

County Investment Conference Guide 2025

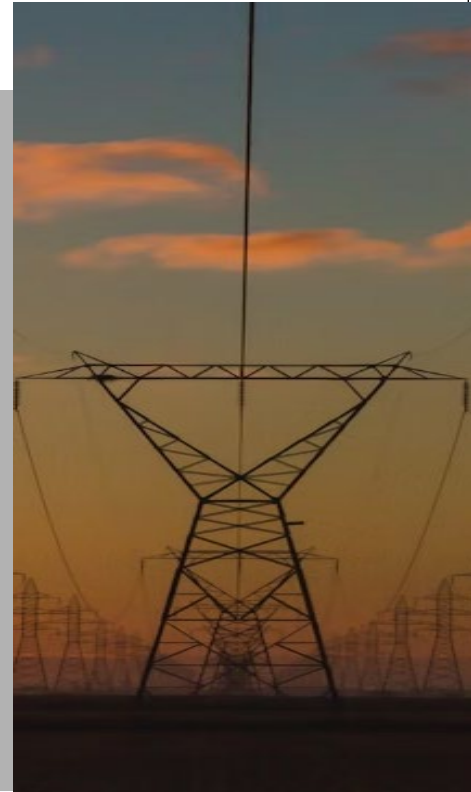


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List of Acronyms

Acronym	Full Form
ADP	Annual Development Plans
CAF	County Assembly Forum
CIDP	County Integrated Development Plans
CoG	Council of Governors
DFIs	Development Finance Institutions
EPZ	Export Processing Zones
FDI	Foreign Direct Investment
ICT	Information and Communication Technology
KEPSA	Kenya Private Sector Alliance
KNCCI	Kenya National Chamber of Commerce and Industry
KPIs	Key Performance Indicators
MOUs	Memoranda of Understanding
MSMEs	Micro, Small, and Medium Enterprises
MTPs	Medium Term Plans
M&E	Monitoring and Evaluation
PPP	Public-Private Partnership
ROI	Return on Investment
SEZ	Special Economic Zones
VAT	Value Added Tax

Chapter 1. Introduction



Introduction

Kenya's devolved system of government, as outlined in the Constitution of Kenya, 2010, grants counties a constitutional mandate to promote economic development and attract investments that drive job creation, infrastructure growth, and improved livelihoods. Article 174 highlights the objectives of devolution, including enhancing economic self-reliance at the county level, while Fourth Schedule, Part 2 assigns counties responsibilities such as trade development, investment promotion, and economic planning. Additionally, Article 189 emphasizes cooperation between national and county governments in implementing economic policies and projects.

Over the past several years, county governments across Kenya have increasingly sought to attract private sector investment by organizing county-level investment conferences. While this reflects a commendable recognition of the role of private investment in economic transformation and job creation, the current approach to planning and executing these conferences has revealed critical structural and strategic shortcomings that limit their effectiveness and long-term impact.

Currently, investment conferences are being held frequently across the 47 counties, with some counties hosting annual events, while others organize multiple forums within a single year. Additionally, national and sector-specific investment summits, often supported by development partners and government agencies, add to the already crowded calendar. This high frequency and fragmentation of investment events has led to investor fatigue, as the same pool of investors and stakeholders are repeatedly invited to attend similar forums with overlapping themes but little strategic differentiation. Consequently, investor engagement is diluted, and the perceived value of these conferences is undermined.

Moreover, many counties convene these forums without adequate preparation of bankable investment opportunities. In several instances, investment opportunities presented lack commercial viability, clear business cases, or the necessary technical, financial, and legal documentation required by serious investors. This results in conferences being largely ceremonial in nature, with limited follow-through in terms of generating qualified leads or converting investor interest into actionable deals. Without a structured pipeline of well-developed and investment-ready projects, the ability of counties to leverage these platforms for tangible economic outcomes remains minimal.

This status quo reflects the need for a coordinated, streamlined, and strategic approach to county investment promotion

1.1. Purpose of the Guide

This guide provides a structured framework to enable county governments plan, execute, and monitor successful investment conferences. These conferences serve as strategic platforms for showcasing investment opportunities, attracting investors, and driving local economic development. By following this guide, counties can ensure that their conferences align with the county and national economic priorities and deliver tangible benefits for both investors and communities.

Specifically, the guide aims to:

1. Equip county governments with a structured approach to organizing investment conferences, ensuring strategic planning and execution.
2. Outline key steps before, during, and after the conference to maximize impact and effectiveness.
3. Ensure alignment with national development goals, county development agendas, investor expectations, and global best practices in investment promotion.

4. Enhance county competitiveness by providing a clear roadmap for identifying, packaging, and presenting investment opportunities.

1.2. Rationale for County Investment Conferences

The County Investment Conference guide plays a crucial role for county leadership (governors, CECs, MCAs etc.), investment promotion units, economic planning teams, development partners and private sector actors supporting county development by:

1. **Facilitating strategic planning and alignment with county development goals**– The guide provides a clear roadmap for aligning investment opportunities with the county’s Integrated Development Plan (CIDP), Vision 2030, and other national development priorities.
2. **Promoting collaboration among stakeholders**– The guide serves as a tool to foster collaboration between county leadership, investment promotion units, development partners, and private sector actors.
3. **Streamlining investment facilitation and reducing bureaucratic barriers**– The guide provides a step-by-step process for facilitating investments, including information on licensing, land acquisition, permits, and compliance with county and national regulations.
4. **Providing a well-defined approach for investment conferences** – The guide equips county governments with a structured approach to organizing investment conferences, ensuring strategic planning and execution.

1.3. Indicators for successful Investment conference

To effectively assess the impact of county investment conferences, key performance indicators must be tracked and analysed. The table below outlines critical metrics that measure investor engagement, investment outcomes, policy advancements, and overall economic impact. By evaluating these indicators, counties can identify strengths, address gaps, and enhance future conferences to maximize investment opportunities and economic growth.

Metric	Description	Measurement Criteria
Investor Participation Rate	Number of investors attending, categorized by sector, domestic vs. international, and institutional vs. individual investors.	Total count of investors by category.
Investment Commitments and Pledges	Total value and number of investment commitments made during or immediately after the conference.	Amount pledged (KES), number of commitments.
Signed Agreements and MOUs	Number of MOUs, contracts, or partnership agreements signed between counties and investors.	Total number of signed agreements.
Project Showcasing and Uptake	Number of county investment projects presented, and investor interest generated.	Number of projects showcased follow-up inquiries.
Public-Private Partnerships (PPPs) Established	New PPPs formed as a result of the conference.	Number of PPP agreements initiated.

Metric	Description	Measurement Criteria
Media Coverage and Public Engagement	Extent of media coverage, social media engagement, and visibility of the conference.	Number of media mentions, social media reach, engagement metrics.
Policy and Regulatory Reforms Announced	Policy improvements, tax incentives, or regulatory changes introduced to enhance investment climate.	List of announced reforms, timeline for implementation.
Follow-up and Implementation Rate	Percentage of investment leads translating into actual projects within a given timeframe.	% of leads converted into projects.
Stakeholder Feedback and Satisfaction	Investor, business, and policymaker feedback on conference organization and impact.	Survey results, satisfaction scores.
Economic Impact Assessment	Measurable economic benefits resulting from investments attracted during the conference.	Jobs created, infrastructure growth, sectoral expansion.

1.4. Role of Key Stakeholders

Successful County Investment Conferences require collaboration among various stakeholders, each playing a vital role in ensuring the success of the event and the realization of investment objectives. The key stakeholders include:

- **County Governments** – Responsible for identifying investment opportunities, organizing the conference, engaging with potential investors, and ensuring project readiness. Counties must prepare investment profiles, streamline regulatory processes, and provide incentives to attract investors.
- **National Government Agencies** – Entities such as the Kenya Investment Authority (KenInvest), Ministry of Trade, Ministry of Industrialization, and other regulatory bodies play a role in providing guidance on investment policies, facilitating approvals, and endorsing key projects.
- **Council of Governors (COG)** – COG plays a crucial role in harmonizing county policies and ensuring that investment strategies align with both national and county-level priorities, facilitating smoother implementation of projects.
- **State Department for Devolution (SDD)** – SDD supports county governments through policy formulation, capacity support and intergovernmental relations.
- **Inter-Governmental Relations Technical Committee (IGRTC)** – IGRTC establishes a framework for consultation and cooperation between the national and county governments, and amongst county governments, playing a mediation role between the two levels of government.
- **County Assembly Forum (CAF)** – CAF represents county assemblies, facilitating coordination between county governments and assemblies in ensuring that investments align with local policies and development plans, enabling legislative support for projects.
- **Private Sector and Investors** – Businesses, financial institutions, and venture capitalists participate in investment discussions, assess viable projects, and make financial commitments. Their involvement is crucial in ensuring that investment conferences result in tangible economic growth.
- **Development Partners and Financial Institutions** – International organizations, donor agencies, and financial institutions support counties through funding, technical assistance, capacity-building programs, and investment advisory services.

- **Chambers of Commerce and Business Associations** – Organizations such as the Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI), and sector-specific associations play a role in mobilizing businesses, promoting trade partnerships, and advocating for investor-friendly policies.
- **Academic Institutions** – Universities and research institutions contribute through research, innovation, and development of skilled human resources. They play a vital role in ensuring that investment initiatives are informed by data-driven insights and can address the long-term needs of the economy.
- **Local Communities and Civil Society Organizations** – Communities play a role in providing local insights, ensuring sustainable investment projects, and supporting initiatives that align with social and environmental sustainability.
- **Media and Communication Channels** – The media plays a crucial role in raising awareness about the investment conference, promoting its objectives, and ensuring transparency. They help in disseminating key messages, attracting broader participation, and building investor confidence through the reporting of successful partnerships and outcomes. Media engagement also aids in promoting the county's investment potential to a wider audience, both locally and internationally.

Chapter 2. Policy, Legal, Regulatory, and Institutional Frameworks



Policy, Legal, Regulatory, and Institutional Frameworks

A conducive investment climate depends on well-defined policies, legal structures, and institutional support. Counties play a pivotal role in local economic development, and their investment mandates are anchored on national and devolved governance frameworks. This section documents the key frameworks that guide county-level investments, ensuring a structured, transparent, and efficient investment environment. The policies, regulations, and institutions outlined in this guide shape the objectives, discussions, and outcomes of county investment conferences.

2.1. Policy Frameworks

Policies provide the strategic direction for economic growth and investment promotion at both national and county levels. The following policies are crucial for county investments and their alignment with County Investment Conferences:

- **Kenya Vision 2030** – This long-term development blueprint aims to transform Kenya into a middle-income country by 2030 through industrialization, infrastructure development, and social progress. Vision 2030 is put into action through Medium Term Plans (MTPs), which serve as a crucial phase in advancing towards the goals of Vision 2030. These plans ensure a strategic and unified approach to achieving long-term objectives. County Investment Conferences themes need to align with the most current MTP by showcasing how counties contribute to industrialization and economic diversification.
- **10- Year County Spatial Plan and Sector Plan:** Each county, as per the County Government Act, 2012, should develop a 10-Year Spatial Plan that guides land use and investment needs, and a 10-Year Sectoral Plan that outlines investment priorities. County investment conferences should align with these plans by ensuring discussions and proposed investments support the long-term vision they outline. The conferences should highlight projects and investment opportunities identified in these plans to attract investors to strategically prioritized areas.
- **County Integrated Development Plans (CIDPs) and Annual Development Plans (ADPs)**– County Integrated Development Plans (CIDPs) at the county level are the equivalent of the Medium-Term Plans (MTPs) at the National Level. At the county level, CIDPS are ideally the 5-year plans that implement Vision 2030. Section 108 of the County Government Act, 2012 requires each county to prepare a 5-year CIDP which shall identify among others any investment initiatives in the county (Section 108, 2b(i)). The CIDP is operationalized through Annual Development Plans (ADPs), which guide yearly implementation and budgetary allocation. Counties should prepare projects prioritised in the CIDPs and ADPs to showcase during the investment conferences. By doing so, they will ensure that projects funded are within the county planning framework.
- **County Trade and Markets Policies and Acts** - Mandated by the Fourth Schedule of the Constitution to empower county governments to regulate and develop trade within their jurisdictions. This includes establishing and managing markets, issuing trade licenses (excluding professions), ensuring fair trading practices, promoting local tourism, and overseeing cooperative societies. To implement these functions, counties enact specific legislation and develop policies that address market infrastructure, licensing procedures and fees, consumer protection, and revenue collection from trade activities.
- **National Trade Policy (2017)** – This policy facilitates trade and investment by addressing regulatory bottlenecks and enhancing market access. County conferences should leverage this policy to support local traders and attract investors interested in trade-related activities.

- **Kenya Investment Policy (2019)** – A comprehensive framework that fosters a conducive investment climate by reducing barriers to investment, improving investor confidence, and enhancing county competitiveness. Conferences should highlight county-specific incentives in line with this policy to attract both local and foreign investors.
- **Public-Private Partnership (PPP) Policy (2011)** – This policy provides guidelines for infrastructure development and service provision through partnerships between county governments and private investors. Investment conferences should provide a platform to showcase ongoing and potential PPP projects at the county level.

2.2. Legal Framework

Investment conferences must operate within the legal frameworks that govern county economic activities. These legal provisions enable counties to create investor-friendly policies, establish transparent governance structures, and enhance regional economic growth through strategic collaborations.

The key legal instruments guiding county investment conferences include:

1. **Constitution of Kenya (2010)** – The Constitution devolves economic functions to counties, empowering them to attract and manage investments through local policies and regulatory mechanisms.
2. **County Governments Act (Cap. 265)** – This Act provides for county investment planning, governance structures, and inter-county collaboration to enhance regional economic growth.
3. **County Investment Acts** - These Acts typically establish County Investment Units (CIUs) with mandates that include developing and implementing county investment strategies, identifying and promoting investment opportunities, providing investor support services (such as business registration and land acquisition assistance), facilitating public-private partnerships, and fostering a conducive business environment through policy advocacy and streamlining regulatory processes.
4. **Public Procurement and Asset Disposal Act (Cap. 412C)** - Governs the processes by which public entities, including county governments, procure goods, works, and services, as well as the disposal of public assets. Its main objectives are to ensure transparency, accountability, fairness, and value for money in public procurement and asset disposal. The Act establishes procurement procedures, thresholds, and oversight mechanisms, including the Public Procurement Regulatory Authority (PPRA), to regulate and monitor compliance.
5. **Land Act (Cap. 280)** - Consolidates and revises land laws, provides for the sustainable administration and management of land, outlines rights and obligations related to land, and establishes institutions for land administration.
6. **Land Control Act (Cap. 302)** - Regulates transactions in agricultural land, requiring consent from Land Control Boards for subdivisions, sales, transfers, charges, and leases to prevent undesirable land fragmentation and ensure orderly agricultural development
7. **Investment Promotion Act (Cap. 485)** – Establishes the Kenya Investment Authority (KenInvest), which collaborates with counties to facilitate investment attraction and promotion.
8. **Public Finance Management Act (Cap. 412A)** – Governs County financial planning, ensuring accountability and transparency in managing public resources for investment projects.
9. **Public-Private Partnerships Act (Cap. 430)** – Regulates PPP arrangements, allowing counties to engage in infrastructure development through private sector participation.

10. Tax Frameworks – Tax incentives, investment-friendly regulations, and compliance mechanisms significantly impact investment attraction at the county level. Counties should align their finance regulations with national frameworks such as:

- **Income Tax Act (Cap. 470)** – Governs corporate and individual taxation, including incentives for investors. It provides tax reliefs, deductions, and exemptions for investors in key sectors, such as manufacturing, agriculture, and infrastructure. Incentives include capital allowances, reduced tax rates for export processing zones (EPZs), and special deductions for businesses engaged in industrial and technological advancements.
- **Value Added Tax (VAT) Act (Cap. 476)** – Regulates VAT application, with possible exemptions for key investment sectors. VAT exemptions or zero-rating apply to essential goods and services such as agricultural inputs, machinery for manufacturing, and ICT equipment, reducing operational costs for investors and enhancing sectoral growth.
- **Special Economic Zones (SEZ) Act (Cap.517A)** – Provides tax benefits for investors in SEZs, fostering industrial growth at the county level. SEZ investors benefit from corporate tax holidays, reduced income tax rates, VAT exemptions on goods and services, and import duty waivers, making counties with SEZs attractive for both domestic and foreign investment.
- **Export Processing Zones (EPZ) Act (Cap. 517)** – Governs the establishment and operation of EPZs, offering investors various incentives to enhance export-oriented industrialization. Investors in EPZs enjoy a 10-year corporate tax holiday, duty-free importation of raw materials and machinery, VAT exemptions, and exemption from withholding tax on dividends. Counties with EPZs benefit from increased foreign direct investment, job creation, and value addition in manufacturing.
- **County Finance Acts** – Define county-specific tax regimes, levies, and business licensing structures that influence investment decisions. Each county formulates its own Finance Act annually, specifying local taxation policies, service charges, and incentives aimed at promoting investment. Counties may offer tax rebates, reduced land rates, or business permit discounts to attract and retain investors.

2.3. Institutional Framework

Institutional support is essential for sustainable investment promotion. Key institutions working with counties participate in investment conferences by providing various forms of support, including policy guidance, funding, and facilitation of investment processes. Key institutions working with counties participate in investment conferences by:

- 1. National Government Agencies:** Provides policy guidance, regulatory approvals, and support for county investment. Include entities such as the Ministry of Trade, Ministry of Industrialization, State Department for Devolution, Inter-Governmental Relations Technical Committee, KRA, NEMA, KEBS, Immigration and other regulatory bodies that facilitate investment policies and project approvals.
- 2. Kenya Investment Authority (KenInvest):** Facilitates investor engagement, providing information and support for investment decision-making at the county level. Promotes Kenya as an investment destination, assists investors in obtaining necessary licenses and permits, and provides aftercare services to ensure successful project implementation.
- 3. Export Processing Zones Authority (EPZA):** Promotes and facilitates export-oriented investments within designated Export Processing Zones (EPZs). Provides fiscal, physical, and procedural incentives to businesses, including tax holidays, duty exemptions, and streamlined customs procedures.
- 4. Special Economic Zones Authority (SEZA):** Attracts, facilitates, and retains domestic and foreign direct investments in Special Economic Zones (SEZs). SEZs regulates both public and private SEZs,

develops integrated infrastructure facilities, and creates incentives to eliminate barriers to doing business.

5. **Council of Governors (CoG):** Strengthens inter-county collaboration and policy alignment to enhance investment attractiveness. COG coordinates county government policies, advocates for devolution, and ensures that investment strategies align with both national and county-level priorities.
6. **County Assembly Forum (CAF):** Coordinates the 47 County Assemblies in Kenya, promoting networking and synergy among them. CAF supports County Assemblies in performing their core functions of law-making, oversight, and representation, and enhances intergovernmental relations.
7. **County Investment Units:** These are legal entities established by respective county government Acts to manage specific development projects or services. These SPVs provide counties with a separate legal and financial structure, allowing them to raise funds, enter into contracts with investors, and form strategic partnerships to attract private sector participation. This flexibility enables counties to efficiently execute projects, improve infrastructure, provide essential services like clean water, and support local businesses while reducing direct financial and operational burdens on the county government.
8. **Kenya Private Sector Alliance (KEPSA):** Serves as a bridge between counties and private investors, fostering public-private partnerships, public-private dialog platforms, and investment linkages. KEPSA mobilizes private sector participation, advocates for business-friendly policies, and facilitates dialogue between the government and private sector.
9. **Chambers of Commerce and Business Associations:** Mobilizes businesses, promote trade partnerships, and advocate for investor friendly environment. Include organizations such as the Kenya National Chamber of Commerce and Industry (KNCCI) and sector-specific associations that support business development and investment promotion.
10. **Development Finance Institutions (DFIs):** Provide funding for county investment projects, supporting sectors such as infrastructure, energy, and SMEs. DFIs offer concessional loans, grants, and investment guarantees to support county projects.
11. **Academic Institutions:** Contribute through research, innovation, and development of skilled human resources. These institutions provide data-driven insights, support innovation, and ensure that investment initiatives address long-term economic needs.
12. **Local Communities and Civil Society Organizations:** Provide local insights, ensure sustainable investment projects, and support social and environmental sustainability.
13. **Media and Communication Channels:** Raise awareness about investment opportunities and promote transparency. They disseminate key messages, attract broader participation, and build investor confidence through reporting on successful partnerships and outcomes.

Chapter 3. Pre-Conference Planning



Pre-Conference Planning and Event Management

Pre-conference planning is crucial as it involves assessing readiness, setting clear conference objectives, preparing and ensuring the bankability of projects, securing endorsements and partnerships, managing budgets, structuring the conference program, handling logistics, and engaging speakers.

3.1. Investment Readiness Assessment

Investment readiness assessment entails a systematic evaluation of a county's attributes, policies, infrastructure, and overall environment to determine its attractiveness and preparedness for attracting and retaining both domestic and foreign investment. It is critical as it ensures counties identify their strengths, align with development strategies, and address regulatory and infrastructure gaps, enabling effective and impactful investment attraction. This holistic approach maximizes investment potential and supports sustainable economic growth. The counties should undertake the following:

1. **Analyse economic and investment potential:** gather and analyse comprehensive data to pinpoint the county's unique strengths, opportunities, and competitive edges. The output of this process should be prioritized sectors for investment, which should inform the thematic areas for discussions during the conference.
2. **Ensure alignment with national and county development plans:** aligning projects with national and county development strategies allows for government backing, leading to smoother implementation and better access to resources or incentives.
3. **Evaluate legal, regulatory, and policy frameworks to assess the ease of doing business:** a thorough analysis will help counties identify barriers to entry, compliance requirements, and existing incentives that enhance investment attractiveness.
4. **Assess infrastructure readiness for investor engagement:** this includes ensuring reliable transportation, communication networks, energy supply, and facilities to support new investments and the conference itself.
5. **Evaluate after-care services:** analyse investor support required after entry including expansion facilitation and conflict resolution mechanisms put in place

3.2. Investment Reference Guide

To enhance investor confidence and streamline the investment process, each county should develop a **comprehensive investment reference guide**. This guide should serve as a quick reference for investors, covering:

1. **National and county legal and regulatory frameworks** – Provide an overview of the key national and county-level laws, policies, and compliance requirements governing investments. This should include land ownership regulations, business registration processes, sector-specific licensing, environmental approvals, and labour laws.
2. **National and county tax policies and investment incentives** – Outline corporate tax rates, value-added tax (VAT) exemptions, import duty waivers, capital depreciation benefits, and any national or county-specific fiscal incentives designed to attract investors.
3. **Project inventory and status updates** – Maintain an up-to-date record of investment-ready projects, including their current stage in the project preparation cycle, feasibility status, and available financing options.

4. **Sectoral investment opportunities** – Highlight priority sectors, their economic potential, and the support structures available for investors within each county.
5. **Key government contacts and support services** – Provide contact details for relevant national and county government agencies, investment promotion offices, regulatory bodies, and advisory services to facilitate investor engagement.

This guide should be made available in both digital and print formats before the conference to ensure investors have easy access to crucial information, enabling more efficient deal structuring and decision-making.

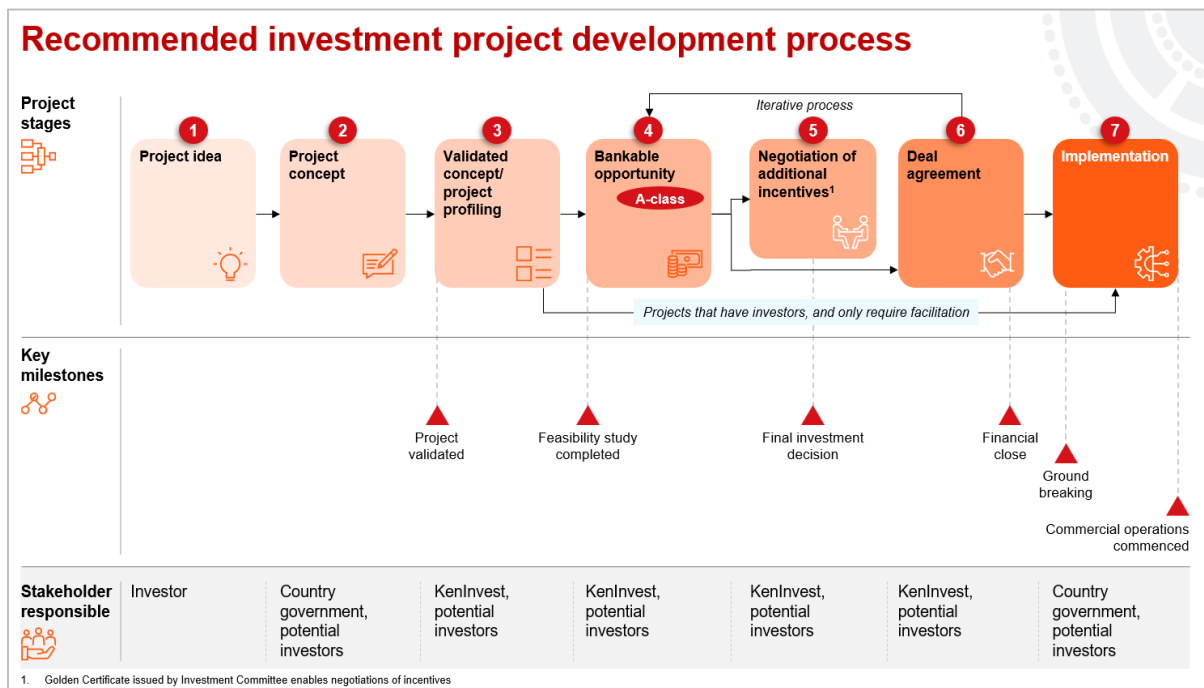
3.3. Preparation of Bankable Projects

For an investment conference to attract serious investors, the showcased projects must be well-prepared, clearly structured, and financially viable. This requires thorough project screening, feasibility assessments, and alignment with investor expectations. A bankable project is one that is attractive to financiers due to its clear value proposition, risk mitigation strategies, and potential for returns. Key considerations in preparing bankable projects:

1. **Project identification and prioritization:** Engage private sector and other project promoters to select high-impact projects aligned with economic and sectoral priorities, ensuring clear objectives, strong market potential, and scalability. This involves conducting preliminary research to identify projects that offer significant economic benefits, align with national and county development plans, and address key industry needs. Prioritization should be based on factors such as economic impact, job creation potential, and sustainability. Each county should maintain an updated inventory of investment-ready projects, including their current stage in the project preparation cycle. This will ensure investors receive clear, structured information on viable opportunities.
2. **Feasibility studies and due diligence:** Conduct comprehensive assessments of financial, technical, environmental, and legal viability, identifying risks and mitigation strategies. Feasibility studies help determine the practicality of a project, covering aspects such as demand analysis, cost-benefit evaluations, infrastructure requirements, and environmental impact assessments. Due diligence ensures that all potential risks are thoroughly analysed before project implementation.
3. **Financial structuring and revenue models:** Each project should have a well-defined financing approach, whether through public-private partnerships, equity, debt, or grants, with realistic revenue projections and return-on-investment (ROI) estimates. Where applicable, a comprehensive financial model should be developed to outline projected cash flows, cost structures, break-even analysis, and potential financial risks. A well-structured financial model provides investors with clarity on the project's viability and expected returns, increasing its attractiveness.
4. **Regulatory and compliance readiness:** Ensure compliance with legal, environmental, and governance requirements, securing necessary approvals, permits, and licenses in advance. This includes adherence to zoning regulations, environmental laws, tax requirements, and corporate governance standards. Proactively addressing regulatory concerns minimizes project delays and facilitates smoother execution.
5. **Investment pitch development:** Create a compelling investment pitch with detailed project prospectuses, strong data, impact assessments, and financial models to clearly communicate value propositions. A well-prepared pitch should highlight project benefits, expected returns, risk mitigation strategies, and socio-economic impact. Presentation materials should be visually appealing, data-driven, and tailored to the interests of potential investors.

6. **Risk assessment and mitigation strategies:** Identify economic, political, and operational risks, establishing mitigation measures to boost investor confidence and reduce uncertainties. This includes scenario planning, insurance mechanisms, risk-sharing agreements, and government backed guarantees. Effective risk management ensures that investors are aware of potential challenges and confident in the project's long-term sustainability.
7. **Securing initial interests and partnerships:** Engage early with development partners, financial institutions, and key stakeholders to demonstrate government support, outline incentives, and showcase risk-sharing mechanisms that enhance investment attractiveness. Early commitments from reputable stakeholders increase credibility and create momentum for securing additional funding and partnerships. Strong collaboration between the public and private sectors is crucial to ensuring project success.

3.4. KenInvest Proposed Investment Project Development Process



KenInvest proposed investment project development process consists of 7 distinct stages with key milestones to track progress:

1. **Project idea:** The project is initiated by either the public sector - such as the national government, anchored in the Big Four Agenda and Vision 2030 (BETA), or county governments, anchored in their County Integrated Development Plans (CIDPs) or by a private company. The project idea is confirmed to be legal, and a project sheet is completed which includes key details such as the sector, business model, potential market, scope, and location, providing a foundational overview of the proposed initiative.
2. **Project concept:** The project concept encompasses identifying critical elements such as the project developer, estimated cost, project size, timeline, and operating model. These details provide a clearer picture of the project's structure and feasibility, setting the stage for further validation and development.

3. **Validated concept/project profiling:** The project undergoes validation to ensure its viability. A project validation form is completed, and the information is reviewed and verified by KenInvest. During this process, project developers or investors meet with KenInvest to establish their credibility through a Know Your Customer (KYC) process. Additionally, potential sources of project funding, including risk capital for activities such as feasibility studies and financial modelling, are identified to support the project's progression.
4. **Bankable opportunity:** A detailed feasibility analysis is conducted which includes technical assessments and financial modelling to determine the project's viability and profitability. For projects that require promotion, shareable project details are provided to KenInvest, including a range for the Internal Rate of Return (IRR) or Return on Investment (ROI). This stage ensures that the project is attractive and ready for potential investors.
5. **Negotiation of additional incentives:** If the project meets the criteria for additional support, specific requests for incentives are made to the Government of Kenya by the project developer or investor. These incentives may include access to land in Special Economic Zones (SEZs), favourable power tariffs, or other forms of support that enhance the project's feasibility and attractiveness.
6. **Deal agreement:** Once the project is deemed bankable, it is matched with an investor, and the terms of the deal are negotiated and agreed upon. This includes signing the deal agreement and outlining a detailed financing plan, such as the debt-to-equity ratio. Any additional incentives or support requested during the previous stage are reviewed and approved by the investment committee.
7. **Implementation:** The final stage involves making the final investment decision, obtaining all necessary regulatory licenses, and commencing project implementation. This includes the groundbreaking ceremony to mark the start of the project. Additionally, a monitoring and evaluation plan is established to track the project's progress, ensure compliance with agreed terms, and measure its impact over time.

3.5. Defining Conference Objectives and Expected Outcomes

Clearly defined objectives provide a strategic roadmap for investment conferences as they ensure all investment efforts are focused on achieving specific, measurable results that are aligned with both the county and country agenda. Key considerations include:

1. **Establish measurable conference outcomes:** define clear and quantifiable success indicators such as investor engagement, deals signed, investment commitments, and partnerships formed.
2. **Facilitate high-impact networking and policy dialogues:** structured sessions should foster dialogue between policymakers, investors, and industry stakeholders to shape investment-friendly policies.

3.6. Financial Planning and Budget Management

To ensure resource allocation aligns with the conference objectives, maximizes value for investment, and avoids financial pitfalls, the guide should:

1. **Develop a sustainable cost-recovery budget:** the conference should be financially viable, with clear funding sources and cost management strategies.
2. **Secure sponsorships and funding partnerships:** engage corporate sponsors, government agencies, and international development partners to cover costs.
3. **Plan for budget shortfalls:** develop contingency strategies, such as tiered participation fees or additional partnerships to mitigate unexpected expenses.

3.7. Securing Strategic Endorsements and Partnerships

Strategic endorsements and partnerships increase the credibility and reach of the investment conference. Collaboration with reputable organizations and influential figures attracts a wider and more serious investor audience, enhancing the event's overall impact and success. The counties should undertake the following:

1. **Engage key government entities for support:** work with the Kenya Investment Authority, ministry of trade, and other agencies to promote the event and facilitate approvals.
2. **Partner with commercial banks, Development Finance Institutions (DFIs) and donors:** their involvement can provide concessional loans, grants, and investment guarantees.
3. **Collaborate with business chambers and industry associations:** these organizations enhance credibility, outreach, and access to investor networks.

3.8. Structuring an Engaging Conference Program

To capture and maintain investor interest during the conference:

1. **Define the conference format and duration:** the program should feature breakout sessions, panel discussions, keynote addresses, networking events, and site visits to showcase investment opportunities.
2. **Integrate thematic investment sessions:** align discussions with the priority investment sectors identified during the readiness assessment.
3. **Organize sector-specific workshops:** offer deep dives into key industries and investment prospects.

3.9. Logistics and Venue Preparation

Seamless logistics and a well-prepared venue are crucial for creating a positive and professional impression. To ensure a comfortable and efficient experience for attendees, reflecting positively on the county's organizational capabilities, the county should undertake the following:

1. **Secure and set up the conference venue:** Ensure venue booking, catering, audiovisual equipment, signage, translation services, and transportation are in place. Establish a strong command centre for event coordination, along with information desks, security personnel, ushers, and crowd management measures to facilitate smooth operations.
2. **Establish online and on-site registration and verification processes:** Implement an online registration system to streamline attendee sign-ups, fee processing, and pre-event vetting. On-site services should focus on verification for pre-registered attendees, reducing congestion and ensuring a smooth check-in experience. Define a structured vetting process for attendees to maintain event integrity.
3. **Determine registration fees and utilization:** Develop a transparent process for setting registration fees based on event costs, sponsorships, and attendee categories. Clearly define how collected fees will be allocated to support event logistics, hospitality, and other essential services.
4. **Arrange transportation and accommodation for investors and delegates:** Provide comprehensive logistics support, including airport transfers, designated shuttle services, and pre-arranged hotel accommodations to enhance attendee convenience.
5. **Pre-event rehearsal:** Schedule a comprehensive dry run with speakers, moderators, and technical staff to ensure seamless coordination. This includes practicing session flow, reviewing key talking

points, and testing the IT setup, such as microphones, projectors, and presentations to address any technical issues in advance.

- 6. Prepare event checklist and run sheet:** Outline key tasks such as venue setup, IT testing, speaker coordination, and material distribution alongside a detailed timeline of activities and prepare a run sheet that provides a minute-by-minute schedule, covering registration, sessions, networking breaks, and closing remarks

3.10. Engaging VIPs and Keynote Speakers

VIPs and prominent keynote speakers add significant prestige and visibility to the conference with their presence attracting a larger audience, generating media attention, and lending credibility to the county's investment potential. To ensure active participation of these VIPs and keynote speakers counties should:

- 1. Invite and confirm high-profile speakers and VIPs:** a structured invitation process ensures participation from influential leaders.
- 2. Collect and prepare speaker presentations in advance:** timely collection of presentation materials facilitates smooth program flow and effective moderation.
- 3. Plan security and protocol for VIP delegates:** VIPs logistics, security arrangements, and media coordination should be well-organized.

3.11. Marketing, Media, and Investor Outreach

A targeted and effective marketing strategy is critical for reaching potential investors and securing their participation. Proactive media engagement and direct investor outreach will raise awareness of the county's opportunities and drive attendance at the conference. Key considerations include:

- 1. Develop a comprehensive marketing and communication strategy:** define target audiences, key messages, and promotional channels.
- 2. Host investor roadshows and pre-conference engagements:** facilitate direct interactions during roadshows including diaspora engagements to build investor confidence before the event which can be through physical / virtual forums.
- 3. Leverage digital platforms and social media for visibility:** use social media and digital advertising to enhance reach and engagement.
- 4. Engage media for publicity and branding:** collaborate with reputable media houses to generate interest and attract a larger pool of investors and stakeholders.

Chapter 4. Execution of the Investment Conference



Execution of the Investment Conference

The success of an investment conference relies on effective execution during the event itself. This is the phase where key stakeholders—including government officials, investors, business leaders, and development partners—engage in discussions, negotiations, and deal-making. A well-organized and executed conference ensures seamless interactions, builds investor confidence, and fosters productive engagements, ultimately leading to tangible outcomes such as new investments, partnerships, and long-term collaborations.

Across the 47 counties, investment conferences are being held with increasing frequency, with some counties hosting annual events and others conducting several forums each year. This is complemented by national and sector-focused summits, often supported by government agencies and development partners, creating a packed calendar.

The objective is to create an environment where the focus remains on investor interests, ensuring that they have opportunities to engage, interact, and forge meaningful connections with county officials and project developers. This approach aims to shift the conference dynamics toward more investor-driven dialogue, facilitating actionable outcomes and long-term investments.

This chapter outlines the essential activities and considerations necessary for a smooth and impactful conference, including session structuring, investor engagement, deal facilitation, and real-time documentation. By maintaining a dynamic and well-coordinated environment, the conference can effectively translate investor interest into concrete commitments and partnerships.

4.1. Conference Structure

A well-planned structure is key to an engaging and productive conference. The design of the conference should encourage meaningful interactions, offering sufficient space for investors to connect with project developers and county representatives, while minimizing time spent on speeches or activities that might not directly contribute to investment discussions.

- **Registration and reception**

Involves the systematic onboarding of attendees, ensuring a smooth and welcoming experience from the moment of arrival. It encompasses setting up efficient registration desks, verifying credentials, providing conference materials (such as programs and name badges), and offering clear guidance on the conference layout and schedule.

- **Opening ceremony**

The opening ceremony should be concise and focused on setting a positive tone for the conference. Keynote speeches can highlight real investment opportunities, emphasizing the sectors of interest, and outlining how the event will foster collaboration between investors and counties. The objective is to create an atmosphere of openness and demonstrate the region's readiness to engage with investors.

- **Thematic panel discussions**

Thematic panels should focus on specific investment opportunities and challenges across various sectors. These discussions should be designed to provide investors with insights into the sectors that align with their goals, addressing market trends, regulatory environments, and investment potential. Panels should encourage dialogue, allowing investors to ask questions and explore relevant issues in more depth.

- **Breakout sessions and workshops**

Breakout sessions and workshops are intended to provide a more intimate, focused environment for discussion. These sessions can cover sector-specific topics such as financing, market entry strategies, and regulatory frameworks. They offer participants an opportunity to engage in detailed conversations and share experiences, helping to address challenges and find solutions that align with investor needs.

- **Exhibitions and networking spaces**

Investor booths should be strategically organized to showcase county investment-ready projects. These booths should provide an interactive space where project sponsors can present their opportunities to investors in a more personal setting. The exhibition area should encourage networking, providing spaces for one-on-one meetings and informal discussions, fostering a collaborative atmosphere for relationship building.

- **Pitching sessions**

Pitching sessions allow selected project sponsors to present investment opportunities to investors. The focus should be on showcasing high-potential projects that align with the interests of the attendees. Each session should allow enough time for project sponsors to present their opportunities, followed by a question-and-answer segment to address any investor queries and provide deeper insights into the project's potential.

- **Government and private sector engagements**

Roundtable meetings can offer a platform for government officials and investors to engage in discussions on key policy issues, incentives, and regulatory matters. These sessions are intended to encourage dialogue between the public and private sectors, helping to address potential barriers to investment and ensuring a shared understanding of the opportunities and challenges that may arise.

- **Investor's desk: A One-Stop-Shop for information and facilitation**

An Investor's Desk should be established as an information desk where investors can seek guidance from key regulatory bodies and utility providers. This dedicated space should host representatives from institutions responsible for business registration, licensing, tax registration (KRA), and quality certification (KEBS). Additionally, representatives from utility companies, such as KPLC for power availability and local water companies, should be present to address infrastructure and service-related inquiries. This setup will streamline the investment process by providing essential information and facilitating connections with relevant authorities, ensuring investors can efficiently navigate regulatory and infrastructure requirements.

- **Security and protocol**

Maintaining a safe and orderly environment while adhering to appropriate protocol is paramount throughout the county investment conference. This involves implementing comprehensive security measures, including venue security, access control, and emergency preparedness plans, to safeguard all attendees and assets.

4.2. Investor Engagement and Deal Structuring

To foster effective engagement with investors, the event should facilitate tailored opportunities for in-depth discussions and deal-making, allowing both parties to explore mutually beneficial partnerships.

- **One-on-one investor meetings**

One-on-one meetings offer investors the chance to engage directly with county representatives and project developers. These meetings should be scheduled in advance to ensure that investors can meet with the right people based on their interests. They provide a private setting to discuss project details,

address concerns, and explore potential investment structures. County governments are advised to actively involve their respective small and medium enterprises for investor matchmaking and ensure that proper due diligence is carried out for all investors.

- **Matchmaking sessions**

Matchmaking sessions should be designed to enable investors connect with county officials and project sponsors who have opportunities that match their interests. These sessions should aim to foster meaningful connections, ensuring that investors are introduced to opportunities that align with their financial goals, sector interests, and risk profiles.

- **Negotiation sessions**

Negotiation sessions provide a space for investors and project sponsors to discuss the terms of potential deals. These sessions are intended to help both sides clarify expectations, negotiate key terms, and identify areas for compromise. Facilitators can help guide discussions to ensure that both parties can find mutually acceptable solutions.

- **Addressing investor concerns**

Throughout the conference, it is important to provide opportunities for investors to address any concerns they may have about policy incentives, regulatory frameworks, land ownership, and other practical aspects of the investment process. Transparent communication is essential to ensure that investors feel confident in the investment climate and the opportunities available to them.

- **Legal and regulatory advisory clinics**

Legal and regulatory clinics can be made available to investors who seek clarification on local investment laws, tax incentives, and regulations. These clinics offer investors the chance to receive expert advice and gain a better understanding of the legal frameworks they will need to navigate when considering investments in the region.

- **Investment pledges and MOUs**

To formalize commitments made during discussions, investment pledges and MOUs can be signed. These agreements can serve as a concrete step toward moving forward with the projects and demonstrate investor confidence in the opportunities presented.

- **Showcasing case studies**

Presenting successful case studies of past investment projects can be an effective way to highlight the potential for success in the region. These case studies can provide real-world examples of how investment opportunities have led to positive outcomes, offering valuable lessons and helping to build trust with potential investors.

4.3. Monitoring and Documentation During the Conference

Ongoing monitoring and documentation are crucial for tracking the success of the conference and ensuring that commitments are followed up on effectively.

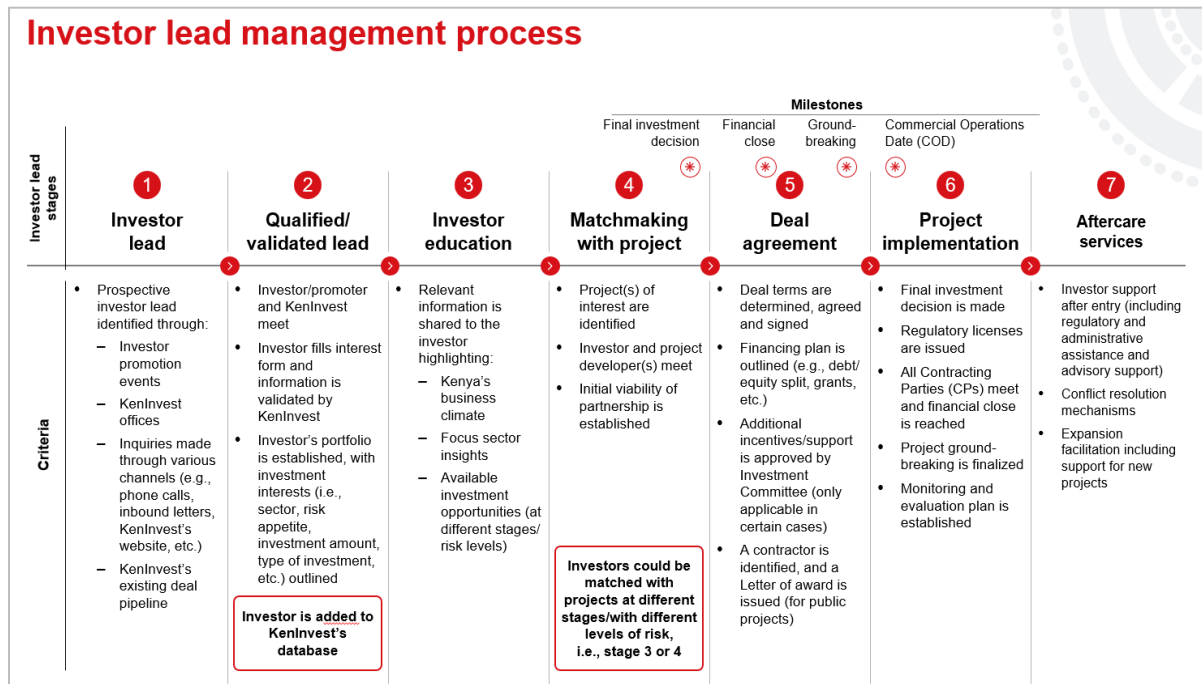
- **Live recording and media coverage**

Key discussions, announcements, and commitments can be captured through live recordings and media coverage. This ensures that important moments from the conference are documented and can be shared with a wider audience. Media coverage can also help amplify the key messages of the conference, highlighting investment opportunities and the region’s commitment to growth.

- **Investment tracker**

An investment tracker can be used to monitor investor interest, commitments, signed agreements, and MOUs in real time. This tool allows the organizing team to stay updated on progress and provide investors with a transparent view of how their interactions are contributing to the overall success of the conference. The tracker should monitor progress through the end-to-end investor journey, outlined in the figure below.

4.4. KenInvest Proposed Investor Lead Management Process



- **Stakeholder feedback collection**

Gathering feedback from stakeholders can provide valuable insights into the effectiveness of the event. Surveys, interviews, and informal discussions can help assess the quality of engagement, identify areas for improvement, and ensure that the needs of investors and other participants are met.

- **Social media and digital engagement**

Social media platforms can be used to promote key highlights of the conference, keeping a broader audience engaged. Real-time updates, announcements, and behind-the-scenes content can help increase visibility and generate excitement around investment opportunities. Digital platforms also allow for greater reach, ensuring that the event's impact extends beyond physical attendees.

- **Daily reporting and adjustments**

Daily reports can provide insights into how the conference is progressing, allowing organizers to make adjustments as needed. This might include modifying the schedule to better accommodate investor needs, or optimizing the content and flow of discussions based on participant feedback. This flexibility ensures that the conference can remain responsive to the needs of all stakeholders

Chapter 5. Post-Conference Facilitation, Monitoring and Reporting



Post-Conference Facilitation, Monitoring and Reporting

The success of a county investment conference extends beyond the event itself. Effective post-conference follow-up and monitoring are essential to ensure that discussions translate into actionable investments. This section of the guide provides a structured approach to documenting outcomes, facilitating investment implementation, monitoring progress, and applying lessons learned to improve future conferences. By establishing clear mechanisms for tracking commitments and engaging stakeholders, the county can enhance investor confidence and drive sustainable economic growth.

5.1. Post-Conference Reporting

Effective post-conference reporting is crucial to ensure that all key outcomes, discussions, and commitments made during the conference are well-documented. The following actions should be undertaken:

1. **Comprehensive documentation:** compile a detailed report covering all conference proceedings, key discussions, resolutions, and outcomes. Use a post-conference report template to ensure a structured format.
2. **Summary of memoranda of understanding (MOUs), and commitments:** document all signed MOUs investment commitments, and any agreements reached. Use an action plan matrix to assign responsibilities and timelines.
3. **Investor feedback collection:** gather feedback from investors through structured surveys and interviews. Use an investor feedback survey to capture their experience and identify areas for improvement.
4. **Action plan development:** highlight specific follow-up actions required to operationalize the commitments made. Ensure that all tasks are clearly documented and tracked.

5.2. Investment Facilitation and Implementation

To ensure that investment commitments translate into tangible projects, structured facilitation mechanisms must be established:

- **Investor support desk:** create a dedicated desk or unit to serve as a one-stop contact point for post-conference follow-ups, investor inquiries, and facilitation. Use an investor support guide to streamline services.
- **Regulatory and policy support:** provide investors with necessary guidance on regulatory compliance, permits, and policy frameworks. Use a regulatory compliance checklist to fast-track project implementation.
- **Engagement sessions:** organize periodic engagement sessions with investors to provide updates, address concerns, and discuss project progress. Follow a structured stakeholder engagement plan to guide interactions.
- **Project structuring and facilitation support:** offer assistance in structuring and facilitating projects to drive investment realization. Ensure smooth collaboration between private sector players and government agencies.
- **Investment coordination framework:** KenInvest and counties to develop a coordination framework to track investments.

5.3. Monitoring and Evaluation

A robust Monitoring and Evaluation (M&E) framework is essential for tracking investment implementation progress and ensuring accountability:

- **Structured tracking framework:** develop a structured monitoring framework to track the status of investment commitments and project implementation. Leverage an investment tracking dashboard for real-time updates.
- **Periodic reporting:** establish quarterly and annual reporting mechanisms to assess investment progress and highlight challenges faced. Use a quarterly progress report template to maintain consistency in reporting.
- **Key performance indicators (KPIs):** define measurable KPIs such as investment inflows, job creation, infrastructure development, and business growth. Evaluate them with an investment performance scorecard.
- **Barrier identification and resolution:** identify obstacles hindering investment execution and collaborate with relevant authorities to resolve them. Ensure timely intervention and issue resolution.
- **Digital dashboard:** develop a digital dashboard for tracking commitments to be hosted under KenInvest and progress updated by counties.
- **Peer learning and benchmarking:** share learnings from organizing teams of different counties and develop a framework to compare a county's conference outcomes against those of successful similar events, providing data-driven insights to identify areas for enhancement and establish realistic targets for future iterations.

5.4. Lessons Learned and Future Conferences

Continuous learning and improvement are essential for enhancing future county investment conferences:

- **Internal review and assessment:** conduct internal debriefing sessions to evaluate the conference's effectiveness, documenting best practices and areas for improvement. Use a lesson learned report template to capture key insights.
- **Stakeholder feedback:** engage investors, government agencies, and private sector representatives to gather insights on enhancing future conferences. Use a stakeholder feedback form to standardize responses.
- **Strategic improvement plans:** develop strategies to refine the conference format, agenda setting, and investor engagement tactics. Ensure each conference builds upon past experiences.
- **Capacity building:** strengthen the capabilities of county investment promotion teams through training, resource allocation, and policy refinements. Use a training and capacity building plan to enhance their ability to facilitate investments effectively.

Chapter 6. Annexure



Annexure

6.1. Investment Conference Implementation Checklist

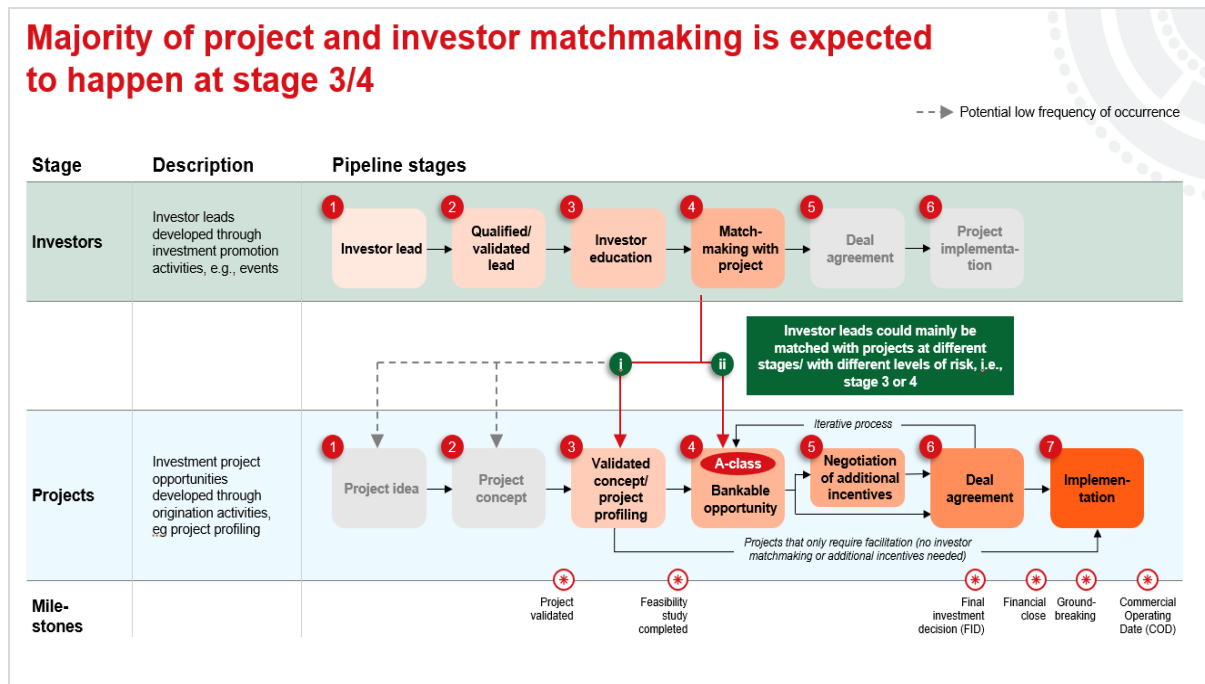
Phase	Output	Timeline
Pre-Conference Planning		
Investment Readiness Assessment	Comprehensive Economic and Investment Potential Report	12 months before ¹
	Alignment Report with National and County Development Plans	12 months before
	Legal, Regulatory, and Policy Frameworks Analysis	12 months before
	Infrastructure Readiness Assessment Report	12 months before
Investment Reference Guide	Comprehensive Investment Guide covering Legal, Regulatory, Tax Incentives, and Investment Opportunities	12 months before
Preparing Bankable Projects	Feasibility Studies and Business Case Documents	12 months before
	Financial Models and Viability Reports	12 months before
	Structured Project Proposals	12 months before
	Investment Opportunity Presentations with ROI Data	12 months before
Defining Conference Objectives and Expected Outcomes	Documented Conference Objectives and Success Indicators	10-11 months before
	Networking and Policy Dialogue Session Plans	10-11 months before
Financial Planning and Budget Management	Cost-Recovery Budget Plan	10-11 months before
	Sponsorship and Funding Partnership Agreements	10-11 months before
	Contingency Budget Strategies	10-11 months before
Securing Strategic Endorsements and Partnerships	Government Endorsement Letters	8-9 months before
	DFI and Donor Partnership Agreements	8-9 months before
	Business Chamber and Industry Association Collaboration Agreements	8-9 months before
Structuring an Engaging Conference Program	Detailed Conference Program Schedule	6-7 months before
	Thematic Investment Session Plans	6-7 months before
	Sector-Specific Workshop Agendas	6-7 months before
	Venue Booking and Setup Confirmation	4-5 months before

¹ Preparation and completion of activities for the investor readiness assessment, investment reference guide, and bankable project preparation phases, should ideally occur within a 12-month timeframe occurring in tandem with other phases, though may be finalized in a shorter timeframe as some tasks require less time

Phase	Output	Timeline
Logistics and Venue Preparation	Online and On-Site Registration and Delegate Hospitality Plan	4-5 months before
	Transportation and Accommodation Arrangements	4-5 months before
Engaging VIPs and Keynote Speakers	VIP and Keynote Speaker Invitation Letters	4-5 months before
	Collected Speaker Presentations	4-5 months before
	VIP Security and Protocol Plan	4-5 months before
Marketing, Media, and Investor Outreach	Comprehensive Marketing and Communication Strategy	6-7 months before
	Investor Roadshow and Pre-Conference Engagement Plans	4-5 months before
	Digital Platform and Social Media Campaigns	4-5 months before
	Media Engagement and Publicity Plan	4-5 months before
Execution of the Investment Conference		
Conference Structure	Opening Ceremony Agenda	Day 1
	Thematic Panel Discussion Schedules	Throughout the conference
	Breakout Session and Workshop Schedules	Throughout the conference
	Exhibition and Networking Space Layouts	Throughout the conference
	Pitching Session Schedules	Throughout the conference
	Government and Private Sector Engagement Agendas	Throughout the conference
Investor Engagement and Deal Structuring	One-on-One Meeting Schedules	Scheduled throughout the conference
	Matchmaking Session Schedules	Scheduled throughout the conference
	Negotiation Session Plans	Scheduled throughout the conference
	Investor Concern Resolution Plans	Throughout the conference
	Legal and Regulatory Clinic Schedules	Throughout the conference
	Signed Investment Pledges and MOUs	Throughout the conference
	Case Study Presentations	Throughout the conference
Monitoring and Documentation	Live Recording and Media Coverage Plan	Throughout the conference
	Real-Time Investment Tracker Updates	Throughout the conference
	Stakeholder Feedback Collection Plan	Throughout the conference
	Social media and Digital Engagement Plan	Throughout the conference
	Daily Progress Reports	Daily
Post-Conference Facilitation, Monitoring, and Reporting		
Post-Conference Reporting	Comprehensive Post-Conference Report	1-2 months after
	Summary of Signed MOUs and Commitments	1-2 months after
	Collected Investor Feedback	1-2 months after

Phase	Output	Timeline
	Developed Action Plan	1-2 months after
Investment Facilitation and Implementation	Established Investor Support Desk	Ongoing
	Regulatory and Policy Support Documents	Ongoing
	Scheduled Engagement Sessions	Quarterly
	Facilitated Projects	Ongoing
Monitoring and Evaluation	Structured Tracking Framework	Ongoing
	Quarterly and Annual Progress Reports	Quarterly and annually
	Evaluated KPIs	Ongoing
	Resolved Investment Barriers	Ongoing
Lessons Learned and Future Conferences	Internal Review and Assessment Report	3-6 months after
	Collected Stakeholder Feedback	3-6 months after
	Developed Strategic Improvement Plans	3-6 months after
	Capacity Building Plan	Ongoing

6.2. Matchmaking Between Investors and Projects



6.3. Investor credibility assessment checklist

Evaluation area	Objective	Key criteria
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1. Preliminary screening	Conduct an initial review to determine basic eligibility	<ul style="list-style-type: none"> - Legal registration and compliance with laws - Verifiable documentation (e.g., business registration, tax compliance) - Alignment with public sector objectives
2. Financial due diligence	Assess the financial health and capacity of the investor	<ul style="list-style-type: none"> - Audited financial statements (3–5 years) - Creditworthiness and debt levels - Proof of funds or financial guarantees - History of financial stability
3. Legal and regulatory compliance	Ensure adherence to legal and regulatory requirements	<ul style="list-style-type: none"> - Compliance with anti-money laundering (AML) and counter-terrorism financing (CTF) laws - No history of fraud, corruption, or illegal activities - Adherence to labor, tax, and environmental laws - Beneficial ownership transparency
4. Track record and reputation	Evaluate the investor's history and reputation in similar projects	<ul style="list-style-type: none"> - Past performance in similar investments - References from previous partners or stakeholders - Media reports and third-party assessments - Awards, certifications, or recognitions
5. Social and environmental responsibility	Assess commitment to social and environmental sustainability	<ul style="list-style-type: none"> - Adherence to ESG (Environmental, Social, and Governance) standards - History of CSR (Corporate Social Responsibility) initiatives - Commitment to local community development - Environmental sustainability policies
6. Strategic alignment	Ensure alignment with public sector objectives	<ul style="list-style-type: none"> - Alignment with national / county development plans - Contribution to key sectors (e.g., manufacturing, agriculture, healthcare) - Long-term commitment to partnerships - Willingness to transfer skills or technology
7. Risk assessment	Evaluate potential risks associated with the investor	<ul style="list-style-type: none"> - Financial risk: History of insolvency or mismanagement - Reputational risk: Potential harm to public sector reputation - Operational risk: Capacity to deliver
8. Governance and transparency	Assess governance structure and transparency practices	<ul style="list-style-type: none"> - Clear organizational structure and leadership accountability - Transparent reporting practices - Mechanisms for stakeholder engagement - Willingness to adhere to public sector governance standards
9. Ethical considerations	Ensure the investor operates with integrity and ethical standards	<ul style="list-style-type: none"> - No involvement in exploitative practices (e.g., unfair labor practices, environmental harm) - Commitment to anti-corruption and ethical business practices - Respect for human rights and cultural norms

One-Stop Center



Company registration



Tax/PIN registration



**Work permit/ special
pass facilitation**



Applicable licenses



EIA certificate



Access to land



**EPZ and SEZ
setup**



Access to power

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