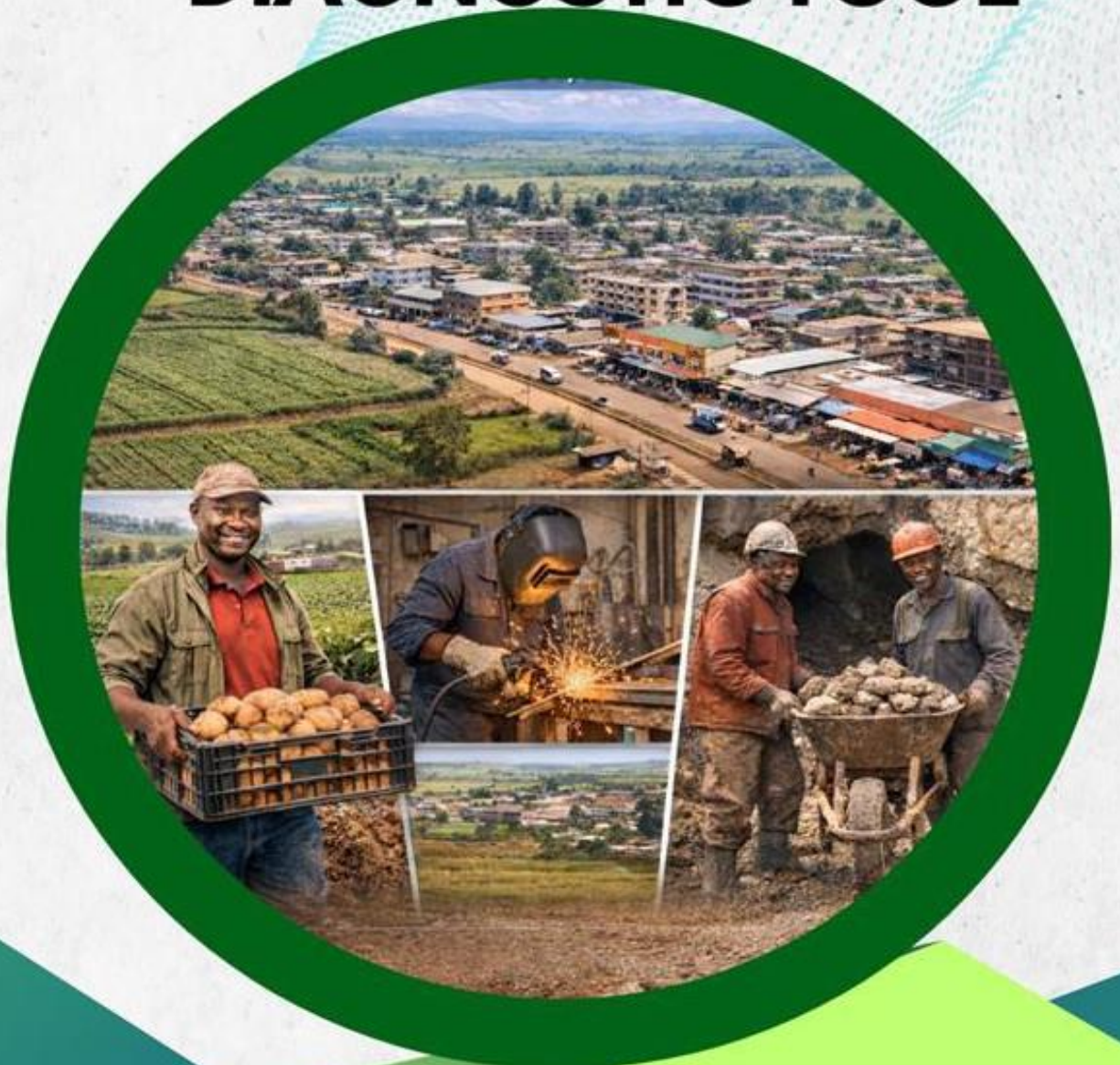




REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY OF OL KALOU

OLKALOU MUNICIPALITY PRIVATE SECTOR DIAGNOSTIC TOOL



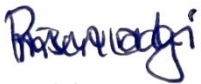
Foreword

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.



PRISCILLA MWIRIGI
CHAIRPERSON – OLKALOU MUNICIPAL BOARD

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- The Kenya National Chamber of Commerce and Industry (KNCCI – Nyandarua Chapter), cooperatives, MSME associations, and private enterprises for their valuable input.
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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.



ERIC IGOGO

MANAGER –OLKALOU MUNICIPALITY

OLKALOU MUNICIPALITY PRIVATE SECTOR DIAGNOSTIC TOOL

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1 Introduction

1.1 Background

Olkalou municipality is located in Nyandarua County. Agriculture is the main economic activity in the County but the municipality has businesses and various private investment. The private sector is the engine of local economic development (LED), job creation, and poverty reduction. However, to unlock its full potential, a clear understanding of the operating environment, the challenges faced by businesses, and the available opportunities is required. The municipality has many opportunities for private sector engagement based on the big untapped potential for growth, strategic proximity to major markets in the region and Olkalou a fast-growing town and County headquarters.

This Private Sector Diagnostic Tool provides a comprehensive analysis of the business ecosystem in Olkalou municipality. It is designed to identify key binding constraints and actionable policy levers that the municipality and its partners can use to foster a more competitive, inclusive, and resilient private sector.

1.2 Objectives of the diagnostic tool

The primary objective of this diagnostic is to provide evidence-based recommendations to enhance the private sector's contribution to economic growth of the municipality. Specific objectives are:

- ❖ To provide a comprehensive situational analysis of the private sector landscape.
- ❖ To identify the key challenges and constraints (regulatory, infrastructural, financial, and skills-based) hindering business growth and investment.
- ❖ To map the key stakeholders in the private sector ecosystem and analyze their roles and capacities.
- ❖ To conduct a Strengths Weakness Opportunities and Threats-SWOT analysis to identify strategic areas for interventions.
- ❖ To formulate actionable recommendations and priority interventions for policy-makers and development partners.

2 Situational Analysis

2.1 Overview of the Local Business Environment

The business environment in Nyandarua and specifically the municipality is dominated by Micro, Small, and Medium Enterprises (MSMEs), which form the backbone of the local economy. Majority of these enterprises are in the informal sector, primarily engaged in agriculture, retail trade, hospitality and financial services. These MSMEs include among others- Olkalou Dairy, Brookside milk cooling plans, supermarkets, flower farms, Savings and Credit -SACCO. Ol Kalou town is the County headquarter is in the municipality and has potential for attracting investments with improving infrastructure. The municipality has provisions for zoning and development control aimed at compliance with provisions in the legal frameworks. Despite this potential, the municipal administration has to address challenges relating to infrastructure, land ownership, inadequate basic services and supporting facilities.

2.2 Economic Context

The municipality is a key contributor to the County's and Country's agricultural output, particularly in services, financial facilities, and potatoes, dairy, and horticulture due to the favorable climatic conditions and fertile soils. The Municipality is majorly rural with agriculture and allied products being the dominant economic activity. These agricultural activities not only sustain household incomes but also supply raw materials for agro-based enterprises within and beyond the municipality. Poverty levels, high levels of unemployment especially among the youth are major concerns. The municipality is implementing strategies to stimulate economic growth and development within its jurisdiction. Strategies include among others; investing in infrastructure development roads, utilities, and public facilities to align its infrastructure priorities with economic trends and growth projections to support the needs of businesses and residents. The municipality stands as the administrative and economic center of Nyandarua County, serving as a focal point for governance, commerce, and social services.

Complementing the agricultural economy is a vibrant informal sector, locally known as the *Jua Kali* industry, which plays a vital role in employment creation and local production. The sector includes artisans and small-scale manufacturers engaged in activities such as metalwork, carpentry, motor vehicle repair, tailoring, and furniture production. This informal economy is a key driver of innovation and adaptability, contributing to the resilience of Ol'Kalou's economic fabric.

Most enterprises within the municipality are micro and small businesses sector. These MSMEs are mainly in and around Ol'Kalou town and neighboring market centres such as Rurii, Kariamu, Captain, Ndemi and Tumaini. These enterprises are active in retail trade, services, and value addition, forming an important part of the local market system. Formal businesses, including agro-dealers, hardware shops, hotels, and financial institutions, provide essential services that complement agricultural and trading activities, reinforcing the municipality's role as the commercial hub of the county.

The municipality is planning to construct an Industrial Development Centre (IDC), which will be key in development of small-scale industries, enterprises, and skills development in light manufacturing and agro-processing competitiveness.

Overall, Ol'Kalou's economy is diverse yet interlinked, with agriculture providing the base upon which trade, services, and emerging industries operate. Its strategic location between major towns such as Nakuru, Naivasha, and Nyahururu enhances regional connectivity and market access, positioning the municipality as a natural growth pole within Nyandarua County. With continued investment in infrastructure, enterprise development, and institutional strengthening, Ol'Kalou has the potential to evolve into a dynamic regional hub for agro-industrial and commercial growth.

2.3 Key Sectors

2.3.1 Agriculture and Agri-processing

This is the municipality's primary economic driver. Key value chains include:

- ❖ **Potatoes:** potato farming is extensively practiced, but the value chain is plagued by post-harvest losses, poor storage, and exploitation by middlemen.

- ❖ **Dairy:** A well-established sector with numerous farmer cooperatives, though challenges exist such as cost and quality of feeds, animal breeds, and value adding equipment.
- ❖ **Horticulture:** Growing sector (cabbages, carrots, flowers) with potential for export, but constrained by water management and market access.

There is need identify and improve on the agriculture and agri-business through value addition and Agri-processing for job and wealth creation.

2.3.2 Trade and Services

Trade and Commerce is a major player to the economic growth of an urban area through creation of formal and informal employment and generation of revenue to the government. There exist markets, wholesale and retail traders, financial institutions like banks, SACCOs and mobile money agents and other small-scale enterprises like hardware, agro-vets and pharmacies. These entities are mainly within Ol'Kalou central business district and along the main transport roads corridors such as the Gilgil-Nyahururu, Ol'Kalou-Njabini road, and Ol'Kalou-Dundori road. Hospitality sector is an early phase with immense potential with ...hotels and linking Lake Ol'bolossat with the central tourism circuit.

2.3.3 Jua kali industry

Jua kali sector is key and a major employer in the municipality. Activities include fabrication (metal, wood, and apparel) and, boda-boda garages cottage industry (beads, artefacts, interior decorations). Almost in all commercial centres within the planning area exists a jua kali section that serves demand of its local population within a walkability distance. Improvement on this sector can enhance its role and potential in job creation and local economy.

2.3.4 Mining

Mining activities in the municipality include extraction of building stones, ballast extraction and sand harvesting. These activities are located in Olkalou town and Ndemi centres. Mining is a key economic driver providing employment to miners; loaders and drivers who transport materials from the quarry sites. Mining contributes to the revenue of the County. There is need to improve on the status and performance of the mining sectors through annual audits and sensitization of proprietors and works on safety, on compliance and decommissioning after use.

2.3.5 Industrial Activities

Industries play a major role in economic development of an area as they provide employment opportunities, provide value addition for agricultural products and generate revenues to the government through license fees and cess. The main industrial activities in Ol'Kalou municipality include dairy processing, timber milling, water bottling and packaging in Rurii, cold storage for Irish potatoes and jua kali industries.

The table below shows categories of industrial activities and their location within the municipality.

Industrial activity	Place
Potatoes cold storage	Ol'Kalou
Slaughter house	Ol'Kalou, Kariamu
Horticultural farms	Kieni, Kariamu, Tumaini
Milk Collection Centres/Cooling plants	Ol'Kalou, Manyatta, Passenga, Tumaini
Mines and quarries	Ndemi, Kariamu, Ol'Kalou, Kandeto,
Petrol stations	Ol'Kalou, Tumaini,
Factories	Highland plants Limited -Rurii Road material -Ol'Kalou Sewerage Company -Rurii Cabro paving plant -Kaimbaga Duo Duo Wood Industries- Karau

2.4 Stakeholder Map

A preliminary map of key stakeholders is presented below.

Category	Stakeholders	Roles
Public Sector	County Government of Nyandarua (All Departments)	- Make and enforce county laws and policies that affect businesses. - Provide services such as roads, markets, water, and electricity to support business growth. - Offer business licenses, permits, and training programs. -Support youth and women entrepreneurs through county programs.
	National Government Agencies (KEBS, KRA, NEMA)	- KEBS: Ensure products meet quality and safety standards. - KRA: Collect taxes and offer tax guidance to businesses. - NEMA: Make sure businesses follow environmental rules and operate safely.
	Judiciary, Parliament (County Assembly)	- Judiciary: Solve business disputes fairly through courts. - County Assembly: Approve budgets and laws that support local businesses. - Represent public and private interests in county decision-making.

Private Sector	Kenya National Chamber of Commerce & Industry (KNCCI)	- Represent business interests and advocate for better policies. - Connect local businesses to markets and opportunities.
	Kenya Association of Manufacturers (KAM)	- Support manufacturing businesses and promote local production. - Provide training and link members to suppliers and buyers.
	Farmer Cooperatives and SACCOs	- Help farmers pool resources, access credit, and market their products. - Support savings and investment among members.
	Individual MSMEs, Large Farms, SMEs, Business Associations (Dairy Cooperatives, SACCOs, Jua Kali Groups)	- Create jobs and drive the local economy. - Provide goods and services to the community. - Innovate and grow local industries such as dairy, retail, and manufacturing.
Finance	Commercial Banks, Microfinance Institutions (MFIs),	- Provide loans, savings, and financial advice to businesses. - Support farmers and entrepreneurs with credit and investment products. - Promote financial inclusion for small businesses and farmers.
Civil Society	Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Business Membership Organizations (BMOs), Youth, Women, and Community Groups	- Support training, capacity building, and awareness creation for entrepreneurs. - Promote fair trade, gender equality, and environmental responsibility. - Help small businesses access markets, finance, and networks.
Development Partners	World Bank, UN Agencies (FAO), UNHABITAT	- Provide funding and technical support for business and infrastructure projects. - Support programs that create jobs, improve skills, and boost productivity. - Partner with the county to strengthen the private sector environment.

3 Approach and Methodology

3.1 Approaches used to conduct the diagnostic

To process of developing this diagnostic tool involved the use of multiple methods. This involved use of quantitative and qualitative to collect data with a wide range of stakeholders. This enable collection of primary and secondary data which is collated into this diagnostic tool. The diagnosis was guided by a” four-lever” framework, analyzing the key factors that determine municipal and regional competitiveness.

3.2 Data Collection and Analysis

3.2.1 Secondary Data Review

An extensive desk review was conducted, analyzing documents such as:

- ❖ Nyandarua County Integrated Development Plan (CIDP)
- ❖ County Fiscal Strategy Papers (CFSP)
- ❖ Ol’kalou Municipality Strategic Plan
- ❖ Ol’kalou Municipality Integrated and Strategic Urban Development Plan
- ❖ Online materials by partners
- ❖ National Bureau of Statistics (KNBS) data
- ❖ Previous reports from development partners and academic studies.

3.2.2 Primary Data Collection

Primary data was gathered through:

- ❖ **Key Informant Interviews (KIIs):** interviews were conducted with stakeholders drawn from the County Government, private sector associations, financial institutions, and civil society.
- ❖ **Focus Group Discussions (FGDs):** Held with 10 groups of business owners (segmented by sector, gender, and location) to understand their specific roles, opportunities and interventions to challenges.
- ❖ **Business Climate Survey:** A structured survey administered to over 200 MSMEs across the county to quantify key constraints.

Data was analyzed and categorized and interpreted in thematic area.

4 SWOT Analysis

4.1 SWOT Analysis

Category	Summary
Strengths	• Good climate and fertile land for farming. • High production of potatoes and milk. • Close to major markets (Nairobi, Nakuru). • Peaceful and secure environment. • Municipal charter and legal frameworks in place. • Strong political support and devolved governance. • Reliable financial systems (e.g., IFMIS) • Fiber optic network available. • Basic solid waste management system and equipment in place. • Qualified and experienced staff. • Supportive environment for donor and development partners.
Weaknesses	• Poor feeder roads and transport links. • High post-harvest losses due to limited storage. • Few agro-processing and value addition facilities. • Limited access to affordable loans for MSMEs. • Shortage of skilled and adequate staff. • Weak institutional frameworks and slow technology adoption. • Poor record keeping and overreliance on donor funds. • Low budget allocations and underutilized revenue sources. • Weak environmental awareness and poor waste management systems. • Lack of recycling and poor disposal site maintenance.
Opportunities	• Investment in cold storage, processing plants, and organized markets. • Tourism opportunities around Lake Ol'bolosat. • Renewable energy options (solar, wind). • Use of technology in agriculture and finance to boost efficiency.
Threats	• Climate change and unreliable rainfall. • Unstable market prices and middlemen exploitation. • Rising cost of inputs and electricity. • Inconsistent policies and heavy regulations.

4.2 Summary of Key Challenges

The most significant challenges affecting the performance of private sector growth are among others:

- ❖ Poor infrastructure, which increases operational costs and reduces market access;
- ❖ Lack of affordable finance, hindering investment and expansion; and
- ❖ A weak value addition ecosystem, leading to
- ❖ High post-harvest losses
- ❖ Low farm-gate prices.
- ❖ Skills mismatches
- ❖ Low technology uptake.
- ❖ Overlapping roles between county and municipalities.
- ❖ Lack of by-laws
- ❖ Lack of serviced industrial land and
- ❖ Weak planning enforcement.

4.3 Institutional Analysis

The municipality operates within the devolved governance framework under Nyandarua County. The Municipal Board provides oversight of urban development and service delivery. It is the headquarters of CGN and also hosts several national government ministries and state agencies who have offices in the town. The County Government arms of executive and the assembly have offices within the municipality. The municipality has a functional board of 9 members appointed as per Section 14 of the Urban Areas and Cities Act, 2011 (amended in 2019).

Units in the municipality

- ❖ Finance, Economic planning and administration
- ❖ Land, Physical Planning and infrastructure
- ❖ Public health, environment, trade and tourism
- ❖ Community development and social services
- ❖ Legal, audit and research services

While the Municipality has shown willingness to support the private sector, its capacity is constrained. The departments responsible for trade and agriculture often lack sufficient budgets and technical staff. Business associations (like KNCCI) are present but require strengthening to effectively advocate for their members and provide meaningful business development services (BDS).

5 Findings of the Analysis

5.1 Policy Levers for Competitive Municipalities

5.1.1 Lever One: Institutional and Regulations

Business Regulations: Ol'kalou Municipality uses the county regulations, standards and requirements. The municipality is in the process of finalizing its policy frameworks. Businesses obtain permits and licenses from the relevant agencies such as Health, National Environment Management Authority-NEMA, Liquor inspectorate committee. While the county has consolidated some permits, multiple national and county-level licenses are still required, creating a significant compliance burden.

Governance and Corruption: Perceptions of corruption, particularly in procurement and enforcement of regulations, remain a concern. Businesses report a lack of transparency and predictability in government processes, which discourages formalization and investment. The municipal administration in collaboration with County department of trade continuity sensitizes staff and stakeholders on issues of integrity and curbing corruption.

5.1.2 Lever Two: Infrastructure and Land

Transport Infrastructure: Infrastructure within Ol’Kalou Municipality is partly developed. The municipality has approximated 84 Kms of Bitumen roads and 131.2 Kms of murram roads that become impassable during rains. The state of rural access roads (feeder roads) is a major constraints to access rural areas and delivery of agricultural sector and inputs. Poor roads lead to significant delays, vehicle damage, and high post-harvest losses. There is need to access and improve public utilities – water, energy and sanitation.

Utilities: Water coverage stands at around 30% connection. Sewerage system is only in parts of Olkalou town while the rest of the residents rely on septic tanks and pit latrines. Access to reliable electricity is a major challenge for businesses seeking to engage in processing. Frequent power outages damage equipment and halt production. Internet connectivity is poor outside of the main towns, hindering the adoption of digital technologies.

Land Availability and Use: Agriculture is the dominant land use in the municipality at 72.9%. Olkalou town in the major urban center with market centers such as Rurii, Captain, Kariamu, Tumaini, offering. Residential areas occupy about 3.3% with estates such as Huruma, Site & service scheme, Bahati which are susceptible to climate hazards. Mixed-use land use (1.9%) is presented across the municipality mainly presented by commercial–cum residential use within most of the commercial nodes. Public utility has the least share of land use (1.4%). The land under conservation is about 1.6% with Ol Kalou Arboretum and Presidential Planted Park being the key areas. The majority of the residents practice agroforestry with an estimated tree cover of 6.0%. These green open spaces are critical carbon sinks that regulate urban heat island within the Municipality.

Land use	Existing land use coverage
Residential	3.3%
Industrial	3.9%
Educational	4.7%
Conservation/Recreational	1.6%
Public purpose	2.2%
Commercial	3.5%
Public utility	1.4%
Transportation	4.6%
Agriculture	72.9%
Mixed-use	1.9%

5.1.3 Lever Three: Skills and Innovation

Education and Training: The municipality currently has 46 ECDEs, 49 Primary schools, 20 Secondary Schools, 3 Vocational Technical Centers, 1 TVETs and the Nyandarua University College main campus whose operationalization is in progress. TVET institutions are not adequately equipped or aligned with modern Agri-processing or service industry demands. Businesses report a shortage of technicians, machine operators, and quality control specialists. The private sector provides opportunities for skills development and training although the institutions are few and not adequately equipped.

The municipality has 9 members of staff at different cadres and competencies against the required number of 76. It was also noted during survey some of the workers are either seconded or interns. Achieving optimal staffing involves aligning staff positions, assessing existing skill sets, addressing skill gaps, and ensuring staff possess the necessary competencies.

The private sectors play a critical role in education at the primary and secondary levels however the municipality has few tertiary institutions. The municipality need to provide an enabling legal framework for the private sector to provide education and training relevant to the needs and demands in the municipality.

Labor Market Dynamics: The municipality has an expansive population structure with a high youthful population. The labor force (%) includes casual laborer's, private sector, self-employed and civil servants. Majority of the labor forces are in the agricultural and informal sectors. The municipality requires to provide enabling environment and engage private sector actors in providing enabling environment for productive labor to develop and attract investors to start enterprises and decent work opportunities. The youthful population is an asset however skills mismatches persist yet businesses struggle to find reliable and skilled labor. Interventions should target the skills and competencies to inform current and project future market demands.

Research and Development: A number of research institution are within and within reach of the municipality. Nyandarua University College, main campus is the only tertiary institution with the while the Kenya Agricultural and livestock Research Organization (KARLO), Agricultural Training Institutes are in neighboring sub counties, However, national and international organizations are active in development in sites within municipality such as Kenya Forest Research Institute-KEFRI, East African Wildlife Society-EAWLS, Global Alliance on Improved Nutrition-GAIN. There is need to strengthen linkages between research institutions and local enterprises, adoption of new technologies, improved seed varieties, and improve modern farming practices. The municipality need to engage with private sector actors invest in research and innovations initiatives. The municipality need to collaborate with universities, research organizations, industries, and innovation hubs to transfer and utilize research, transfer relevant technological and innovation outputs.

5.1.4 Lever Four: Enterprise Support and Finance

Access to Finance: Financial institutions among others-; Tower SACCO, Equity, Sidian bank, Diamond Trust Bank, Kenya Commercial Bank, Equity and Family banks, Muki SACCO operate in the municipality. Financial services target various sectors but majorly agricultural based. Financing is a major constrain to starting and sustaining business. High interest rates, lack of collateral and inadequate instruments targeting MSME further complicates performance. The municipality require to tap into innovative funding instruments and opportunities specially to underfinanced sectors such as agriculture.

Business Support Services: The municipality require to provide requisite services to enable the populace to start, grow and enhance competitiveness. The Huduma center of the county is in Olkalou town. Financial and none government organization provide support and services to SMEs through advice, training and financial instruments but mainly in the urban areas. Few financial institutions have outreach to the rural areas. It is critical to provide set up business incubation hubs and provide quality training in financial management, marketing, and strategic planning.

6 Monitoring, Evaluation, Learning, and Reporting (MELR)

6.1 Monitoring

To promote competitiveness, track progress, results and implementation of corrective measures require an adaptive MELR framework. This entails developing achievable targets with clear and time bound objectives and Key Performance Indicators (KPIs) over time, reporting and implementing corrective measures.

6.2 Evaluation

Internal and external evaluations are critical in gauging performance to inform interventions. Budgeting and implementation of mid-term and end-term evaluation of projects and programs assists in gauging impacts, instituting corrective measures and promoting sustainability.

6.3 Learning

Regular learning events (e.g., quarterly stakeholder roundtables) should be institutionalized. This will allow for adaptive management, where strategies are adjusted based on real-time feedback and changing market conditions. Lessons learnt and experiences should inform improvement to address challenges in the business environment and with the private sector actors.

6.4 Reporting

The municipality will ensure timely compilation and dissemination of reports on the implementation of PSEF. The Board disseminating a quarterly and annual reports to the public and the County Assembly. Reporting assist in keeping the institutional track record and forms a basis for action.

7 Capacity Building and Training

7.1 Strategic Initiatives

The municipality as an institution has a clear governance structure headed by the Board which is the main the decision-making body. Operation is sub optimal in the municipality is sub optimal . it has some revenue sources and its financial management system in done in compliance with the public sector manage address the identified gaps, a focused capacity-building program is required. Key initiatives should include:

- ❖ **Initiatives targeting Municipal Staff:** Training on public-private dialogue (PPD), investment promotion, and regulatory impact assessment.
- ❖ **Initiatives for Board Members:** Training on governance, financial management, advocacy, and service delivery to members.
- ❖ **For MSMEs:** Targeted training and workshops and mentorship programs on financial instrument financial literacy, marketing, governance.

7.2 Partnership Opportunities

The County has few existing partnerships and should strive establish partnerships with development partners, financial institutions, and universities to co-design and fund these capacity-building initiatives.

8 Conclusion

8.1 Summary

The private sector in the municipality is at a fledgling phase but has high potential especially in agriculture the main sector of the economy. The sector faces a myriad of challenges such as inadequate infrastructure, constrained entrepreneurial spirit, but by a difficult operating environment.

8.1.1 Lever-Specific Conclusions

Policy, Institutional, Legal, and Regulations: The municipality has existing frameworks but they are inadequate in supporting a robust business environment and private sector actors. The municipality is in the process of improving and developing relevant frameworks to provide an enabling environment for start, growing and thriving businesses.

Infrastructure and Land: The municipality has roads, energy and communications connectivity but is inadequate to support the businesses. Poor and inadequately maintain infrastructure are major constraints in the local economy and attracting and sustaining investment.

Skills and Innovation: Skills and competencies exist in the workforce but there are gaps that should be addressed to enable the private sector to perform effectively. Innovative capability is very low and there is need for strategic interventions to it to develop. Collaboration and partnerships between the municipality and private sector actor should be a priority to address the gaps

Enterprise Support and Finance: Financial institutions and support exist with high potential for availing favorable financial instruments for the market, the business environment and initiatives. However, these instruments are not affordable financial to a large section of populace hence stifles investment value addition and tapping into appropriate technology. This results into stagnation of businesses with ripple effects on the local economy. To unlock this, there is need for assess the financial landscape, provider and develop instruments to foster startups, growth and upscaling

8.2 Next Steps

This report will be validated by stakeholders to verify the context and make recommendation in a stakeholder workshop. Input from stakeholders will be collated and forwarded for necessary approvals and dissemination. Prioritized interventions will be incorporated into the next municipal integrated development plan and even the County Integrated Development Plan (CIDP).

9 Recommendations of Priority Interventions

9.1 Policy, Institutional, Legal, and Regulations

1. **Awareness and outreach:** Put in place deliberate sensitization and outreach are critical services in supporting business and
2. **Streamline Licensing:** Reduce the number of businesses licenses and permits through a single business permit and establish hubs
3. **Public Private Dialogues:** Institutionalize engagement with private sector through bi-annual roundtables to track progress and address issues.

9.2 Infrastructure and Land

1. **Affordable and reliable energy:** Develop alternative energy sources to supplement conventional sources
2. **Road networks and connectivity:** Allocate annual budget for developing, upgrading and maintaining roads.
3. **Land banking and access;** Establish a land bank and avail to investors and transformative projects in strategic places.

9.3 Skills and Innovation

1. **Skill inventory and alignment;** budget and implement skill audits, skill enhancement programs aligned with market and future demands.
2. **Pubic private partnerships:** develop functional partnerships to set up innovation hubs targeting the youthful populace
3. **Research and development initiatives:** Partnership with academic and research institutions to establish an agricultural and digital innovation hub in OIKalou targeting population sectors especially the youth.

9.4 Enterprise Support and Finance

1. **Municipal Enterprise Support Fund:** Develop and implement fund regulations, Establish, capitalize and source for funds to support development of MSMEs in various sectors. This fund should have clear, nonpolitical eligibility criteria.
2. **Establish a Business Development Services:** identify and engage qualified service providers to assess, training and mentor MSMEs in priority areas.

A Implementation Matrix

Table 2: Priority Intervention Implementation Matrix

Intervention	Key Actions	Responsible Actor(s)	Time	M&E Indicator
Streamline Licensing	- Analyze existing county licenses. - Develop and implement supporting legal. - Digitalize issuance of permit licensing	Municipal finance, Trade department County Assembly ICT Dept.	Y1	Time to obtain a permit (days)
Public Private Dialogues	- Undertake biannual Roundtables. - Implement proposed actions	Governor's Office Municipal Board, manager	Y1-Q1	No of roundtables.
Affordable and reliable energy	- Conduct road inventory - Allocate budget. - Tender and commence works.	Municipal Board, infrastructure & energy Dept.	Y1-Y3	No of energy facilities
Road networks and connectivity	Allocate adequate budget Construct tur the climate resilient infrastructure Maintain road and related connections	Board, County public works department, KURA	Y1-Y3	Km of constructed, upgraded and maintained
Land banking and access	- Needs assessment - Identify land, undertake valuation initiate acquisition process - Digitalize land information and data	County land, County Attorney's office, County Assembly	Y1-Y2	Acreage of land Digital records.
Skill inventory and alignment	- Commission skills gap analysis - Budget and implement skill audits, - Implement skill enhancement programs	Development partners, Academia, research institutions	Annual	Reports

Public private partnerships	▪ Develop and implement PPP regulations. ▪ Allocate funds ▪ Establish PPP on economic sectors	Board, County Assembly, Finance, Trade County Assembly	Y1-Y2	Regulation, Amount allocated and utilized. # of functional PPPs .
Research and development initiatives	▪ Develop working memoranda ▪ Develop and implement programs and initiatives' targeting MSME and population sectors	Municipal boards, Dev. Partners, university, research institutions	Y1	Number of MSMEs established.
Municipal Enterprise Support Fund	▪ Develop and implement fund regulations ▪ Establish, capitalize Fund ▪ Source for funds to support development of MSMEs	Board, County Assembly, Finance, Trade County Assembly	Y2	▪ Regulation ▪ Funds ▪ No. of MSME supported
Establish a Business Development Services	▪ Develop working memoranda ▪ Develop and implement programs targeting MSME	Board, County Assembly, Finance, Trade County Assembly	Y1-Y2	Reports

10.0 Appendices

- **Appendix 1:** Survey Questionnaire samples
- **Appendix 2:** 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?

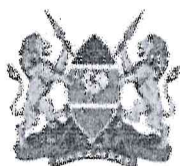
15. What **improvements** would you suggest in municipal regulatory and service frameworks to foster greater private sector participation in the health sector?

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
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
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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
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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?

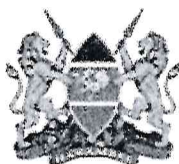
.....

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
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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

PRIVATE SECTOR ENGAGEMENT DATA COLLECTION- OLKALOU MUNICIPALITY																	
FIRM-LEVEL DATA						PUBLIC-PRIVATE PARTNERSHIP ENGAGEMENT					REGULATORY AND POLICY FRAME WORK			OPEN ENDED QUESTIONS			
Sector	No. of Businesses interviewed	Type of enterprise	Size of enterprise	Annual Revenue bracket	BS Location	Awareness of ppp Projects	willingness to participate	Main Advantages	Main Disadvantages	Beneficial 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
Water, Environment and Natural resources	9	Solid waste collection and disposal servies	Medium(11-50 employees)	N/A	Olkalou	yes	yes	Help in identifying problem resources and engage more people	Failure to engage people in public participation	Water supply, distribution &treatment 1 Sanitation &sewerage managemnet 2 Solid waste management &recycling 3 Tree planting & reforestation 4 Water resource management & conversation 5 Wetlands, fisheries & aquaculture management 6 Biodiveristy & wildlife conversation 7 Pollution control (air, water, soil)	clear	Easy	yes	Lack of funds	1involve residents in decision making 2 Teamwork and collaboration	1 Sustainable waste management 2 Water and Forestry Projects	1 Be holding meetings and table all expectations regularly 2 Engage community
Water, Environment and Natural resources	6	Water supply, treatment, or distribution	Small (1-10 employees	below KES 5 Million	Olkalou	yes	yes	water Supply efficiency	none	1 Water supply, distribution & treatment 2 Sanitation &sewerage ,management	Very clear	Easy	Yes	lack of immediate response	Engage community	wordl bank	Holding meetings with private entities
Water, Environment and Natural resources	3	Water supply, treatment, or distribution	Small (1-10 employees	Below KES 5 Million	Tumaini	yes	yes	1 improved infrastrucute 2 Expertise and Innovation	1 inequality 2High user cost due to profit driven model	1 Sanitation &sewerage management 2 Solid waste management &recycling 3 Climate change mitigation & adaptation 4 Tree planting &reforestation 5Wetland. fisheries &aquaculture management 6 Biodiversity and Wildlife conservation	unclear	Easy	Yes	1 unclear regulations 2 Slow approval processes	1 Streamline Licensing 2 Consistent policy enforcement	1 Improving water access through shared investment 2 Project stalled due to poor coordination	1 Regular stakeholder forums 2 Adopting feedback mechanism
Water, Environment and Natural resources	7	1 Borehole drilling/water trucking 2 Solid waste collection and disposal services	Medium(11-50 employees)	Below KES 5 Million	Olkalou	yes	yes	1 mobilization of private capital 2 Acces to technology and expertise 3 Risk transfer and allocation	1 Increased costs and the potential for soaring tariffs 2 Improper risk allocation 3Conflicts of interests	1 Water supply, distribution & treatment 2 Solid waste management & recycling 3 Tree p.lanting & reforestation 4 Biodiversity and wildlife conversation	Very clear	very easy	yes	1 Financial constraints and slow decision making 2 Governance and regulatory challenges 3 Social and environmetal issues	1 Regulatory simplification and transparency 2 Risk reduction and financial Incentives 3 Enhancing Local engagement and capacity	1 Durban water recycling project 2 Renewable energy/waste programs 3 solid waste management(Nairobi, Mombasa, kenya	1 Improve communication and trust building 2 Align research priorities with local needs 3 cultivate a culture of collaboration
Water, Environment and Natural resources	3	Tree planting, forestry, & landscape restoration	Small (1-10 employees	Below KES 5 Million	Olkalou	yes	yes	They improve on service delivery by combining Government oversight and Private sector efficiency	1 Unequal distribution of benefits in the community 2 L ack of transparency	1 water supply, distribution & treatment 2 Sanitation & Sewerage management 3 Renewable energy projects 4 Climate change mitigation & adaptation 5 Tree planting & reforestation 6 Water resource management & conservation 7 Biodiversity and wildlife conservation 8 pollution control (air, water , soil)	Very clear	very easy	yes	None	1 Provide financial incentives like tax relief 2 Improving on infrastructure 3 Enhancing transparency and accountability especially in public private partnership process	Waste management	1 Timely support service will encourage private sector participation and ensure sustainable development 2 Additional capacity building
Tourism	20	Hotel/ Lodge/Guesthouse	Medium(11-50 employees)	Below KES 5 Million	Olkalou	yes	yes	It will create better environment for investment	1 Job creation and local economic growth 2 Promotion of sustainable tourism 3 Improved infrastrucute such as Hotel, roads	1 Hotel & lodge development 2 Cultural & heritage site conservation 3 Events, festivals, and cultural exhibitions	Very clear	very easy	yes	limited financial support	Adequate financial support	1 Quick decision making 2 Clear policies 3 Quick Approvals of permits	1 Adequate financial support 2 Adequate technical support
Tourism	3	Cultural/Heritage Site Enterprise	Small (1-10 employees	below KES 5 Million	Olkalou	yes	yes	1 Provision of relevant information 2 Opening up of rural areas 3 Access to more funding 4 Risk sharing 5 Job creation	1 Loss of public control	Cultural & Heritage site conservation	Very clear	Easy	yes	1 High taxes and fees 2 poor infrastructure support 3 Zoning and land use restrictions	1 one-stop digital platforms 2 Set clear service timeline 3 Risk based regulations	Local government- tourist- business collaboration	Hold frequent meetings with stakeholders

Tourism	10	1 Hotel/Lodge/ guesthouse 2 Cultural/Heritage site enterprise 3 Transport services (Tour vans, buses,etc)	Small (1-10 employees)	below KES 5 Million	Oikhalou	Yes	Yes	1 Accelerated infrastructure development 2 Increased competitiveness through sustainable high-quality projects	1 High complex and lengthy procurement processes 2 Loss of public control 3 Financial and budgeting risks	1 Hotel & lodge development Marketing and branding of tourism destinations 2 Events, festivals, and cultural exhibitions 3 Eco-tourism and nature conservation projects	2	clear	Easy	yes	1 operational constraints 2 Structural constraints 3 Planning omission 4 High compliance cost	1 Streamline regulatory processes 2 Improve governance and planning 3 Support sustainability and social impact	1 Gili Eco-trust 2 Switzerland tourism collaboraion 3 Montagne Alternatives	1 Establish formal communication platforms 2 Regular consultations and capacity building 3 Establish conflict resolution mechanisms
Health	2	Hospital/ Clinic	Medium (11-50 employees)	N/A	Oikhalou	Yes	Yes	1.Brings health services close 2.Improved quality and access	Lack of proper services due to lack of equipments	1. Primary healthcare delivery 2.Hospital infrastructure development 3.Pharmaceutical supply chains 4.Laboratory and diagnostic services 5.Health ICT systems and data management 6.Waste management and sanitation		Clear	Easy	Yes	1.Handling waste 2.Lack of enough employees 3.Poor services due to lack of enough funds	1.Clarity and transparency 2.Education and awarness campaigns	1.Urban infrastructures like sanitation and housing 2.community based interventions for infection diseases	1.Set up regular forums 2.Involve all stakeholders 3.Actively involve joint 4.Health planning and policy development
Health	7	1.Hospital/ Clinic 2.Pharmacy/chemist 3.NGO/Community Health Organization	Small (1-10 employees)	Below KES 5 million	Oikhalou	Yes	Yes	1.Access to private capital for infrastructure 2.Enhanced innovation and technological adoption 3.Faster delivery of high-quality health services	1.High transaction costs 2.Long-tern fiscal rigidity 3.Potential reduced access to care for the people	1.Primary healthcare delivery 2.Laboratory and diagnostic services 3.Health ICT systems and data management		Clear	Easy	Yes	1.Inconsistent licensing 2.Financial and operational constraints 3.Infrastructure and resource strategies	1.Regulatory framework reforms 2.Data and information sharing 3.Service framework and PPP strengthening	1.African health markets for equity 2.Makueni county community health strategy 3.Saving mothers giving life partnership	1.Establish structured coordination platforms 2.Foster informative exchange and trust 3.Empowerment and capacity building
Health	24	Pharmacy/chemist	Small (1-10 employees)	KES 5-20 million	Oikhalou	Yes	Yes	Ensuring quality medicine certified by board are provided to Kenyans	failure to adhere to regulation	1.Primary healthcare delivery 2.Hospital infrastructure development 3.Pharmaceutical supply chains		Clear	Easy	Yes	Lack of clear communication after the physical contract	Always engage private sector in development of regulatory framework related to healthsector	Private hospitals working with municipalities to provide affordable healthcare services	Engage private sector in health while developing laws that govern healthcare
Health	13	Pharmacy/chemist	Small (1-10 employees)	Below KES 5 million	Tumaini & Rurii	No	Yes	1.Improved access to modern infrastructure and technology through shared investment 2.Enhanced efficiency in service deliver by combining public oversight with private sector	1.Sustainability challenges if projects rely heavily on external funding without strong local ownership 2.Risk of unequal access if private partners prioritize profit over equity	1.Primary healthcare delivery 2.Hospital infrastructure development 3.Pharmaceutical supply chains 4.Laboratory and diagnostic services 5.Health ICT systems and data management 6.Waste management and sanitation		Clear	Easy	Yes	1.Lack of structured collaboration framework between the municipality and private health business 2.Limited communication channels and inadequate feedback mechanism 3.Lengthy process and days in approval of licensing	1.Introduce clear and transparent policies 2.Provide tax incentives 3.Ensure consistency in regulations 4.Strengthen accountability	Delayed financial disbursment as a result of poor coordination discouraging private partners and disrupting service delivery	1.Regular stakeholders meetings 2.Involve private stakeholders in policy formulation and decision making
Private Sector Engagement Framework Data Collection Questionnaire	4	Trade/Wholesale/Retail	Small (1-10 employees)	Below KES 5 million	Tumaini & Rurii	No	Yes	1.Improved service delivery 2.Shared risk/investment 3.Access to new markets 4.Improved infrastructure	1.Bureaucracy/Delays 2.High cost of participation 3.Lack of information/Transparency 4.Regulatory hurdles	1.Water and sanitation 2.Waste management 3.Roads & Transport 4.Markets & Commercial spaces 5.Affordable Housing		Neutral	Easy	Yes	Lengthy process and delays in approval of licensing	1.Streamline service delivery by reducing permit changes 2.Adopt participatory approach by consulting businesses before introduction of new regulations and policies	1. Waste management where local enterprises are contcted to provide collection services thus providing jobs and improing efficiency 2.Stalled projects as a result of poor communication with private investors	Encourage joint investments in infrastructure development

Private Sector Engagement Framework Data Collection Questionnaire	7	Trade/Wholesale/Retail	Small (1-10 employees)	Below KES 5 million	Olkalou	No	Yes	Improved infrastructure	Lack of information/Transparency	Affordable Housing	Unclear	Easy	Yes	Lack of structured collaboration framework between the municipality and small businesses	Digitize the process	Global health partnership	1.Ensuring transparent governance 2.Aligning interest to tackle development challenges
Private Sector Engagement Framework Data Collection Questionnaire	47	Trade/Wholesale/Retail	Small (1-10 employees)	Below KES 5 million	Olkalou,Tumaini & Rurii	Yes	Yes	1.Improved service delivery 2.Shared risk/investment 3.Access to new markets 4.Improved infrastructure	1.Bureaucracy/Delays 2.Lack of information/Transparency 3.Regulatory hurdles	1.Water and sanitation management 2.Waste 3.Markets & Commercial spaces 4.Affordable Housing	Neutral	Moderate	Yes	Lack of structured collaboration framework between the municipality and small businesses	1.Strengthen PPP framework 2.Simplify regulations	1. Efficiency of PPP project delivery services 2. Delayed projects resuting from unclear agreement	1. Establish regular public-private dialogue 2.Improve on transparency & accountability
Lands	5	Land Surveying/Valuation firm	Small (1-10 employees)	Below 5 million	Oi'Kalou Town	Yes	Yes	Improved service delivery	Some PPPs can lack transparency	Land management & regularization	Very Clear	Very Easy	Yes	Slow & bureaucratic administrative processes, especially in land aprovals, permits &licensing	Streamline regulatory processes by digitizing applications, setting clear timeliness & reducing unnecessary procedural steps		1. Prioritize mixed-income housing developments 2. Support affordable housing through subsidies, land provision or inclusionary zoning policies
Lands	8	Construction Firm/Contractor	Small (1-10 employees)	Below 5 million	Oi'Kalou Town	Yes	Yes	Job Creation & Faster Project Completion & better quality services	Risk of corruption or lack of transporting	1. Affordable Housing 2.Project Urban infrastructure development 3.Smart city & urban innovation Projects 4. Public amenities	Clear	Very Easy	Yes	1.Complex procurement processes 2.Delayed payment due to budget constraints	1. Create online system where permits are processed 2.Set clear timeliness so investors know how long each step takes		Adapt performance based contracts by linking contract payments to quality and service dleivery standards
IT	16	Cyber café/Digital services	Small (1-10 employees)	Below 1 million	Oi'Kalou,Tumaini & Rurii	Yes	Yes	Enhanced synergy is great to business owners	Connection issues	Innovation hubs & tech incubation	Very Clear	Easy	Yes	Communication delays	Timely communication & enhanced network systems	Equipping of social halls with network and programs support	Network connection boosting
IT	2	1. Software development 2.CCTV, security & surveillance systems 3. Data management & content creation	Medium (11-50 employees)	Above 20 million	Captain	No	Yes	1. Exchange of ideas 2. Reduced public sectory bureaucracy	Lack of regulatory framework	1. Public Wi-Fi and internet connectivity 2.ICT infrastructure development 3.Digital literacy and skills training 4.Innovation hubs & tech incubation	Unclear	Easy	Yes	Lack of clear IT communication line	Make use of IT available other than having physical engagement	Not aware	Develop proper regulatory framework
IT	6	1. Software development 2.Website & mobile app development 3.Network installation & maintenance 4.CCTV, security & surveillance systems 5. Data management & cloud services 6.Digital marketing & content creation	Medium (11-50 employees)	1-50 million	Oi'Kalou	Yes	Yes	Connection people with different business sectors thus creating a strong field of open business	1. Lack of proper training & connections 2. Insufficient funds of development	1. E-government systems 2. ICT infrastructure development 3. Data management systems 4.Cybersecurity systems 5. Innovation hubs & tech incubation	Very Clear	Easy	Yes	1. System maintenance & upgrade 2. Talent identification	1. Creation of ICT hubs 2. Training programs	1. Internet service provision to the public 2. Community outreach	1. Public participation

IT	5	Internet service provision	Small (1-10 employees)	Below 1 million	Oi'Kalou	No	Yes	1. Cost efficiency 2. Risk sharing 3. Faster project delivery	1. Complex contracts 2. Accountability & transparency	1. E-government systems infrastructure development 2. ICT Data management systems 3. Digital literacy and skills training 4. Cybersecurity systems 5. School ICT systems	Clear	Easy	N/A	1. Lengthy procurement process 2. Limited unclear communication	1. Streamline procurement & approvals 2. Clear policies & incentives to attract IT firms	1. Implementation of e-government platform 2. Project delayed due to lack of stakeholder coordination	1. Improve communications & digital feedback mechanism 2. Regular stakeholder engagement
IT	4	1. Cyber café/digital services 2. IT consultancy & training 3. Internet service provision	Small (1-10 employees)	1-50 million	Oi'Kalou	No	Yes	Enables team work	High transaction cost & potential loss of public control over data	1. E-government systems 2. Data management systems 3. Cybersecurity systems	Clear	Easy	Yes	1. Long & complex procurement costs 2. Rigid compliance and regulatory barriers	1. Digitizing bureaucratic processes 2. Creating transparent procurement frameworks	1. Amsterdam Smart City (Netherlands) 2. Berlin Social Infrastructure (Germany)	1. Establish a digital advocacy 2. Early market surroundings
Youths	2	1. Sports club/academy 2. Youth-led enterprise 3. Training/skills development center 4. Event management/entertainment company 5. Fitness/wellness enterprise 6. Cooperative/association supporting youth & sports	Large (51+ employees)	N/A	Rurii	Yes	Yes	It will bring youth together	Management of funds	Youth skills development and entrepreneurship	Clear	Very Easy	Yes	Insufficient allocation of funds	1. Public participation 2. Increase allocation of funds to youth & sports	Youth ICT hub	1. Community outreach and mentorship initiatives 2. Talent identification & nurturing
Youths	8	Event management	Medium (11-50 employees)	5-20 Million	Oi'Kalou	Yes	Yes	1. Reduced public burden 2. Access to resources	1. Coordination challenges 2. Interest conflicts	1. Youth skills development & entrepreneurship 2. Health, wellness and recreation programs 3. Community outreach & mentorship initiatives	Clear	Easy	No	1. Pending bills 2. Limited opportunities	1. Functional feedback program 2. Stakeholder engagement	Construction of social hall youth program	1. Regular stakeholder 2. Clear partnership framework
Youths	3	Fitness & wellness enterprise	Small (1-10 employees)	Below 5 million	Oi'Kalou Municipality	No	Yes	1. Pooling resources for modern sports facilities 2. Creating sustainable youth programs 3. Fostering collaboration between government & private sector	1. Unequal resource distribution 2. Risk of project stalling if funding commitments are not honoured	1. Sports facilities development & management 2. Youth skills development & entrepreneurship 3. Talent identification & nurturing 4. Sports tourism & events 5. Health, wellness and recreation programs 6. Community outreach & mentorship initiatives	Clear	Very Easy	Yes	1. Lengthy & complex licencing procedures discourages formal registration 2. Lack of tailored funds or grants for small, youth-led enterprises	1. Establish dedicated youth sports & provide accessible trainings 2. Streamlines licencing processes & minimize delays	1. Joint development of community sports fields where the municipality provides lands & basic infrastructure 2. Attempt to launch youths sports loan program without proper consultations	1. Establish regular consultative forums where youths groups sports business & municipal officials co-create strategies 2. Recognize & support youth led innovation through municipal grants & public private mentorship programs



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NYANDARUA
MUNICIPALITY OF OL KALOU

OLKALOU MUNICIPALITY PRIVATE SECTOR DIAGNOSTIC TOOL

