high-yield seed varieties, and modern farming practices is slow.
- **Digital Divide:** Low digital literacy and poor connectivity limit the uptake of mobile-based agricultural extension services, market platforms, and fin-tech solutions that could enhance productivity and market access.

Summary of Findings (Lever 3): The **human capital and innovation system is underdeveloped and misaligned** with economic opportunities. This skills gap traps the economy in low-productivity activities and prevents a transition to more sophisticated, value-added industries, while also contributing to high youth unemployment.

5.4 Lever 4: Enterprise Support and Finance

Access to Finance

- **Credit Availability:** Access to affordable credit is the most critical financial constraint for MSMEs and cooperatives. Commercial banks perceive agriculture and small businesses as high-risk, leading to:
 - **High-interest rates** that are prohibitive for thin-margin businesses.
 - **Stringent collateral requirements** (often requiring title deeds) that most smallholders and MSMEs cannot meet.
 - Lack of financial products tailored to agricultural cycles (e.g., longer grace periods).
- **Alternative Finance:** While SACCOs and microfinance institutions play a role, their reach and loan sizes are often insufficient for significant business expansion or capital investment in processing equipment.

Business Development Services (BDS)

- **BDS Ecosystem:** The market for quality, affordable BDS is **extremely thin and underdeveloped**. MSMEs have limited access to advisory services in:
 - Business plan development
 - Financial management and accounting
 - Marketing and branding
 - Product development and quality standardization
 - Export procedures and market linkages
- **Support Structures:** Business incubators, mentorship networks, and structured market linkage programs are virtually non-existent.

Market Information and Linkages

- **Information Asymmetry:** Farmers and small businesses lack timely and accurate information on market prices, quality standards, and buyer requirements, putting them at a disadvantage against middlemen.

- **Value Chain Coordination:** There is weak coordination among actors in key value chains (input suppliers, producers, processors, marketers), leading to inefficiencies and lost opportunities for collective action.

Summary of Findings (Lever 4): The **enterprise support and financial ecosystem is failing to meet the needs of the private sector.** The lack of finance stifles investment and growth, while the absence of quality BDS leaves MSMEs without the knowledge and tools to improve their competitiveness, innovate, and access new markets.

6.0 Comprehensive Analysis: SWOT and Key Challenges

Detailed SWOT Matrix

Table 1. Detailed SWOT Matrix

STRENGTHS	WEAKNESSES
1. Prime agro-ecological conditions for diverse crop and livestock production.	1. Critical deficit in transport infrastructure, especially rural feeder roads.
2. High-volume production in potatoes, dairy, and horticulture.	2. Extremely limited value addition and agro-processing capacity.
3. Strategic location with proximity to major urban markets (Nairobi, Nakuru).	3. Severe lack of affordable, tailored financial products for MSMEs.
4. Existence of organized farmer cooperatives and SACCOs.	4. Profound skills mismatch; education/training system not market-aligned.
5. Generally peaceful and secure social environment.	5. Cumbersome, costly, and non-transparent business regulatory processes.

STRENGTHS	WEAKNESSES
6. Presence on the Mau Mau road corridor, enhancing transit potential.	6. Unreliable and expensive electricity supply.
OPPORTUNITIES	THREATS
1. High-return investment in cold storage, processing plants, and aggregation centers.	1. High vulnerability to climate change impacts (droughts, erratic rains).
2. Development of the Aberdare tourism circuit to boost hospitality sector.	2. Extreme volatility in agricultural commodity prices and exploitation by brokers.
3. Leveraging abundant solar and wind resources for renewable energy.	3. Rising and unpredictable costs of farm inputs, fuel, and energy.
4. Adoption of digital technologies (agri-tech, fin-tech, e-commerce).	4. Policy inconsistency and regulatory uncertainty at county/national level.
5. Tapping into growing demand for processed, high-quality food products.	5. Land fragmentation and complex tenure systems hindering commercial agriculture.
6. Partnerships with development partners and private investors for PPPs.	6. Competition from other regions with better infrastructure and incentives.

Synthesis of Key Cross-Cutting Challenges

1. **The Infrastructure Trap:** Poor roads and unreliable energy form a vicious cycle that increases costs, reduces quality, limits market access, and deters investment in the very processing facilities that could break the cycle of low-value primary production.
2. **The Finance-Skills Nexus:** The lack of affordable finance prevents businesses from investing in technology and upgrading, which are often skills-intensive. Simultaneously, the skills gap means that even if finance were available, businesses may lack the human capital to deploy it effectively for innovation and value addition.

3. **The Informality-Institutional Weakness Cycle:** Burdensome regulations and weak, non-transparent governance incentivize businesses to remain informal. Informality, in turn, makes businesses less visible to support services, limits their access to finance, and reduces the municipal revenue base, perpetuating institutional weakness.
 4. **Climate and Market Vulnerability:** The economy's over-reliance on rain-fed agriculture makes it highly vulnerable to climate shocks. Coupled with poor market information and weak bargaining power, this leaves producers exposed to price volatility and exploitative practices, undermining income stability and investment confidence.
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7.0 Municipality Institutional Capacity Assessment

Mandates, Resources, and Structures

- **Formal Mandate:** The Engineer Municipality Board, through its various departments (Trade, Revenue, Public Works, Lands, etc.), has the statutory responsibility to regulate, plan for, and support local economic development and private sector growth.
- **Financial Resources:** The municipality's budget is constrained and heavily reliant on transfers from the county government and own-source revenue (OSR). OSR collection is inefficient, limiting the funds available for development projects critical to the private sector, such as road maintenance and market development.
- **Human Resources:** Technical departments are **understaffed and lack specialized skills**. There is a shortage of staff trained in key areas such as investment promotion, public-private partnership (PPP) structuring, business environment reform, regulatory impact assessment, and effective facilitation of public-private dialogue.

Processes and Coordination Mechanisms

- **Internal Coordination:** Cross-departmental coordination on issues affecting the private sector (e.g., planning, licensing, infrastructure) is **ad-hoc and weak**, leading to disjointed policies and service delivery.
- **External Engagement (PPD):** There is **no formalized, structured, and sustained mechanism for Public-Private Dialogue**. Interactions with the private sector are largely transactional (licensing, enforcement) or project-based, rather than strategic and collaborative. The municipality lacks a dedicated interface or office for private sector liaison.
- **Planning and M&E:** While planning documents (CIDP, ADP) exist, they are not sufficiently informed by robust private sector analysis. Monitoring and evaluation of policies' impact on the business environment is not systematically conducted.

Skills, Knowledge, and Culture

- **Capacity Gaps:** Identified gaps include:
 - **Technical:** Skills in economic analysis, PPP project development, business licensing system automation, and feasibility studies for infrastructure projects.
 - **Soft Skills:** Negotiation, facilitation, customer service orientation (viewing businesses as clients), and change management.
- **Mindset:** A shift is needed from a purely regulatory and controlling mindset towards a more **service-oriented, facilitative, and partnership-based approach** to engaging the private sector.

Assessment Summary: The Municipality Board has the willingness but **lacks the full institutional capacity** to effectively execute its role as a catalyst for private sector development. Strengthening this capacity—through training, improved processes, and potentially restructuring—is a prerequisite for successful implementation of the PSEF and any subsequent interventions.

8.0 Recommended Priority Interventions and Action Plan Framework

8.1 Detailed Recommended Interventions by Lever

Lever 1: Institutions and Regulations

1. **Establish a Municipal One-Stop-Shop (OSS):** Conduct a full regulatory mapping exercise to identify all licenses, permits, and fees. Draft and pass a Municipal Business Facilitation Act to legally consolidate permits. Physically co-locate relevant officers from Revenue, Health, Planning, and Environment in one office and develop a parallel online portal for applications, payments, and tracking.
2. **Institutionalize Structured Public-Private Dialogue (PPD):** Formalize a bi-annual "Engineer Municipality Business Roundtable" chaired by the Municipal Manager with a fixed agenda co-developed with private sector representatives (led by KNCCI). Establish sector-specific working groups (e.g., on agriculture, trade) to tackle technical issues. Publish minutes and action trackers publicly.
3. **Enhance Transparency and Accountability:** Publish all fee schedules, application requirements, and processing timelines online and at the OSS. Implement a digital, transparent system for allocation of market stalls and other municipal resources. Establish a dedicated, well-publicized business grievance redress mechanism.

Lever 2: Infrastructure and Land

1. **Implement a Feeder Road Investment and Maintenance Program:** Conduct a participatory, data-driven prioritization of the feeder road network based on agricultural traffic, population served, and economic potential. Ring-fence a minimum percentage (e.g., 20%) of the municipal development budget for this program. Explore PPP models for maintenance, such as performance-based contracts with local contractors.
2. **Develop the Engineer Municipal Aggregation and Industrial Park (EMAIP):** Identify and secure a suitable parcel of land (50+ acres) close to transport links. Master-plan the park with zones for processing, warehousing (including cold storage), and light manufacturing. Pre-install key utilities (high-capacity power line, water reservoir, internet backbone). Offer plots to investors and cooperatives on a long-term leasehold basis through a transparent bidding process.
3. **Promote Renewable Energy Solutions:** Partner with private energy service companies (ESCOs) to develop pilot solar mini-grids or rooftop solar solutions for the

proposed industrial park and other business clusters. Facilitate access to green financing and provide information to businesses on renewable energy options.

Lever 3: Skills and Innovation

1. **Execute a Demand-Driven Skills Development Program:** Commission a detailed skills audit in key growth sectors (agro-processing, construction, hospitality). Based on the audit, work with VTCs to develop and accredit new short-course modules and full curricula. Establish a Sector Skills Council involving employers to ensure ongoing relevance. Introduce apprenticeship and internship schemes with local businesses.
2. **Launch the "Engineer Agri-Tech and Innovation Hub":** Partner with a university (e.g., University of Nairobi, Dedan Kimathi University) and a tech partner. The hub should provide co-working space, high-speed internet, basic prototyping tools, and mentorship. It should run regular hackathons and pitch competitions focused on solving local agricultural challenges and offer incubation support for promising start-ups.
3. **Strengthen Agriculture Extension with Technology:** Partner with organizations like DigiFarm or iCow to promote the use of mobile-based extension services. Train led farmers and agro-dealers as digital champions to disseminate information on weather, pests, and best practices.

Lever 4: Enterprise Support and Finance

1. **Operationalize the Engineer Municipal Enterprise Fund (EMEF):** Develop clear legal and operational guidelines for the fund to ensure independence and transparency. Capitalize it with seed funding from the county government, development partners, and potentially a private bank. Design specific products: a **Matching Grant** (e.g., 50% cost-share) for technology adoption and a **Loan Guarantee Facility** (covering 30-50% of default risk) to encourage bank lending to MSMEs. Appoint an independent, professional board to manage it.
2. **Create a BDS Marketplace and Voucher Scheme:** Map and qualify a roster of competent BDS providers (consultants, trainers). Develop a menu of standardized BDS packages (e.g., "Business Plan Development," "KEBS Certification Support"). Issue targeted vouchers to eligible MSMEs and cooperatives (with a focus on women and youth-led businesses) to partially cover the cost of these services, creating demand and stimulating the BDS market.

3. **Facilitate Market Linkages and Information:** Establish a simple, SMS-based market information system broadcasting daily prices from major markets. Organize annual or biannual "Engineer Investment and Trade Fairs" to connect local producers with buyers, processors, and exporters. Support cooperatives in developing collective marketing strategies and meeting bulk order requirements.

8.2 Action Plan Framework

Table 2. Action plan Framework

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
1. Establish One-Stop-Shop	1.1 Regulatory mapping & process mapping. 1.2 Draft Business Facilitation Bill. 1.3 Renovate/physical set-up of	Director, Revenue Services	Municipality ICT Officer, County Attorney, KNCCI	Y1 (Phased)	Consultants for mapping, ICT development costs, training costs, office setup.	1. # of permits consolidated. 2. Avg. time to get a permit (target: <7 days). 3. % of applications done online.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	OSS. 1.4 Develop & launch online portal. 1.5 Train staff on new processes & customer service.					
2. Institutionalize PPD	2.1 Sign formal MoU with KNCCI & other BMOs. 2.2 Develop PPD Charter & TORs for Roundtable.	Municipal Manager	KNCCI Branch Chair, Private Sector Reps	Y1-Q2 Ongoing	Secretariat staff time, meeting logistics.	1. # of Roundtables held per year (target: 2). 2. % of agreed actions implemented within timeframe.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	2.3 Convene inaugural Roundtable. 2.4 Establish secretariat to track actions.					
3. Feeder Road Program	3.1 GIS-based road inventory & condition survey. 3.2 multi-stakeholder prioritization workshop. 3.3 Secure & allocate	Director , Infrastructure & Public Works	County Roads Dept, Ward Admins , Farmer Coops	Y1-Y3 (Rolling)	Significant capital budget, survey costs, engineering supervision.	1. Km of feeder roads upgraded to all-weather standard per year. 2. Reduction in reported post-harvest losses in targeted corridors.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	dedicated budget in ADP. 3.4 Procure contractors & commence works on Priority 1 roads.					
4. Develop EMAIP	4.1 Feasibility study & site selection. 4.2 Land acquisition/lease & environmental impact assessment. 4.3 Detailed	Municipal Manager / Municipality Board	County Lands Dept, National Treasury (PPP Unit), Private Investors	Y1-Y4 (Multi-year)	Very high capital investment; requires PPP or donor funding.	1. Hectares of serviced land available. 2. # of businesses/coops established in park. 3. Private investment leveraged.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	master planning & engineering design. 4.4 Secure funding & commence Phase 1 construction (site servicing). 4.5 Develop PPP model for park management.					
5. Skills Development Program	5.1 Commission detailed skills-gap analysis.	Director , Education & Social	VTC Principals, KNCCI, Sector	Y1-Y2	Cost of skills audit, curriculum develop	1. # of new market-relevant courses launched.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	5.2 Curriculum co-development workshops with VTCs & employers . 5.3 Upgrade VTC workshops with modern equipment. 5.4 Train trainers & launch new courses. 5.5 Establish apprentice	Services	Associations		ment, equipment, trainer training.	2. # of graduates from new programs (disaggregated by gender). 3. Employment rate of graduates after 6 months.

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	ship database.					
6. Launch Municipal Enterprise Fund	6.1 Develop EMEF legal framework & operational manual. 6.2 Mobilize seed capital from county & partners. 6.3 Appoint independent Board of Trustees & hire fund manager.	Director , Trade & Economic Development	County Treasury, Commercial Banks, Development Partners	Y1-Y2	Seed capital fund (substantial), fund management costs, legal fees.	1. Total value of loans/grants disbursed. 2. # of MSMEs/coops supported (by sector, gender). 3. Jobs created/sustained by supported businesses .

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	6.4 Develop marketing materials & launch call for applications. 6.5 Appraise & disburse to first cohort.					
7. Strengthen BDS Ecosystem	7.1 Map & pre-quality BDS providers. 7.2 Design BDS voucher program & eligibility	Municipality Board / Economic Development Committee	KNCCI, NGOs with BDS expertise	Y1-Y2	Voucher subsidy fund, program administration, marketing.	1. # of active, pre-qualified BDS providers. 2. # of MSMEs using vouchers (disaggregated). 3. Client

Priority Intervention	Key Actions (Detailed)	Lead Responsible Actor(s)	Key Partners	Timeframe	Estimated Resources Required	Key Performance Indicators (KPIs)
	criteria. 7.3 Launch voucher program & awareness campaign. 7.4 Monitor provider performance & client satisfaction.					satisfaction score with BDS received.

9.0 Conclusion and Next Steps

Conclusion

This diagnostic presents an unambiguous picture: Engineer Municipality possesses the fundamental assets—fertile land, productive people, and strategic location—required for thriving economic development. However, this potential is currently locked in by a combination of severe infrastructural deficits, a misaligned skills system, a restrictive financial environment, and governance challenges. These constraints interact to trap the economy in low-value primary production, high informality, and vulnerability. The recommendations outlined are not merely a wish list but a targeted, interdependent set of interventions designed to break these cycles. Addressing infrastructure is foundational, but it must be coupled with improved skills, accessible finance, and a more business-friendly regulatory climate to achieve transformative impact.

Immediate Next Steps (0-6 Months)

1. **Stakeholder Validation Workshop:** Convene a one-day workshop with key stakeholders from government, private sector, and civil society to present, validate, and refine the findings and recommendations of this diagnostic.
2. **PSEF Drafting:** Immediately constitute a small technical working group (including municipality staff and private sector representatives) to use this diagnostic as the primary input for drafting the formal **Engineer Municipality Private Sector Engagement Framework (PSEF)** document.
3. **Inaugural Public-Private Dialogue Forum (PPDF):** Organize the first formal PPDF under the new structured framework to officially launch the PSEF development process, build consensus on priority interventions, and establish sector working groups.
4. **Quick Wins Identification:** Identify 2-3 "quick win" interventions from the action plan (e.g., launching the PPD structure, beginning the regulatory mapping for the OSS) that can be initiated within the current financial year to build momentum and demonstrate commitment.
5. **Resource Mobilization:** Begin proactive engagement with the County Government, National Government (through KUSP), and development partners to secure technical

and financial support for implementing the priority interventions, starting with feasibility studies and detailed design work.

Medium-Term Integration (6-18 Months)

1. **Mainstream into Planning:** Ensure the priority interventions from the PSEF are fully costed and integrated into the next **County Integrated Development Plan (CIDP)**, the Municipality's **Annual Development Plan (ADP)**, and the relevant **sector plans** (e.g., agriculture, trade, infrastructure).
2. **Capacity Building Initiation:** Develop and commence a capacity-building program for municipal staff focused on PPD facilitation, investment promotion, and regulatory reform.
3. **Monitoring Framework Setup:** Finalize and operationalize the MELR framework with clear baselines and targets for each KPI identified in the action plan.

Call to Action

The transformation of Engineer Municipality's economy cannot be achieved by the public sector alone. It requires a **genuine, sustained, and structured partnership** between the Municipality Board, the private sector, civil society, and development partners. The private sector must move beyond complaining to actively participating in dialogue and solution design. The Municipality must transition from regulator to facilitator and partner. This diagnostic and the ensuing PSEF provide the roadmap. The time for coordinated action is now.

10.0 Appendices

- **Appendix A:** Survey Questionnaire samples
- **Appendix B:** Detailed Data Tables of the Survey Results

**Appendix 1:
Survey
Questionnaire samples**



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Health Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the health sector.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Organization/Facility (Optional):** _____
2. **Type of Health Business/Service (tick as appropriate):**
 - ☐ Hospital/Clinic
 - ☐ Pharmacy/Chemist
 - ☐ Laboratory/Diagnostic Centre
 - ☐ Health Products & Equipment Supplier
 - ☐ NGO/Community Health Organization
 - ☐ Other (please specify): _____
3. **Size of the Firm (as per SME classification):**
 - ☐ Small (1–10 employees)
 - ☐ Medium (11–50 employees)
 - ☐ Large (51+ employees)

4. **Approximate Annual Revenue Bracket (Optional):**

- ☐ Below KES 5 million
- ☐ KES 5–20 million
- ☐ KES 20–100 million
- ☐ Above KES 100 million

5. **Location within the Municipality:** _____

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you **aware of any PPP projects** in the municipality related to health services?

☐ Yes ☐ No

7. Would you be **interested in participating** in PPP projects in the future?

☐ Yes ☐ No

8. What do you see as the **main advantages** of PPPs in health services?

9. What do you see as the **main disadvantages or risks** of PPPs in health services?

10. In which **health service areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Primary healthcare delivery
- ☐ Hospital infrastructure development
- ☐ Pharmaceutical supply chains

- ☐ Laboratory and diagnostic services
- ☐ Health ICT systems and data management
- ☐ Waste management and sanitation
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal health regulations**?
☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear
12. How easy is it to obtain **permits and licenses** for health facilities/businesses?
☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult
13. Do you feel the municipality provides **adequate support** to health sector enterprises?
☐ Yes ☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** do health businesses face in engaging with the municipality?

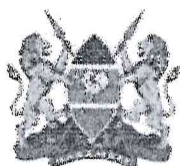
15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the health sector?

16. Can you provide examples of **successful or unsuccessful health-related initiatives** involving private sector–municipal collaboration?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and health sector stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a **Private Sector Engagement Framework** that supports health sector growth and stronger public–private collaboration in the Municipality.



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REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
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**Information Technology (IT) Sector Private Sector
Engagement – Data Collection Questionnaire**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework for the Information Technology (IT) sector** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the IT sector.

All responses will be treated with **strict confidentiality**, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Enterprise (tick as appropriate):**
 - ☐ Computer sales & accessories
 - ☐ Cyber café / digital services
 - ☐ Software development
 - ☐ Website & mobile app development
 - ☐ IT consultancy & training
 - ☐ Network installation & maintenance
 - ☐ CCTV, security & surveillance systems
 - ☐ Data management & cloud services
 - ☐ Digital marketing & content creation
 - ☐ Hardware repair & maintenance
 - ☐ Internet service provision
 - ☐ Other (please specify): _____
3. **Size of the Enterprise (as per SME classification):**
 - ☐ Small (1–10 employees)

- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)
- 4. **Approximate Annual Revenue Bracket (Optional):**
 - ☐ Below KES 1 million
 - ☐ KES 1–5 million
 - ☐ KES 5–20 million
 - ☐ Above KES 20 million
- 5. **Location within the Municipality:** _____

PART 3: PUBLIC-PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

- 6. **Are you aware of any PPP projects in the municipality related to Information Technology?**
 - ☐ Yes ☐ No
- 7. **Would you be interested in participating in IT-related PPP projects in the future?**
 - ☐ Yes ☐ No
- 8. **What do you see as the main advantages of PPPs in the IT sector?**
- 9. **What do you see as the main disadvantages or risks of PPPs in the IT sector?**
- 10. **In which IT areas do you think PPPs would be most beneficial? (Tick all that apply)**
 - ☐ E-government systems
 - ☐ Public Wi-Fi and internet connectivity
 - ☐ Smart city solutions
 - ☐ ICT infrastructure development
 - ☐ Data management systems
 - ☐ Digital literacy and skills training
 - ☐ Cybersecurity systems
 - ☐ School ICT programs
 - ☐ Health information systems
 - ☐ Innovation hubs & tech incubation
 - ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting IT enterprises?
☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear
12. How easy is it to obtain permits and licenses for IT businesses?
☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult
13. Do you feel the municipality provides adequate support to IT enterprises?
☐ Yes
☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What challenges does your enterprise face in engaging with the municipality?
15. What improvements would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the IT sector?
16. Can you provide examples of successful or unsuccessful initiatives involving private sector–municipal collaboration in the IT sector?
17. What are your recommendations for strengthening dialogue and collaboration between the municipality and IT stakeholders?



**REPUBLIC OF KENYA
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LAND, PUBLIC WORKS, HOUSING AND URBAN DEVELOPMENT SECTOR

**Land, Public Works, Housing, and Urban Development Sector Private Sector
Engagement – Data Collection Questionnaire**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to inform the development of a Private Sector Engagement Framework under the World Bank–funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in land management, public works, housing development, and urban infrastructure.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey? ☐ Yes ☐ No

PART 2: ORGANIZATION/FIRM DATA

1. Name of Business/Organization (Optional):
2. Type of Enterprise/Organization (tick as appropriate):

- ☐ Real estate developer
- ☐ Construction firm/contractor
- ☐ Housing cooperative/society
- ☐ Land surveying/valuation firm
- ☐ Architectural/engineering consultancy
- ☐ Urban planning consultancy
- ☐ Building materials supplier

☐ Roads and civil works contractor

☐ Other (please specify): _____

3. Size of the Enterprise (as per SME classification):

☐ Small (1–10 employees)

☐ Medium (11–50 employees)

☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

☐ Below KES 5 million

☐ KES 5–20 million

☐ KES 20–100 million

☐ Above KES 100 million

5. Location within the Municipality:

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any PPP projects in the municipality related to land, housing, public works, or urban development?

☐ Yes

☐ No

7. Would you be interested in participating in PPP projects in the future?

☐ Yes

☐ No

8. What do you see as the main advantages of PPPs in this sector?

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9. What do you see as the main disadvantages or risks of PPPs in this sector?

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.....

10. In which areas do you think PPPs would be most beneficial? (Tick all that apply) ☐
Affordable housing projects ☐ Urban infrastructure development (roads, drainage,
lighting, bridges, etc.) ☐ Land management and regularization ☐ Smart city and
urban innovation projects ☐ Public amenities (parks, recreational spaces, markets) ☐
Green building and sustainable housing ☐ Other: _____

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting land, housing, public works, and urban development enterprises?

- ☐ Very Clear
- ☐ Clear
- ☐ Unclear
- ☐ Very Unclear

12. How easy is it to obtain permits and approvals for construction, land, housing, or urban development projects?

- ☐ Very Easy
- ☐ Easy
- ☐ Difficult
- ☐ Very Difficult

13. Do you feel the municipality provides adequate support to enterprises in this sector?

- ☐ Yes
- ☐ No

If no,
why?
.....

14. How would you assess the affordability and inclusivity of municipal housing and urban development initiatives (e.g., do they adequately serve low- and middle-income groups, women, youth, and persons with disabilities)?

☐ Very Adequate

☐ Adequate

☐ Inadequate

☐ Very Inadequate

PART 5: OPEN-ENDED QUESTIONS

15. What challenges does your organization face when engaging with the municipality on land, housing, public works, or urban development?

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16. What improvements would you suggest to municipal regulations and service delivery to foster greater private sector participation?

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17. What recommendations would you give for making housing, land management, public works, and urban development more affordable, inclusive, and sustainable in the municipality?

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.....

CONCLUSION

Thank you for your valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports land management, housing, public works, and sustainable urban development in the Municipality.

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire is designed to guide engagements with key public and private sector leaders/key informants. It aims to assess the level of support to the private sector, understand economic dynamics, and identify opportunities for inclusive growth within the Municipality.

Information provided will be solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Name (Optional) **Designation**

Department/Sector **Gender** (F) (M) **Age**

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairinya ☐

Engagement with public and private sector leaders/key informants

1. From your perspective, what are the 5 key challenges limiting the growth of the private sector within the Municipality and Nyandarua County at large?

2. Has the County conducted or commissioned any studies to assess the economic potential or competitiveness of the Municipality?
 - Yes - No

3. What initiatives or programs currently exist to support local enterprises, cooperatives, or value chains?

4. Which departments or county offices play a lead role in private sector promotion?
5. Which external actors (national government agencies, development partners, financial institutions, or NGOs) are supporting private sector development in the municipality or Nyandarua County?
6. What proportion of the County budget is dedicated to supporting local economic development and private sector initiatives?

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire guides engagement with private sector actors, business associations, cooperatives, and traders to understand the structure, performance, and inclusiveness of the local economy. All information provided will be kept strictly confidential and used solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairoinya ☐

Name (Optional) **Gender** (F) (M) **Age**

Sector **Business/Economic activity**

Business Location

Size of business (No of Employees) Micro 1-10 ☐ Small 10-49 ☐ Medium 50-250 ☐ Large over 250 ☐

County Economy Overview

1. Who are the core private sector actors?
2. Who are the service providers (e.g., financial, training, business development, infrastructure)? and what are their roles or functions?
3. How do the actors relate to each other and how do the service providers relate to the actors?

Economic Attributes and Performance

4. How much does business in the municipality contribute to jobs and income in Nyandarua County?
5. Have businesses in the municipality been growing, staying the same, or declining in recent years?
6. Which parts of the municipality have the most business activity (for example, market areas, industrial sites, or along main roads)?
7. How many people are employed by local businesses — and how many are women, youth, or people working in informal jobs?
8. Do people in all areas or groups have the same chances to do business or get jobs, or are there some who are left out?

Market Dynamics and Competitiveness

9. Does the County give any support or benefits (like tax breaks, reduced fees, or subsidies) that affect how businesses compete?
10. Where do most local businesses get their supplies (inputs) and sell their products (outputs)?
11. How easy is it for businesses in the municipality to reach nearby or national markets — are roads, transport, and communication good?
12. Do any local businesses sell their goods outside the county or country, and what problems do they face when trying to reach those markets?

External Support and Enabling Environment

13. Are there any ongoing projects or programs from the national government, donors, or NGOs that support business growth in the municipality?

14. How helpful are the available support services for businesses — such as training, access to loans, or cooperative development?

15. What changes in laws, regulations, or county policies would help businesses in the municipality grow and operate better?

Section C: Concluding Reflections

16. What new opportunities can help grow or expand businesses in the municipality?

17. How can the Municipality and business community work better together to support economic growth that benefits everyone?

18. What quick or short-term actions could help attract investors or create more jobs in the municipality?



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Tourism Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION & CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the **tourism and hospitality sector**.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Tourism Enterprise (tick as appropriate):**
 - ☐ Hotel/Lodge/Guesthouse
 - ☐ Tour & Travel Agency
 - ☐ Restaurant/Catering Business
 - ☐ Cultural/Heritage Site Enterprise
 - ☐ Entertainment/Recreational Facility
 - ☐ Transport Services (Tour Vans, Buses, etc.)
 - ☐ Other (please specify): _____

3. **Size of the Enterprise (as per SME classification):**

- ☐ Small (1–10 employees)
☐ Medium (11–50 employees)
☐ Large (51+ employees)

4. **Approximate Annual Revenue Bracket (Optional):**

- ☐ Below KES 5 million
☐ KES 5–20 million
☐ KES 20–100 million
☐ Above KES 100 million

5. **Location within the Municipality:** _____

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you **aware of any PPP projects** in the municipality related to tourism development?

☐ Yes ☐ No

7. Would you be **interested in participating** in PPP projects in the future?

☐ Yes ☐ No

8. What do you see as the **main advantages** of PPPs in tourism development?

9. What do you see as the **main disadvantages or risks** of PPPs in the tourism sector?

10. In which **tourism development areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Hotel & lodge development
- ☐ Cultural & heritage site conservation
- ☐ Marketing and branding of tourism destinations
- ☐ Eco-tourism and nature conservation projects
- ☐ Road & transport infrastructure for tourists
- ☐ Events, festivals, and cultural exhibitions
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal regulations** affecting the tourism sector?

- ☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear

12. How easy is it to obtain **permits and licenses** for tourism-related businesses?

- ☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult

13. Do you feel the municipality provides **adequate support** to tourism enterprises?

- ☐ Yes ☐ No – If no, why? _

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** does your tourism-related business face in engaging with the municipality?

15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in tourism?



16. Can you provide examples of **successful or unsuccessful initiatives** involving private sector–municipal collaboration in tourism?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and tourism sector stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a **Private Sector Engagement Framework** that supports growth in the tourism sector and promotes stronger public–private collaboration in the Municipality.



**REPUBLIC OF KENYA
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PRIVATE SECTOR ENGAGEMENT FRAMEWORK DATA COLLECTION QUESTIONNAIRE

Purpose of the Study: This survey seeks to collect information from businesses, trade associations, cooperatives, and SMEs to support the development of a Private Sector Engagement Framework. This framework is aligned with World Bank initiatives aimed at fostering public-private collaboration in urban development.

Confidentiality Statement: All information provided will be treated as strictly confidential. Responses will be anonymized, and no personally identifiable data will be published.

Consent: Do you consent to participate in this study? ☐ Yes ☐ No

PART 1: RESPONDENT & FIRM PROFILE

1. Name of Respondent (Optional):
2. Business/Organization Name:
3. Designation / Role:
4. Type of Business / Industry Sector (tick all that apply):
 - ☐ Manufacturing
 - ☐ Trade / Wholesale / Retail
 - ☐ Services
 - ☐ Cooperatives
 - ☐ Agriculture / Agro-processing
 - ☐ Construction / Infrastructure
 - ☐ Other: _____

5. Size of Firm / Organization:

○ Number of Employees:

☐ 1–10 (Micro/Small)

☐ 11–50 (Small/Medium)

☐ 51–200 (Medium/Large)

☐ 201+ (Large)

○ Annual Revenue (KES, Optional):

☐ <5M (Small)

☐ 5–50M (Medium)

☐ 50–200M (Medium/Large)

☐ >200M (Large)

6. Enterprise Classification (tick one):

☐ Small

☐ Medium

☐ Large

7. Is your business/organization part of a registered cooperative?

☐ Yes

☐ No

8. Location of Business / Organization within the Municipality:

☐ CBD

☐ Industrial Area

☐ Peri-Urban

☐ Other: _____

PART 2: PUBLIC-PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

9. Are you aware of any existing PPP projects in the Municipality?

☐ Yes

☐ No

10. If yes, please list the PPP projects you are aware

of:
.....

11. How interested is your business/organization in participating in future PPP initiatives?

☐ Very Interested

☐ Somewhat Interested

☐ Neutral

☐ Not Interested

12. Main advantages of PPPs (tick all that apply):

☐ Improved service delivery

☐ Shared risk/investment

☐ Access to new markets

☐ Improved infrastructure

☐ Other: _____

13. Main challenges/disadvantages of PPPs (tick all that apply)

☐ Bureaucracy / Delays

☐ High cost of participation

☐ Lack of information / Transparency

☐ Regulatory hurdles

☐ Other: _____

14. Which municipal services or infrastructure areas do you see as having high potential for PPPs?

☐ Water & Sanitation

- ☐ Waste Management
 - ☐ Roads & Transport
 - ☐ Markets & Commercial Spaces
 - ☐ Affordable Housing
 - ☐ Other: _____
-

PART 3: REGULATORY & POLICY FRAMEWORK

15. How clear and consistent are the municipal regulations affecting your business/organization?

- ☐ Very Clear
- ☐ Clear
- ☐ Neutral
- ☐ Unclear
- ☐ Very Unclear

16. How easy is it to obtain business permits/licenses in the Municipality?

- ☐ Very Easy
- ☐ Easy
- ☐ Moderate
- ☐ Difficult
- ☐ Very Difficult

17. How supportive is the municipality in addressing your business/organization's concerns?

- ☐ Very Supportive
 - ☐ Supportive
 - ☐ Neutral
 - ☐ Unsupportive
 - ☐ Very Unsupportive
-

PART 4: OPEN-ENDED QUESTIONS

18. Suggestions for improving the Municipality's regulatory and service delivery framework to encourage private sector participation:
-
-
19. Examples of successful or unsuccessful private sector engagement initiatives:
-
-
20. Recommendations to strengthen public-private dialogue and collaboration:
-
-

CONCLUSION AND APPRECIATION

Thank you for taking the time to participate in this survey. Your input is invaluable for shaping policies and programs that strengthen collaboration between the private sector and the Municipality.



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF
NYANDARUA**



P.O BOX 701-20303 OLKALOU Telephone: 0202660859 Email: info@nyandarua.go.ke

TRANSPORT SECTOR

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire is designed to guide engagements with key public and private sector leaders/key informants. It aims to assess the level of support to the private sector, understand economic dynamics, and identify opportunities for inclusive growth within the Municipality.

Information provided will be solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Name (Optional) **Designation**

Department/Sector **Gender (F) (M)** **Age**

Municipality (Tick) ☐ Ol'kalou ☐ Engineer ☐ Mairiinya

Engagement with public and private sector leaders/key informants

1. From your perspective, what are the 5 key challenges limiting the growth of the private sector within the Municipality and Nyandarua County at large?

.....

.....

.....

.....

.....

2. Has the County conducted or commissioned any studies to assess the economic potential or competitiveness of the Municipality?

☐ Yes

☐ No

3. What initiatives or programs currently exist to support local enterprises, cooperatives, or value chains?

.....

.....

4. Which departments or county offices play a lead role in private sector promotion?

.....

.....

.....

5. Which external actors (national government agencies, development partners, financial institutions, or NGOs) are supporting private sector development in the municipality or Nyandarua County?

.....

.....

.....

6. What proportion of the County budget is dedicated to supporting local economic development and private sector initiatives?

.....

.....

.....

.....



MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire guides engagement with private sector actors, business associations, cooperatives, and traders to understand the structure, performance, and inclusiveness of the local economy. All information provided will be kept strictly confidential and used solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairoinya ☐

Name (Optional) **Gender (F) (M)** **Age**

Sector **Business/Economic activity**

Business Location

Size of business (No of Employees)

- ☐ Micro 1-10
- ☐ Small 10-49
- ☐ Medium 50-250
- ☐ Large over 250

County Economy Overview

1. Who are the core private sector actors?

.....

2. Who are the service providers (e.g., financial, training, business development, infrastructure)? and what are their roles or functions?

.....

3. How do the actors relate to each other and how do the service providers relate to the actors?

.....

Economic Attributes and Performance

4. How much does business in the municipality contribute to jobs and income in Nyandarua County?

.....

5. Have businesses in the municipality been growing, staying the same, or declining in recent years?

.....

6. Which parts of the municipality have the most business activity (for example, market areas, industrial sites, or along main roads)?

.....

7. How many people are employed by local businesses — and how many are women, youth, or people working in informal jobs?

.....

8. Do people in all areas or groups have the same chances to do business or get jobs, or are there some who are left out?

.....

Market Dynamics and Competitiveness

9. Does the County give any support or benefits (like tax breaks, reduced fees, or subsidies) that affect how businesses compete?

.....

10. Where do most local businesses get their supplies (inputs) and sell their products (outputs)?

.....

11. How easy is it for businesses in the municipality to reach nearby or national markets — are roads, transport, and communication good?

.....

12. Do any local businesses sell their goods outside the county or country, and what problems do they face when trying to reach those markets?

.....

External Support and Enabling Environment

13. Are there any ongoing projects or programs from the national government, donors, or NGOs that support business growth in the municipality?

.....

14. How helpful are the available support services for businesses — such as training, access to loans, or cooperative development?

.....

15. What changes in laws, regulations, or county policies would help businesses in the municipality grow and operate better?

.....

Section C: Concluding Reflections

16. What new opportunities can help grow or expand businesses in the municipality?

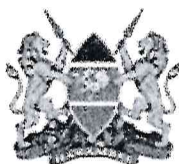
.....

17. How can the Municipality and business community work better together to support economic growth that benefits everyone?

.....

18. What quick or short-term actions could help attract investors or create more jobs in the municipality?

.....



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Water, Environment, and Natural Resources (WENR) Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded **KUSP II** program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the **Water, Environment, and Natural Resources (WENR) sector**.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

- ☐ Yes
☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Enterprise (tick as appropriate):**
 - ☐ Water supply, treatment, or distribution
 - ☐ Borehole drilling / water trucking
 - ☐ Sanitation & sewerage services
 - ☐ Solid waste collection and disposal services

- ☐ Recycling & reuse enterprise
- ☐ Renewable energy (solar, biogas, wind, etc.)
- ☐ Environmental consultancy/advocacy
- ☐ Tree planting, forestry & landscape restoration
- ☐ Fisheries, aquaculture, or wetlands conservation
- ☐ Wildlife or biodiversity conservation initiatives
- ☐ Other (please specify): _____

3. Size of the Enterprise (as per SME classification):

- ☐ Small (1–10 employees)
- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

- ☐ Below KES 5 million
- ☐ KES 5–20 million
- ☐ KES 20–100 million
- ☐ Above KES 100 million

5. Location within the Municipality: _____

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any **PPP projects** in the municipality related to water, environment, or natural resources?
☐ Yes ☐ No
7. Would you be interested in **participating in PPP projects** in the future?
☐ Yes ☐ No
8. What do you see as the **main advantages** of PPPs in this sector?

9. What do you see as the **main disadvantages or risks** of PPPs in this sector?

10. In which **WENR areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Water supply, distribution & treatment
- ☐ Sanitation & sewerage management
- ☐ Solid waste management & recycling
- ☐ Renewable energy projects
- ☐ Climate change mitigation & adaptation
- ☐ Tree planting & reforestation
- ☐ Water resource management & conservation
- ☐ Wetlands, fisheries & aquaculture management
- ☐ Biodiversity and wildlife conservation
- ☐ Pollution control (air, water, soil)
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal regulations** affecting WENR enterprises?

- ☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear

12. How easy is it to **obtain permits and licenses** for businesses in the WENR sector?

- ☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult

13. Do you feel the municipality provides **adequate support** to enterprises in the WENR sector?

- ☐ Yes ☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** does your enterprise face in engaging with the municipality?

15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the WENR sector?

16. Can you provide **examples of successful or unsuccessful initiatives** involving private sector–municipal collaboration in the WENR sector?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and WENR stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports growth in the Water, Environment, and Natural Resources sector, and promotes stronger public–private collaboration in the Municipality.



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF
NYANDARUA**



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**YOUTH AND SPORTS EMPOWERMENT SECTOR PRIVATE SECTOR ENGAGEMENT—DATA COLLECTION
QUESTIONNAIRE**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a Private Sector Engagement Framework under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in promoting youth development, sports empowerment, and talent growth.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey? ☐ Yes ☐ No

PART 2: ORGANIZATION/FIRM DATA

1. Name of Business/Organization (Optional):
2. Type of Enterprise/Organization (tick as appropriate):
 - ☐ Sports club/academy
 - ☐ Youth-led enterprise
 - ☐ Training/skills development center
 - ☐ Event management/entertainment company
 - ☐ Fitness & wellness enterprise
 - ☐ Cooperative/association supporting youth and sports
 - ☐ Other (please specify): _____
3. Size of the Enterprise (as per SME classification):

- ☐ Small (1–10 employees)
- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

- ☐ Below KES 5 million
- ☐ KES 5–20 million
- ☐ KES 20–100 million
- ☐ Above KES 100 million

5. Location within the Municipality:

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any PPP projects in the municipality related to youth and sports empowerment?

- ☐ Yes
- ☐ No

7. Would you be interested in participating in PPP projects in the future?

- ☐ Yes
- ☐ No

8. What do you see as the main advantages of PPPs in the youth and sports empowerment sector?
.....
....

9. What do you see as the main disadvantages or risks of PPPs in this sector?
.....
....

10. In which areas do you think PPPs would be most beneficial? (Tick all that apply) ☐ Sports facilities development and management ☐ Youth skills development and entrepreneurship ☐ Talent identification and nurturing ☐ Sports tourism and events ☐ Health, wellness, and recreation programs ☐ Community outreach and mentorship initiatives ☐ Other:
.....

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting youth and sports enterprises?

☐ Very Clear

☐ Clear ☐ Unclear

☐ Very Unclear

12. How easy is it to obtain permits and licenses for youth or sports-related businesses/initiatives?

☐ Very Easy

☐ Easy

☐ Difficult

☐ Very Difficult

13. Do you feel the municipality provides adequate support to enterprises/initiatives in the youth and sports sector?

☐ Yes

☐ No

If no,
why?
....

PART 5: OPEN-ENDED QUESTIONS

14. What challenges does your youth/sports-related business or organization face in engaging with the municipality?
.....
.....

15. What improvements would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in youth and sports development?

a)

b)

16. Can you provide examples of successful or unsuccessful initiatives involving private sector–municipal collaboration in youth and sports empowerment?
-
-
17. What are your recommendations for strengthening dialogue and collaboration between the municipality and stakeholders in the youth and sports sector?
-
-

CONCLUSION

Thank you for your valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports youth empowerment, sports development, and stronger public–private collaboration in the Municipality

Appendix 1: Survey Questionnaire samples



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Health Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the health sector.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Organization/Facility (Optional):** _____
2. **Type of Health Business/Service (tick as appropriate):**
 - ☐ Hospital/Clinic
 - ☐ Pharmacy/Chemist
 - ☐ Laboratory/Diagnostic Centre
 - ☐ Health Products & Equipment Supplier
 - ☐ NGO/Community Health Organization
 - ☐ Other (please specify): _____
3. **Size of the Firm (as per SME classification):**
 - ☐ Small (1–10 employees)
 - ☐ Medium (11–50 employees)
 - ☐ Large (51+ employees)

4. **Approximate Annual Revenue Bracket (Optional):**

- ☐ Below KES 5 million
☐ KES 5–20 million
☐ KES 20–100 million
☐ Above KES 100 million

5. **Location within the Municipality:** _____

**PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP)
ENGAGEMENT**

6. Are you **aware of any PPP projects** in the municipality related to health services?

☐ Yes ☐ No

7. Would you be **interested in participating** in PPP projects in the future?

☐ Yes ☐ No

8. What do you see as the **main advantages** of PPPs in health services?

9. What do you see as the **main disadvantages or risks** of PPPs in health services?

10. In which **health service areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Primary healthcare delivery
☐ Hospital infrastructure development
☐ Pharmaceutical supply chains

- ☐ Laboratory and diagnostic services
- ☐ Health ICT systems and data management
- ☐ Waste management and sanitation
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal health regulations**?
☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear
12. How easy is it to obtain **permits and licenses** for health facilities/businesses?
☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult
13. Do you feel the municipality provides **adequate support** to health sector enterprises?
☐ Yes ☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** do health businesses face in engaging with the municipality?

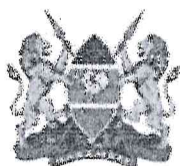
15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the health sector?

16. Can you provide examples of **successful or unsuccessful health-related initiatives** involving private sector–municipal collaboration?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and health sector stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a **Private Sector Engagement Framework** that supports health sector growth and stronger public–private collaboration in the Municipality.



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
OL KALOU MUNICIPALITY



**Information Technology (IT) Sector Private Sector
Engagement – Data Collection Questionnaire**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework for the Information Technology (IT) sector** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the IT sector.

All responses will be treated with **strict confidentiality**, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Enterprise (tick as appropriate):**
 - ☐ Computer sales & accessories
 - ☐ Cyber café / digital services
 - ☐ Software development
 - ☐ Website & mobile app development
 - ☐ IT consultancy & training
 - ☐ Network installation & maintenance
 - ☐ CCTV, security & surveillance systems
 - ☐ Data management & cloud services
 - ☐ Digital marketing & content creation
 - ☐ Hardware repair & maintenance
 - ☐ Internet service provision
 - ☐ Other (please specify): _____
3. **Size of the Enterprise (as per SME classification):**
 - ☐ Small (1–10 employees)

- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)
- 4. **Approximate Annual Revenue Bracket (Optional):**
 - ☐ Below KES 1 million
 - ☐ KES 1–5 million
 - ☐ KES 5–20 million
 - ☐ Above KES 20 million
- 5. **Location within the Municipality:** _____

PART 3: PUBLIC-PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

- 6. **Are you aware of any PPP projects in the municipality related to Information Technology?**
 - ☐ Yes ☐ No
- 7. **Would you be interested in participating in IT-related PPP projects in the future?**
 - ☐ Yes ☐ No
- 8. **What do you see as the main advantages of PPPs in the IT sector?**
- 9. **What do you see as the main disadvantages or risks of PPPs in the IT sector?**
- 10. **In which IT areas do you think PPPs would be most beneficial? (Tick all that apply)**
 - ☐ E-government systems
 - ☐ Public Wi-Fi and internet connectivity
 - ☐ Smart city solutions
 - ☐ ICT infrastructure development
 - ☐ Data management systems
 - ☐ Digital literacy and skills training
 - ☐ Cybersecurity systems
 - ☐ School ICT programs
 - ☐ Health information systems
 - ☐ Innovation hubs & tech incubation
 - ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting IT enterprises?
☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear
12. How easy is it to obtain permits and licenses for IT businesses?
☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult
13. Do you feel the municipality provides adequate support to IT enterprises?
☐ Yes
☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What challenges does your enterprise face in engaging with the municipality?
15. What improvements would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the IT sector?
16. Can you provide examples of successful or unsuccessful initiatives involving private sector–municipal collaboration in the IT sector?
17. What are your recommendations for strengthening dialogue and collaboration between the municipality and IT stakeholders?



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF
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LAND, PUBLIC WORKS, HOUSING AND URBAN DEVELOPMENT SECTOR

**Land, Public Works, Housing, and Urban Development Sector Private Sector
Engagement – Data Collection Questionnaire**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to inform the development of a Private Sector Engagement Framework under the World Bank–funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in land management, public works, housing development, and urban infrastructure.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey? ☐ Yes ☐ No

PART 2: ORGANIZATION/FIRM DATA

1. Name of Business/Organization (Optional):
2. Type of Enterprise/Organization (tick as appropriate):

- ☐ Real estate developer
- ☐ Construction firm/contractor
- ☐ Housing cooperative/society
- ☐ Land surveying/valuation firm
- ☐ Architectural/engineering consultancy
- ☐ Urban planning consultancy
- ☐ Building materials supplier

☐ Roads and civil works contractor

☐ Other (please specify): _____

3. Size of the Enterprise (as per SME classification):

☐ Small (1–10 employees)

☐ Medium (11–50 employees)

☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

☐ Below KES 5 million

☐ KES 5–20 million

☐ KES 20–100 million

☐ Above KES 100 million

5. Location within the Municipality:

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any PPP projects in the municipality related to land, housing, public works, or urban development?

☐ Yes

☐ No

7. Would you be interested in participating in PPP projects in the future?

☐ Yes

☐ No

8. What do you see as the main advantages of PPPs in this sector?

.....
.....

.....
.....

9. What do you see as the main disadvantages or risks of PPPs in this sector?

.....
.....
.....
.....

10. In which areas do you think PPPs would be most beneficial? (Tick all that apply) ☐
Affordable housing projects ☐ Urban infrastructure development (roads, drainage,
lighting, bridges, etc.) ☐ Land management and regularization ☐ Smart city and
urban innovation projects ☐ Public amenities (parks, recreational spaces, markets) ☐
Green building and sustainable housing ☐ Other: _____

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting land, housing, public works, and urban development enterprises?

- ☐ Very Clear
- ☐ Clear
- ☐ Unclear
- ☐ Very Unclear

12. How easy is it to obtain permits and approvals for construction, land, housing, or urban development projects?

- ☐ Very Easy
- ☐ Easy
- ☐ Difficult
- ☐ Very Difficult

13. Do you feel the municipality provides adequate support to enterprises in this sector?

- ☐ Yes
- ☐ No

If no,
why?
.....

14. How would you assess the affordability and inclusivity of municipal housing and urban development initiatives (e.g., do they adequately serve low- and middle-income groups, women, youth, and persons with disabilities)?

☐ Very Adequate

☐ Adequate

☐ Inadequate

☐ Very Inadequate

PART 5: OPEN-ENDED QUESTIONS

15. What challenges does your organization face when engaging with the municipality on land, housing, public works, or urban development?

.....
.....
.....
.....

16. What improvements would you suggest to municipal regulations and service delivery to foster greater private sector participation?

.....
.....
.....
.....

17. What recommendations would you give for making housing, land management, public works, and urban development more affordable, inclusive, and sustainable in the municipality?

.....
.....
.....
.....

CONCLUSION

Thank you for your valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports land management, housing, public works, and sustainable urban development in the Municipality.

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire is designed to guide engagements with key public and private sector leaders/key informants. It aims to assess the level of support to the private sector, understand economic dynamics, and identify opportunities for inclusive growth within the Municipality.

Information provided will be solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Name (Optional) **Designation**

Department/Sector **Gender** (F) (M) **Age**

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairinya ☐

Engagement with public and private sector leaders/key informants

1. From your perspective, what are the 5 key challenges limiting the growth of the private sector within the Municipality and Nyandarua County at large?

2. Has the County conducted or commissioned any studies to assess the economic potential or competitiveness of the Municipality?
 - Yes - No

3. What initiatives or programs currently exist to support local enterprises, cooperatives, or value chains?

4. Which departments or county offices play a lead role in private sector promotion?
5. Which external actors (national government agencies, development partners, financial institutions, or NGOs) are supporting private sector development in the municipality or Nyandarua County?
6. What proportion of the County budget is dedicated to supporting local economic development and private sector initiatives?

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire guides engagement with private sector actors, business associations, cooperatives, and traders to understand the structure, performance, and inclusiveness of the local economy. All information provided will be kept strictly confidential and used solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairoinya ☐

Name (Optional) **Gender (F) (M)** **Age**

Sector **Business/Economic activity**

Business Location

Size of business (No of Employees) Micro 1-10 ☐ Small 10-49 ☐ Medium 50-250 ☐ Large over 250 ☐

County Economy Overview

1. Who are the core private sector actors?
2. Who are the service providers (e.g., financial, training, business development, infrastructure)? and what are their roles or functions?
3. How do the actors relate to each other and how do the service providers relate to the actors?

Economic Attributes and Performance

4. How much does business in the municipality contribute to jobs and income in Nyandarua County?
5. Have businesses in the municipality been growing, staying the same, or declining in recent years?
6. Which parts of the municipality have the most business activity (for example, market areas, industrial sites, or along main roads)?
7. How many people are employed by local businesses — and how many are women, youth, or people working in informal jobs?
8. Do people in all areas or groups have the same chances to do business or get jobs, or are there some who are left out?

Market Dynamics and Competitiveness

9. Does the County give any support or benefits (like tax breaks, reduced fees, or subsidies) that affect how businesses compete?
10. Where do most local businesses get their supplies (inputs) and sell their products (outputs)?
11. How easy is it for businesses in the municipality to reach nearby or national markets — are roads, transport, and communication good?
12. Do any local businesses sell their goods outside the county or country, and what problems do they face when trying to reach those markets?

External Support and Enabling Environment

13. Are there any ongoing projects or programs from the national government, donors, or NGOs that support business growth in the municipality?

14. How helpful are the available support services for businesses — such as training, access to loans, or cooperative development?

15. What changes in laws, regulations, or county policies would help businesses in the municipality grow and operate better?

Section C: Concluding Reflections

16. What new opportunities can help grow or expand businesses in the municipality?

17. How can the Municipality and business community work better together to support economic growth that benefits everyone?

18. What quick or short-term actions could help attract investors or create more jobs in the municipality?



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Tourism Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION & CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the **tourism and hospitality sector**.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

☐ Yes

☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Tourism Enterprise (tick as appropriate):**
 - ☐ Hotel/Lodge/Guesthouse
 - ☐ Tour & Travel Agency
 - ☐ Restaurant/Catering Business
 - ☐ Cultural/Heritage Site Enterprise
 - ☐ Entertainment/Recreational Facility
 - ☐ Transport Services (Tour Vans, Buses, etc.)
 - ☐ Other (please specify): _____

3. **Size of the Enterprise (as per SME classification):**

- ☐ Small (1–10 employees)
☐ Medium (11–50 employees)
☐ Large (51+ employees)

4. **Approximate Annual Revenue Bracket (Optional):**

- ☐ Below KES 5 million
☐ KES 5–20 million
☐ KES 20–100 million
☐ Above KES 100 million

5. **Location within the Municipality:** _____

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you **aware of any PPP projects** in the municipality related to tourism development?

☐ Yes ☐ No

7. Would you be **interested in participating** in PPP projects in the future?

☐ Yes ☐ No

8. What do you see as the **main advantages** of PPPs in tourism development?

9. What do you see as the **main disadvantages or risks** of PPPs in the tourism sector?

10. In which **tourism development areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Hotel & lodge development
- ☐ Cultural & heritage site conservation
- ☐ Marketing and branding of tourism destinations
- ☐ Eco-tourism and nature conservation projects
- ☐ Road & transport infrastructure for tourists
- ☐ Events, festivals, and cultural exhibitions
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal regulations** affecting the tourism sector?

- ☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear

12. How easy is it to obtain **permits and licenses** for tourism-related businesses?

- ☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult

13. Do you feel the municipality provides **adequate support** to tourism enterprises?

- ☐ Yes ☐ No – If no, why? _

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** does your tourism-related business face in engaging with the municipality?

15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in tourism?



16. Can you provide examples of **successful or unsuccessful initiatives** involving private sector–municipal collaboration in tourism?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and tourism sector stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a **Private Sector Engagement Framework** that supports growth in the tourism sector and promotes stronger public–private collaboration in the Municipality.



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF
NYANDARUA**



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PRIVATE SECTOR ENGAGEMENT FRAMEWORK DATA COLLECTION QUESTIONNAIRE

Purpose of the Study: This survey seeks to collect information from businesses, trade associations, cooperatives, and SMEs to support the development of a Private Sector Engagement Framework. This framework is aligned with World Bank initiatives aimed at fostering public-private collaboration in urban development.

Confidentiality Statement: All information provided will be treated as strictly confidential. Responses will be anonymized, and no personally identifiable data will be published.

Consent: Do you consent to participate in this study? ☐ Yes ☐ No

PART 1: RESPONDENT & FIRM PROFILE

1. Name of Respondent (Optional):
2. Business/Organization Name:
3. Designation / Role:
4. Type of Business / Industry Sector (tick all that apply):
 - ☐ Manufacturing
 - ☐ Trade / Wholesale / Retail
 - ☐ Services
 - ☐ Cooperatives
 - ☐ Agriculture / Agro-processing
 - ☐ Construction / Infrastructure
 - ☐ Other: _____

5. Size of Firm / Organization:

○ Number of Employees:

☐ 1–10 (Micro/Small)

☐ 11–50 (Small/Medium)

☐ 51–200 (Medium/Large)

☐ 201+ (Large)

○ Annual Revenue (KES, Optional):

☐ <5M (Small)

☐ 5–50M (Medium)

☐ 50–200M (Medium/Large)

☐ >200M (Large)

6. Enterprise Classification (tick one):

☐ Small

☐ Medium

☐ Large

7. Is your business/organization part of a registered cooperative?

☐ Yes

☐ No

8. Location of Business / Organization within the Municipality:

☐ CBD

☐ Industrial Area

☐ Peri-Urban

☐ Other: _____

PART 2: PUBLIC-PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

9. Are you aware of any existing PPP projects in the Municipality?

☐ Yes

☐ No

10. If yes, please list the PPP projects you are aware

of:
.....

11. How interested is your business/organization in participating in future PPP initiatives?

☐ Very Interested

☐ Somewhat Interested

☐ Neutral

☐ Not Interested

12. Main advantages of PPPs (tick all that apply):

☐ Improved service delivery

☐ Shared risk/investment

☐ Access to new markets

☐ Improved infrastructure

☐ Other: _____

13. Main challenges/disadvantages of PPPs (tick all that apply)

☐ Bureaucracy / Delays

☐ High cost of participation

☐ Lack of information / Transparency

☐ Regulatory hurdles

☐ Other: _____

14. Which municipal services or infrastructure areas do you see as having high potential for PPPs?

☐ Water & Sanitation

- ☐ Waste Management
 - ☐ Roads & Transport
 - ☐ Markets & Commercial Spaces
 - ☐ Affordable Housing
 - ☐ Other: _____
-

PART 3: REGULATORY & POLICY FRAMEWORK

15. How clear and consistent are the municipal regulations affecting your business/organization?

- ☐ Very Clear
- ☐ Clear
- ☐ Neutral
- ☐ Unclear
- ☐ Very Unclear

16. How easy is it to obtain business permits/licenses in the Municipality?

- ☐ Very Easy
- ☐ Easy
- ☐ Moderate
- ☐ Difficult
- ☐ Very Difficult

17. How supportive is the municipality in addressing your business/organization's concerns?

- ☐ Very Supportive
 - ☐ Supportive
 - ☐ Neutral
 - ☐ Unsupportive
 - ☐ Very Unsupportive
-

PART 4: OPEN-ENDED QUESTIONS

18. Suggestions for improving the Municipality's regulatory and service delivery framework to encourage private sector participation:
-
-
19. Examples of successful or unsuccessful private sector engagement initiatives:
-
-
20. Recommendations to strengthen public-private dialogue and collaboration:
-
-

CONCLUSION AND APPRECIATION

Thank you for taking the time to participate in this survey. Your input is invaluable for shaping policies and programs that strengthen collaboration between the private sector and the Municipality.



**REPUBLIC OF KENYA
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TRANSPORT SECTOR

MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire is designed to guide engagements with key public and private sector leaders/key informants. It aims to assess the level of support to the private sector, understand economic dynamics, and identify opportunities for inclusive growth within the Municipality.

Information provided will be solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Name (Optional) **Designation**

Department/Sector **Gender (F) (M)** **Age**

Municipality (Tick) ☐ Ol'kalou ☐ Engineer ☐ Mairiinya

Engagement with public and private sector leaders/key informants

1. From your perspective, what are the 5 key challenges limiting the growth of the private sector within the Municipality and Nyandarua County at large?

.....

.....

.....

.....

.....

2. Has the County conducted or commissioned any studies to assess the economic potential or competitiveness of the Municipality?

☐ Yes

☐ No

3. What initiatives or programs currently exist to support local enterprises, cooperatives, or value chains?

.....

.....

4. Which departments or county offices play a lead role in private sector promotion?

.....

.....

.....

5. Which external actors (national government agencies, development partners, financial institutions, or NGOs) are supporting private sector development in the municipality or Nyandarua County?

.....

.....

.....

6. What proportion of the County budget is dedicated to supporting local economic development and private sector initiatives?

.....

.....

.....

.....



MUNICIPALITIES PRIVATE SECTOR DIAGNOSTIC QUESTIONNAIRE

Introduction This questionnaire guides engagement with private sector actors, business associations, cooperatives, and traders to understand the structure, performance, and inclusiveness of the local economy. All information provided will be kept strictly confidential and used solely for research and planning purposes. Responses will be anonymized, and no personally identifiable information will be published.

Municipality (Tick) Ol'kalou ☐ Engineer ☐ Mairoinya ☐

Name (Optional) **Gender (F) (M)** **Age**

Sector **Business/Economic activity**

Business Location

Size of business (No of Employees)

- ☐ Micro 1-10
- ☐ Small 10-49
- ☐ Medium 50-250
- ☐ Large over 250

County Economy Overview

1. Who are the core private sector actors?

.....

2. Who are the service providers (e.g., financial, training, business development, infrastructure)? and what are their roles or functions?

.....

3. How do the actors relate to each other and how do the service providers relate to the actors?

.....

Economic Attributes and Performance

4. How much does business in the municipality contribute to jobs and income in Nyandarua County?

.....

5. Have businesses in the municipality been growing, staying the same, or declining in recent years?

.....

6. Which parts of the municipality have the most business activity (for example, market areas, industrial sites, or along main roads)?

.....

7. How many people are employed by local businesses — and how many are women, youth, or people working in informal jobs?

.....

8. Do people in all areas or groups have the same chances to do business or get jobs, or are there some who are left out?

.....

Market Dynamics and Competitiveness

9. Does the County give any support or benefits (like tax breaks, reduced fees, or subsidies) that affect how businesses compete?

.....

10. Where do most local businesses get their supplies (inputs) and sell their products (outputs)?

.....

11. How easy is it for businesses in the municipality to reach nearby or national markets — are roads, transport, and communication good?

.....

12. Do any local businesses sell their goods outside the county or country, and what problems do they face when trying to reach those markets?

.....

External Support and Enabling Environment

13. Are there any ongoing projects or programs from the national government, donors, or NGOs that support business growth in the municipality?

.....

14. How helpful are the available support services for businesses — such as training, access to loans, or cooperative development?

.....

15. What changes in laws, regulations, or county policies would help businesses in the municipality grow and operate better?

.....

Section C: Concluding Reflections

16. What new opportunities can help grow or expand businesses in the municipality?

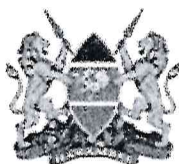
.....

17. How can the Municipality and business community work better together to support economic growth that benefits everyone?

.....

18. What quick or short-term actions could help attract investors or create more jobs in the municipality?

.....



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY



Water, Environment, and Natural Resources (WENR) Sector Private Sector Engagement – Data Collection Questionnaire

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a **Private Sector Engagement Framework** under the World Bank-funded **KUSP II** program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in the **Water, Environment, and Natural Resources (WENR) sector**.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey?

- ☐ Yes
☐ No

PART 2: FIRM-LEVEL DATA

1. **Name of Business/Organization (Optional):** _____
2. **Type of Enterprise (tick as appropriate):**
 - ☐ Water supply, treatment, or distribution
 - ☐ Borehole drilling / water trucking
 - ☐ Sanitation & sewerage services
 - ☐ Solid waste collection and disposal services

- ☐ Recycling & reuse enterprise
- ☐ Renewable energy (solar, biogas, wind, etc.)
- ☐ Environmental consultancy/advocacy
- ☐ Tree planting, forestry & landscape restoration
- ☐ Fisheries, aquaculture, or wetlands conservation
- ☐ Wildlife or biodiversity conservation initiatives
- ☐ Other (please specify): _____

3. Size of the Enterprise (as per SME classification):

- ☐ Small (1–10 employees)
- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

- ☐ Below KES 5 million
- ☐ KES 5–20 million
- ☐ KES 20–100 million
- ☐ Above KES 100 million

5. Location within the Municipality: _____

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any **PPP projects** in the municipality related to water, environment, or natural resources?
☐ Yes ☐ No
7. Would you be interested in **participating in PPP projects** in the future?
☐ Yes ☐ No
8. What do you see as the **main advantages** of PPPs in this sector?

9. What do you see as the **main disadvantages or risks** of PPPs in this sector?

10. In which **WENR areas** do you think PPPs would be most beneficial? (Tick all that apply)

- ☐ Water supply, distribution & treatment
- ☐ Sanitation & sewerage management
- ☐ Solid waste management & recycling
- ☐ Renewable energy projects
- ☐ Climate change mitigation & adaptation
- ☐ Tree planting & reforestation
- ☐ Water resource management & conservation
- ☐ Wetlands, fisheries & aquaculture management
- ☐ Biodiversity and wildlife conservation
- ☐ Pollution control (air, water, soil)
- ☐ Other:

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the **clarity and consistency of municipal regulations** affecting WENR enterprises?

- ☐ Very Clear ☐ Clear ☐ Unclear ☐ Very Unclear

12. How easy is it to **obtain permits and licenses** for businesses in the WENR sector?

- ☐ Very Easy ☐ Easy ☐ Difficult ☐ Very Difficult

13. Do you feel the municipality provides **adequate support** to enterprises in the WENR sector?

- ☐ Yes ☐ No – If no, why?

PART 5: OPEN-ENDED QUESTIONS

14. What **challenges** does your enterprise face in engaging with the municipality?

15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the WENR sector?

16. Can you provide **examples of successful or unsuccessful initiatives** involving private sector–municipal collaboration in the WENR sector?

17. What are your **recommendations** for strengthening dialogue and collaboration between the municipality and WENR stakeholders?

CONCLUSION

Thank you for your time and valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports growth in the Water, Environment, and Natural Resources sector, and promotes stronger public–private collaboration in the Municipality.



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF
NYANDARUA**



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**YOUTH AND SPORTS EMPOWERMENT SECTOR PRIVATE SECTOR ENGAGEMENT—DATA COLLECTION
QUESTIONNAIRE**

PART 1: INTRODUCTION AND CONFIDENTIALITY

We are conducting a study to gather data that will inform the development of a Private Sector Engagement Framework under the World Bank-funded KUSP II program.

Your participation will help identify opportunities and challenges for collaboration between the municipality and private sector stakeholders in promoting youth development, sports empowerment, and talent growth.

All responses will be treated with strict confidentiality, and no individual information will be disclosed.

Do you consent to participate in this survey? ☐ Yes ☐ No

PART 2: ORGANIZATION/FIRM DATA

1. Name of Business/Organization (Optional):
2. Type of Enterprise/Organization (tick as appropriate):
 - ☐ Sports club/academy
 - ☐ Youth-led enterprise
 - ☐ Training/skills development center
 - ☐ Event management/entertainment company
 - ☐ Fitness & wellness enterprise
 - ☐ Cooperative/association supporting youth and sports
 - ☐ Other (please specify): _____
3. Size of the Enterprise (as per SME classification):

- ☐ Small (1–10 employees)
- ☐ Medium (11–50 employees)
- ☐ Large (51+ employees)

4. Approximate Annual Revenue Bracket (Optional):

- ☐ Below KES 5 million
- ☐ KES 5–20 million
- ☐ KES 20–100 million
- ☐ Above KES 100 million

5. Location within the Municipality:

PART 3: PUBLIC–PRIVATE PARTNERSHIP (PPP) ENGAGEMENT

6. Are you aware of any PPP projects in the municipality related to youth and sports empowerment?

- ☐ Yes
- ☐ No

7. Would you be interested in participating in PPP projects in the future?

- ☐ Yes
- ☐ No

8. What do you see as the main advantages of PPPs in the youth and sports empowerment sector?
.....
....

9. What do you see as the main disadvantages or risks of PPPs in this sector?
.....
....

10. In which areas do you think PPPs would be most beneficial? (Tick all that apply) ☐ Sports facilities development and management ☐ Youth skills development and entrepreneurship ☐ Talent identification and nurturing ☐ Sports tourism and events ☐ Health, wellness, and recreation programs ☐ Community outreach and mentorship initiatives ☐ Other:
.....

PART 4: REGULATORY AND POLICY FRAMEWORK

11. How would you rate the clarity and consistency of municipal regulations affecting youth and sports enterprises?

☐ Very Clear

☐ Clear ☐ Unclear

☐ Very Unclear

12. How easy is it to obtain permits and licenses for youth or sports-related businesses/initiatives?

☐ Very Easy

☐ Easy

☐ Difficult

☐ Very Difficult

13. Do you feel the municipality provides adequate support to enterprises/initiatives in the youth and sports sector?

☐ Yes

☐ No

If no,
why?
....

PART 5: OPEN-ENDED QUESTIONS

14. What challenges does your youth/sports-related business or organization face in engaging with the municipality?
.....
.....

15. What improvements would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in youth and sports development?

a)

b)

16. Can you provide examples of successful or unsuccessful initiatives involving private sector–municipal collaboration in youth and sports empowerment?
-
-
17. What are your recommendations for strengthening dialogue and collaboration between the municipality and stakeholders in the youth and sports sector?
-
-

CONCLUSION

Thank you for your valuable input. Your responses will directly inform the development of a Private Sector Engagement Framework that supports youth empowerment, sports development, and stronger public–private collaboration in the Municipality

Appendix 2: Detailed Data Tables of the Survey Results

FIRM-LEVEL DATA					PUBLIC-PRIVATE PARTNERSHIP ENGAGEMENT						REGULATORY AND POLICY FRAME WORK			OPEN ENDED QUESTIONS									
Ss/no	No of Businesses Interviewed	Type of enterprise	Size of enterprise	Annual Revenue bracket	B5 Location	Awareness of ppp Projects	willingness to participate	Main Advantages	Main Disadvantages	Beneficial WENR Areas	CLARITY AND CONSISTENCY OF MUNICIPAL REGULATIONS	EASENESS TO OBTAIN PERMITS AND LICENCES	ADEQUACY OF MUNICIPALITY SUPPORT TO WENR SECTOR	CHALLENGES FACED	SUGGESTED IMPROVEMENT	SUCCESSFUL /UNSUCCESSFUL INITIATIVES	RECOMMENDATIONS						
Private sector		1 Trade/wholesale/retail 2 Services 25 3 Cooperatives		5-50M(Medium/Large)	Engineer town	Yes	Very interested	1 Shared risk/investment 2 Improved infrastructure	1 bureaucracy/ delays 2 Regulatory hurdles	1 Market & commercial spaces	clear	moderate	Supportive	1 Bureaucracy/Delay 2 Regulatory hurdles	1 Simplify regulations and procedures 2 Fast and efficient licensing systems	N/A	1 Strengthen transparency in decision making 2 Improve information sharing systems						
Private sector		5 Cooperatives	201+ (large)	>200M(Large)	Gathara & Murunguru	Yes	Somewhat interested	1 Improved service delivery 2 Access to new markets 3 Improved infrastructure	1 Lack of information/ transparency 2 Regulatory hurdles	1 Water & Sanitation 2 Roads & Transport	Clear	Easy	Supportive	1 Lack of information/transparenc y 2 Regulatory hurdles	1 Hold frequent meetings	1 Affordable housing programs 1 Establish PPP secretariats	3 Strengthen transparency and open- communication 3 Strength policy and legal framework 1 Establish PPP secretaries						
Private sector		30 Trade/Wholesale/Retail	1-10(Micro/Small)	<5M(Small)	Gathara, Murunguru & Ndunyu Njeru	Yes	Very interested	1 Improved infrastructure	1 Lack of information/ transparency	1 Roads & Transport	Clear	Very easy	Supportive	1 Lack of information/transparenc y	1 Streamline licensing and permits 2 Establish a private sector engagement framework 3 Revenue clear revenue- sharing mechanisms	1 County Engagement framework 2 Public-private Dialogue forums 3 Waste-to-Energy& smart waste management	2 Develop a private sector engagement framework 3 Expand- wards level forums 4 Allocate a specific percentage of the municipal capital investment budget to projects directly proposed by community						
IT Sector		1 Computer sales & accessories 2 Cyber café/ digital services 3 Internet service provision 16	small(1-10 employees)	KES 1-5 Million	Engineer town, Gathara, murunguru & Ndunyu njeru	yes	yes	1 Access to moder technology 2 Reduced government cost	1 High cost of services 2 System failure risks	1 E-government 2 ICT infrastructure development 3 Data management systems 4 Digital literacy and skills training 5 Cybersecurity systems 6 School ICT programs	Clear	Easy	yes	1 Licensing delays	1 Simplify ICT Business Licensing 2 Digitize all municipal service	1 E-citizen and digital Government services 2 County Digital Revenue Systems	1 Simplify licensing and permits						
IT Sector		1 Website & Mobile app development 2	small(1-10 employees)	Below KES 3Million	Engineer ward	Yes	yes	1 Risk sharing-cost overruns, delays often fall on private sector efficiency	1 More expensive long- term- tolls/user fees, profit margin Government could borrow cheaper	1 Digital literacy and skills 2 Innovation hubs & tech incubation	Unclear	Easy	No	1 Officials don't understand IT business models	1 Tax breaks for startups	1 Ajira Digital Centers 2 Stalled "Smart City"Wifi projects	1 Publish draft policies for comment						
IT Sector		21 Software developmet	small(1-10 employees)	KES 1-5 Million	Gathara	Yes	yes	1 Information provision 2 Open up of areas	1 Infrastructure limitations 1.Inequality especially to the poorer population 2.Poor accountability 3.Faster service delivery 4.improved quality of services	1 ICT infrastructure development 2 Data management systems 3 Cybersecurity systems 1.Primary healthcare deliver 2.Hospital infrastructure development 3.Pharmaceutical supply chains 4.Laboratory and diagnostic services 5.Health ICT systems and data management	clear	Very easy	yes	1 Delays in payments	1 Improvement in payment periods	N/A	1 Hold frequent meetings to discuss arising challenges						
Health		9 Pharmacy/Chemist	Small (1-10 employees)	Below KES 5 million	Murunguru, Gathara & ndunyu Njeru	Yes	Yes				Very clear	Easy	Yes					1.Complete x regulatio ns 2.High complian cy costs 3. Corrupt ion and unfair practices 4.Poor coordinat ion/com municatio n	1.Simplifying and standardizing regulatio ns 2.Digitizin g regulator y services 3.Improv e transparen cy and account ability	1.Managing Equipme nt Services (Mes) 2.Public- Private health programs 3.Immuni zation and disease control campaign s 4.Poorly managed hospitals ppp projects			
Health		10 Pharmacy/Chemist	Small (1-10 employees)	Below KES 5 million	Engineer ward	No	Yes	1.Helps in access to capital andd technology 2.Provides improved service quality 3.Initiates jobs creation for locals 4.Enhances efficiency and reduced stockouts 5.Enhances county budget relief	1.Contract complexity 2.Political risk 3.Affordability risk	1.Primary healthcare deliver 2.Hospital infrastructure development 3.Pharmaceutical supply chains	Unclear	Difficult	No					1.Inadequate market data and licensing planning 2.Poor enabling infrastruc ture 3.Sudden fees and double taxation	1.Create one-step e-licensing for health businesse s 2.Gazette health investme nt incentive 3.Publish open health data 4.Standard ise medical waste framework	1.CASCADE E Program 2.NITA RPL at Olkalou VTC 3.Private ambulance e referrals 4.SHA impende nents in private clinics			
Health		Laboratory/Diagnostic Centre 3	Medium (11-50 employees)	Below KES 5 million	Engineer town	No	Yes	1.Improved healthcare infrastructure 2.Better service quality 3.increased efficiency and accountability	1. Accountability and transparency issues 2.Over-dependence on private partners	1.Hospital infrastructure development 2.Pharmaceutical supply chains 3.health ICT systems and data management	Very clear	Very Easy	Yes					1.Limited Technical support from municipal ity 2.Delayed payments	1.Streamline licensing and approvals 2.Improvement payment systems	1.HIV/AIDS and TB support program mes 2.Expansion of JM Memorial hospital			

Tourism		Cultural/Heritage Site																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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Lands		12 Building materials supplier	Small (1-10 employees)	Below 5 Million	Engineer town, Murungaru, Gathara & Ndunyu njiru	Yes	Yes			Clear	Easy	Yes					1. Procurement & administrative barriers 2. Payments delays/increase of municipality tenders 3. Lack of early engagement	1. Streamline procurement & administration 2. Adopt automated payment systems 3. Ensure early engagement & collaborative models	1. Modernize land registries. Ensure transparent & efficient land registration to protect property rights 2. Upgrade infrastructure incrementally 3. Adopt participatory planning. Use urban consultations to involve
Water		11 1. Water supply, treatment or distribution 2. Borehole drilling/water trucking 3. Solid waste collection & disposal services	Small (1-10 employees)	Below 5 Million	Engineer town, Ndunyu njiru Gathara & Muruguru	No	Yes	1. Capital for infrastructure 2. Technical expertise 3. Service coverage 4. Efficiency 5. Environmental compliance	1. County payment risk 2. Affordability conflict 3. Political risk 4. Land tenure disputes 5. Weak contract management	1. Water supply, distribution & treatment 2. Sanitation & sewerage management 3. Solid waste management & recycling 4. Renewable energy projects 5. Tree planting & reforestation	Unclear	Difficult	No				1. Pending bills precedent 2. Fragmented licensing 3. Poor infrastructure at county facilities 4. Sudden fees & policy shifts 5. No data for planning	1. 30 day payment law for WENR 2. One-stop WENR e-portal 3. Invest in enabling infrastructure 4. Land bank for WENR projects 5. Local content in WENR contracts	SUCCESSFUL 1. NYAHURU WENR business local content platform 2. KFS & private tree nurseries level agreements for emergencies 3. CARE KENYA CASCADIA UNSUCCESSFUL 4. Annual WENR awards 5. Joint tariff committee
Water		4 Renewable energy	Small (1-10 employees)	5-20 million	Ndunyu Njeru	Yes	Yes	1. Sustainable resource management 2. Risk sharing 3. Improved infrastructure 4. Increased funding	1. High cost of services 2. Risk of overexploitation of resources 3. Weak accountability 4. Environmental risks 5. Profit over environmental protection	1. Sanitation & sewerage management 2. Solid waste management & recycling projects 3. Renewable energy projects 4. Climate change mitigation & adaptation 5. Water resources management & conservation	Clear	Easy	Yes				1. Bureaucratic procedures & delays 2. High regulatory requirement 3. Limited municipal technical capacity 4. Policy inconsistency	1. Simplify PPP projects 2. Solid waste management 3. Speed up approval process 4. Digitize regulator services 5. Poor environmental project management 6. Improve transparency and accountability	1. Create WENR coordination committees 2. Capacity building & joint training 3. Water treatment upgrades 4. Improve information sharing systems 5. Strengthen transparency in decision making
Water		4 Sanitation & sewerage services	Medium (11-50 employees)	5-20 million	Engineer town & Gathara	Yes	Yes	1. Foster infrastructure development 2. Reduce finance burden on government 3. Access to modern technology	1. Environmental exploitation risks 2. Limited access for marginalized groups	1. Water supply, distribution & treatment 2. Renewable energy projects 3. Water resources management & conservation	Clear	Easy	Yes				1. Delayed payment for contracted services 2. Weak infrastructure support 3. Limited financial & technical support	1. Clear sanitation regulation & roles 2. Digitize waste management & payment	1. O'kalou sewerage systems 2. Environmental & sanitation planning initiative