



Ministry Of Investments, Trade And Industry
State Department For Industry

COUNTY AGGREGATION AND INDUSTRIAL PARKS: PROJECT MONITORING REPORT

MARCH 2026







**MINISTRY OF INVESTMENTS, TRADE
AND INDUSTRY
STATE DEPARTMENT
FOR INDUSTRY**

REPORT ON PROGRESS OF ESTABLISHMENT OF COUNTY AGGREGATION AND INDUSTRIAL PARKS



March, 2026

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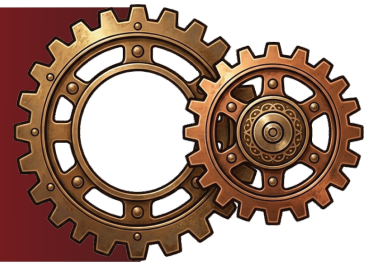
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The successful undertaking and completion of this County Aggregation and Industrial Parks (CAIPs) Monitoring and Evaluation (M&E) activity is attributed to the collective efforts, commitment, and support of all relevant stakeholders. These include key government institutions led by the State Department for Industry, County Governments, project contractors, community members, and other stakeholders who contributed in various capacities throughout the process.

The Ministry expresses its highest appreciation to the Cabinet Secretary, Ministry of Investments, Trade and Industry, and the Principal Secretary, State Department for Industry, for their exemplary leadership, strategic direction, and oversight during the planning and execution of this exercise. Their guidance ensured that the activity remained aligned with national development priorities, including the Bottom-Up Economic Transformation Agenda (BETA), the Fourth Medium Term Plan (MTP IV), and Kenya Vision 2030, as well as relevant policy frameworks and sectoral objectives.

Further appreciation is extended to the staff of the various State Departments, including the State Department for Industry, the State Department for Public Works, the National Treasury, the Council of Governors, and the Office of the Deputy President, for their technical expertise, coordination, and steadfast commitment to duty. Their active involvement in the facilitation and supervision of the CAIPs project, and particularly the M & E process, greatly contributed to the efficiency, integrity, and overall success of the exercise.

The Ministry also acknowledges, with profound gratitude, the County Governments, who serve as the primary implementers of the project at the devolved level. Their cooperation, logistical support, and dedication to effective service delivery were instrumental in facilitating field activities and ensuring that the data collected accurately reflects the realities of project implementation across the counties. Their continued partnership remains critical to the realization of the project's objectives and broader national development outcomes.

Recognition is equally accorded to the project contractors for their professionalism, technical competence, and support in the data collection process. Special appreciation is extended to all participants and community members who engaged constructively during the M&E process.

The State Department reaffirms its commitment to fostering sustained collaboration with all stakeholders in advancing effective monitoring and evaluation practices, strengthening accountability, and enhancing the impact of government programs and interventions.

Together we will work tirelessly to create an enabling environment for a globally competitive and sustainable manufacturing sector.

Juma Mukhwana, PhD, CBS
Principal Secretary

State Department for Industry



EXECUTIVE SUMMARY



During the FY 2023/2024, the Ministry of Investments, Trade and Industry through the State Department for Industry and the County Government rolled out the construction of County Aggregation and Industrial Parks in all the 47 Counties. In the Financial Year 2024/25, 14 CAIPs were funded. In the FY 2025/2026, 20 CAIPs are targeted for construction/establishment.

The State Department for Industry together with the National Treasury, office of the Deputy President, State Department for Public works sought to conduct field visits to 34 Counties (The ones funded in the FY 2024/25 and the targeted ones for FY 2025/26). The aim of the field visit was to ascertain the progress of the establishment of the County Aggregation and Industrial Parks (CAIPs), challenges faced and the mitigation measures. The field visits were undertaken by four (4) teams between 16th and 27th, February, 2026. These visits involved discussions between the County Commissioners; CECs of Trade, Industry and Tourism; Chief Officers of Trade and Tourism, Directors of Trade, Tourism; Project Management teams of the CAIPs and the team from the National Government.

During the Monitoring and Evaluation visits to the different Counties, the following were some of the key challenges identified: Delays in disbursement of funds by the exchequer which has slowed the progress of works at the site; Pending Court cases involving the acquired CAIP sites; Poor weather conditions (heavy rainfall leading to flooding of the sites); Cost variations due to the nature of CAIP sites identified and not factored in the BoQs; Identification of priority value chain products. Among the 34 CAIPs visited, 14 were below 40% level of completion, 13 were between 50 and 70% level of completion while seven (7) were above 70% level of completion.

The Counties suggested the following recommendations to address some of the challenges: Hastening the process of disbursement of National Government matching fund of Ksh 250 million; hastening the court processes or relocating the CAIP sites to different sites to avoid further delays; continuous sensitization/support on identification of value chain products; and continuous sensitization of the public on the importance of the CAIPs among others.





SECTION ONE:

BACKGROUND



GROWING
AGRO-INDUSTRIES



ADDING VALUE,
CREATING JOBS



INCLUSIVE
DEVELOPMENT



COMPETITIVENESS
& EXPORT GROWTH



PARTNERSHIPS FOR
SUSTAINABLE GROWTH

TRANSFORMING AGRICULTURE.
DRIVING INDUSTRIALIZATION.
IMPROVING LIVELIHOODS.

The objective of the CAIPs project is to grow manufacturing through Agro-Industries and enhance competitiveness of agriculture sector in an inclusive and sustainable manner. This is expected to enhance employment creation; increase farmers' income; increase foreign exchange; reduce postharvest losses; grow agricultural value-added products as well as provide platform where farmers, processors, exporters, research institutions, industrial bodies and Government can engage for agro-industrial development. The project is being implemented in two Phases.

1.1 Introduction

Kenya's development blueprint, the Kenya Vision 2030, aims to transform the country into a newly industrializing, middle-income nation providing a high quality of life to all its citizens in a clean and secure environment. In pursuit of this vision, the Government has prioritized industrialization, value addition, and strengthening of linkages between agriculture and manufacturing as key drivers of economic transformation.

The Government's commitment under the Bottom-Up Economic Transformation Agenda (BETA) recognizes the significant role played by the agriculture and manufacturing sectors in income generation, job creation, poverty reduction, and foreign exchange earnings. The agenda also aims to promote the growth of Micro, Small and Medium Enterprises (MSMEs) by creating an enabling environment that supports value addition and enterprise development.

In line with these priorities, the Ministry of Investments, Trade and Industry seeks to increase the contribution of the manufacturing sector to Gross Domestic Product (GDP) from 7.6 percent in 2023 to 15 percent by 2027 and further to 20 percent by 2030. Achieving this target requires strengthening industrial infrastructure and promoting investments that support processing and value addition of locally produced raw materials.

To support this agenda, the Government introduced the County Aggregation and Industrial Parks (CAIPs) Project, a flagship initiative aimed at establishing industrial parks in counties to facilitate aggregation, processing, storage, and value addition of agricultural and other locally available resources. The project seeks to reduce post-harvest losses, strengthen value chains, promote agro-processing industries, and enhance incomes for farmers and small enterprises.

The implementation of the CAIPs Project is a collaborative initiative between the National Government and County Governments. In order to ensure accountability and effective utilization of resources, the 27th Ordinary Session of the Intergovernmental Budget and Economic Council (IBEC) held on 23rd June 2025 resolved that the disbursement of National Government funds for CAIPs would be based on a performance-based assessment framework.

In this regard, the Ministry of Investments, Trade and Industry, through the State Department for Industry, organized a Monitoring and Evaluation (M&E) exercise from 16th to 27th February 2026 across several counties implementing the CAIPs Project. The exercise was undertaken by multi-agency teams comprising officers from the Ministry of Investments, Trade and Industry (State Department for Industry), State Department for Public Works, the Office of the Deputy President, the Council of Governors, and the National Treasury. The teams conducted field visits, held consultative meetings with county leadership, and assessed the implementation progress of the County Aggregation and Industrial Parks projects in 34 Counties.

1.2 Objectives

The overall objective of the Monitoring and Evaluation exercise was to assess the implementation status of the County Aggregation and Industrial Parks (CAIPs) across participating counties.



The specific objectives were to:

1. Assess the progress of construction works at the CAIPs sites.
2. Evaluate the availability and status of enabling infrastructure including roads, water, electricity, security, sewerage, railway, airport and internet connectivity.
3. Identify challenges and bottlenecks affecting project implementation.
4. Assess the readiness of the parks for operationalization and investment attraction.
5. Provide recommendations to accelerate completion and operationalization of the CAIPs.

1.3 Scope

The Monitoring and Evaluation exercise covered thirty-four counties where the County Aggregation and Industrial Parks projects are being implemented.

1.4 Methodology

The Monitoring and Evaluation exercise adopted a participatory and field-based approach involving officers from the Ministries, Departments, Agencies and County Governments. The exercise was conducted between 16th and 27th February 2026 through coordinated field visits across selected counties implementing the County Aggregation and Industrial Parks (CAIPs) Project.

To effectively cover the large number of counties, the monitoring exercise was undertaken through four teams, each assigned specific counties. This approach enabled simultaneous assessments across different regions and ensured comprehensive coverage of the CAIPs programme.

The teams visited the following counties:

Team One:

Kitui, Garissa, Tana River, Kilifi, Mombasa, Kwale and Machakos Counties.

Team Two:

Kakamega, Bungoma, Busia, Siaya, Vihiga, Homabay, Migori, Kisii and Nyamira Counties.

Team Three:

Embu, Meru, Marsabit, Laikipia, Nyandarua, Nyeri, Kirinyaga, Murang'a and Kiambu Counties.

Team Four:

Nakuru, Baringo, Uasin Gishu, Trans-Nzoia, Nandi, Kericho, Narok and Kajiado Counties.

During the monitoring exercise, the teams applied the following approaches:

(i) Courtesy Calls and Consultative Meetings

The teams paid courtesy calls to the County Commissioners and Governors in each county to brief them on the purpose of the visit and obtain updates on the status of the CAIPs projects. These meetings also provided an opportunity to discuss implementation challenges and areas requiring intervention.

(ii) Site Visits and Physical Inspection

The teams conducted site visits to the CAIPs project locations to verify the status of construction works, assess the level of infrastructure development, and confirm the land ownership and supporting facilities.

(iii) Stakeholder Consultations

Engagements were held with county government technical officers, contractors, project implementation teams, and other relevant stakeholders to gather information on project implementation progress, timelines, and emerging challenges.



(iv) Observation and Documentation

The teams documented their observations on the status of project implementation, infrastructure availability, and other relevant aspects affecting the development of the parks.

(v) Review of Project Information

Where available, the teams reviewed project documentation, progress reports, and implementation updates provided by county governments and contractors to complement the field observations.

1.5 Limitations of the exercise

Despite the successful execution of the monitoring exercise, several limitations were encountered:

Time Constraints

The limited time allocated for visits in each county restricted in-depth engagement with all stakeholders and comprehensive site assessments.

Logistical and Travel Challenges

The long distances between counties and varying road conditions affected the scheduling and timing of some activities.

Incomplete Documentation

In some counties, project documentation and progress reports were not readily available during the visits.

Ongoing Construction Activities

Since most CAIPs projects are still under construction, the assessment was limited to the observable progress at the time of the visit rather than full operational readiness.



SECTION TWO:

GENERAL OBSERVATIONS, FINDINGS, CHALLENGES AND RECOMMENDATIONS



GROWING
AGRO-INDUSTRIES



ADDING VALUE,
CREATING JOBS



INCLUSIVE
DEVELOPMENT



COMPETITIVENESS
& EXPORT GROWTH



PARTNERSHIPS FOR
SUSTAINABLE GROWTH

TRANSFORMING AGRICULTURE.
DRIVING INDUSTRIALIZATION.
IMPROVING LIVELIHOODS.



GENERAL OBSERVATIONS

It was noted that most of the CAIP sites have not acquired some of the necessary approvals and especially the approval from the National Construction Authority, WARMA and NEMA. Further, construction works were not ongoing in some counties due to poor weather conditions and approvals for extensions for some contractors were still pending.

FINDINGS

2.2 KITUI COUNTY



Figure 1: Aggregation warehouse(interior)



Figure 2: Aggregation warehouse (exterior)

2.2.1 Description of the project

The project is located in Kitui County, within Kitui Rural Sub-County, Yatta Kwa Vonza Ward, in Kanyonyo Town, Kanyonyo Village. The site is located along the Nairobi- Garissa Road on 1,500-acre piece of land. The works are being undertaken by Grenstone Building Limited who were on site. The project started on 3rd June, 2024 and is expected to be complete by 21st July 2026.

The total contract sum for the project is Kshs. 492,356,079.94 in which the County Government has disbursed Kshs. 250,000,000 and the National Government is yet to disburse its allocation. Total value of works measured was Kshs. 234,262,771.48 and Kshs. 224,563,195.01 has been paid to the contractor. All construction permits have been obtained by the county and a project management team has been appointed.

The county government has identified six priority value chains which in order of priority are: honey and honey products, fruits and vegetables, meat and leather, cereals and pulses, cotton, textile and apparel and forest products.

2.2.2 Key Findings/Observation

Project Status

Boundary wall - 96%

Perimeter fence/wall about 96% complete while the outstanding works include gate houses and gates.



Aggregation warehouse - 86%

Substructure and superstructure, plaster works, roof structure, windows installation with glazing, electrical, conduit works, internal lighting and socket points wiring, tiling in the washrooms, changing and offices rooms on floor and walls, sanitary fittings; and floor screeding in the warehouses are complete. Roof cover is about 98% complete while electrical fittings installation in one warehouse is in progress.

Outstanding works include electrical fittings installation in three warehouses, fire detection and alarm system; and firefighting hose reel system.

Value addition warehouse- 34%

Substructure and the roof structure is complete. Superstructure is about 50% done.

Outstanding works include roof cover, superstructure walling in progress about 50% outstanding, ground floor casting, plaster works, fire detection and alarm system, firefighting Hose reel system, all other electrical and mechanical works (lighting and power points), plumbing works and cold storage works.

Office block - 80%

Substructure and superstructure, plaster works, roof structure and roof cover, windows installation with glazing, tiling on floor and walls, base coat paint, sanitary fittings, floor screeding and tiling are complete.

Outstanding works include electrical conduits and plumbing piping. However, hacking for the same is in progress. Electrical wiring and fittings, sanitary fitting installation, external finishes to keys and final coat of paint to the external walls are also outstanding.

Ablution block - 43%

Substructure and superstructure, roof structure and roof cover and windows installation are complete. Outstanding works include plaster works, ceiling works, electrical conduits, glazing, electrical wiring and fittings installation, plumbing piping works and sanitary fittings installation.

Pump house, power house, Cabro works- not commenced**Civil works - 4.7%**

Excavation for road and parking works is in progress about 30% done. Outstanding works includes backfilling of the works and hardcore filling.

Borehole - 30%

Borehole drilled but the yield wasn't adequate. Requested for the borehole report. The outstanding works include High- and low-level water tanks works and external water reticulation.

The overall project completion is at 49.4%

Other Findings:

- Eight investors have expressed interest, though none has been formally onboarded.
- The county has embraced CAIP as a key pillar for economic transformation.
- On the progress of implementation of utilities, water is on site, the site is next to a tarmacked road, a police post is 2km away, internet fiber optic cable is about 20m to the site, power is on site and there is an airstrip 50 km away.
- A strategy has already been developed to attract investors, in collaboration with Kenya Investment Authority.
- Cooperatives are being aligned to support identified value chains.
- The county conducted a benchmarking exercise in Kirinyaga and Murang'a counties on CAIP management and investor onboarding.



- A Draft Investment Policy for the county is under development.
- The land use plan is complete and documentation is near finalization; fencing of the whole parcel of 1500 acres is set to commence.
- Space has been allocated for key social amenities including a police station (600m from the main road)
- The county already has machinery for mangoes value addition to be installed at the CAIP.
- Regional coordination through the South Eastern Economic Block is ongoing to avoid duplication of value chains.
- Environmental conservation efforts are being integrated, including collaboration with Kenya Wildlife Service (KWS) on tourism circuits and wildlife conservation initiatives.
- Several variations were made to the initial design, including upgrading roofing sheets to box profile, raising the perimeter wall height from 1.4m to 2.1m, and improving warehouse ventilation.

2.2.3 Challenges

- Delayed disbursement of funds from the National Government.
- Existing high tension/ voltage overhead power lines at the site which needs to be moved outside the CAIP facility
- Low soil bearing capacity

2.2.4 Lessons learnt and best practices

- Resource mapping and zoning (EIZ model) provides a strategic foundation for targeted industrial development.
- Early development of an investor attraction strategy enhances project readiness.
- Benchmarking with well-performing counties to strengthen management approaches.
- Cooperative-driven models can enhance sustainability of value chains.
- Regional coordination helps prevent duplication and promotes comparative advantage.
- Integrating environmental conservation into industrial planning enhances long-term sustainability.

2.2.5 Recommendations

- Fast-track onboarding of the interested investors through structured engagement and incentives.
- Prioritize completion of critical pending components such as the gate, power house, and power connections.
- Strengthen collaboration between the State Department for Industry and the County Government during the equipping phase.
- Operationalize the Draft Investment Policy to provide clarity for potential investors.
- Formalize cooperative participation in the identified value chains to ensure supply sustainability.
- Continue integrating environmental conservation measures within project implementation.



2.3 GARISSA COUNTY



Figure 3: Perimeter wall

2.3.1 Description of the project

The project is located in Garissa County, within Township Sub-County, Galbet Ward, in Garissa Town, ADC Village. The site is located on a 5-acres piece of land. The works are being undertaken by Seife Construction and Suppliers Limited who was on site. The project started on 4th September 2023 and is expected to be complete by 4th September 2026.

The total contract sum for the project is Kshs. 490,636,205 in which the County Government has transferred Kshs. 238,989,078 and the National Government has transferred Kshs. 250,000,000 to the SPA. The contractor to date has been paid a total of Kshs. 389,505,124.30. All construction permits have been obtained by the county and a project management team has been appointed. The county has identified camel milk, tomatoes, rice, sunflower, canned meat and hides and skins as its priority value chains.

2.3.2 Key Findings/Observation

Project Status

Boundary wall - 95% done

Aggregation and value addition warehouse - 91%

Substructure and superstructure, plaster works, roof structure and roof cover, windows installation with glazing, electrical conduit works, tiling in the washrooms and changing rooms on floor and walls and floor screeding are all complete.

Outstanding works include sanitary fittings, internal lighting and sockets wiring, fire detection and alarm system and firefighting hose reel system.

Office block - 95%

Substructure and superstructure, plaster works, roof structure and roof cover, ceiling boards installed, windows installation with glazing complete, tiling on floor and walls, sanitary fittings,

floor screeding and tiling, electrical conduits and plumbing piping and electrical wiring and fittings, and painting are complete.

Ablution block - 87%

Substructure and superstructure, plaster works, roof structure and roof cover, ceiling boards, windows installation with glazing, sanitary fittings, electrical conduits and plumbing piping, electrical wiring and fittings, painting internal and exterior and door frames and leaves are complete.

Outstanding works include tiling on floor and walls.

Pump house - 46%

Substructure and superstructure, roof structure and roof cover, Steel casement window are all complete while doors installation is in progress.

Outstanding works include floor finish, plaster works, paint works both internal and exterior, electrical conduiting, wiring and fitting installation.

Power house - 46%

Substructure and superstructure, roof structure and roof cover, Steel casement windows are complete while doors installation is in progress.

Outstanding works include floor finish, plaster works, paint works both internal and exterior, electrical conduiting, wiring and fitting installation.

Borehole- 50%

High and low water tanks done. Low level (4x3x3) plates and High Level (3x3x3) plates.

Outstanding works include: borehole drilling and equipping of the same, and external water reticulation.

Civil works - 30%

Excavation is fully done, cabro laying is in progress at about 60% while landscaping is in progress but substantially done.

External power distribution not commenced, and there is no KPLC service line on site. However, they are in the process of applying for permanent power.

The overall project completion is at 75.2%

Other Findings:

- On the progress of implementation of utilities, a police post and an airport are 10km from the site, water and internet connectivity are 10km away from the site, power is on site and the site is located along a tarmacked road.
- No investor has been onboarded specifically for agribusiness activities within CAIP. Interested investors are largely in non-agricultural sectors (cement, nails, iron sheets) which are not part of the priority value chains.
- Agribusiness in the county is largely small-scale.
- A tannery facility exists within the county but is currently idle.
- There are significant post-harvest losses, especially for tomatoes in areas such as Mbalambala.
- Milk (goat and camel) and meat processing present strong potential for value addition.
- There is a need for a new transformer from Kenya Power; an application has been submitted by the County government and the quotation is pending).
- Security concerns exist, and a police post cannot be established on site due to operational challenges.



- Demarcation and land registration issues remain outstanding.
- Sewerage is not available on site yet since it is still in the design stage.
- There is irrigation potential in Korakora through the proposed Rahole canal, as well as tourism potential. Nairobi was identified as a major market for the county's products.

2.3.3 Challenges

- Flooding of the Tana River disrupting supply chain.
- The power supply is unstable.
- No formal expression of interest from agribusiness investors.
- Numerous variations to the standard BQ and associated cost implications.
- Land demarcation and registration challenges.
- Security concerns including human trafficking, contraband activities, muggings, and few of security officers.
- Small-scale nature of agribusiness limiting large-scale operations.
- Sustainability concerns of selected value chains throughout the year.

2.3.4 Lessons learnt and best practices

- Early and continuous public sensitization is critical for local ownership and acceptance of the project.
- Strengthening farmer cooperatives to enhance sustainability of the value chains
- Capacity building for agripreneurs to improve readiness for CAIP operations.
- Collaboration with surrounding counties can enhance value chain sustainability by avoiding duplications
- Reactivating existing but idle facilities, for example the tannery can fast-track value addition of leather products
- Development of a clear investor model and tenant occupation strategy is crucial before project completion.

2.3.5 Recommendations

- The joint implementation monitoring committee should be made active.
- Project appraisal should be done regularly and not just at the end of the project
- Form and strengthen farmer cooperatives to sustain CAIP operations.
- Consider leasing county land to farmers to ensure consistent supply of raw materials.
- Submit county training needs to the State Department for structured support.
- Develop a clear tenant occupation strategy and operational model.
- Explore collaboration with non-Agri investors through incentives to support CAIP sustainability.
- Invest in prioritized value chains such as milk, meat, and hides and skins.
- Document all BQ variations and agree on cost-sharing mechanisms between levels of government.
- Ensure demarcation and registration of land in the county
- Provide PWD-compliant toilets within the facility.

2.4 TANA RIVER COUNTY



Figure 4: Value addition warehouses



Figure 5: Value addition warehouses

2.4.1 General description of the project

The project is located in Tana River County, within Galdeyertu Sub-County, Wayu Ward, specifically in Chiffiri Village. The project commenced on 4th December 2023 and was scheduled for completion on 3rd December 2025. The works are being undertaken by Capricorn Freight Forwarders Limited who were on site. The contractor applied for an extension of time in November 2025, which is pending approval.

The total contract sum for the project is Kshs. 489,957,899.00. The County Government budgeted Kshs. 250,000,000.00 toward the project. To date, Kshs. 149,995,866.90 has been paid to the contractor, with Kshs. 99,877,225.63 reflected as unpaid certificates. The balance from the National Government stands at Kshs. 250,000,000.00, while the balance from the County Government is Kshs. 100,000,000.00. The project has also experienced technical challenges related to disparities between the foundation design and actual site conditions, resulting in a variation which has an extra cost implication of Kshs. 78 million.

The County Government has identified mangoes, beef, sheep and goats, rice, green grams and indigenous chicken as its priority value chains.

2.4.2 Key Findings/Observations

Project Status

Boundary wall - 50% done

Aggregation warehouse - 40%

Substructure is complete save for casting of ground slab. Superstructure is about 50% done. Roof structure and cover are about 80% done, with the area covering the offices and changing rooms not done. Ground floor casting is outstanding and masonry works above ground level is not done. Outstanding works include casting of ground slab, the superstructure at the office and washroom area, roof cover above the office and washroom area, fire detection and alarm system and firefighting hose reel system.

Value addition warehouse- 15%

Substructure is partly done with backfilling in progress; foundation works are done while part of the reinforcement bars for the superstructure works was in place at about 20%.

Outstanding works include backfilling and casting of ground slab, superstructure and Roof cover, part of Reinforcement bars for the superstructure works were in place, about 80% outstanding, fire detection and alarm system and firefighting hose reel system, cold rooms work and electrical



and mechanical works (lighting and plumbing works).

Office block - 58%

Substructure and superstructure, plaster works, roof structure and roof cover, ceiling joists works and electrical conduits and plumbing piping are all done.

Outstanding Works include: sanitary fittings, electrical wiring and fittings, windows and doors installation, floor screeding and tiling, painting internal and exterior, door frames and leaves and tiling on floor and walls.

Ablution block - 58%

Substructure and superstructure, interior plaster works, roof structure and roof cover, ceiling timber works, installation of Asian type toilets, electrical conduits, plumbing piping and floor screeding are all complete. Exterior plaster is about 50% done.

Outstanding works include: Wall and floor tiling, windows and doors installation, painting internal and exterior, door frames and leaves, tiling on floor and walls, electrical wiring and sanitary fitting installations.

Pump house - 42%

Substructure and Superstructure, roof structure and roof cover are all complete. Outstanding works include: steel casement window and doors installation, floor finish and both internal and external plaster works.

Power house - 42%

Substructure and superstructure, roof structure and roof cover are complete. Outstanding works include steel casement window and doors installation, floor finish and both internal and external plaster works.

Borehole and civil works have not commenced, however the borehole drilling tools/bits are on site.

The overall project completion is at 40%.

Other Findings

- The county government is working in collaboration with Frontier Counties Development Council (FCDC), Jumuiya ya Kaunti za Pwani(JKP) and Trademark to support the opening up and improvement of the road linking the county to Kitui. The site is currently located 20km from a tarmacked road.
- On the progress of implementation of utilities, water is 10 km, tarmacked road 20km, police post 8km, internet connectivity 20km, power line 30km and 170 km from the site. The nearest airport at Garissa.
- On the progress of power as an enabler, there is an agreement between the county government and Kenya Electricity Transmission Company Limited (KETRACO) to power the CAIP, with KETRACO providing a matching grant for the same. The site is currently located 30km from a power line.
- Mastercard is also funding to pump water from Bura to Hola
- The site is located 170km from the nearest airport in Garissa but the county government has a plan to build an airport in Chiffiri town where CAIP is located.
- The County Government's decision for the choice of location is due to its proximity to Bura and Tana irrigation schemes.
- The County Government has developed an Industrial Masterplan, which has set aside 10 acres for the CAIP and an additional 90 acres for the rest of the industries.

- The alignment was changed due to the windy climate.
- Air vents and heat protection cover were included due to the harsh temperatures of the site location.

2.4.3 Challenges

- Since there are no locally available materials, the cost and distance to transport them to the site is very expensive, for example murram is being sourced 50km away and the foundation stones from Ngong.
- The soil is unstable so it costs more to set the foundations, significantly increasing cost of excavation and construction
- The temperatures at the location are very hostile affecting the working hours.
- Due to the type of soil in the site, a strip foundation was not possible, so the contractor applied to do a raft foundation. This resulted in a KSH. 70,000,000 variation in the cost of the foundation, which was approved by the client (County Government of Tana River) after discussions were held on the same and the proposed design was forwarded by the contractor. This resulted in a change of foundation depth from 1.5m to 5m.)

2.4.4 Lessons learnt and best practices

- Collaborative projects enhance economic development of a marginalized area.
- Prudent engagement empowers the project team and therefore impacts positively on the project deliverables.

2.4.5 Recommendations

- The county government should benchmark with other counties to enhance implementation and operational efficiency.

2.5 KILIFI COUNTY



Figure 7: Office block



Figure 6: Perimeter wall

2.5.1 General description of the project

The project is located in Kilifi County, within Magarini Sub-County, Sabaki Ward. The works are being undertaken by Shamim Investment Limited. The project started on 20th December 2023 and is expected to be complete by 16th December 2026.

The total contract sum for the project is Kshs.515,077,919. The County Government budgeted Kshs.250,000,000.00 towards the project. To date, Kshs.50,528,020 has been paid to the contractor. The balance from the National Government stands at Kshs.250,000,000, while the balance from the County Government is Kshs.199,741,980.



Regarding the funding of CAIPs, the County Government has already paid Kshs.50.528,020 to the contractor, has put into the supplementary budget Kshs.65.000.000, and finally committed to clear the balance in the next financial year 2026/27.

The county has identified cassava, pineapples, mangoes, cashew nuts, leather products and watermelon as its priority value chains.

2.5.2 Key findings/observations

Project Status

Boundary wall - 80%

Aggregation warehouse and Value addition warehouse- 1%

Excavation works only done. Construction of the warehouses not commenced.

Office block - 52%

Substructure and superstructure, internal and external plaster works, roof structure and roof cover are all complete. Electrical conduits (10%) and plumbing piping are also done.

Outstanding works include windows and doors installation, sanitary fittings, floor screeding and tiling, internal and exterior painting, door frames and leaves; and tiling on floor and walls.

Ablution block - 52%

Substructure and superstructure, internal and external plaster works, roof structure and roof cover are all complete. Electrical conduits (10%) and plumbing piping are also done.

Outstanding works include windows and doors installation, sanitary fittings, floor screeding and tiling outstanding, painting internal and exterior painting, door frames and leaves and tiling on floor and walls.

Power house - 42%

Substructure and Superstructure, roof structure and roof cover are complete. Outstanding works include: Steel casement window and doors installation, Floor finish and both internal and external plaster works.

Pump house and civil works - 0%

The overall project completion is at 11.6%

Other Findings

- On the progress of implementation of utilities, tarmacked road and power are 1.9km from the site while a police post, internet connectivity and an airport are 10km from the site. There is no water on site.
- The County Government of Kilifi has registered a Special Purpose Vehicle (SPV) which will handle issues of investment and development.
- There are two investors who have shown interest in cassava and leather value chains.
- Risk of flooding within the site during the rainy season

2.5.3 Challenges

- Delays in funding.
- Undulating terrain as shown by the topographic survey.
- Insecurity: Incidents of vandalism were reported, including damage to the main entrance and theft of items from the office block.

2.5.4 Lessons learnt and best practices

- Establishment of a Special Purpose Vehicle (SPV) to coordinate investments is a practical and efficient model.
- Collaboration with development partners is essential for success.....

2.5.5 Recommendations

- A joint technical implementation committee should be established between both the county and national government to enhance coordination and oversight.
- Feasibility studies should be conducted before identifying value chains to ensure viability and sustainability.
- Conduct early sensitization on CAIPs and prioritized value chains to create investor awareness.
- Undertake proactive investor mapping and engagement before completion of construction.
- Construction of a reinforced concrete (RC) wall along the river-side boundary to mitigate risks of flooding is required.

2.6 MOMBASA COUNTY



Figure 9: Aggregation warehouses



Figure 8: Aggregation warehouse

2.6.1 General description of the project

The project is located in Mombasa County, within Jomvu Sub-County, Miritini Ward, in Bonje Town. The site is located on more than 50 acres of land, with 10 acres designated specifically for CAIP development. The site was selected due to its proximity to the airport, Standard Gauge Railway (SGR) and a good road network. The works are being undertaken by Stratogen Limited who was on site. The project started on 19th April 2024 and is expected to be complete by 30th July 2026 having had two extensions.

The total contract sum for the project is Kshs. 461,219,071.95 in which the County Government has disbursed Kshs. 50,000,000 and the National Government Kshs.116,631,579. The balance from the National Government stands at Kshs. 133,368,421, while the balance from the County Government is Kshs.200,000,000. Additionally, the County has allocated Kshs. 200 million in its annual budget and indicated that Kshs. 100 million will be transferred through a supplementary budget to the Special Purpose Account, demonstrating commitment to the project. The amount certified and paid to the contractor is Kshs.156,950,000.

A feasibility study for the value chains is ongoing in collaboration with Trademark Africa with the view of products including:



- White and red meat
- Fish processing
- Horticulture and floriculture
- Cashew nuts and coconut
- Leather and Leather products

2.6.2 Key Findings/Observation

Project Status

Boundary wall - 65%

Aggregation warehouse - 40%

Substructure with ground floor slab cast, superstructure steel structural columns and roof structure are complete. Outstanding works include: superstructure walling, roof cover, floor screeding, windows installation, plumbing pipe works and Sanitary fittings, electrical conduits, Internal lighting and sockets wiring.

Value addition warehouse- 19.5%

In two warehouses, substructure is complete with ground floor slab cast. Outstanding works include: superstructure steel structural columns, superstructure walling, roof structure, roof cover, floor screeding, windows installation, plumbing pipe works and Sanitary fittings; electrical conduits, internal lighting and sockets wiring not done.

In the other two warehouses, substructure is partly done up to about 80% completion with ground floor slab not cast and backfilling with marram and hardcore in progress. Foundation works is done. Outstanding works include: casting of ground slab and superstructure and roof cover.

Office block - 42%

Substructure and superstructure, roof structure and roof cover are complete while external plaster are works in progress. Outstanding works include: internal plaster works, windows and doors installation, sanitary fittings, floor screeding and tiling, electrical conduits and plumbing piping, painting internal and exterior, door frames and leaves; and ceiling boards and mounting structure.

Ablution block - 52%

Substructure and superstructure, external plaster works, roof structure and roof cover are complete. Outstanding works include: internal plaster works, windows and doors installation still, sanitary fittings, floor screeding and tiling, electrical conduits and plumbing piping, painting internal and exterior, door frames and leaves; and ceiling boards and mounting structure`.

Power house - 12%

Substructure is partly done up to about 80% completion with ground floor slab not cast and backfilling with marram and hardcore also not done but in progress. Foundation works are done.

Civil works - 20%

Excavation is in progress.

Borehole and pump house - 0%

The overall project at 28% level of completion.

Other Findings

- On the progress of implementation of utilities, the site is located 500m from a tarmacked road, 1km from a police post, 5km from internet connectivity, 3km from a railway station and 5km from the nearest airport. An application has been made to Mombasa Water Supply and Sanitation Company Limited (MOWASCO) to have water on site.

- The conceptual design was initially based on fixed amounts, but a new BQ approach has been adopted to measure works progressively. A financial appraisal will be undertaken to account for variations (currently estimated at 33%)
- The County has demonstrated financial commitment through both initial and supplementary allocations.
- Geological and hydrological surveys were conducted prior to implementation.
- The National Environment Management Authority (NEMA) has recommended relocation of grave sites found on-site before construction.
- Only one 90,000-litre septic tank was provided in the original BQ, requiring redesign to include bio digester integration (2/3 septic, 1/3 bio digester).
- Approximately Kshs. 60,000,000 has been spent on excavation due to soil conditions.
- Security is enhanced with armed police guarding the site at night.
- Kenya Power issued a Kshs. 3,000,000 quotations for electricity connection.
- Two warehouses were initially designated for meat value addition; however, no bids were received during the Expression of Interest (Eoi), and the County is considering constructing them together.

2.6.3 Challenges

- Land acquisition delays.
- The ground conditions did not match with the project design provisions.
- Drainage issues requiring cut-off drains behind the boundary wall.
- Limited investor interest (no bids received during Eoi for meat value addition).
- Delays in payments relative to certified works.

2.6.4 Lessons learnt and best practices

- Flexible BQ approaches that measure works progressively can better manage variations.
- Early feasibility studies for value chains improve investor readiness.
- Strategic siting near transport hubs (airport, SGR, major roads) enhances long-term commercial viability.
- Strong county financial commitment strengthens project sustainability.

2.6.5 Recommendations

- Conduct a comprehensive financial appraisal to formally account for the variations.
- Strengthen investor attraction strategies, particularly for meat value addition.
- Enhance drainage and structural stabilization measures to address soil conditions.
- Expedite power connection following Kenya Power quotation.
- Complete feasibility study on value chains
- Develop a clear operational model for cold storage and abattoir facilities to attract investors.
- Monitor cost escalations closely to prevent further overruns.



2.7 KWALE COUNTY



Figure 11: Aggregation warehouse and perimeter wall

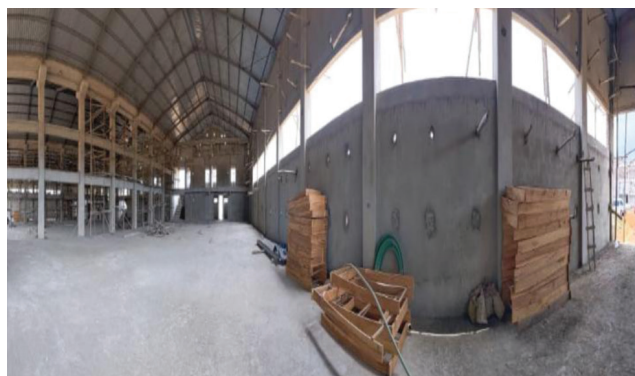


Figure 10: Value addition warehouse(interior)

2.7.1 General description of the project

The project is located in Kwale County, within Lungalunga Sub-County, Dzombo Ward, in Mwananyamala Town. The site is strategically located near a planned Special Economic Zone (SEZ), with 10 acres allocated for CAIP development within a larger 100-acre parcel, and 300 acres earmarked for the Special Economic Zone(SEZ). The area benefits from proximity to Lungalunga cross-border market, one of the largest border markets, and private processing initiatives such as a cashew nut processor in Tiwi and a coconut processor in Msambweni (Diani), though the latter faces raw material shortages. The project started 24th December, 2023 and is expected to be completed on 31st October 2026.

The total contract sum for the project is Kshs. 497,431,884 in which the County Government has disbursed Kshs. 99,266,146 and the National Government Kshs. 176,020,900. The balance from the National Government stands at Kshs. 73,979,100, while the balance from the County Government is Kshs. 149,449,796. The contractor has been paid a total of Kshs. 202,481,617.40.

The county has identified tomatoes, chilli pepper, cashew nut, cassava and green grams as their priority value chains.

2.7.2 Key Findings/Observation

Project Status

Boundary wall - 95%

Perimeter fence/wall about 95% complete while gate houses and gates are outstanding.

Aggregation warehouse - 68%

Substructure and superstructure, roof structure, plaster works are complete. Electrical conduits works is in progress is about 50%. Outstanding works include: floor screeding in the warehouses, infill to the partitioning walls, roof cover installation, tiling in the washrooms, changing and offices rooms on floor and walls, windows and glazing installation, internal lighting and socket points wiring, electrical fittings installation, sanitary fittings complete, fire detection and alarm system installation; and firefighting hose reel system installation.

Value addition warehouse- 61%

Substructure and superstructure, plaster works, roof structure, roof cover are complete. Electrical Conduits works in progress is about 50%. Outstanding works include: floor screeding in the warehouses, infill to the partitioning walls, windows and glazing installation, tiling in the

washrooms, changing and offices rooms on floor and walls, electrical fittings installation, sanitary fittings complete, internal lighting and socket points wiring, fire detection and alarm system installation; and firefighting hose reel system installation.

Office block - 64%

Substructure and superstructure, plaster works complete, roof structure and roof cover complete, floor screeding, door frames are complete. Electrical conduits and plumbing piping are at about 50%. Outstanding works include: ceiling joists and boards works, sanitary fittings, electrical Wiring and fittings, windows installation, wall and floor tiling, painting internal and exterior and door leaves.

Ablution block - 64%

Substructure and superstructure, plaster works, roof structure and roof cover, floor screeding, door frames and sanitary fittings are complete. Electrical conduits and plumbing piping are done at about 50%. Outstanding works include: ceiling joists and boards works, electrical wiring and fittings, windows installation still, wall and floor tiling, painting internal and exterior and door leaves.

Pump house - 66%

Substructure and superstructure, roof structure and roof cover and floor screeding are complete. Electrical conduits and plumbing piping are done at about 50%. Outstanding works include: ceiling joists and boards works, electrical Wiring and fittings, windows installations, internal and exterior Painting and door leaves.

Power house - 66%

Substructure and superstructure, roof structure and roof cover and floor screeding are complete. Electrical conduits and plumbing piping are done at about 50%. Outstanding works include: ceiling joists and boards works, electrical Wiring and fittings, windows installations, internal and exterior painting and door leaves.

Civil works - 50%

Excavation, murrum and hardcore backfilling for road and parking works in progress.

Borehole- 60%

Borehole drilling is complete and the contractor is utilizing this for their construction works. High- and Low-level water tank works are outstanding.

The project completion is at 58.05% level of completion.

Other Findings

- On the progress of implementation of utilities, water is 200m from the site, 17km to a tarmacked road, 5.6km to a police station, 200m from the main power line, 55.3km to the nearest airport in Diani and 15km to internet connectivity.
- While tarmacking the 17km access road would provide direct connectivity to the facility, the Senate proposed extending the works to cover an additional 19km of the murrum road, bringing the total proposed tarmacked length to 36km.
- The County Government is considering the installation of solar systems on the site, with further discussions to be held regarding the associated costs.
- The project site is strategically located within a high agricultural potential zone.
- There is strong alignment with National Agricultural Value Chain Development Project (NAVCDP) initiatives, especially in revitalizing cashew nut farming through new seedlings and rehabilitation programs (4-5 years maturity cycle).



- Mango and citrus processing facilities are nearing operationalization in Shimba Hills.
- The county is planning integrated development through the adjacent SEZ.
- No sewer line exists in the area, necessitating a septic tank and pit system (variation required).
- The value chains identified take a short period of time to mature

2.7.3 Challenges

- Poor access roads to the site especially during the rainy season affecting supply of construction materials which has led to delays in completion of the project
- Variations including change from steel to concrete columns in the warehouses which may pose a challenge to project completion.
- Limited raw material supply for some existing processors in the county. Coconut processing facility is affected by stiff competition from neighboring countries
- Community disengagement in cashew nut farming in past years, requiring renewed mobilization.

2.7.4 Lessons learnt and best practices

- Integration of CAIP with broader regional development plans (SEZ) enhances long-term viability.
- Revitalizing traditional crops (cashew nuts) through structured agricultural programs strengthens supply chains.
- Value addition at source increases profitability compared to raw commodity sales.
- Leveraging proximity to cross-border markets (Lungalunga) strengthens market access.
- Solar-based solutions (drying, alternative power) are viable in areas with strong sunlight exposure.
- Close coordination with the County Department of Agriculture is essential for raw material sustainability.
- Having a local committee ie people from the village where the CAIP is located to assist in sensitization of locals about the project and enhancing community ownership.

2.7.5 Recommendations

- Improve access roads to ensure year-round usability, particularly during rainy seasons.
- Formalize sanitation design adjustments to address absence of sewer infrastructure and a method of disposing solid wastes.
- Strengthen farmer mobilization and extension services, particularly for cashew nuts, sunflower, and chilli.
- Develop structured linkages between CAIP and the adjacent SEZ.
- Promote contract farming arrangements with existing processors and cross-border markets.
- Explore solar-powered processing and drying technologies to reduce operational costs.
- Enhance community sensitization to strengthen local ownership of the CAIP project.
- Engage the Department of Agriculture to guarantee sustainable raw material supply for processors.

2.8 MACHAKOS COUNTY



Figure 13: Aggregation warehouses



Figure 12: Value addition warehouses

2.8.1 General description of the project

The project is located in Machakos County, within Machakos Town Sub-County, Mua Ward, in Machakos town. The site was selected since it is at New Machakos city which the County Government has allocated for industrial development. The project started in October, 2023 and is expected to end in June 2026. It had two extensions.

The total contract sum for the project is Kshs.476.634,987 in which the County Government has disbursed Kshs. 126,695,978.15 and the National Government Kshs. 250,000,000. The balance from the County Government is Kshs. 123,304,021.85. The amount certified and paid to the contractor is Kshs. 299,668,213.50.

The County Government has identified mangoes, avocado, citrus/oranges, tomatoes and pulses (green grams, cow peas, peas) as its priority value chains.

2.8.2 Key findings/observations

Project Status

Boundary wall - 95%

The outstanding works are gate houses and gates

Aggregation warehouse - 53%

In two warehouses, substructure and Superstructure, plaster works, roof structure and roof cover are complete. Electrical Conduits works in progress is about 50%. Outstanding works include: front view walls and doors installation, floor screeding in the warehouses, windows and glazing installation, tiling in the washrooms, changing and offices rooms on floor and walls, electrical fittings installation, sanitary fittings, internal lighting and socket points wiring, fire detection and alarm system installation; and firefighting hose reel system installation.

In one aggregation warehouse, substructure and steel structures for the superstructure works and the roof structure are complete, while walling for the superstructure works is in progress. Outstanding works include: roof cover, electrical conduits and plumbing piping, floor screeding in the warehouses, windows and glazing installation, tiling in the washrooms, changing and offices rooms on floor and walls, electrical fittings installation, sanitary fittings, internal lighting and socket points wiring, fire Detection and Alarm system installation; and firefighting hose reel system installation.

In one aggregation warehouse, substructure is complete and walling for the superstructure works is in progress. Outstanding works are all superstructure works outstanding including all associated electrical and mechanical works.



Value addition warehouse- 75%

Substructure and superstructure, plaster works, roof structure and roof cover are complete. Electrical Conduits works in progress is about 50%. Outstanding works include: floor screeding in the warehouses, windows and glazing installation, tiling in the washrooms, changing and offices rooms on floor and walls, electrical fittings installation, sanitary fittings complete, internal lighting and socket points wiring, fire Detection and alarm system installation; and firefighting Hose reel system installation.

Office block - 98%

Substructure and superstructure, plaster works, roof structure and roof cover, ceiling joists and boards works, electrical conduits and plumbing piping, sanitary fittings installation, electrical wiring and fittings fully, floor screeding, wall and floor tiling, windows and glazing installation, door frames and painting internal and exterior are complete. Outstanding works are doors.

Ablution block - 95%

Substructure and superstructure, plaster works, roof structure and roof cover, ceiling joists and boards works, electrical conduits and plumbing piping, sanitary fittings installation, electrical wiring and fittings, floor screeding, wall and floor tiling, windows and glazing installation and internal painting are complete. Outstanding works include doors and exterior painting.

Pump house -0%

Not commenced.

Power house - 93%

Substructure and Superstructure, plaster work, roof structure and roof cover are complete. Redesigned to have roof cover as concrete slab and also added a generator room. Electrical conduits are done. Outstanding works include: floor finish, door frames and windows installations, electrical Wiring and fittings, painting internal and exterior and door shatters/leaves installations.

Civil works - 75%

Excavation, marram & hardcore backfilling and compaction are done. Outstanding works include: storm water drainage, though reported not to be part of the works captured in BQ and landscaping.

Borehole- 100%

Borehole drilling is complete and the contractor is utilizing this for their construction works. High and low-level water tanks works are also complete, Low level tank (6x4x3) plates and High Level (5x5x2) plates. The project completion is at 61.2% level of completion.

Other Findings

- On the progress of implementation of utilities, the site is located 500m from a tarmacked road and water connectivity, 6km from a police post, 600m from internet connectivity and power; and 37.4 km to the nearest railway station.
- Some investors showed interest during the Expression of Interests event in 2024 but no investor has been on boarded yet since at that time construction was in the early stages. The County Government is organizing for a second showcasing event in collaboration with the Kenya Association of Manufacturers. The Department of Industry in the county is also engaging with the Department of Agriculture in the NAVCDP project in readiness for operationalization.
- Kenya Power and Lighting Company (KPLC) has provided a quotation of 7.5M although the provisions on the BQ is 4.5M.
- High mango production exceeds current processing capacity, leading to post-harvest losses; the CAIP is well positioned to bridge this gap through value addition.
- Youth comprise 85% of the population in Machakos County, and many of them have gone

back to farming out of their own initiative, an indication of availability of raw materials in the selected value chains and potential for job creation. Additionally, agricultural extension officers - will be engaged once the CAIPs become operational

- Regarding the implementation of the project, the county does not have a management committee at the moment. However, the County government has established an inhouse operationalization committee within the industry department. They agreed to also include the county commissioner and the regional industrial development officer. A Special purpose vehicle by the name of Machakos investment cooperation will also be established, then the CAIP manager will report to the manager of the cooperation

2.8.3 Challenges

- Poor weather conditions experienced in 2024 delayed the works
- Budget constraints from the county government
- The contractor had slowed down due to previous delays in payments after raising the certificates

2.8.4 Recommendations

- The County Government should ensure harmonization and coordination between the CAIP and existing private investors within the same value chain to promote complementarity and avoid market displacement.
- Need for a structured conversation on how to handle competitive advantage between neighboring counties
- There is a need for a revised work plan

2.9 KAKAMEGA COUNTY



Figure 14: Substructure works for Aggregation, value addition warehouses and cold rooms, Kakamega County CAIP



Figure 15: The Superstructure works for Pump and Power Houses, Kakamega County CAIP

2.9.1 General description of the Project

The project is located at Likuyani Sub-County, Sinoko Ward in Likuyani Town, about 100 kilometres from Kakamega town. The contract was awarded at a contract sum of Ksh. 481,225,920.00 to MMED & SONS LTD, of P.O. Box 203-00100 Nairobi. The site was officially handed over on 1st September 2023 and the commencement date of construction as per the agreement with the contractor was 20th September, 2023 with an estimated completion date of 4th September 2025. However, there was an extension of the contract period and the new completion date is projected to be 18th May, 2026.

The National Government has disbursed Ksh.200,000,000.00 with a balance of KSH.50,000,000.00. The latest payment certificate to the contractor was KSH. 35,000,000.00, a contribution from the



County Government. The contractor has been paid a total of Ksh. 235,000,000.00 and there were no pending certificates. The County Government has a balance of KSH 215,000,000.00.

Additionally, it was noted that a court case which existed between the County Government and the Contractor had been resolved and the County is required to pay the contractor contractual claims amounting to Ksh. 70,000,000.00.

The following seven (7) priority value chains were identified: - Sugarcane, Maize, Avocado, Sunflower and Palm oil (edible oils), Bananas, Coffee, Milk and Poultry. It was noted that a feasibility study on value chains had been conducted and a report prepared.

2.9.2 Key findings/ Observations

The land that the Kakamega CAIP is located is 50 acres and it is owned by the County Government. The county has not managed to acquire approvals for construction from the National Construction Authority, NEMA and WARMA permit for the borehole drilling.

The Hydrological and Geo Technical tests were conducted to ascertain the viability of the borehole and the conditions of materials for construction, and the actual site condition.

Further, the work plan, site instructions, three (3) payment vouchers, mechanical drawings, BQ, minutes of site meetings, title deed, signed approval for extension of contract, evidence of approved supplementary and contract agreement documents were provided to the M&E team for evidence.

The team assessed the work done by using the computation matrix of completion percentage on work done and building completion status for building works documents and came up with the following completion level:

Project Status

Value addition warehouse - 31%

Complete works for the value addition were: substructure works, electrical conduits on the floor slab, drainage points on the floor slab, and substantial steel members were on site. Superstructure steel column erection was on-going.

Aggregation warehouse - 31%

Works done and completed include: substructure works; electrical conduits on the floor slab; and the drainage points on the floor slab. The superstructure steel columns erection was on-going. Substantial steel members were on site.

Office block - 61%

The completed works of the office block include: substructure and superstructure; mechanical drainage points; roof structure and roof cover and ceiling brandering.

Ablution block - 61%

The completed works of ablution block included: substructure and superstructure, mechanical drainage points; roof structure and roof cover and ceiling brandering.

Pump house - 62%

The completed works for the pump house included: substructure and superstructure; mechanical drainage points; roof structure and roof cover and ceiling brandering.

Powerhouse - 62%

The completed works for the powerhouse included: substructure and superstructure; mechanical drainage points; roof structure and roof cover, ceiling brandering and trenches for generator.

Mechanical Works-5%

Mechanical works were at 5% level of completion with the foundation and structural works for Low Level Water Tank having commenced. The High Level Water Tank is to be located where the site office is constructed. High- and Low-Level Water Tanks shop drawings were yet to be submitted for approval to pave way for fabrication to commence. Water reticulation was yet to commence.

Boundary Wall-0%, Electrical works-0%, Associated Civil works-0%, Gate/Gate house-0% and Cold Rooms-0%

The boundary walls, electrical works, associated civil works, gate/gate house and cold room had not commenced and were at 0% level of completion.

Borehole -55%

The borehole was at 55% level of completion. The borehole was drilled and cased. The depth was 150m, and yield was 4.8m³/hr. Test pumping results were awaited.

Overall, Kakamega CAIPs is at 40% level of completion.

Investor Onboarding

Investors have not been onboarded, however talks were ongoing between the County Investment Agency and the investors with the intention of on-boarding them.

Enablers

Water: A borehole has been drilled and cased on site awaiting installation of the pump and drawdown pipes. The borehole is estimated to produce 4.5 cubic meters per hour as per the geohydrological survey. However, it was noted that the borehole yield is low. Further, it was noted that river Nzoia which was next to the site was yet to be utilized.

Road Network: There is a murram road which is 18 km from the CAIP site.

Security: The CAIP site is 0.7 km from Likuyani police station.

Internet Connectivity: There is a Wireless Connection in the area.

Power: A quotation of KSH.5.6M for 1000kVA transformer against KSH.4.5M for 640KVA as provided in the BQ was provided by Kenya Power.

Airport/ Railway line: The CAIP site is situated 67km from Eldoret Airport, 15 km from Kitale Airstrip and 32 km to Malaba railway station.

2.9.3 Challenges

- Strained relationship between the contractor and the County Government that has led to delays in project implementation progress (court case over delayed payments where the client is expected to pay the contractor claims amounting to Ksh. 70,000,000.00 awarded by the court.
- There are adverse site conditions characterized by water logged grounds.
- Topographical surveys not done leading to variations in substructure works.

2.9.4 Observations

- The outstanding works may not be completed by 18th May, 2026;
- The insurances are not updated. This exposes the workers on site in case of any eventuality.
- The Project Manager alluded that there were variations to the contract;
- The Financial Appraisal of the project is yet to be done. This implies that the financial status of the project could not be established in terms of either cost overruns or savings. Further, it would be impractical to establish if the project would be completed within the contract sum



or not;

- A quick review of the bill of quantities illustrates that the Mechanical and Electrical Works were grossly under-quoted. These works shall be undertaken at the tail end of the project. There is therefore a highly likelihood that these may not be executed at the quoted rates;
- The County Government is not clear on value chains on their priority basis.
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.

2.9.5 Recommendations

- There is need for the contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 18th May, 2026;
- Need for the Project Manager to ensure all contractual obligations are met unconditionally such as renewal of Performance Security and Insurances;
- The Project Manager to compile a detailed Financial Appraisal to establish the financial status of the project. The same to be submitted to the client for approval;
- The County to compel the contractor to supply all the Electrical and Mechanical items before making further payments to mitigate against these works being abandoned at the time the contractor would have received almost the full contract sum;
- The contractor and the County Government need to mend their working relationship for the good of the project. The courts of law should act as the last resort after alternative dispute resolution mechanisms are exhausted.
- The County Government to identify at least 5 Value chains and rank them in order of priority basis.

2.10 BUNGOMA COUNTY



Figure 17: The ongoing works for the aggregation and value addition warehouses, Bungoma County CAIP



Figure 16: The Administration Block, Bungoma County CAIP

2.10.1 General description of the Project

The project is located at Sang'alo Ward, Kanduyi Sub-County. The project was awarded at a contract sum of KSH. 474,153,713.73 to M/S Quest Engineering Limited of P.O. Box 437-50200, Bungoma. The project commenced on 28th August, 2023 with an estimated completion date of 28th August, 2025. However, there was an extension of the contract period leading to the new completion date of 30th April 2026.

The National Government has disbursed the full amount of Ksh. 250,000,000.00 while the County Government has a balance of KSH.124,231,000.00. The total amount paid to the contractor was KSH. 208,182,216.00 and there were no pending certificates.

2.10.2 Key Findings/Observations

The land that the Bungoma CAIP is located is 30 acres and it is owned by the County Government. The county has managed to acquire approvals from NEMA.

Geo-Technical surveys were conducted to ascertain the conditions of materials for construction and the actual site conditions.

Project Status

Value addition warehouse - 45%

The substructure works, electrical conduits and drainage points on the floor slab were done while the superstructure for ablution/office Block within the warehouses was on-going.

Aggregation warehouse - 45%

The substructure works, electrical conduits and drainage points on the floor slab were done while the superstructure for ablution/office Block within warehouses was on-going.

Boundary wall/Perimeter Wall - 10%

The boundary wall was partially done and it was about 180 linear metres.

Office block - 73%

The substructure and superstructure, mechanical drainage points, electrical conduits, roof structure and roof cover were done.

Ablution block - 66%

The substructure and superstructure, mechanical drainage points, electrical conduits, roof structure and roof cover were done.

Pump house - 66%

The substructure and superstructure, mechanical drainage points, electrical conduits, roof structure and roof cover were done.

Powerhouse - 66%

The substructure and superstructure, electrical conduits, roof structure and roof cover were done.

Electrical works and Mechanical works - 2%

Electrical conduits and mechanical drainage points were in place.

It was reported that permanent power had been applied for and electrical boards were yet to be procured.

Associated Civil works - 10%

Excavations for roadworks had commenced.

Borehole -0%, Gate/Gate house - 0%, Cold Rooms - 0%

The Gate, gate house, Cold Rooms equipment and borehole drilling and equipping have not been done.

Overall, Bungoma CAIPs was at 45% level of completion.

Value Chains

The County has prioritized five value chains which include: coffee, avocado, sunflower and honey/apiculture and cassava.



Investor On-boarding

There were no investors that had been on-boarded.

Enablers

Water: There is an active natural spring within the site and a river flowing adjacent to the site which currently provides a reliable water source. However, the borehole was yet to be drilled.

Road Network: The CAIP site is accessed via Bungoma-Webuye road which is approximately 5km from the main tarmac road.

Security: The CAIP site is Less than 1 km from Sang'alo Police Station.

Internet Connectivity: Internet service providers are available within the vicinity.

Power: CAIP site is located near Sibembe power substation approximately 4kms from the CAIP and approximately 20 meters from the main powerline. Kenya Power issued a quotation worth KSH.3,600,000.00 for 630Kva.

Airport/ Railway line: The site is 15 km away from Bungoma Railway station, 75 km from Kakamega Airstrip, 35 km from Webuye airstrip and 180 km from Kisumu Airport.

2.10.3 Challenges

- Contractor is rarely on-site, therefore work has stalled for months;
- The site is swampy with lots of boulders that necessitate blasting;
- Adverse weather conditions characterized by heavy rains that delay progress of the work.

2.10.4 Observations

- The outstanding works may not be completed by 18th May, 2026;
- The Performance Security is not updated thus exposing the client in case of any eventualities;
- The insurances are not updated thus exposing the workers on site in case of any eventualities;
- The project is not registered with the National Construction Authority(NCA);
- Borehole drilling and equipping is yet to begin. Further, it was noted that the contractor is yet to apply for the statutory permits as well as conduct the hydro-geological surveys.
- The Project Manager alluded that there were variations to the contract;
- The Financial Appraisal of the project is yet to be done. This implies that the financial status of the project may not be established in terms of either cost overruns or savings. Further, it would be impractical to establish if the project would be completed within the contract sum or not;
- The team noted that there is no collaboration and involvement of the County Commissioner's office which has slowed down the installation of vital utilities;
- The team noted that the process of owning the land is yet to be finalized;
- The team noted general poor workmanship;
- Electrical and Mechanical Works were behind schedule.

2.10.5 Recommendations

- There is need for the contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 18th May, 2026;
- Need for the Project Manager to ensure all contractual obligations are met unconditionally such as renewal of Performance Security and Insurances;
- Need for the Project Manager to fast-track registration of the project with the National Construction Authority. This is a statutory requirement;
- The Project Manager to compile a detailed Financial Appraisal to establish the financial status of the project. The same to be submitted to the client for approval;

- Need for both the County Government and the National Government to conduct regular M&E to the site to ascertain the progress of works;
- The process of acquiring land ownership documents should be fast-tracked;
- There is need for the contractor to improve the quality of workmanship;
- Need for the electrical and mechanical Works to be fast-tracked.

2.11 BUSIA COUNTY



Figure 19: The sub & superstructures of value addition warehouse units - Busia County CAIP



Figure 18: ongoing works on Administration Block & Ablution units - Busia County CAIP

2.11.1 General description of the Project

The project is located at Matayos Sub-County, Matayos South Ward in Nasewa Town. The contract was awarded at a contract sum of Ksh. 448,660,875.00 to Seahawk General Logistics Limited of P.O. Box 53289-00200, Nairobi . The site was officially handed over in September, 2023 and the commencement date of construction as per the agreement with the contractor was 7th July, 2023 with a projected completion date of 17th March, 2026.

The National Government has disbursed Ksh. 250,000,000.00 with a balance of KSH 0.00, while the County Government has disbursed KSH.188,500,000.00 with a balance of KSH.61,500,000.00. A total of Ksh. 425,931,288.00 has been paid to the contractor and there were no pending certificates.

2.11.2 Key Findings/ Observations

The Busia CAIP is located on a 100-acre piece of land which is owned by the County. Additionally, a feasibility study was conducted by NEMA.

Further, geo-technical and hydrological surveys were conducted to ascertain the actual site conditions, the movement, distribution, quality and quantity of surface and ground water.

Project Status

Value Addition Warehouse - 50%

The completion rate was attributed to: completed substructure works, electrical conduits & drainage points on the floor slab, and on-going superstructure for ablution/office Block within warehouses.

Aggregation warehouse - 68%

The completion rate was attributed to: completed substructure works, superstructure works, superstructure steel structural columns, superstructure columns, roof structure, roof cover,



electrical conduits & drainage points on the floor slab, and on-going superstructure walling for ablution/office block within warehouses.

Boundary wall/Perimeter Wall - 95%

It is at 95% level of completion with minor finishes on-going.

Office Block - 76%

The completion rate of 76% is attributed to:-completed substructure and superstructure works; mechanical drainage points, roof structure and roof cover.

Ablution Block - 71%

The completion rate was attributed to: completed substructure and superstructure works; roof structure, roof cover, mechanical drainage points, roof structure and roof cover.

Pump House - 0%

The pump house was not done.

Power House - 78%

The completion rate of 78% is attributed to: completed substructure and superstructure works; roof structure, roof cover, mechanical drainage points, roof structure and roof cover.

Electrical works - 10%

A quotation of 5.6 million has been obtained from the service provider for 1MVA Transformer. The contractor was yet to make payment.

Electrical Boards were yet to be procured.

Mechanical works - 30%

Foundation and structural works for the Low Level Water Tank commenced.

The high Level water tank was to be located where the site office is currently constructed. High- and low-level water tanks shop drawings were yet to be submitted for approval to pave way for fabrication to commence. Water reticulation was yet to commence.

Borehole Drilling & Equipping - 60%

Borehole drilling & casing is done; Depth=80m; Discharge=10.1m³/hr.

Associated Civil works - 85%

The completion rate of 85% was attributed to: completed substructure and superstructure for septic tank. Storm water drainage and roadworks were on-going. The soak pits were yet to commence.

Gate/Gate house - 85%

Gate/Gate house is at 85% level of completion with minor finishes on-going on installation of sanitary and light fittings. Plastering was yet to commence.

Cold Rooms Equipment - 0%.

The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way for commencement of importation.

Overall, the CAIP is at 75% level of completion.

Additionally, the Value chains prioritized by the county included: rice, cotton, edible oils (Sunflower, Ground Nuts, Simsim) and soya beans.

Investor On-boarding: This was on-going with investors sensitization. Plans were underway to have local and national investors sensitization at the CAIPs site.

Enablers

Water- There was a borehole on the site and a hydrological survey report has been done. However, a water quality report was not availed. Additionally, it was proposed that the site should get the water supply from Nasewa Complex which is nearby due to insufficient capacity of the existing water service provider. The proposal had been shared with the State Department for Water.

Road Network: Existing road from the main road is a tarmac road. The road is earmarked for tarmacking by Kenya Urban Roads Authority.

Security- The CAIP is 2 km from Nasewa Police Post.

Internet Connectivity- Internet service providers are available within the vicinity.

Power- 2 Km (from Nasewa Health Centre)

Airport/ Railway line - The CAIP is situated 30 km from Malaba Railway Station, 12 km from Busia Airstrip and 93 km from Kisumu International Airport.

2.11.3 Challenges

- The contractor has received KSH. 425,931,288.00 to date against a contract sum of KSH. 448,960,875.00. The balance remaining to be disbursed by the County Government may not be adequate to complete the remaining works.
- Borehole drilling was done approximately 1.2km from the site. This will increase the cost of water reticulation.
- Adverse weather conditions - heavy rains that delay progress of the work.

2.11.4 Observations

- The outstanding works may not be completed by 17th March, 2026.
- The project is not registered with the National Construction Authority(NCA).
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave way to commence importation of cold room equipment
- The Electrical and Mechanical Works were lagging behind the schedule.
- The Project Manager reported that the variations were projected to the tune of KSH.90,435,656.43 through an unapproved financial appraisal.

2.11.5 Recommendation

- The contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 17th March, 2026.
- The Project Manager to fast-track registration of the project with the National Construction Authority. This is a statutory requirement.
- The Project Manager to submit the Financial Appraisal that requires additional funding to the tune of Ksh. 90,435,656.43 to the client for approval and budgeting accordingly.
- The team recommended that both the County Government and the National Government should conduct regular M&E to the site to ascertain the progress of works.
- Electrical and Mechanical Works to be fast-tracked.
- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.



2.12 SIAYA COUNTY



Figure 21: The Sub & Superstructures of Value Addition Warehouses, Siaya County CAIP



Figure 20: The Administration Block works, Siaya County CAIP

2.12.1 General description of the Project

The project is located at Alego Usonga Sub-County, Got Akara Ward in Got Akara Town. The contract was awarded at a contract sum of KSH.483,688,922.23 to M/s Brechu Company Limited of P.O. Box 3538-40100 Kisumu. The commencement date for the project was 15th September 2023 and was supposed to be completed by 16th March, 2025, however, the project has since stalled since 16th March, 2025.

The National Government has disbursed Ksh.116,631,579.00 with a balance of KSH.133,368,421.00, while the County Government has not disbursed any amount to the project due to termination of the contract after the contractor abandoned the site. The contractor has been paid Ksh. 103,963,593.22 and there were no pending certificates.

2.12.2 Key Findings/ Observations

The Siaya CAIP is located on a 50-acre piece of land which is owned by the County Government. Additionally, a feasibility study was conducted by NEMA and certificates acquired. The site is located at a suitable place that can accommodate adjacent projects such as affordable housing projects, Special Economic Zones, schools among others.

Projects Status

Value addition warehouse - 3%

The substructure works complete for 2 No warehouses.

Aggregation warehouse - 26%

The substructure works for two warehouses were complete, superstructure for ablution/office Block within warehouses partly done in 2 No. Warehouses, superstructure steel structural columns done for 2 No. warehouses, electrical conduits and drainage points on the floor slab were done.

Boundary wall/Perimeter Wall - 40%

The wall was partially done.

Office block - 10%

The completed works were: -the substructure and superstructure; mechanical drainage points and walling to ring beam level.

Ablution block - 10%

The completed works were: -the substructure and superstructure; mechanical drainage points and walling to ring beam level.

Pump house - 10%

The completed works were: -the substructure and superstructure; mechanical drainage points and walling to ring beam level.

Powerhouse - 0%

The works were yet to commence.

Electrical works - 0%

The percentage completion rate is attributed to the completion of the electrical Conduits on the floor slab. However, the external power distribution had not commenced and electrical boards were yet to be procured.

Mechanical works - 5%

Drainage points on cast floor slabs were in place. Foundation and structural works for the low level and high level water tanks were yet to commence. Submission of the shop drawings for the high- and low-Level water tanks for approval was yet to be done to pave the way for commencement of fabrication. Water reticulation was yet to commence.

Borehole - 0%

Borehole drilling commenced but collapsed. Borehole documentation had not been done i.e NEMA, hydrological survey report and drilling permit from WRMA had not been applied for.

Associated Civil works - 10%

Excavations for roadworks commenced.

Gate/Gate house - 0%

The gate and gate house had not yet commenced.

Cold Rooms - 0%

The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way for commencement of the importation process.

Overall, Siaya CAIP is at 20% level of completion.

Value Chain

Value chains identified by the county included: fish; rice; cotton; edible oils and dairy.

Investor On-boarding

Have not on-boarded investors.

Enablers

Water: Borehole drilling commenced but collapsed.

Road Network: The marram road leading to CAIP site is 3.5 Km from the main road.

Internet Connectivity: No internet connectivity

Security: The police post is 4 km away from the CAIP site at a place called Got Akara.

Power: Kenya Power provided a quotation of KSH.11, 000, 000, 000.00

Airport/ Railway line: The CAIP site is 62Km from Kisumu Airport, 5Km from Gomba Airstrip and 84 Km Malaba Railway Station.



2.12.3 Challenges

- The contract was terminated as a result of fundamental breach of the contract in the followings aspects: Abandonment of site; Demobilization; Failure to renew Performance Security/Bond; Failure to renew Insurances.
- The contractor has contested the final valuation. This may lead to delays in procurement of the works in the event that an amicable solution is not reached.
- The contractor's retention was Ksh. 5,559,470.10 against the amount to be recovered of KSH.6,559,470.10, resulting in a deficit of KSH.1,000,000.00.
- The site is located in a hilly, rocky and sloppy topography.
- Adverse weather conditions characterized by heavy rains that delay progress of the work.
- Delayed payments to the contractor.

2.12.4 Observations

- It was reported that there were variations to the contract amounting to Ksh. 26,575,020.00 as a result of earthworks.
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.
- Borehole drilling had commenced but collapsed due to incorrect drilling technique.
- The completion Bills of Quantities were reported to be ready for procurement of the completion works.

2.12.5 Recommendations

- The Client and the Contractor agree on Final Valuation to finalize the termination process amicably.
- The Client to fast-track the procurement of completion works.
- The Client recommended that the land be considered as a Special Economic Zone because it has a vast piece of land.
- The client to budget and ring fence the funds in a Special Purpose Account (SPA) to mitigate against delayed payments.

2.13 VIHIGA COUNTY



Figure 23: The Superstructure works ,
Vihiga County CAIP



Figure 22: The excavations for walling and
column bases works for Aggregation
Warehouses , Vihiga

2.13.1 General description of the Project

The project is located in Emuhaya Sub-County, West Bunyore Ward in Luanda Town. Vihiga County awarded the contract of Ksh. 496,028,051.00 to Astronea Company Limited, of P.O. Box 39-40100 Kisumu. The commencement date for the project was 15th September, 2023 with an estimated completion date of 30th June, 2024. The projected completion date was later revised to 31st December, 2026.

The National Government has disbursed no amount of funds for this County thus has a balance of KSH. 250,000,000.00. The County Government had managed to pay the contractor a total of KSH. 58,950,392.39 and there were no pending certificates. The remaining balance from the County Government was KSH 191,049,607.61

2.13.2 Key Findings/ Observations

The project land is leased for 45 years from the Kenya Railways - Luanda station. The county leased the land at a cost of Ksh.43,354,650.00 and is required to make yearly payment of KSH. 11,000,000,000.00 until the full payment is made.

The CAIP site is located on a 13-acre piece of land

Project Status

Value addition warehouse - 3%

The value addition warehouse has only excavations for walling and column bases done.

Aggregation warehouse - 10%

The completion rate of 10% is attributed to: -complete excavations for four warehouses, walling foundations for four (4) Warehouses, substructure for two warehouses and masonry walling for two warehouses.

Boundary Wall/Perimeter Wall-0%, Office Block-0%, Ablution Block-0%, Pump House-0%, Power house-0%, Electrical Works-0%, Mechanical Works-0%, Borehole-0%, Associated Civil Works-0%, Gate/Gate House-0%, Cold Rooms-0%

The boundary wall/perimeter wall, office block, ablution block, pump house, power house, electrical works, mechanical works, borehole, associated civil works, gate/gate house, cold rooms were at 0%.

The overall level of completion rate of the CAIP is 10%.

Value Chains: - They included: - african leafy vegetables, avocado, indigenous poultry, bananas, dairy and dairy products.

Investor On-boarding: No investors had been on-boarded. The County was in the process of developing specific policies and regulations to reduce regulatory gaps and lure investors.

Enablers

Water - There was piped water near the CAIP site.

Road Network: The site is 200 metres from the tarmac road. The 200 metres road was on murram finish.

Security:- CAIP site is 200 metres from Luanda police station.

Internet Connectivity: The internet is available 500mtrs from the site.

Power: Power is available on the site but there is no transformer. There is a need for a 3-phase power transformer to support the power loads on the site.



Airport/ Railway line: The site is 1Km from Lwanda Railway Station and 57 Km from Kakamega Airstrip. The nearest Airport is Kisumu Airport.

2.13.3 Challenges

- The contractor abandoned the site for almost 8 months due to delayed payments to the contractor.

2.13.4 Observations

- The contractor had demobilized and sceptical to remobilize due to fear of delayed payments.
- The project was not approved by NEMA.
- The project was not registered with the National Construction Authority(NCA).
- The contractor was yet to submit Catalogues/ Brochures for Cold Room Equipment to the Project Manager for approval to pave the way to commence the importation process.
- Borehole drilling permits were yet to be applied for.
- The auxiliary buildings such as Office, Ablution, Power and Pump house were yet to commence.

2.13.5 Recommendations

- The Project Manager to fast-track approval of the project by NEMA and registration of the project with the National Construction Authority.
- The contractor will prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 31st December, 2026.
- The Client to fast-track the acquisition of land lease documents to enable application of various utilities such as water, power and borehole drilling permits.
- The team recommended that both the County Government and the National Government should conduct regular M&E to the site to ascertain the progress of works.
- The client to budget and ring fence the funds in a Special Purpose Account (SPA) to mitigate against delayed payments.
- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.
- Contractual remedies to be preferred against the contractor for non-performance on their part.

2.14 HOMABAY COUNTY



Figure 24: The Aggregation and Value addition warehouse superstructure works - Homa Bay County



Figure 25: The ongoing works on Administration Block - Homa Bay County CAIP

2.14.1 General description of the Project

The project is located at Rachounyo North Sub-County, West Karachuonyo Ward in Riwa Town. The contract of Ksh.498,338,151.00 was awarded to M/s Astronea Construction Limited of P.O. Box 39-40100 Kisumu. The commencement date for the project was 15th September, 2023, with an estimated completion date of 30th June, 2024. The contractor applied for extension to 28th August, 2026, awaiting approval.

The National Government has already disbursed KSH.250.000.000.00. A total of KSH. 243,875,113.00 has been paid to the contractor and there are no pending certificates. The County Government has disbursed Ksh.62,100,000.00 to the project. Therefore, the outstanding balance from the County Government is Ksh.187,900,000.00.

2.14.2 Key Findings/ Observations

The CAIP project is located on a 10-acre piece of land out of the 100 acres set aside for this project. The land is owned by the county government and the title deed has been obtained.

Project Status

Value addition warehouse - 38%

The excavations, walling foundations done. Superstructure at 80% complete. Walling at 50%. Roof covering complete for 2No. warehouses and roof covering 50% complete for 2No. warehouses.

Aggregation warehouse - 63%

The excavations done, walling foundations done, superstructure done to roof level, Roof covering done and Mechanical drainage points done.

Boundary wall/Perimeter Wall - 96%

The boundary wall is 96% done. The section remaining is on construction of dyKsh to drain the water.

Office block - 72%

The substructure and superstructure, mechanical drainage points, and roof structure are complete. The roof cover is at 98% level of completion.

Ablution block - 21%

The excavations and back filling are done. Preparations for ground floor slab are on course.

Pumphouse-0%, Powerhouse-0%, Gate/Gate House-0%,

The pump house, powerhouse works and gate/gate house had not commenced.

Cold Rooms-0%

The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation of cold room equipment.

Electrical works - 0%

Electrical conduits, internal lighting and sockets wiring had not been done. Additionally, the external power distribution had also not commenced. Kenya Power Service Line had not commenced and the electrical boards were yet to be procured.

Mechanical works - 2%

Mechanical drainage points on concreted slabs had been done

Borehole - 40%

Borehole drilled, cased and surface cased;



Associated Civil works - 40%

Storm water drainage was in progress.

Overall, Homabay CAIP is at 50.0% level of completion.

Value Chains

Value chains prioritized by the county included: fish, cotton, edible oils (ground nuts, soya beans, sunflower), sweet potatoes and pineapples.

Investor On-boarding

No investors have been on-boarded so far. To onboard investors, the County is leveraging on strategic partnerships with private sector and National Government industry players such as SEZA, KRA, MITI, local banks development partners. They were also mobilizing financing for SMEs and cooperatives to ensure adequate production and value chain strengthening. Additionally, they were also proactive in investors outreach locally through trade fairs, conferences and digital marketing. The County Agriculture Executive is working with the cooperatives to assist bring on board farmers to take opportunities in the CAIP.

Enablers

Water: There was a borehole on site. There was also a mains water line from Lake Victoria.

Road Network: The CAIP site is 3 km from the tarmac road.

Security: The CAIP is 3 km from Riwa Police Station.

Internet Connectivity: There was no internet connection in the vicinity.

Power: There was a power service line available on the site. But the available transformer does not have sufficient capacity to run the Industrial park.

Airport/ Railway line: There was no railway station near the CAIP. The distance from the site to Homa Bay Airstrip is 15 km

2.14.3 Challenges

- Occasional floods.
- Delayed payments to the contractor.
- The ground conditions are poor.

2.14.4 Observations

- The outstanding works cannot be completed by 28th August, 2026.
- The borehole works were quoted as lump sum at Ksh. 3,750,000.00 despite having been measured in the BoQ. This poses a great risk in realization and accountability of the value for money.
- The project was not approved by NEMA.
- The project was not registered with the National Construction Authority(NCA).
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.
- The auxiliary buildings such as the Gate, Power and Pump house were yet to commence.
- The site demands for a comprehensive drainage system to address storm water as well as swampy grounds.

2.14.5 Recommendations

- The contractor to prepare and submit a realistic Works Programme inclusive of all works to

the Project Manager for approval showing how the works will be completed by 28th August, 2026.

- The Project Manager to fast-track approval of the project by NEMA and registration of the project with the National Construction Authority.
- The Project Manager to compile a detailed Financial Appraisal to establish the financial status of the project. The same to be submitted to the client for approval;
- The team recommended that both the County Government and the National Government should conduct regular M&E to the site to ascertain the progress of works.
- The client to budget and ring fence the funds in a Special Purpose Account (SPA) to mitigate against delayed payments.
- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.
- Design and implementation of a comprehensive drainage system to address storm water as well as swampy grounds.

2.15 MIGORI COUNTY



Figure 27: The Aggregation, Cold Room and Storage units - Migori County CAIP



Figure 26: The Administration Block - Migori County CAIP

2.15.1 General description of the Project

The project is located in Nyatike Sub-County, Macalder Kanyarwanda Ward in Macalder Town. Migori County awarded the contract of Ksh. 499,380,603.35 to Dapalk Consortium Company Limited of P.O. Box 195-40400 Maragoli. The commencement date for the project was 15th September, 2023, with an estimated completion date of 30th June, 2024. The projected completion date is 28th March, 2026 awaiting approval.

The National Government has disbursed an amount of Ksh. 250,000,000.00. The total amount paid to the contractor was Ksh. 413,345,051.65 and there were no pending certificates. The County Government has disbursed Ksh. 163,345,051.65 to the project and has a balance of KSH. 121,843,612.50.

2.15.2 Key Findings/Observations

The Migori CAIP is located on a 10-acres piece of land and it is owned by the County Government.



Project Status

Value addition warehouse - 82%

The completion rate of 82% is attributed to: completed excavations, walling foundations, substructure and superstructure works, masonry walling, roof structure, roof cover, mechanical ventilators (cyclones), floor screeding, tiling, plastering, drainage points on the floor slab, electrical conduits, windows and doors installation. Ongoing works were plumbing pipe work and sanitary fittings.

Aggregation Warehouse - 82%

The completion rate of 82% is attributed to: completed excavations, walling foundations, substructure and superstructure works, masonry walling, roof structure, roof cover, mechanical ventilators (cyclones), floor screeding, tiling, plastering, drainage points on the floor slab, electrical conduits, windows and doors installation. Ongoing works were plumbing pipe work and sanitary fittings.

Boundary wall/Perimeter Wall is 100% complete.

The office block, ablution block, pump house and powerhouse are at 96% level of completion with minor finishes pending.

Power Service Line - 100%

The Power Service line is on site with a 1000KVA capacity transformer installed to power the project. Electrical Boards were installed and there was permanent power. Two Sub-boards fabrications were reportedly in progress off-site.

Mechanical works - 30%

High level pressed steel water tank with 3x3x3 plates installed on a 12m high tower. The Low-Level Water Tank was yet to commence while water reticulation was in progress.

Borehole - 90%

Borehole drilled, cased and equipped; Depth=130m; Discharge=5m³/hr; Pump Model-DSD 3-33

Associated Civil works is at 80% level of completion with minor finishes on-going.

Gate/Gate house is 100% complete.

Cold Rooms - 0%

The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence the importation process.

The overall level of completion of the CAIP is 82.0%

Value Chains

The value chains identified by the county included: meat and leather, fish, livestock, rice and mining (gold and copper)

Investor On-boarding:

No investors have been on-boarded. The county has planned to have an investor meeting with PS SDI, PS National Treasury, MSMEs and Cooperatives to discuss investor on-boarding. Previously, investment training forums have been held with KENINVEST for investment opportunities and profiling for investor on-boarding. Plans are underway to use the Special Purpose Vehicle model to run the CAIP.

Enablers

Water- There is a borehole on site and it is fully equipped.

Road Network: Road to the CAIP is tarmacked up to the junction to Macalder center. The CAIP is 5 km from the tarmacked road and it is 40 km from Migori town.

Security- The CAIP is 2 km from Macalder police station.

Internet Connectivity - There is no internet connectivity available. The County ICT Officials proposed to do connectivity once the construction is complete.

Power - The power is available. There is a 1,000KVA capacity transformer within the CAIP premise. However, power points at cold rooms are not yet done.

Airport/ Railway line - The CAIP is 45 km from Migori Airstrip. It was noted that there is no railway station nearby.

2.15.3 Challenges

- Delays in honoring payment certificates.
- Unfavorable weather conditions - heavy rains cause projects to stall.
- The road leading to the site is in a poor condition.
- Power instability.
- Poor internet connectivity.

2.15.4 Observations

- The borehole works were quoted as lump sum at Ksh. 3,750,000.00 despite having been measured in the BoQ. This poses a great risk in realization and accountability of the value for money.
- The project is not approved by NEMA and not registered with the National Construction Authority(NCA).
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.
- The sanitary fittings installed are not as per specifications especially the squatting pans and wash hand basins. The contractor had installed ceramic pans with low level plastic cisterns. The BoQ specified stainless steel pans with non-slip trends with a flush valve mechanism. Further, the BoQ has no provision for wash hand basins. Instead, wall bib tap-press action delay (metering) is specified for a hand washing trough.

2.15.5 Recommendations

- The contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 28th March, 2026;
- The Project Manager to ensure that the contractor follows the specifications to the latter and especially on sanitary fittings installed that are not as per specifications.
- The Project Manager to ensure all contractual obligations are met unconditionally such as renewal of Performance Security and Insurances;
- The Project Manager to fast-track registration of the project with the National Construction Authority. This is a statutory requirement;
- The Project Manager to compile a detailed Financial Appraisal to establish the financial status of the project. The same to be submitted to the client for approval;
- The team recommended that both the County Government and the National Government should conduct regular Monitoring & Evaluation to the site to ascertain the progress of works.



- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.

2.16 KISII COUNTY



Figure 29: The Value Addition warehouses - Kisii County CAIP



Figure 28: The Administration Block - Kisii County CAIP

2.16.1 General description of the Project

The project is located at Bomachoge Borabu Sub-County, Bokimonge Ward in Magena Town. Kisii County Government awarded the contract of Ksh. 477,941,470.00 to Mibasa Ltd of P.O Box4550-40200 Kisii. The commencement date for the project was 18th September, 2023, with an estimated completion date of 19th March, 2025. The first extension was up to 18th September, 2025. The new extension is up to 18th April, 2026.

The National Government has disbursed an amount of Ksh. 122,105,258.00 with a balance of Ksh. 127,894,742.00. The total amount paid to the contractor is Ksh. 297,735,570.90. There is a pending certificate of Ksh. 92,159,785.65. The County Government has disbursed Ksh. 220,000,000.00 to the project. Balance from the County Government is Ksh. 30,000,000.00.

The Kisii CAIP is located on a 30-acres piece of land. The land is owned by the County Government and does not have a title deed. The project is not registered with NCA.

2.16.2 Key Findings/Observation

Project Status

Value Addition Warehouses - 68%

The completion rate of 68% is attributed to: --complete substructure works,superstructure works,superstructure steel structural columns,superstructure columns, 2No. Floor slabs for two warehouses, electrical conduits and drainage points on the floor slab. The ongoing works are:- one floor slab and superstructure walling for ablution/office block within warehouses.

Aggregation Warehouse - 72%

The completion rate of 72% is attributed to: - completed substructure works, superstructure works, superstructure steel structural columns, superstructure columns, electrical conduits on the floor slab, drainage points on the floor slab, roof structure, roof cover floor screeding and windows.

Boundary wall/Perimeter Wall is 100% complete.

Office Block - 62%

The completion rate of 62% is attributed to: completed substructure and superstructure works, mechanical drainage points on the floor slab, roof structure and roof cover.

Ablution block - 62%

The completion rate of 62% is attributed to: completed substructure and superstructure works, mechanical drainage points on the floor slab, roof structure and roof cover.

Pump house - 62%

The completion rate of 62% is attributed to: completed substructure and superstructure works, mechanical drainage points on the floor slab, roof structure and roof cover.

Powerhouse - 62%

The completion rate of 62% is attributed to: completed substructure and superstructure works, mechanical drainage points on the floor slab, roof structure and roof cover.

Electrical works - 10%

Electrical Conduits on the floor slab done. Additionally, electrical boards are yet to be procured. It was reported that power had been applied for and a quotation of Ksh. 7,612,789.00 obtained from the service provider for 1MVA Transformer.

Mechanical works - 10%

Mechanical drainage points on the floor slab done while plumbing pipe work is on-going. Additionally, foundation and structural works for High and Low Level Water Tanks as well as Water reticulation are yet to commence.

High- and Low-Level water tanks shop drawings are yet to be submitted for approval to pave way for fabrication to commence.

Associated Civil works- 86%

Most of the work has been done. The pending works were: - cabro works, external works around the buildings, septic tank and soak pits.

Gate/Gate house is at 90% level of completion pending installation of sanitary and light fittings.

Borehole-0%: Borehole drilling & equipping is yet to commence. The requisite permits were yet to be applied for

Cold rooms- 0%

The contractor is yet to submit Catalogues/ Brochures to the Project Manager for approval to p

Overall, the CAIP is at 65.0% overall level of completion.

Value Chains

The county identified the following priority value chains: bananas; avocado; indigenous vegetables; dairy; and chicken.

Investor Onboarding: The County has not on-boarded investors yet. The County is enacting a policy which provides for Special Purpose Vehicle Model. They have made a deliberate move to distribute seedlings of some of the value chains to be processed at the CAIP. They are planning to distribute an additional 750,000 hass avocado seedlings. The County Government is currently encouraging farmers to grow more bananas to increase their production and prepare more for the CAIPs.



Enablers

Water -there is no borehole.

Road Network: CAIP is 5 Km from the tarmac road.

Security- The CAIP site is 5 km from Magera police station

Internet Connectivity - there is no internet connection.

Power - It was reported that power had been applied for and a quotation of Ksh. 7,612,789.00 obtained from the service provider for 1MVA Transformer.

Airport/ Railway line - The CAIP site is 13 Km from Suneka Airstrip and 190 km from Kisumu railway station.

2.16.3 Challenges

- Change of initial site from Ibeno Nyanturago (nyaribari Chache) to Tongeri delayed progress of works
- There are delays in honoring payment certificates.
- Unfavorable weather conditions characterized by heavy rains causing the project to stall.
- Poor road network to the site.
- Prevailing swampy site conditions.
- Poor internet connectivity.

2.16.4 Observations

- The Mechanical & Electrical Services were grossly under-quoted at Ksh. 9,432,830.00 & KSH.14,222,920.00 respectively.
- The contractor was advanced Ksh. 95,941,470.00 equivalent to 20% of the contract value. It was reported that this amount has been fully recovered.
- The project is not approved by NEMA and not registered with the National Construction Authority (NCA).
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.
- The plumbing and drainage pipework in the ablution blocks does not meet the required standards.
- The sanitary fittings installed are not as per specifications, especially the squatting pans and wash hand basins. The contractor had installed ceramic pans with low level plastic cisterns. The BoQ specified stainless steel pans with non-slip trends with a flush valve mechanism. Further, the BOQ has no provision for wash hand basins. Instead, wall bib tap-press action delay (metering) is specified for a hand washing trough.

2.16.5 Recommendations

- The contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 28th March, 2026.
- The Project Manager to ensure that the contractor follows the specifications to the latter and especially on sanitary fittings installed that are not as per specifications.
- The Project Manager to ensure all contractual obligations are met such as renewal of Performance Security and Insurances.
- The Project Manager to fast-track registration of the project with the National Construction Authority. This is a statutory requirement. The Project Manager to compile a detailed Financial Appraisal to establish the financial status of the project. The same to be submitted to the client

for approval.

- The team recommended that both the County Government and the National Government should conduct regular Monitoring & Evaluation to the site to ascertain the progress of works.
- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.

2.17 NYAMIRA COUNTY



Figure 30: Power house, Ablution block and administration block - Nyamira County CAIP



Figure 31: Aggregation, Cold Room and Storage units superstructure works - Nyamira County CAIP

2.17.1 General description of the Project

The project is located at Nyamira South Sub-County, Bogichora Ward in Sironga Town. The contract of Ksh. 498,545,945.00 was awarded to M/s Vacaceh Company Ltd. of P.O. Box 280-00300 Nairobi, The commencement date for the project was September, 2023, with an estimated completion date of 7th September, 2024. The revised completion date is 5th September, 2026.

The National Government has disbursed an amount of Ksh. 116,631,579.00. The total amount paid to the contractor was Ksh. 155,765,163.07. There was a pending certificate of Ksh. 20,441,509.87. The County Government has disbursed Ksh. 39,133,584.00 to the project. The balance from the County Government is Ksh. 210,866,416.00

2.17.2 Key Findings/Observation

The Nyamira CAIP is located on a 10-acre piece of land. The land is owned by the County Government. Part of the land is a wetland which needs beaconing.

Project Status

Value addition warehouse - 16%

The substructure works for the four warehouses were incomplete.

Aggregation Warehouse - 30%

Substructure works were complete for the ablution/office section. Superstructure for ablution/office section within warehouses were on-going. The electrical conduits and drainage points on the floor slab for this section are done. One of the four ground floor slabs is cast. The rest of the three are pending.



Office block - 44%

The substructure and superstructure, mechanical drainage points, roof structure and roof cover were done.

Ablution block - 44%

Substructure and Superstructure, mechanical drainage points, roof structure and roof cover were done.

Pump house - 44%

Substructure and Superstructure, mechanical drainage points, roof structure and roof cover were done.

Powerhouse - 44%

Substructure and Superstructure, roof structure and roof cover were done.

Electrical works - 1%

Electrical Conduits on the concreted floor slabs were done for the warehouse and auxiliary buildings. The KP service lines were reported as having been applied for and a quotation obtained from the service provider for 230KVA Transformer. Electrical Boards were yet to be procured. The external power distribution had not yet commenced.

Mechanical works - 1%

Mechanical drainage points done for auxiliary buildings and for one number warehouse.

Foundations and structural works for High Level & Low Level Water Tanks were yet to commence. High and low-level water tanks shop drawings were yet to be submitted for approval to pave way for fabrication to commence. Water reticulation was yet to commence.

Borehole - 60%

Borehole drilling and casing was done. Equipping was yet to commence. Borehole Documentations such as NEMA, Hydrological Reports, Drilling Permits from WRMA were not availed.

Boundary wall/Perimeter Wall -0%, Associated Civil works -0%, Gate/Gate house 0%

These works had not commenced.

Cold Rooms -0%

The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.

Overall, the CAIP is at 25% level of completion.

Value Chains

Value chains identified by the county include: - coffee, tea, dairy, banana and avocado.

Investor On-boarding

The County had not on-boarded investors

The County Government has the following strategies in place to on-board investors:

- (i) Have a budget of Ksh. 10, 000,000 for coffee seedlings to ensure investors have adequate volumes;
- (ii) Cooperatives to conduct capacity building to enlighten people about the value chains;
- (iii) Working closely with partners like Invest Kenya, UNIDO among others to woo investors;
- (iv) Encouraging local investors to take up space within the CAIP once completed;
- (v) Organizing for an investors' conference within the County; and
- (vi) Bench mark with other counties such as Kirinyaga.

Enablers

Water: Water source is 1.5 Km from the CAIP site at Konate junction.

Road Network: The Nyamira CAIP site is 30 meters from the tarmac road and 7 km from Nyamira town.

Security: CAIP is 2.5Km from Gesero police post.

Internet Connectivity: There is fibre optic cable at Sironga main stage.

Power: Power is 100m from the CAIP. It was given a quotation of 200Kva. The process of acquiring a transformer is ongoing.

Airport/ Railway line: The CAIP is 30 km from the proposed SGR station at Ikonge market and 90 km from Kisumu International Airport.

2.17.3 Challenges

- Inclemental weather.
- Black cotton soils necessitating deep excavations and eventual back-filling.

2.17.4 Observations

- The pending works cannot be completed by 5th September, 2026.
- The borehole works were quoted at Ksh. 43,293,700.00. This is grossly over-quoted. It is noteworthy that borehole drilling and casing is already done. Further, this represents 42% of the total value for Mechanical Works. This poses a great risk in realization and accountability of the value for money.
- The Cold Room Equipment was quoted at Ksh. 10,642,500.00.
- Considering that Cold Room Equipment, Mechanical & Electrical Services shall be executed at the tail end of the project, chances of default by the contractor are extremely high since they were grossly under-quoted.
- The project was not approved by NEMA and not registered with the National Construction Authority(NCA).
- The contractor was yet to submit Catalogues/ Brochures to the Project Manager for approval to pave the way to commence importation.
- The works were seriously lagging behind schedule.
- No contractual remedies were reported to have been taken against the contractor for non-performance despite several contract period extensions.
- No contractual remedies were reported to have been taken against the contractor for non-performance despite several contract period extensions.

2.17.5 Recommendations

- The contractor to prepare and submit a realistic Works Programme inclusive of all works to the Project Manager for approval showing how the works will be completed by 5th September, 2026;
- The Client to instruct the contractor to procure and deliver items/equipment which are adjudged to be grossly under-quoted early enough to mitigate against default at the tail end of the project;
- The Client to fast-track project approval by NEMA and registration with National Construction Authority;
- The team recommended that both the County Government and the National Government should conduct regular M&E to the site to ascertain the progress of works;



- The client to budget and ring fence the funds in a Special Purpose Account (SPA) to mitigate against delayed payments;
- The Project Manager to prefer contractual remedies against the contractor for non-performance despite several contract period extensions;
- The contractor to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation. It should be noted that this item has a long lead time that may derail completion of the project.

2.18 MARSABIT COUNTY



Figure 32: Marsabit County CAIP Structure

2.18.1 Description of the Project

The Marsabit CAIP is a phase two CAIPS and is situated in a 10-acre land owned by the community but allocated to the County Government. It is in Moyale subcounty Golbo ward near Moyale Town, Qalaliwe village. The CAIP is located along Marsabit-Moyale highway.

The contract sum of Ksh. 498,913,945 was awarded to M/s Dreamzone Company LTD, P.O BOX 50569-00200, Nairobi. The project commenced on 21st May, 2024 and is scheduled for completion in 19th June, 2026.

The current overall completed work is at 30% of the total works. The county government has allocated Kshs. 250,000,000.00 towards the project. The total certificates paid is Ksh. 199,000,000.00. The national government is yet to disburse funds.

The main priority value chains identified by the county include; Hides and skin; milk; meat; gum and resin and fish.

2.18.2 Key Findings/Observation

The following were the findings:

Aggregation warehouse is at 38% level of completion

- Substructure works is 100% complete. Foundations fully constructed and certified.
- Superstructure and steel framework installation was ongoing.

Value addition warehouses is at 25% level of completion

- Substructure works is 100% complete. Foundations fully constructed and certified.

- Early-stage column and reinforcement installation ongoing.
- Steel framework erection not commenced.

Boundary wall/perimeter wall is at 95%.

- Substructure and superstructure works substantially completed.
- Outstanding works: Paint work, main gate installation and minor finishes.

Borehole is at 2% level of completion

- Feasibility done
- Environmental assessment done

Civil works at 5%

- Removal of topsoil complete
- Access culverts done
- All other works, including the office block, ablution block, pump and power house and associated electrical and mechanical installations, have not yet commenced.

Investor On-boarding Status

Marsabit County is planning for an investor conference towards the end of the year to attract investors.

Other Findings and Observations

- Lake Turkana is 70% in Marsabit a key source of its fish value chain.
- Moyale is a strategic trade corridor town.
- High volume of hides and skins available for aggregation
- The county has expressed interest in establishing two CAIPs in future due to the vast area covered.
- Border location presents significant trade advantages

Enablers

Water: Hydrogeological survey has been concluded

Road: The site is located along the Moyale Marsabit highway which is tarmacked

Security: Police station is 5 km away from the site

Power: The power line is 5km away from the site. The CAIP has applied for power connection

2.18.3 Challenges

- Electricity connectivity due to long distance from grid
- Harsh climatic conditions
- Delayed release of National Government funds
- Water scarcity due to drought conditions
- Competition from advanced Ethiopian leather sector

2.18.4 Lessons Learnt and Best Practices

- Strategic border positioning has potential for enhanced industrial viability
- Early fencing and land allocation secures project site
- Coordination between community and county government facilitates land use
- Early application for utilities (electricity) prevents further delays

2.18.5 Recommendations

- Drill and operationalize borehole to address water shortages



- Expedite release of National Government funds
- Need to put in place the security infrastructure

2.19 NYANDARUA COUNTY



Figure 34: Slab for the Value Addition block, Nyandarua CAIPs



Figure 33: Aggregation warehouse-Nyandarua County-CAIPs

2.19.1 Description of the Project

The Nyandarua CAIP is a phase two CAIPS and is in a 10-acre land owned by the County Government and located in South Kinagop subcounty, Njabini Kiburu ward in Njabini Town, Agricultural Training College village. The CAIP is located 700m from the main road.

The CAIP construction contract was awarded to M/s Universal Trends Limited, P.O BOX 52580-00100, Nairobi. The contract sum was Ksh. 464,360,410.

The project commenced on 29th January, 2024 and was scheduled for completion on 11th August 2024. It was then extended to be completed on 31st December, 2026.

The current overall completed work is at 13% of the total works. The county government of has allocated Kshs. 72,000,000. The total certificates paid is Ksh. 56,653,307.

The main priority value chains identified by the county include; Irish Potatoes and other horticultural value chains.

2.19.2 Key Findings/Observation

Overall Status: 13% complete.

Sub-structure works for the two warehouses are currently ongoing.

Aggregation (17% complete)

- Casting of column bases, stub columns, ground beams, foundation walling, and backfilling has been completed.
- Hardcore filling, dust blinding, and formwork installation are currently in progress.

Value Addition (12% complete)

- Excavations, casting of column bases, strip footings, and substructure columns have been completed.
- Foundation walling and stripping of topsoil are currently in progress.
- All other works, including the office block, ablution block, pump and power house, borehole,

boundary wall, civil works, and associated electrical and mechanical installations, have not yet commenced.

- Adverse weather (January–March 2024) slowed early-stage works.

Other Observation/findings

- Extensive excavation was required due to sloping terrain.
- Foundation depths reaching up to three meters in some sections.
- The Contractor was not on site during the time of visit, however, the representative of the contractor mentioned they are willing to come back to site by 25th February 2026.
- The contractor had been issued with default warning letter and the County want to re-advertise the project if he refuses to resume construction.
- The project had remained stalled for a period of eighteen (18) months.
- The National Government had not disbursed fund to the project
- Contractor performance concerns and site absence during assessment.
- Excavation and topographical challenges increased costs and slowed progress.
- The site is in a feasible location
- The land is gently sloppy and well drained
- Coordination gaps between National and County Governments during BQ preparation

Enablers

Water: The water is within the site

Road: 700M marram Road connects the site from the main tarmac Road

Security: There is a police post 1.5KM away from the site

Internet connectivity: Pending

Power: There is a power line within the site

Airport/Railway line: Not within vicinity

Investor On-boarding Status

The County had registered farmers' unions through National Agricultural Value Chain Development Project (NAVCDP) project.

Investor onboarding has not been scaled due to limited infrastructure completion. Full investor engagement is expected upon significant progress in physical works and clarity on funding stability.

2.19.3 Challenges

- Delayed National Government disbursements.
- Cash flow constraints by the contractor.
- Delay in approvals and payment of certificates
- Adverse weather conditions.
- Unfavorable sloppy topography.
- Contractor unresponsiveness.
- Limited intergovernmental coordination in project planning stages.
- The project is progressing at a slower pace than anticipated primarily due to funding gaps and implementation challenges.
- Financial commitments from the National Government remain pending, affecting contractor performance and overall project acceleration.



2.19.4 Lessons Learnt and Best Practices

- Early and adequate intergovernmental coordination improves project outcomes.
- Stable and predictable funding streams are critical for contractor performance and project acceleration.
- Urgent disbursement of the National Government's counterpart funding, improved intergovernmental coordination, and strengthened contractor oversight are critical to ensuring the project achieves its intended economic transformation objectives within the revised completion timeline.

2.19.5 Recommendations

- The National Government should urgently disburse its Ksh. 250,000,000 commitment. The County Government should enhance contractor oversight and enforce performance accountability measures.
- Upon resuming operations on site, the Contractor should coordinate with the Project Structural Engineer to conduct a thorough inspection of the foundations to assess their structural integrity, as the prolonged site abandonment may have affected or compromised the structure.

2.20 NYERI COUNTY



Figure 36: Aggregation and Value Addition warehouse wall structure



Figure 35: Ablution and office blocks

2.20.1 Description of the project

The Nyeri County Aggregation and Industrial Park (CAIP) is a Phase Two project under the National CAIP Programme. It is located at Kwa J Village, Narumoru, Kieni East Sub-County.

The contract was awarded to Blue Valley Enterprises LTD P.O box 983-10101. The project total contract sum is Kshs. 589,292,137 in which the County Government has paid the contractor KSH100,000,000. Additionally, to date, certified work amounts to Kshs. 107,686,980

The commencement date for the project was 30th October, 2023. The initial contract period was 105 weeks with expected completion date of 3rd November, 2025. The contract was further extended to 3rd November, 2027 as the final competition date.

In 2025/2026FY, the National Government has allocated Kshs. 250Million to the project while the County has allocated 6.8Million with the balance being expected to be allocated during the supplementary budget.

The project is progressing but at a slower pace than anticipated due to funding delays and

contractor absence. Key structural components show moderate progress while others have not commenced.

Nyeri County has strong agricultural value chains including coffee, dairy, avocado, tea and potatoes.

2.20.2 Key findings/Observations

Project Status

The project is 30% complete

Component Status:

Aggregation Warehouse - 40% complete

- Substructure works is 100% complete. Foundations fully constructed and certified.
- Reinforced concrete column casting up to first beam complete
- Masonry walling construction up to first beam complete
- Casting of first reinforced concrete beam complete
- First floor slab casting complete

Value Addition Warehouse - 20% complete

- Site preparation and setting out complete
- Excavation works complete
- Foundation complete
- Murram backfilling complete
- Hardcore filling and compaction complete
- Stub columns complete

Boundary Wall/Perimeter Wall - 90% complete

Outstanding works: Painting of the reinforced concrete columns and final finishes

Office Block - 70% complete

- Substructure works and superstructure works complete
- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Ablution Block - 70% complete

- Substructure works and superstructure works complete
- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Guard House - 80% complete

- Substructure works and superstructure works complete.
- Reinforced concrete roof slab and parapet wall complete.
- Roof structure and covering completely done.
- Electrical conduits and mechanical drainage point's installation complete.
- Gate pillars, structural gate supports and gate installation complete.

Borehole - 60% complete

- Drilling complete, pending pumping installation



Associated Civil Works - 5% complete

- Removal of top soil complete.

Pump house and power house – Not yet commenced

Investor Onboarding Status

Investor onboarding has not formally commenced due to:

- Incomplete infrastructure
- Pending utilities installations
- Funding delays
- Lack of internet connectivity

However, the site presents strong potential due to proximity to transport infrastructure and strong agricultural value chains in Nyeri County.

Enablers

Water: The borehole has been drilled however; it is not equipped. No piped water in the site.

Road: The site relates to Marram road and located 400 meters off Nyeri-Nyanyuki highway

Security: The nearest police station is at Narumoru which is approximately 11.4km away.

Power: The power line is 100 meters from the site

Airport/Railway line: The entrance to the site is within the railway reserve and at 100m from the railway station line.

Internet Connectivity: The site does not have internet connectivity. The fibre optic is along the Nanyuki - Nyeri Road which is 400m from the site.

Land: Title deed not available but the process has been initiated.

Other Findings and Observations

- The delay in National Government counterpart funding has significantly affected project continuity.
- Payment Certificate (No. 6) remains outstanding and is yet to be honored.
- Funding delays are the primary constraint affecting implementation.
- The exit and access road is at the railway reserve
- Land ownership was awarded to the County Government, though an appeal has been filed.
- A design alteration was observed on site, involving the substitution of the originally specified steel columns and beams with reinforced concrete columns and beams, on the basis that concrete offers superior thermal performance compared to steel. Approval for this change was duly recorded in the site meeting minutes.

2.20.3 Challenges

- Contractor absence and reduced site activity and this has slowed down the progress
- Heavy rains during early implementation
- Black cotton soil affecting construction
- Pending land appeal case
- Lack of internet connectivity

2.20.4 Recommendations

- Expedite National Government counterpart funding.
- Phased construction planning should align with guaranteed funding streams.
- Customization of projects to specific zones.

- Strengthen contractor supervision and enforce performance obligations.
- Enhance site security measures (guards, and surveillance).
- Need for a master plan of the area.
- Resolve pending land appeal to provide investor confidence.

2.21 EMBU COUNTY



Figure 38: Aggregation and value addition warehouses



Figure 37: Interior aggregation warehouse

2.21.1 Description of the Project

The Embu CAIP is located in Mbeere South Sub-County, Mavuria Ward, Machang'a Town. The CAIP is located approximately 200m off Embu-Kanyonyo road.

The Contractor is Vibrant Construction Limited, P.O BOX 7500-00100, NAIROBI and the contract sum was Ksh. 489,042,713.33 with an allocation of Ksh. 250,000,000.00 and Ksh. 250,000,000.00 from National government and Embu county government respectively.

The project commenced on 21st September 2023 and was scheduled for completion on 4th April 2024. However, the deadline for completion was not achieved hence the first extension was given up to 30th April 2025 and further extended to 30th April 2026. The current overall completed work is at 88% of the total works.

The amount paid to the contractor is Ksh 424,290,981.00 and there is a pending certificate of Ksh. 50,000,000. Additional works were executed under the project, resulting in a variation amounting to Kshs. 121,000,000 representing 25% of the original contract sum, which is the maximum allowable variation limit.

The main priority value chains identified by the county include; macadamia, mangoes, avocado, pulses and bananas.

2.21.2 Key Findings/Observation

Project Status

Value Addition Warehouse - 90% complete

- Installation of sanitary fittings remains outstanding.
- Testing and commissioning of services are yet to be done.
- Final painting works are pending.
- Minor finishing works remain incomplete.



Aggregation Warehouse - 80% complete

- Installation of sanitary fittings has not been undertaken.
- Terrazzo floor finishes to the staircase, cold rooms, and warehouse remain outstanding.
- For the cold rooms, only the structural shell and internal concrete partitions for the four (4) units have been completed.
- Firefighting works are in progress.
- Installation of the solar water heating system is ongoing.
- Water reticulation works are ongoing.
- Testing and commissioning of the electrical and mechanical installations are pending.
- Final painting and minor finishing works remain outstanding.

Boundary Wall is 50% complete

Office Block is at 96% level of completion but pending minor finishes.

Ablution, pump house and Power House are at 95% level of completion but pending minor finishes

Electrical works - 78% complete

- Wiring and other electrical installation works ongoing
- Testing and commissioning not commenced

Mechanical works is 58% complete;

Borehole is 99% complete; Borehole drilled and cased and equipping is ongoing.

Associated Civil Works is 75% complete

- Roads, drainage, cabro works ongoing.
- Landscaping not commenced.

Gate/Gate House - 0% (Not commenced)

Overall Project Completion Status is 88%

Enablers

Water: There is borehole in the CAIP but no piped water. However, Kamburu Dam is less than 1 km. The county is consulting with TARDA to work on modalities on how the water can be connected to the CAIP.

Road network: the project is situated 200m from the main Embu-Kanyonyo road. The 200 has the cabro works and therefore very accessible.

Security: the site is secure, the distance to the nearest Kivaa police post is less than 1 km.

Internet connectivity: the area is not connected to internet.

Power: Electricity power is accessible as the power line is approximately 200 metres to the CAIP. However, the CAIP has a power house with a transformer of 200kva which is not sufficient to run the project.

Investor Onboarding Status

The facility is designed to support aggregation and value addition of priority agricultural value chains including macadamia, mangoes, avocado, pulses and bananas. Investor onboarding is dependent on completion of utilities, infrastructure, and commissioning of the facility. It was noted that the county has no blue print for on boarding investors.

The county has an investments cooperation in place and are in the process of recruiting the staff.

Other Findings/Observation

- The design drawings were revised, as observed during the site inspection.
- Various materials were available on site, including cabro paving blocks and sand.
- The installed 200 KVA transformer is insufficient to support the entire CAIP and needs to be upgraded to a 1000 KVA unit.
- The waste management systems need to be implemented prior to commissioning.
- The 400m boundary wall specified in the BoQ proved inadequate after the site was repositioned further away from the road from its original location. Consequently, an additional 650m of the boundary wall remains to be constructed arising from this change.

2.21.3 Challenges

- Additional works were executed under the project, resulting in a variation amounting to Kshs. 121,000,000 representing 25% of the original contract sum, which is the maximum allowable variation limit.
- The additional boundary wall length was not included in the approved variation, and the variation limit had already been exhausted. To fund the remaining 650m, the Project Supervising Team and the Client were considering omitting at least one cold room and reallocating the funds.
- As a result of the variations in the design (equipping 4 cold rooms instead of 5 and reallocation of funds to the construction of the boundary wall), the project has therefore stalled.
- There was insufficient transformer capacity, with 200 KVA currently installed against a required capacity of 1,000 KVA.
- Waste management not yet fully addressed.
- Weighbridge was not included in the scope of the current contract.
- There was a foreseeable risk of significant flooding within the surrounding area if storm water was not adequately controlled and properly managed.

2.21.4 Recommendations

The following was recommended;

There is need to upgrade transformer capacity to 1000 KVA to meet CAIP operational demands.

- Need for mechanisms in place to mitigate storm water from the CAIPs
- Need for project manager to fast track the decision on issuance of direction to avoid further delays.

2.22 MURANG'A COUNTY



Figure 39: Steel structure for aggregation-Murang'a CAIPs



Figure 40: Sub-structure works-Murang'a CAIPs



2.22.1 Description of the Project

The County Aggregation and Industrial Park (CAIP) in Murang'a County is located at Kimorori Wemba in Maragua Sub-County on land owned by the County Government of Murang'a.

The project commenced on 25th August, 2023 and was scheduled for completion on 25th August 2024.

Initially, the total contract sum was Kshs. 398, 872,438 which was awarded to Habnas company ltd. Later, it was terminated due to non-performance and poor quality workmanship. A contract of Kshs.474,738,820 was later awarded to Phejay Company Limited. The start date for the new contract was 16th February, 2026 and expected to end on 25th November, 2026.

Overall, the Murang'a County CAIP is envisioned as a catalytic investment that will transform agricultural production into structured aggregation and industrial processing, positioning the county as a competitive agro-industrial hub.

The key value chains prioritized under the Murang'a County CAIP include mango, dairy (milk), avocado, coffee, and poultry.

2.22.2 Key Findings/Observation

Project Status

Overall completion: 13%

Aggregation Warehouse - 20%

- Site preparation and setting out complete
- Excavation works complete
- Foundation complete
- Hardcore filling partly done (Only on 2 bays)
- Superstructure works, including initial steel framework fabrication and erection, are ongoing on two bays.

All other works, including the value chain warehouse, office block, ablution block, pump and power house, borehole, boundary wall, civil works, and associated electrical and mechanical installations, had not yet commenced.

Other Findings and Observations

The monitoring exercise established that the project is significantly behind schedule, with minimal physical development relative to the financial disbursement. Contractor transition processes lack adequate documentation, particularly regarding termination records and re-measurement certificates.

Enablers

The project site enjoys strategic locational advantages, being approximately one kilometre from the main road and railway line, and about 1.5 kilometres from a police post, enhancing accessibility, logistics efficiency, and security. However, water, internet and electricity connections have not yet been established on site, but they are within connection distance of one kilometer which remains a key requirement for full operational readiness and investor attraction.

2.22.3 Challenges

- The project faces several challenges including prolonged delays, contractor underperformance in the previous phase, unclear documentation on termination processes, and financial management inconsistencies. There is limited visible construction activity on site and weak

coordination between stakeholders.

- Utilities infrastructure remains incomplete, and absence of structured investor onboarding further delays realization of the intended aggregation and value addition functions. Governance oversight mechanisms require strengthening to safeguard public investment.

2.22.4 Recommendations

Immediate verification and regularization of contractor performance bond and insurance documentation for Phejay Company Limited is necessary. A financial audit should be conducted to establish accountability of disbursed funds.

The Project Structural Engineer is requested to undertake a comprehensive inspection of the foundations and completed works to evaluate the overall structural integrity, in light of observed poor workmanship and the potential effects of prolonged site abandonment, which may have compromised the structure.

The County Government should develop a structured project work plan with clear timelines and measurable milestones.

Fast-tracking connection of water and electricity utilities.

Additionally, a formal investor engagement and onboarding framework should be established to secure anchor investors and partnerships.

High-level oversight intervention is recommended to restore implementation momentum and safeguard public resources.

2.23 MERU COUNTY



Aggregation and Value addition warehouses-
MERU County CAIPs

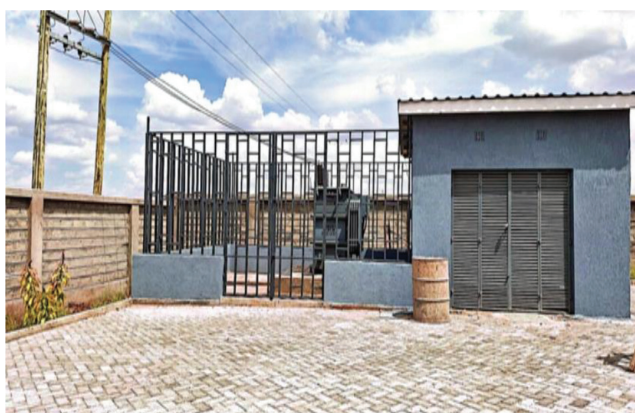


Figure 41: Powerhouse

2.23.1 Description of the Project

The Meru County CAIP is located in Buuri Sub-County, Ruiri Rwareera Ward within Meru County. The contract sum of Kshs. 492,212,741 was awarded to Brown Soil Limited. The contractor has been paid Kshs. 468,725,823 with a pending balance of Ksh.12 ,000,000.

Implementation of the project commenced on 14th September 2023, with an initial completion date of 13th May 2024. The contractor, Brown Soil Limited with a further extension of April 2026. The county has identified the following priority value chains: macadamia, Irish potatoes, miraa, avocado, bananas and coffee



2.23.2 Key Findings/Observation

Project status

Overall Project Completion Status: 98% complete

Value Addition Warehouse – 95% complete

- Installation of doors to the offices and washrooms is pending.
- Application of the final coat of paint and completion of minor finishes.

Aggregation Warehouse – 95% complete

- Installation of doors to the offices and washrooms is pending.
- Testing and commissioning of the cold rooms remain outstanding.
- Application of the final coat of paint and completion of minor finishes is pending.

Office Block – 97% complete - Installation of internal doors is pending and minor finishes.

Ablution Block – 96% complete - Installation of internal doors is pending and minor finishes.
Pump house and powerhouse – 99% complete with minor finishes pending.

Electrical works and mechanical works – 98% complete pending testing and commissioning.

Borehole – 100% complete. The borehole has been drilled, cased and equipped. The boundary wall, associated civil works, gate/gate house are also 100% complete.

Other Findings/Observations

The monitoring and evaluation exercise established that the core infrastructure is structurally complete and ready for commissioning. Power connectivity has been installed and internal movement within the park is supported by cabro-paved surfaces. The facility will support the identified value chains.

Investors have shown interest with some firms already on-boarded and others at various stages of engagement including Nutri Nuts Limited, Nubian Foods, and Meru Coffee Union.

However, operational readiness is constrained by a few critical gaps, including the absence of a weighbridge to support aggregation activities, lack of installed internet connectivity to facilitate modern industrial operations and export documentation processes, and the need to upgrade the 1.7-kilometre access road to all-weather standard. While a borehole is available, long-term sustainable water supply arrangements require further strengthening

The County Government has put in place structured strategies to ensure sustainable management and operationalization of the park. These include the establishment of a Special Purpose Vehicle (SPV) to provide a clear governance and investment framework, organization of an investment conference to attract strategic partners, issuance of Expressions of Interest (EOIs) to identify qualified investors, and the formation of a Board to oversee policy direction and management oversight. In addition, CAIP management structures are currently being operationalized to ensure smooth coordination, accountability, and long-term sustainability of the facility.

Enablers

The project benefits from several enabling factors that enhance its operational readiness and sustainability. The site is approximately 1.7 kilometers from the main road and about 1.5 kilometers from a nearby police post, ensuring accessibility and security support. Although there is currently no internet connection at the site, there is fibre connection at Isiolo town which is around 2km, a 630 KVA three-phase electrical transformer has been installed, and borehole water is available on site, providing critical utility infrastructure to support operations.

2.23.3 Challenges

The project faces several challenges that must be addressed before full operationalization can be achieved. These include limited operationalization funding, dependency on borehole water without a comprehensive long-term supply solution, absence of a weighbridge within the premises, poor condition of the 1.7-kilometre access road particularly during rainy seasons, delayed installation of internet connectivity, and the need for enhanced security measures such as electric fencing and possibly establishment of an on-site police post to further boost investor confidence.

2.23.4 Lessons learnt and best practices

Implementation of the Meru CAIP has demonstrated that timely and adequate financial support is critical not only for construction but also for smooth transition to operational phase. Strong coordination between the National and County Governments significantly enhances efficiency in implementation. The engagement of a competent contractor, Brown Soil Limited, contributed significantly to the timely execution and high level of completion achieved. Early identification and prioritization of key value chains ensure that infrastructure development aligns with the county's comparative advantages and market opportunities. Inter-departmental collaboration within the County Government has also proven to be effective in addressing implementation bottlenecks and accelerating decision-making.

2.23.5 Recommendations

An operationalization budget be allocated to support investor mobilization, facility management, and initial running costs, particularly for the prioritized value chains of miraa wine, coffee, avocado, and cashew nuts.

A sustainable water supply plan should be developed to complement the existing borehole and guarantee long-term reliability for processing activities.

Installation of a weighbridge within the CAIP premises should be prioritized to facilitate aggregation and trade logistics.

The 1.7-kilometre access road should be upgraded to all-weather standard to improve accessibility and investor confidence.

Internet connectivity should be fast-tracked to support modern industrial operations and export processes, and additional security enhancements, including electric fencing and consideration of an on-site police post, should be implemented to safeguard the facility and attract more investors.

2.24 LAIKIPIA COUNTY



Figure 42: Aggregation and Value addition warehouses-Laikipia County CAIPs



Figure 43: Structural steel framework



2.24.1 Description of the Project

The Laikipia CAIP is a Phase Two project under the National County Aggregation and Industrial Parks Programme located in Gandutura Village, Rumuruti Ward, Laikipia West Sub-County within Laikipia County. The project aims to promote agro-industrialization through structured aggregation, storage, and value addition of agricultural produce within the county. Strategically situated approximately six kilometres from the main road within Rumuruti Town.

The total contract sum for the project is Ksh 492,000,000. Implementation commenced on 25th September 2023 and is being undertaken by Goodluck Logistics Limited, who is currently on site. The original completion date of 25th April 2024 was revised due to implementation progress, and the project timeline has since been extended to 30th April 2026.

The CAIP has prioritized key value chains that reflect the agricultural strengths of the county, including beef, maize, coffee, tomato, soya, avocado, and animal feed processing.

In terms of project implementation status, the contractor, Goodluck Logistics Limited, remains actively on site. However, electrical and mechanical works have not yet commenced. Financially, the County Government allocated Ksh. 250,000,000 toward the project, while the National Government's counterpart contribution of Ksh. 250,000,000 remains pending. To date, Ksh 153,000,000 has been paid to the contractor through eight honoured certificates, leaving a County balance of Ksh 97,000,000. There are currently no pending payment certificates.

2.24.2 Key Findings and Observation

Project Status

Overall Completion Status: 40%

Aggregation Warehouse - 40%

- Substructure works is 100% complete. Foundations fully constructed and certified.
- Mechanical drainage points done
- Casting of ground floor slab
- Steel portal frame structure erected to all bays.
- Installation of roof members (trusses & purlins)
- Roof covering installation ongoing.

Value Addition Warehouse - 30%

- Substructure works is 100% complete. Foundations fully constructed and certified.
- Mechanical drainage points done
- Casting of ground floor slab
- Erection of structural steel columns to gridlines complete.
- Masonry walling works for internal partitions ongoing.
- Perimeter Wall - 70%
- Ongoing perimeter masonry walling

Office Block - 50%

- Substructure works and superstructure works complete
- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Ablution Block - 50%

- Substructure works and superstructure works complete

- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Pump House - 50%

- Substructure works and superstructure works complete
- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Borehole - 50%

- Drilling complete, pending equipping.

Powerhouse - 50%

Substructure works and superstructure works complete

- Roof structure and covering completely done.
- Electrical conduits installation complete.
- Mechanical drainage points done.

Associated Civil Works - 40%

- Removal of top soil complete.
- Spreading and compacting fill material.
- Leveling uneven areas around the warehouse.
- Forming formation levels for: Cabro paving, access roads and drainage slopes.
- Gate/gate house, electrical and mechanical works - Not commenced

Other findings /observations

The project is progressing despite delays in funding. Structural works, including steel erection and roofing, are ongoing, and materials were observed on site. However, insulation lining beneath the roofing sheets has not been provided for under the current contract. Borehole drilling has reached partial completion, though equipping works remain outstanding. The access road to the project site becomes muddy and difficult to use during rainy periods, posing logistical challenges. Although a power line is within connection distance, electricity connection has not been done.

Enablers

The project benefits from several enablers that enhance its viability and long-term sustainability. The land on which the park sits is owned by the County Government, ensuring secure tenure. The site is approximately six kilometres from the main road and about six kilometres from Rumuruti Police Station, providing accessible security support. Internet connectivity through fiber infrastructure is available within Rumuruti Town which is 7km away, electricity is within connection distance though not yet connected to the site but there is power line 100m from the CAIPs, and the park is adjacent to the proposed Rumuruti Airport, which presents future logistical advantages. A borehole has already been drilled to support water supply needs, although equipping is still pending.

2.24.3 Challenges

The key challenges affecting implementation include;

- Delayed disbursement of National Government funds.
- Non-commencement of electrical and mechanical works
- Lack of electricity connection,



- limited availability of skilled labour within the local community,
- poor road accessibility during rainy seasons.

2.24.4 Lessons Learnt and Best Practices

Implementation experience thus far highlights the importance of strong coordination between the National and County Governments to ensure timely funding flows. Early planning and provision of utilities infrastructure is critical to avoid delays at advanced stages of construction. Continuous supervision and monitoring of works ensure quality standards are maintained. Additionally, aligning the project to strong local agricultural value chains enhances its long-term sustainability and economic impact.

2.24.5 Recommendations

To accelerate progress and ensure timely completion, it is recommended that;

- National Government fast-track disbursement of its Ksh. 250,000,000.00 counterpart contribution and that the County Government release the remaining Ksh. 97,000,000.00 without delay.
- Upgrading the access road will improve logistics and investor confidence.
- Consideration should also be given to installing insulation lining beneath the warehouse roofing to enhance functionality.
- Structured investor onboarding should begin ahead of project completion to ensure immediate operationalization once the facility is commissioned.

2.25 KIRINYAGA COUNTY



Figure 45: Gate and gatehouse



Figure 44: Aggregation and Value addition warehouses

2.25.1 Description of the Project

The Kirinyaga County Aggregation and Industrial Park (CAIP), located in Kariti Ward, Kirinyaga West Sub-County, Sagana, is a Phase One project under the National CAIP Programme.

The contract sum was Ksh. 499,988,904.44. The National Government had disbursed its full amount of Ksh 250,000,000.00 and the County Government of Kirinyaga had budgeted and disbursed the same amount to the project. The contractor had been paid a total sum of Ksh 332,277,527.75 with a balance of 41,456,560.44 unpaid certificates. The project commenced on 31st July 2023 and was supposed to end in 26th March 2024. However, the deadline for completion was not achieved hence extension was given up to April 2026. The county had also allocated 99M for an extra two warehouses in which the construction is ongoing.

Kirinyaga County is strategically positioned as an agricultural hub with strong value chains in tomato, avocado, coffee, macadamia, and banana production.

2.25.2 Key findings /observation

Project status

The project is 82% complete.

Aggregation Warehouse - 82%

- Doors- roller shutters already installed, doors to the offices are pending.
- Ceiling to the office area is pending.
- Final finish to the staircase and cold rooms (Terrazzo), works are underway.
- Wall partition to the washrooms is pending.
- High-level and Low-level cabinets work ongoing.
- Electrical and mechanical works ongoing.

Value Addition Warehouse - 87%

- Doors- roller shutters already installed, doors to the offices are pending.
- Ceiling to the office area is pending.
- Final finish to the staircase (Terrazzo) ongoing.
- Wall partition to the washrooms is pending.
- High-level and Low-level cabinet's works ongoing.
- Electrical and mechanical works ongoing.

Boundary Wall - 97%

- Water reticulation pending.
- Paint on the rendered surfaces of the columns pending.
- Sewer line from the guardhouse to the manholes, works is ongoing

Office Block - 95%

- Doors to aluminum partition to the washrooms pending.
- Downpipes are pending.
- Paving slabs around the building are done.
- Window board and curtain tracks pending.

Ablution Block - 85%

- Installation of doors pending.
- Downpipes are pending.
- TnG for the eaves is underway.
- Paving slabs around the building are done

Power house - 95%

- The final coat of paint paint-internally pending.
- TnG for the eaves works is ongoing.
- Electrical works ongoing.

Pump house - 90%

- Floor screed pending.
- TnG for the eaves works is ongoing
- Electrical works - Ongoing, wiring and fittings works underway.
- Mechanical works - Pump connection pending.



Gate/Gate House - 98%

- External painting works are ongoing.

Electrical Works - 71%

- Lighting arrestor and other lighting fittings ongoing.
- Installation of the LV board is done.
- Cold-room isolators pending.
- Submain installation works are pending.
- KPLC power connection and metering works are complete.

Mechanical Works - 35%

- Cold room machines pending.
- Firefighting works underway.
- Installation of sanitary fittings ongoing.
- Solar water heating installation pending
- Sewer line from the building to the manholes, works are ongoing.
- Water reticulation not commenced.

Associated Civil Works - 62%

- Foul drainage, Sewer line, and manhole works are complete.
- French drain works are ongoing.
- Hardcore done, Cabro paving works are ongoing at 60%.
- Culverts along the gates are done.
- Covered drains collecting rainwater are underway.
- Shallow inverted block drains are ongoing.
- Footpaths and road markings works are underway.
- Septic-Plastering of walls internally done.

Enablers

Water: The site is not connected to water.

Power: The site is connected to electricity with two transformers of 200kva and 315kva respectively from Rural Electrification and Renewable Energy Corporation (RREC).

Internet connectivity: There is no internet connection to the site, however, the access point is 4km in Sagana town. The county had put request on connectivity as they have a proposed customs office to serve SEZ and EPZA.

Security: The site is 4km from Sagana police station.

Road network: The CAIP is connect to the main tarmac road by a 3km murram road which needs to be improved to enhance the accessibility. Additionally, the project is also 3km from the railway line.

Investor Onboarding Status;

The county has an established project management committee -KIDA (Kirinyaga Investment Development Authority) which is operational. It was reported that 59 investors had shown interest and process of onboarding them ongoing.

The area has been gazetted as SEZ/EPZA.

Other Findings and Observations

- Strong intergovernmental collaboration demonstrated
- High completion rates for core infrastructure

- Strategic location enhances logistics potential
- Utilities gaps remain a key operational risk
- CAIP is located within a Special Economic Zone (SEZ) area with nearby EPZ and affordable housing developments
- Borehole construction was omitted from the original project scope, and its allocated funds are to be reallocated to support other ongoing works on site.
- DyKsh have been constructed around the CAIPs to prevent flooding within the premises and to facilitate storm water drainage.

The project has made substantial progress and is nearing completion. Most civil works are at advanced stages. However, mechanical works, electrical installations, and utilities connectivity require acceleration to ensure timely commissioning.

Kirinyaga County has a well-established authority which will run the investment projects CAIP included. Kirinyaga Investment Development Authority (KIDA).

2.25.3 Challenges

- Lack of completed water and sewer connectivity
- Delayed mechanical and electrical installations
- Impassable access road
- Security infrastructure needs strengthening
- Need for integrated sewer system within SEZ/EPZ development area
- A narrow river Ragati bridge connecting the site affects accessibility of the big trucks to the project.

2.25.4 Lessons learnt and best practices

- Operationalization guidelines should be tailored to county-specific contexts
- Early investor engagement improves readiness
- Concurrent implementation of utilities and civil works reduces delays
- Strong National-County coordination accelerates funding utilization

2.25.5 Recommendation

The team recommends the following to the project management team;

- To Prioritize water and sewer connectivity through coordinated planning
- Fast-track mechanical and electrical installations
- Expedite access road construction and upgrade the bridge
- Strengthen security arrangements
- Proceed with structured investor onboarding concurrently with final works
- Develop integrated infrastructure planning within SEZ/EPZ zone



2.26 KIAMBU COUNTY



Figure 46: Aggregation and Value addition warehouses



Figure 47: Gatehouse, aggregation and Value addition warehouses

2.26.1 Description of the Project

The Kiambu CAIP is one of the Phase Two projects under the National CAIP Programme aimed at accelerating agro-industrialization. The Kiambu CAIP is located in the Waruhiu ATC (Agricultural Training Centre) in Githunguri Sub County Ngewa ward. The CAIP is approximately 3.0 Km from the main tarmac road connecting Kiambu and Githunguri town.

The main contractor is Derow Construction Company LTD. The contract sum was Ksh. 498,828,815.00. The national government had disbursed Ksh 116,631,548 and the county government of Kiambu Ksh 116,259,146. The amount Certified was Kshs. 324,466,005.85 and the outstanding PC NO.3 was Kshs. 147,997,242.00 as at the period of this exercise.

The project was handed over on 11th April 2024, the contractor had two weeks to mobilize the resources and the works started on 25th April 2024 and was scheduled for completion in August 2025, however the deadline for completion was not achieved hence extension was given up to April 2026.

This project will support value addition and agro processing of Avocado, Tea, Coffee and Pineapple Value Chains which were prioritized by the county.

2.26.2 Key findings/observation

Project status

Overall, the project is 75% complete.

Aggregation & Value Addition Warehouse - 77%

- Wall tiling and floor screeding to the washrooms have been completed.
- Installation of grills to the office and staircase areas has been completed.
- Roller shutter installation is approximately 60% complete.
- External painting works for the key areas have been completed.
- Internal painting is approximately 50% complete.
- Ceiling installation in the offices is pending.
- Laying of floor tiles is pending.
- Casting of the ground floor slab is pending.

Office Block - 75%

- Substructure and superstructure works complete.

- Ceiling works have been completed.
- Floor screeding has been completed.
- Wall tiling has been completed.
- External painting works for the key areas have been completed.
- Painting works are ongoing and are approximately 50% complete.
- Installation of floor tiles is pending.

Ablution Block - 70%

- Substructure and superstructure works complete.
- Ceiling works have been completed.
- Floor screeding has been completed.
- External painting works for the key areas have been completed.
- Painting works are ongoing and are approximately 50% complete.
- Tiling works are pending.

Power House - 60%

- Substructure and superstructure works complete.
- External painting works for the key areas have been completed.
- Paint work is ongoing.
- Pending screeding and floor finish

Pump House - 60%

- Substructure and superstructure works complete.
- External painting works for the key areas have been completed.
- Paint work is ongoing.
- Pending screeding and floor finish

Gate/Gate House - 95%

- External painting works for the key areas have been completed.
- Paint work 50% done.
- Pending tiling and window installation.

Boundary/Perimeter Wall - 80% complete.

- Painting of the reinforced concrete columns and application of final finishes are pending.

Associated Civil Works - 15%

- All external piping works have been completed.
- Manholes are 85% complete.
- The drainage system is 95% complete.
- Hardcore parking works are 95% complete.
- The septic system is 98% complete.

Electrical Works - 15%

- Conduiting and wiring works are still in progress.
- Mechanical Works - 15%
- Fabrication of the tower tank for the high-level water tank is approximately 90% complete.
- Mechanical piping works are ongoing.

Borehole - Not commenced

Enablers

Water: There is no water connection to the CAIP but the area is connected to piped water. The water is less than 100m from the site.



Power: There is power within the site though it has not been connected. The distance from the main power line is less than 100m.

Internet: There is no internet connection to the site but connectivity is within 100m away.

Road network: The CAIP is accessible as it is connected by marram road from the main tarmac. The distance from the tarmac is approximately 3km.

Security: The area has been faced by insecurity during the project implementation. The distance from the nearest police station is 7km. (Githunguri police station). However, the contractor and the county government of Kiambu have engaged the area OCS and the private security service providers to ensure the site is well secured day and night.

Other Findings and Observations

- Overall physical progress is satisfactory at 75%.
- Electrical and mechanical works are significantly behind schedule.
- Utilities (water, power and internet) are not yet available on site.
- The site is approximately 4 km from the nearest police post.
- Power infrastructure, including a transformer, is not yet installed.
- There is a high risk of landslides from the exposed excavated soil, particularly during the rainy season.
- No cyclones had been installed on site; discussions regarding their installation are ongoing, as the item was not included in the Bill of Quantities (BOQ).

2.26.3 Challenges

- Delayed payment of certified works.
- Lack of critical utilities (water, power, internet).
- No structured investor onboarding framework currently operational.
- Insecurity.

2.26.4 Lessons learnt and best practices

- CAIP designs should incorporate flexibility to accommodate county-specific land characteristics and zoning requirements.
- Early harmonization of Bills of Quantities and drawings is essential.
- Timely settlement of certificates sustains contractor motivation.
- Investor onboarding should begin well before physical completion.

2.26.5 Recommendations

- Prompt settlement of outstanding certificates.
- Fast-track installation of power, water, and internet connectivity.
- Gabions are to be installed to prevent landslides from the excavated soil.
- Installation of cyclones in the warehouses is required.
- Strengthen design review mechanisms for site-specific adaptation.
- Expedite the planned investor mobilization trade fair.
- Develop a structured investor onboarding and tenancy framework.
- Improve coordination between National Treasury and implementing agencies to avoid funding delays.
- CAIP designs should incorporate flexibility to accommodate county-specific land characteristics and zoning requirements.

2.27 UASIN GISHU COUNTY



Figure 49: Value Addition warehouses superstructure under construction



Figure 48: Administration block

2.27.1 General description of the Project

Uasin Gishu CAIP is located in Moiben Sub-county, Moiben Ward, Eldoret at 0049'30.2N and 35022'30.8E about 1.5km away from Moiben township. The construction contract was awarded to Shamim Investment Limited for a contract sum of Ksh. 535,317,419.00 jointly financed by the national government and county government, each level contributing Ksh.250,000,000. The county has paid Ksh. 238,451,379 of certificates raised. The project commenced on 24th November 2023 and is scheduled for completion on 24th August 2026, a total of 144 weeks. The project has since covered 120 weeks and currently at 42% of completion.

The main value chains identified by the county include Maize, Wheat, Milk, Avocado, Coffee and Tomatoes.

2.27.2 Key Findings/ Observations

Project Status

Value addition warehouse- 50% complete

The works done include; substructure excavation of foundation trenches and column bases, casting of starter column bars, construction of foundation walling, backfilling and compaction, laying of dampproof course, fixing of reinforcement bars on the ground floor slab and casting the same. Additionally, for the superstructure works, column portal frames have been fixed to the base plates and erected, fixing of roof trusses ongoing, Moreover, superstructure masonry walling and the office construction within the warehouse is ongoing.

Aggregation warehouse- 40% complete

The aggregation warehouse substructure works done include; excavation of foundation trenches and column bases, casting of starter column bars, construction of foundation walling, backfilling and compaction, laying of damp-proof course, fixing of reinforcement bars on the ground floor slab and casting the same. Superstructure works done include; fastening of the column portal frames base plates.

Perimeter wall-75% complete

The substructure works done include; excavation of foundation trenches and column bases, strip footing and blinding complete. Casting of column bases with a provision for expansion joint complete, so is the foundation walling. For the superstructure works done include; column



copings placed to the columns, plaster and masonry wall keying completed with paint works ongoing.

Office Block

The construction of the administration /office block is 75% done with all the substructure works complete. currently awaiting finishes and fittings.

Ablution block

The construction of the ablution block is 80% done with all the substructure works in place, complete with superstructure walling, beams, roof works and plaster works complete. Fixing door shutters, windows and paint works are currently in progress.

Pump house

There is currently no pump house in place however plans are underway for its construction.

Power House

The Uasin Gishu CAIP has a power house in place at 80% with superstructure walling, beams, roof works and plaster works complete, fixed doors shutter and windows. Additionally, the unit has a drainage in place for fixation of electric cables. The power house notably has major works done awaiting finishing.

Civil works

Civil works are currently at 20% complete. Works done include; stripping of top soil, excavation of the access road, backfilling and ramming complete with murram blinding done. Additionally, a septic tank has been completed and is currently awaiting connection.

Mechanical works

Mechanical works are 5% completed with the sleeves done in the ablution block, office aggregation and value addition warehouses.

Electrical works

Electrical works are currently at 14%. Electrical fixtures done in the administration block and ablution block awaiting fittings and power supply.

Gate House

There is no gate house in place at the Uasin Gishu CAIP site.

Borehole

The borehole is 90% complete. A hydrological survey was conducted, a borehole has been drilled, casing done awaiting piping and installations.

Enablers

Water

A borehole had been drilled on the site however, it was reported that it may not produce sufficient water for the project. Therefore, an additional source of water is required from the Moiben river which is 25km away from the CAIPS project and plans are underway to pipe the water to the site for utilization.

Road Network

The CAIP is located about 1.5 km to the main tarmac road (Eldoret - Moiben road). Additionally, Kenya Urban Roads Authority have visited the site for design standards and there are plans to upgrade the road connecting the main road and the CAIPs to facilitate ease of transport.

Security

There are a sub county administration office and a police station located about 1.7km away from the CAIP.

Internet connectivity

Government Common Core Network (GCCN) termination points and Internet service providers and signal/bandwidth strength is 1km away at the sub county office.

Power

The project is located about 1.5km from the main power line and transformer and an application for supply has been made to Kenya Power.

Airport/ Railway line

The Eldoret international airport is located about 57km away from the CAIPs. Additionally, an airstrip is located about 15km away at Alphax. The Eldoret town is also served by a functional metre gauge railway line about 40km from the CAIPs site.

Other Findings

- Contractor delays. The implementation of the project has been slow because the contractor abandoned the site for about one year, upon which he was issued with a default notice on 5th June, 2025 and a second default notice that prompted his resumption of work on 23rd January, 2026.
- It was reported that the borehole cannot sustain the CAIPs operations due its low productivity. The available sustainable water source is from a tributary of Moiben river which is 25km away from the site.
- The quantified works of the perimeter wall is inadequate to complete the measured works.
- Presence of storm water stagnation within the site, therefore, there is need to provide drainage.

Investor onboarding

M&K Organic farms an Aggregator and exporters of Avocados and Julyra coffee for coffee aggregation and processing have expressed interest in investment in the Uasin Gishu CAIPs.

2.27.3 Challenges

- The area is reported not to have adequate underground water and heavily relies on surface water.

2.27.4 Lessons learnt and best practices

The project implementation is at construction phase however there is slow execution of the contract despite the availability of funds from the national government. The contract also has no pending or unpaid certificates.

2.27.5 Recommendations

- Need to tap on surface water from Moiben tributary river.



2.28.0 TRANS-NZOIA COUNTY



Figure 51: Aggregation warehouse



Figure 50: Power house

2.28.1 General description of the Project

Trans Nzoia CAIP is located in Kwanza Sub-County, Kapomboi ward, Kitale Town at 1°02'34.6"N and 34°57'23.2"E about 0.1 km along the Kitale – Suam road. The land earmarked for CAIP construction is owned by Agricultural Development Cooperation, and currently transfer of ownership is yet to be formalized.

The construction of Trans Nzoia CAIP was awarded to Session Blue Contractors Limited for a contract sum of Ksh.499,166,766.00. The county government has allocated Ksh.250M towards the project and additionally, the National government has so far disbursed Ksh.116,631,579.00 and a pending balance of Ksh.133,360,421.00. The contractor has since been paid Kshs.229,809,756.00. The project commenced on 1st September 2023 and is scheduled for completion on 30th June 2026. However, there has been an extension period of 15 months from the initial date of completion. The project is 50% complete.

The value chains identified for aggregation include Maize, Milk, Coffee, Tomatoes and Avocados.

2.28.2 Key Findings/ Observations

Project Status

Power house

There is a power house in place at 95% complete with major works done including; all substructure works complete and superstructure works include; masonry walling, doors and window fittings and roof complete. The power house is currently awaiting electricity installation.

Borehole

A hydrological survey was done and the borehole drilled, equipped, pump installed and currently at 100% complete. The borehole produces about 8 cubic metres of water per hour. Bacterial and chemical analysis have been done awaiting results.

Aggregation warehouse

The Aggregation warehouse is currently at 65% complete. Substructure works have since been completed which include; excavation of foundation trenches and column bases, casting of starter column bars, construction of foundation walling, backfilling and compaction, laying of damp-proof course, fixing of reinforcement bars on the ground floor slab and casting the same. Superstructure works include; fixing of the portal frames to the base plates, masonry walling works ongoing, roof truss installation complete and placing of the IT5 sheets and cyclones ongoing.

Value addition warehouse

The value addition warehouse is currently 40% complete, all substructure works have been done and the ground floor cast with a provision of an expansion joint. Starter columns and base plates at the floor slab fixed.

Ablution block

The ablution block is 95% complete. Substructure works complete and superstructure done including; roofing, floor finishes, ceiling mounting, doors and windows fitted and washroom fittings complete with toilet seats, urinals and sinks in place.

Administration block /office

The administration office block is 95% complete. Substructure works complete and superstructure works done including; external and internal masonry walling done, doors and windows installed, ceramic tiles finish done on the floor screed.

Perimeter wall

The perimeter wall is 100% complete in accordance to the BQ specifications and all the finishes have been done.

Pump house

The pump house is 95% complete. All substructure works are complete. walling has been done, louvered doors installed, roof structure in place and finishes done.

Gate house

There is no gatehouse in place 0%.

Civil works

Civil works are 20% done. Including; excavation of the access road, parking area, and storm water drainage works ongoing.

Septic tank: Excavation has been done with trimming to the sides of the tank ongoing in preparation for casting of the base and the sides to RC (reinforced concrete).

Mechanical works

The mechanical works are 10% complete. Plumbing works in the ablution block and administration block done, fixing of washroom points within the warehouse done.

Electrical works

The electrical works are 10% complete. Electrical installation of fixtures and fittings done in the administration block and ablution block awaiting power supply.

Other Findings

- The quantified works of the perimeter wall is inadequate to complete the measured works.
- A section of the area under CAIP construction is swampy.
- Land ownership has not been fully transferred to the county from ADC. The process requires parliamentary approval to effect transfer of ownership.

Investor onboarding

The County government of Trans Nzoia has established an investment board to attract investors.

Enabler infrastructure

Road network: The CAIP is 0.1km from the Kitale -Suam tarmac road.

Security: There is a police station about 1km away from the CAIP.



Internet connectivity: GCCN cable located about 0.01km from the site.

Power line: The CAIP is 0.01km away from the main power line. Electricity application has been done awaiting invoicing from Kenya Power

Airstrip: Kitale airstrip is located about 12km from the CAIP.

Railway line: A meter gauge railway line is 5km away from the CAIP in Kitale town

2.28.3 Challenges

- Delayed funding of the project from both levels of government.
- Marshy and swampy grounds proving a challenge to laying of foundation and civil works.

2.28.4 Lessons learnt and best practices

- Leverage on proper siting of government projects to minimize cost of construction.
- Adjustment of BQ to allow for adequate site coverage of the perimeter wall.

2.28.5 Recommendations

- Need for liquid waste dilution pits at the site.
- Need for shallow drains with steel grating covering within all warehouses for cleaning purposes.

2.29 NAROK COUNTY

2.29.1 General description of the Project

The Narok CAIP is located in Narok Central Sub-County, Narok Town ward, Sheep and Goat village at 1004'38.6S and 35052'42.2E on a 50 Hectares piece of land. The new site was identified following land disputes on the previous location. A title deed for the new land has been issued and the site is fully owned by the County Government of Narok.

The contract for Narok CAIP was awarded to Bloomberg Africa Limited and has since been renewed for 12 months. The construction of CAIPs on the new site is scheduled for commencement. The initial contract commenced on 18th August, 2023 and ended on 11th August, 2024 and had attained overall project completion of 10%. The project was extended from 25th March 2024 to 11th August, 2025 and another extension made from 7th July, 2025 to 11th October 2026. The total contract sum for the project is Ksh.450,017,750.00 and the amount budgeted by the county is Ksh.250 M. The county had already paid to contractor Ksh.24 M for the works done in the previous site. The county is yet to receive funding from the national government.

The new site is suitable for construction based on location and topography. The county has also identified beef, milk, potatoes, tomatoes, avocado and maize as their priority value chains.

2.29.2 Key Findings/ Observations

The new site has a good proximity to amenities including water, a good road network and the proposed Narok town standard gauge railway terminus that will be located adjacent to the CAIP. Additionally, the survey work for the new site has been done.

Enabler Infrastructure

Road network: The new CAIP site has good road network connectivity.

Security: The new CAIP site is 1.5 KM away from the police post.

Internet: The Internet connectivity is 1.5 KM away from the new site.

Power: The new site is 0.2km from the main powerline.

Airport: The new site is 13km away from the upcoming Narok Airport.

Railway line: The site is about 1km away from the proposed SGR terminus.

Other Findings

- The new site identified is suitable for establishment of the Industrial Park based on location, topography and enabler facilities.
- The new CAIP site is fully owned by Narok County Government and a title deed is in place.
- Investor onboarding
- The county government of Narok has signed an MOU with an investor from Poland.

2.29.3 Challenges

- The County Government encountered community resistance in the initial site which culminated in the county abandoning the site and seeking for an alternative site.
- The contractor lost construction materials that had been mobilized and laid down in the abandoned site.

2.29.4 Lessons learnt and best practices

- Due diligence should be done before construction of government facilities.
- Adequate community engagement should be done before commencement of government projects.

2.29.5 Recommendations

- The county should transfer CAIPs budgeted funds to Special Purpose Account
- Need for the county to handover the new site to contractor.
- Need to develop a comprehensive site plan.

2.30 BARINGO COUNTY



Figure 53: Administration block



Figure 52: Value Addition warehouses

2.30.1 General description of the Project

Baringo CAIP is in Mogotio Sub-County, Emiling Ward, Kimose township, at 0013'33.4N and 35053'36.4E about 0.5km along the Nakuru-Kabarnet road.

The CAIP construction contract was awarded to Trendylinks for a contract sum of Kshs.435,606,305.00. The county has paid Kshs.104,878,882 to the contractor but the national government has not



disbursed any funds to the county. The project commenced on 21st November 2023 and is scheduled to be completed on 31st December 2026 after it was extended for a period of one year. The overall completion rate is at 35%.

The main value chains identified by the county include beef, chevon, honey, milk and agricultural fresh produce.

2.30.2 Key Findings/ Observations

Project Status

Aggregation warehouse

The Aggregation Warehouse substructure works done include; excavation of foundation trenches and column bases, casting of starter column bars, construction of foundation walling, backfilling and compaction, laying of damp-proof course, fixing of reinforcement bars on the ground floor slab and casting the same. The substructure works include; partial fixing of the portal frames columns to the base plate, partial steel truss fixing, construction of masonry office walling within the warehouse ongoing. The warehouse works completed was at 30%.

Value Addition warehouse

The value addition warehouse is at zero percentage as the works are yet to commence.

Perimeter wall

The perimeter wall is at 90% with the substructure works complete including; excavation of foundation trenches and column bases, strip footing and blinding done, casting of column bases with a provision for expansion joint complete. For the superstructure works done include; column copings placed to the columns, plaster and masonry wall keying completed with paint works pending.

Administration block

The administration block is 70% complete awaiting finishes and fittings.

Ablution block

The external ablution block substructure is 50% complete with superstructure walling works done awaiting for roofing and finishes to be completed. The contractor also to consider providing for PWDs with instructions from the client.

Pump house

The pump house is 50% complete with substructure and super structure works already done. Roofing works and finishes to be done. The units require ducts to be done for carrying electrical works.

Powerhouse

The powerhouse is at 50% complete with substructure and superstructure works done roof works finishes to be done.

Civil Works

The civil works is at zero percent, mechanical works and electrical works have not commenced.

Gate House

The gate house is at 60% complete the remaining works are fixtures, fittings and paint works, the main gate has not been fitted.

Borehole

The hydrological survey has been done and the contractor is to submit the report. There is no piped water on site, however, there is main pipe from chemususu dam at 0.5 km from the CAIP

location which can be connected to serve CAIP. The borehole completion rate is 5%.

Overall completion status

Baringo CAIP is 35% complete with zero national government funding. There are few mobilized workers on site due to limited funding from both national and county government.

Enablers

Road Network: The CAIP is located about 0.5km from Nakuru-Kabarnet road. The county government has prioritized to construct the link road to the CAIP to facilitate movement of raw materials and the finished products.

Security: There is a police post about 5km away from CAIP and also a national government administration office located at 1km from the facility.

Internet connectivity: GCCN cable and internet service providers are at 0.5km from the site

Power: The CAIP is 0.5km from the main power line on the Nakuru -Kabarnet road highway, an application for supply has been submitted to the Kenya Power.

Airport/Railway Line: Airstrip is 80km away at Lanet, Nakuru while the metre gauge railway line at Rongai is 60km.

Other Findings

- The entire site has been secured with a complete perimeter wall.
- There are no provisions for PWD in the ablution blocks at the aggregation warehouse.
- There are no construction permit approvals (NEMA, CA) and the county government promised to fast track.
- There are a few workers on site due to limited funding for the project.
- Investor on Boarding

There are no investors who have been on boarded into the CAIP, though the County Assembly has passed a County Investment and Economic Act that provides for a special purpose vehicle to accelerate investment and public private partnership.

2.30.3 Challenges

The challenges facing Baringo CAIP included;

- Lack of necessary building approvals.

2.30.4 Lessons learned and best practices

- Community involvement for ownership and sustainability of the project.
- Benchmarking and learning visits is important to familiarize and adopt practical operation details.
- Leverage on strong multisectoral support and collaboration including private sector with clear roles and responsibility.

2.30.5 Recommendations

- Consider prioritization of core utilities and infrastructure installations.
- The contractor to develop a work plan and fast track the works to complete CAIP in time.
- It is recommended that client issue instructions to the contractor to consider provision for PWD in the ablution blocks.



2.31 KAJIADO COUNTY



Figure 54: Site under Excavation

2.31.1 General description of the Project

Kajiado CAIP is located in Kajiado Central Sub-County, Dalalekutuk ward, Kajiado town Village at 1049'20.1S and 36048'24.8E about 0.2km along the Nairobi-Kajiado highway.

The CAIP construction contract was awarded to Swiss Grade Consult Ltd for a contract sum of Kshs.487,548,670.00 with an allocation of Kshs.250Million and 250Million from National and county Government respectively. The national government has not disbursed any amount to the CAIP project. The county government has not paid any amount to the contractor however there is a pending certificate of Kshs.30,140,500.00.

The project commenced on 30th September 2023 and was scheduled to be completed on 30th September 2024 but due to delays, the project is to be completed on 30th September 2026 after an extension of 18 months. The overall project implementation is at 10% complete.

The main value chains identified by the county are red meat, tomatoes, hides and skins, milk and honey.

2.31.2 Key Findings/ Observations

Project Status

Value addition warehouse

The value Addition warehouse is at 5% construction; the substructure excavation works on going and soil compaction done. There are a few mobilized workers on site.

Aggregation warehouse

The aggregation warehouse is at zero percent, excavation is yet to kick off.

The perimeter wall

The perimeter wall is at 30% with excavation, trenches already done, the bases for the columns have been done and walling is yet to start.

Administration block and Ablution block

The administration and ablution block is at 25% complete, excavation have been carried out, trenches and bases are set.

The pump house and the powerhouse

The two units are at 25% complete with excavation and back filling works complete.

The borehole

The hydrological survey for the borehole has been carried out and the contractor is to share the report, drilling and equipping is yet to commence. The site is currently served by a borehole water from demo farm. The completion percentage is 10%.

Civil works

The excavation and compaction of site access road done and the overall civil works so far done is at 10%.

Electrical and mechanical

The electrical and mechanical works not yet commenced.

The Overall completion status of Kajiado CAIP is at 18% with no allocation from the national government.

Enablers

Road network: The CAIP is 0.2km from Nairobi-Kajiado highway. The access road to the site to be upgraded for easier movement of raw materials and finished products.

Security: There is a police station 2.5km from the CAIP.

Internet Connectivity: GCCN terminal and signal is 0.2km from the CAIP site.

Power: The CAIP is 0.2km from the main power line on the Nairobi -Kajiado highway. Application to Kenya Power for supply of power to the site have been done.

Airport/railway line: The Kajiado airstrip is about 4km.

The railway line: The site is 1.5km away from the Konza- Magadi metre gauge railway line.

Other Findings/ Observations

- The county government is yet to transfer funds allocated for the CAIP project into the Special Purpose Account (SPA)
- There is a pending certificate from the contractor of Ksh.30,140,500 yet to be honored.
- The project implementation is behind schedule due to financial challenges.
- Investor on boarding

There is no investor who have been on boarded into the CAIP, the county government of Kajiado has established an Investment Authority through the County Assembly and currently engaging Ken-Invest on investor on boarding.

2.31.3 Challenges

The main challenge facing the CAIP implementation, is the delay in funding from the two levels of government.

2.31.4 Lessons learned and best practices

- Community involvement for ownership and sustainability of CAIPS is key.
- Consider prioritization of core utilities and infrastructure installations.



- Benchmarking and learning visits are important to familiarize and adopt practical implementation details.
- Leverage on strong multisectoral support and collaboration including private sector with clear roles and responsibility.

2.31.5 Recommendations

- The contractor to develop a work plan with clear timelines for the project and submit to the client.
- The county government to transfer funds meant for project into special purpose account (SPA).

2.32 NAKURU COUNTY



Figure 56: Superstructure works at the Aggregation warehouse



Figure 55: Value addition warehouses

2.32.1 General description of the Project

The Nakuru CAIP is located in Njoro Sub-County, Njoro ward in Ngongongeri farm along the Njoro-Nessuit road. The project is situated on a 100-acre piece of land of which 10 acres is under construction with enough space for future expansion.

The contract was awarded to BFC Enterprises Limited at the contract sum of Ksh.465,221,150.00. The project commenced on 9th August 2023 and was scheduled for completion on 31st August 2024, however the deadline for completion was not achieved hence extension was given up to 31st August 2026. Certificates totaling to Ksh.252,514,428.93 has so far been paid with the national government having disbursed Ksh.116,631,579.00 to the county.

The value chains identified by the county include; avocados, potatoes, carrots and herbs.

2.32.2 Key Findings/ Observations

Project Status

Value addition warehouse

The value addition warehouse is currently at 20 % complete. The excavation of foundation trenches, column bases, concreting column, foundation walling, hard packing and currently compaction ongoing.

Aggregation warehouse

The aggregation warehouse is currently at 65% completion with the substructure works done such as the excavation of foundation trenches, column bases, concreting column bases, foundation walling, hardcore, murram, damp proof membrane, reinforcement bars and concreting the

surface slab. Superstructure complete, roof trusses fixed and roofing done. Walling ongoing nearing completion, additionally in-built offices and ablutions are on-going.

Perimeter wall

The perimeter wall construction is at 85% completion. The substructure works are done; foundation trenches, column bases, concreting column bases, and foundation walling, keying done on the wall.

Office Block

The administration block is at 80% complete. Plastering done awaiting finishes and fittings.

Ablution block

There is an ablution block sub and superstructure in place at 70% complete with walling, beams, roof works and plaster works. Fixing door shutters, windows and paint works are currently in progress.

Pump house

The pump house is yet to be constructed.

Power House

The power house is at 95% with complete substructure and superstructure done, walling, beams, roof and plaster works complete. Additionally, the unit has a drainage in place for fixation of electric cables.

Civil works

Civil works is currently at 20%. Massive Excavation and removal of top soil have been done and road servicing the site stabilized and marram done. Septic tank, mechanical and electrical works yet to be done.

Gate House

The construction of gate house not yet commenced.

Borehole

Hydrological survey was conducted and a borehole drilled awaiting equipping and installation of storage tanks. Completion rate currently at 50%.

Overall completion status

The Nakuru CAIP construction is on-going and notable materials on site include; about 10 tonnes of sand and reinforcement bars for the value addition ground beams. The current overall completed work is at 49% of the total works.

Enablers

Water: A borehole has been drilled on the site but not equipped. Additionally, water can be accessed from Nakuru Water Company whose 3-inch service pipe passes adjacent to the site.

Road Network: The CAIP is located next to the Njoro-Nessuit road currently being tarmacked linking it to the Nakuru-Molo road.

Security: There is an administration police camp within the nearby Egerton university and a proposed police post to be constructed within the park. Currently, there is police deployment securing the site.

Internet connectivity: The internet cabling passes near the CAIP.

Power: Electric power cables passes adjacent to the CAIP and an application for supply has already been done by the contractor awaiting quotation.



Airport/ Railway line: The site is served by a functional metre gauge railway line which is about 5km away and 30km away from the proposed Lanet airport.

Other Findings

- The main contractor claims to have encased the vertical portal steel frames which was not specified in the BQ.
- The topography of the area had mixed soils (swampy and marshy) which required mass excavation.
- The land where CAIP has been established has a dispute that is yet to be fully resolved.
- The County has initiated the process of signing a memorandum of understanding on land ownership with Egerton University.
- Most of the works were good, however the team noted that the steel portal frame beams were concreted at the time of the visit and some walls not done satisfactorily with nearly all columns in need of rectification before the finishing is done.
- Investor onboarding

The modalities of onboarding the investors are yet to be established, however, it was noted that the county has set in place an investment board that can be used as a vehicle.

2.32.3 Challenges

The land ownership dispute has not been fully resolved and the MOU on the land use between the county and Egerton University is yet to be finalized.

The topography of the site and the soil condition took more time due to mass excavation to stabilize the ground.

2.32.4 Lessons learnt and best practices

Due diligence needs to be undertaken while identifying appropriate site for CAIPS, the current site has myriads of issues including land ownership and unfavourable topography.

Best practice; labour and raw materials for construction works has been sourced from the local community.

2.32.5 Recommendations

- Need for development of a new work plan with clear milestones from the contractor to fast track the project.
- Need to fast track and finalize the MOU process for land ownership
- Need for frequent monitoring and evaluation by the client and associated bodies.

2.33 NANDI COUNTY

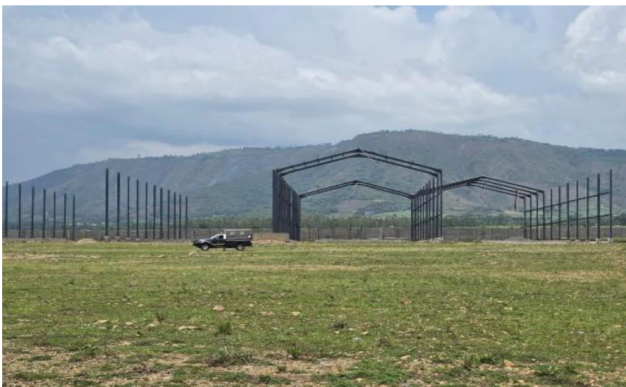


Figure 58: Steel portal frames of the aggregation warehouses



Figure 57: Administration and ablution blocks under construction

2.33.1 General description of the Project

Nandi CAIP is located in Tinderet Sub-County, Chemilil ward in Chemase village, at 0003'08.3N and 35002'24.2E about 2km from the Muhoroni, Miwani -Kisumu road.

The contract was awarded to Biomax Africa Limited and the contract sum was Ksh.520,003,128.61 with an allocation of Ksh.250M and Ksh.250M from National and Nandi County Governments respectively.

The project commenced on 23rd August 2023 and was scheduled for completion on 23rd September 2025. However, the deadline for completion was not met hence extension was given up to 23rd August 2026. The National government disbursed Ksh.116,631,579.00 to the county government of Nandi, additionally the county budgeted Ksh.43,000,000.00 in the financial year 2024/2025. So far a total of Ksh.159,087,821.92 has been paid to the contractor.

The main priority value chains identified by the county include; tea, coffee, avocado and milk.

2.33.2 Key Findings/ Observations

Project Status

Value addition warehouse

The value addition warehouse is currently at 5% complete. The mass excavation of the ground was reported done and ground stabilized at the time of evaluation.

Aggregation warehouse

The aggregation warehouse is currently at 25% completion with the substructure works done such as the excavation of foundation trenches, column bases, concreting column bases, foundation beams, hardcore, marram and compaction. Slab not done, however the superstructure for three aggregation warehouses are up (steel portal frames reinforced, roofing not done).

Perimeter wall

The perimeter wall construction is at 75% completion. Ground beam and concrete columns done.

Office Block

The administration block is at 55% complete sub and superstructures in place roofing structure is done awaiting iron sheet installation. The masonry work was wanting due to poor quality of the blocks used.

Ablution block

The ablution block is at 30% with sub and superstructures done, roofing structure fitted awaiting iron sheet installation, however the wood work has to be re-treated due to prolonged exposure to weather. It was also noted that the blocks used for walling were of poor quality hence could compromise the quality of the structure thus walls needed to be reworked.

Pump house &Power House

Not yet constructed.

Civil works

Civil works is currently at 5%. Excavation and removal of top soil and stabilization of the ground reported to have been done.

Gate House

Not yet constructed.



Borehole

Hydrological survey done, borehole not drilled.

Overall completion

At the time the monitoring was conducted, the project had stalled for more than one year. The notable materials on site included steel portal beams, building blocks, steel rods and purlins. The current overall completed work is at 20%.

Enablers

Water: A borehole is yet to be drilled on the site, however community water project pipe passes nearby around 0.2km away from the CAIP.

Road Network: The CAIP is located about 0.5km from the Muhoroni, Miwani -Kisumu road under construction.

Security: There is a police post about 2km away from the CAIP.

Internet connectivity: There is internet cabling passing 2km from the CAIP.

Power: There is no power connection to the site, however there is an existing main power line 0.5 km away from the site. The contractor has applied for power connection awaiting quotation from Kenya Power.

Airport/ Railway line: There is existing railway line 2km away from the CAIP and Kisumu International airport is 44km away from the site.

Other Findings/ Observations

- The main contractor has used poor quality materials especially machine cut masonry stones hence could compromise the quality of the structure.
- The administration and ablution blocks roof structures' wood work has to be re-treated due to prolonged exposure to weather.
- The contractor used suspended beam at the slab level which was not specified in the BQ.
- The implementation of the project has stalled.
- Lack of adequate supervision of works on site by the client.
- The project funds are yet to be transferred to the Special Purpose Account.
- The county has only budgeted Ksh.42,456,242.92 which is inadequate for the project.
- The work done is not commensurate to the certificates paid.

Investor onboarding

The county government of Nandi is planning to hold an investment conference in march 2026 to attract investors to the county.

2.33.3 Challenges

- Insufficient funds for the project as the county government did not provide a budget for implementation of the project in the financial year 2023/2024.
- Lack of power connectivity to the national grid
- Inadequate supervision on site.

2.33.4 Lessons learnt and best practices

- The need for testing of materials is critical in ensuring successful delivery of the project.
- Lack of close supervision affects project implementation.

2.33.5 Recommendations

- The materials used by the contractor to do masonry works should be subjected to tests to ascertain their soundness.
- The wood work used for roofing the administration and ablution blocks should be re-treated.
- Tensile strength tests should be done on the reinforcement steel bars on site for the bases to ascertain their quality before use by the contractor.
- The steel portal frames for the value addition on site should be re-painted to protect them from rusting due to exposure to weather.
- The county government of Nandi to provide adequate budget for the project.
- A technical assessment to ascertain the quality of works, materials used and measured works paid for, needs to be carried out.

2.34 KERICHO COUNTY



Figure 60: Foundation slab laid on the aggregation warehouse



Figure 59: Hand packing of the foundation for the value addition warehouse

2.34.1 General description of the Project

Kericho CAIP is located in Soin Sub-County, Soliat ward, Kapsorok village at 0016'53.9N and 35003'48E approximately 3.2Km from Kabulonik-Baraton tarmac road. The construction contract was awarded to VEE VEE Enterprise Ltd at a contract sum of Ksh.541M with an allocation of Ksh.250M from National and Kericho county Governments respectively.

The project commenced on 23rd February 2024 and was scheduled for completion on 23rd August 2025, however the deadline for completion was not achieved hence extension was given up to 23rd August 2026.

The county has budgeted Ksh.291 million and so far have paid certificate amounting to Ksh.72,823,773.90. The national government is yet to disburse any funds to the county.

The main priority value chains identified by the county include; tea, coffee, avocado, potatoes and sugarcane.

2.34.2 Key Findings/ Observations

Project Status

Value addition warehouse

The value addition warehouse is currently at 40 % complete. The excavation of foundation trenches, column bases, concreting column, currently doing hand packing at the time of evaluation.



Aggregation warehouse

The aggregation warehouse is currently at 55% completion with the substructure works, work done include; the excavation of foundation trenches, column bases, concreting column bases, foundation walling, hardcore, marram, clamp proof membrane, reinforcement bars and concreting the surface slab.

Perimeter wall

The perimeter is yet to be commenced.

Office Block

The stabilization of the ground done and actual construction of the administration block has not started.

Ablution block

The stabilization of the ground done and actual construction of the ablution block has not started.

Pump house

There is currently no pump house in place however excavation has been done.

Power House

There is no power house at the site, however the ground excavation and stabilization has been done.

Civil works

Civil works is currently at 25%. Massive Excavation and removal of top soil has been done.

Gate House

There is no gate house in place.

Borehole

There is a borehole sunk at the site, but yet to be equipped hence 60% completion. Kericho CAIP is at 30% level of completion.

Enablers

Water: A borehole has been drilled on the site but not equipped.

Road Network: The CAIP is located 3.3 km away from Kabulonik-Baraton tarmac road and 17km from the Kericho-Kisumu highway.

Security: The nearest security installation is 7.5 km away from the site.

Internet connectivity: There is no GCCN connectivity.

Power: The power line is 1.5 km away from the site and the contractor has applied for power connection to the site awaiting quotation from Kenya Power.

Airport/ Railway line: There is existing metre gauge railway line 10km away and the proposed standard gauge railway line will be passing about 1km away from the site. The CAIP can be served by Kerenga airstrip which is 38km away.

Other Findings/ Observations

- The access road to the site requires upgrading.
- The site is marshy and swampy.
- There will be need for allocation of additional funds by the county to complete the project.
- Delay in funding of the project by the two levels of the government has affected the project.

Investor onboarding

The county government of Kericho is working with Ken Invest to craft modalities of onboarding investors.

2.34.3 Challenges

The major challenges include; delayed funding, land topography, lack of power connection and poor roads accessing the site.

2.34.4 Lessons learnt and best practices

Due diligence needs to be undertaken while identifying appropriate site for CAIPS, the current site is marshy and swampy hence affecting the cost of delivering the project.

2.34.5 Recommendations

The National government to disburse funds promptly to allow completion of the project in time.

- Road accessing the CAIP should be upgraded to ease access to and from CAIP.
- There is need to establish an SGR substation on the proposed Nairobi-Kisumu line to serve the CAIP.

2.35 WAJIR COUNTY



Figure 62: Value Addition warehouse (interior)



Figure 61: Aggregation and value addition warehouse

2.35.1 General description of the project

The project is located in Wajir County, within Eldas South Sub-County, Elnur-Tula Ward, in Towhid Town. The works are being undertaken by Faza Engineering and Construction Limited. The project started on 4th August 2023 and was expected to be completed by 26th August 2025. The completion date was later extended to 6th March, 2026. The contractor has applied for an extending that is pending approval

The total contract sum for the project is Kshs.601,000,973 in which the County Government has disbursed its full share of Kshs.402,318,664 and the National Government has disbursed Kshs.122,105,257 with a balance of Kshs.127,894,743 yet to be disbursed. Total value of works certified and paid to the contractor is Kshs.402,318,664.

The county government has identified six priority value chains which in order of priority are: red meat, sorghum, apiculture, simsim, hides and skins; and camel milk.



2.35.2 Key Findings/Observations

Project Status

- Boundary wall - 100%
- Aggregation warehouse - 95%
- Value addition warehouse- 80%
- Office block - 100%
- Ablution block - 90%
- Pump house - 100%
- Power house - 99%
- Cabro works- 45%
- Civil works - 30%
- Borehole - 100%
- Gate/Gate house- 100%

The overall project completion is at 78%

Other Findings/Observation

- No investor has been on boarded. There are potential investors who have shown interest in various value chains but not formalized. The County Government is developing a Special Purpose Vehicle for the CAIP that will enhance its operationalization and sustainability. They are also planning to conduct a county investment forum to show case the CAIP.

Enablers

Water- On site. Borehole is drilled and functioning. Ground and elevation tanks have been constructed.

Road network- Planned

Security/police post- 6.4 km from the site.

Internet connectivity- Requires internet infrastructure from the main optic fiber.

Power- 2 km from the site. It requires three phase 630 KVA service line and KPLC has submitted a quotation of Kshs.12,548,256.

Airport/Railway line- 8 km from Wajir International Airport.

2.35.3 Challenges

- Delays in processing of some payment certificates caused by inter-governmental funding issues.

SECTION THREE:

GENERAL CHALLENGES AFFECTING CONSTRUCTION OF CAIPS, RECOMMENDATIONS, AND CONCLUSION



GROWING
AGRO-INDUSTRIES



ADDING VALUE,
CREATING JOBS



INCLUSIVE
DEVELOPMENT



COMPETITIVENESS
& EXPORT GROWTH



PARTNERSHIPS FOR
SUSTAINABLE GROWTH



TRANSFORMING AGRICULTURE.
DRIVING INDUSTRIALIZATION.
IMPROVING LIVELIHOODS.



3.0.1 General Challenges Affecting Counties

- Delayed National Government disbursements
- Design limitations from standard National Government drawings not fully aligned with site conditions.
- Project implementation delays due to delays from the contractors.
- Lack of clarity in identifying value chains especially on volumes.

3.0.2 Recommendations

- Strengthen public awareness and sensitization on the importance of CAIP.
- Develop an investor model plan incorporating farmers, suppliers, and other stakeholders.
- A joint technical implementation committee should be established between both the county and national government to enhance coordination and oversight.
- Site-specific geological conditions must be thoroughly factored into BQ preparation.
- Regular Monitoring & Evaluation by the County and the National Government is needed in order to ascertain the progress of works and to ensure resources are effectively and efficiently being utilized.
- Utility planning (especially power capacity) must align with projected operational demand.
- Need for a revised work plan in counties where work has stalled.
- Need for Counties to acquire the necessary approvals such as NCA and NEMA
- Need to strengthen consultation mechanisms during BoQ development to incorporate county-specific conditions in future planning. This will enable early harmonization of BoQ and drawings.
- Develop and implement a comprehensive waste management plan before commissioning.
- It is important to strengthen coordination mechanisms between National and County Governments.
- Variations to the BQ should be properly documented and approvals to be sought through the proper channels
- Need to adhere to international standards such as on chemicals residue and European Union Deforestation regulation.
- There is need for contractors to fast-track submission of relevant catalogues/brochures for cold rooms equipment for approval before importation.
- There is need to establish a central repository on industrial projects within the State Department for Industry to support institutional learning.
- Develop an investor onboarding strategy parallel to infrastructure completion.
- There is a need to identify suitable land in the subsequent projects and undertake the following surveys: topographical survey; geo-technical surveys; and hydrogeological survey. This will mitigate the risk of variations to the project.
- Need for the county to capacity build the local stakeholders.

3.0.3 Conclusion

The following are the key lessons learnt during the M & E exercise:

- Strong intergovernmental coordination enhances project implementation efficiency.
- Timely contractor performance monitoring and milestone-based payments to ensure accountability is important. Clear documentation during contract termination and transition processes is critical to avoid governance gaps.
- Strong financial oversight frameworks and structured project management approaches are essential for large-scale industrial infrastructure projects. Early integration of investor

onboarding strategies and utilities planning enhances project sustainability and operational readiness.

- Timely counterpart funding is critical for maintaining contractor momentum.
- With expedited disbursement of funds, strengthened supervision, enhanced security, and completion of utilities, the project can regain momentum and transition toward investor onboarding and operationalization.





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