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# **NEEDS ASSESSMENT STUDY FOR KENYA NATIONAL CHAMBER OF COMMERCE AND INDUSTRY'S INSTITUTIONAL STRENGTHENING STRATEGY**

## **FINAL REPORT**

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**BY**

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## LIST OF ACRONYMS

ADC	Agricultural Development Corporation
AFC	Agricultural Finance Corporation
AGOA	African Growth and Opportunity Act
AIM-WA	Australian Institute of Management of Western Australia
ASDSP	Agricultural Sector Development Support Programme
ASK	Agricultural Show of Kenya
B2B	Business to Business
B2G	Business to Government
BAF	Business Advocacy Fund
BK	Biashara Kenya
BMO	Business Members Organizations
CCC	Ceylon Chamber of Commerce
CDF	Constituency Development Fund
CDRD	Commercial Documents Registration Division
CEO	Chief Executive Officer
CIPE	Centre for International Private Enterprise
COMESA	Common Market for Eastern and Southern Africa
COO	Certificate of Origin
CPI	Consumer Price Index
DDC	District Development Committee
EABC	East African Business Council
EACCIA	East African Chamber of Commerce, Industry and Agriculture
EAC	East African Community
ECCSA	Ethiopian Chamber of Commerce and Sectoral Association
ECSAs	Ethiopian Chamber of Sectoral Associations
EEP	Economic Empowerment Programme
EPAs	Economic Partnership Agreements
EPZ	Export Processing Zone
EPZA	Export Processing Zone Authority
ESAMI	Eastern and Southern African Management Institute
FPEAK	Fresh Produce Export Association of Kenya
FTID	Foreign Trade Information Division
GOK	Government of Kenya
HCDA	Horticultural Crops Development Authority
ICC	International Chamber of Commerce
ICDC	Industrial and Commercial Development Corporation
ICT	Information and Communication Technology
IDDDS	Identify Diagnose Design Deliver and Sustain
IORA	Indian Ocean Rim Association
IPC	Inter-process Communication
IT	Information Technology
KAM	Kenya Association of Manufacturers
KCB	Kenya Commercial Bank
KEBS	Kenya Bureau of Standards

KENFAP	Kenya National Federation of Agricultural Producers
KEPSA	Kenya Private Sector Alliance
KFA	Kenya Farmers Association
KIE	Kenya Industrial Estate
KIM	Kenya Institute of Management
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KNCCI	Kenya National Chamber of Commerce and Industry
KPIs	Key Performance Indicators
LAPSSET	Lamu Port and South Sudan Ethiopia Transport
MCA	Member of County Assembly
MOU	Memorandum of Understanding
MSEs	Micro and Small Enterprises
MSMEs	Micro, Small and Medium Enterprises
NACADA	National Campaign against Drug Abuse
NAS	Needs Assessment Study
NCPB	National Cereals and Produce Board
NEC	National Executive Council
NEDLAC	National Economic Development and Labour Council
NEPAD	New Partnership for Africa's Development
PACCI	Pan African Chamber of Commerce
PAS	Performance Appraisal System
PLWD	People Living With Disability
PPP	Public Private Partnerships
PWDs	Persons with Disabilities
SACCO	Savings and Credit Cooperative
SADC	Southern Africa Development Community
SGR	Standard Gauge Railway
SIDA	Swedish Government Development Agency
SPX	Sub-contracting and Partnership Exchange
SSA	Sub-Saharan Africa
SWOT	Strength Weakness Opportunity and Threat
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TMEA	Trade Market East Africa
TOR	Terms of Reference
UK	United Kingdom
UNCCI	Uganda National Chamber of Commerce and Industry
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
USA	United States of America
VAT	Value Added Tax
WCF	World Chamber Federation
WEF	Women Enterprise Fund
WTO	World Trade Organization
YEF	Youth Enterprise Fund

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The Individual Consultant was engaged by UNDP to undertake the prerequisite task of assessing Kenya National Chamber of Commerce and Industry's (KNCCI's) needs and identifying the gaps to be filled in order to enhance the KNCCI's service delivery to its members. This exercise would not have been possible without the support of several people jointly and individually. The consultant would like to thank the following people who provided valuable contributions without which this assignment would not have achieved much success. These include the KNCCI's National Chairman, Mr. Kiprono Kittony, the National Vice-Chairman, Mr. Laban Onditi and all the County Chambers' Chairmen and their respective Secretariats. The Consultant would also like to recognize and thank the KNCCI's National Office Secretariat led by Ms Nemaisa Kiereini, Mr. Peter Biwott, Mr. Patrick Nyangweso and Mr. Onesmus Masinde Mwangale and all the staff at the National Office for their contributions and assistance throughout the period of the assignment. The Consultant would also like to convey his gratitude to the UNDP office led by the Ms Sheila Ngatia and Mr. Patrick Maingi for their guidance, funding and logistical arrangements which were necessary for the success of this assignment. Finally, the Consultant would like to appreciate the associate Consultants Mr. David Ribiru and Mr. Samuel Otieno. Their diligence and commitment in data collection made the assignment to be completed as per the schedule.

## **EXECUTIVE SUMMARY**

In 2013, the United Nations Development Programmes (UNDP) in collaboration with the Government of Kenya through the Ministry of Devolution and Planning launched the Economic Empowerment Programme (EEP). The programme is aimed at supporting the government in promoting inclusive economic growth in Kenya. Pursuant to EEP, UNDP agreed to support the Kenya National Chamber of Commerce and Industry (KNCCI) in strengthening its capacity both at the National and the County levels. An Individual Consultant was engaged by UNDP to undertake the prerequisite task of assessing KNCCI's needs and identifying the gaps that need to be filled in order to enhance the KNCCI's service delivery to its members. The Consultant commenced the assignment in mid - December 2014 and completed it in March 2015. A validation workshop was held on 2<sup>nd</sup> March 2015 in Maanzoni Hotel, Machakos, County in the outskirts of Nairobi, Kenya. KNCCI National leadership including 46 County Chamber attended the workshop. During the validation workshop, some recommendations and adjustments proposed were incorporated into the initial draft report.

The main objective of the assignment was to conduct a Needs Assessment Study (NAS) for KNCCI's institutional strengthening strategy. The scope of the study was to: identify institutional competency gap in delivering quality services both at National and County levels; recommend its commercially viable business model for sustainability at County level; and provide implementation strategy to enhance its positioning in County for policy advocacy and public-private dialogue in collaboration with the County Business Development Center and County Government. At least twelve Terms of References were responded to.

In conducting the assessment, the consultant undertook an intensive desk analysis of available literature and adopted a massive participatory and observational approach involving both quantitative and qualitative methods in data collection and analysis. A questionnaire was sent out to all the 47 County Chambers and a physical visit was made to at least 75 percent of the Counties to clarify further on the questionnaire. A total of 46 County Chambers responded to the questionnaire representing 97 percent response rate.

Several observations were made and appropriate recommendations were made as follows: The Chamber has been undergoing restructuring with the support of partners such Business Advocacy Fund (BAF). Through this support, the Chamber in its effort to restructure has been able to retrench about 38 employees. These staff members have already received their send-off payouts. The Chamber has also commenced recruiting fresh staff in its effort to revitalize its operations. Currently, most of the staff are

newly recruited and therefore come in with new ideas and determination to serve the KNCCI's members without the influence of previous underperformances. We recommend an induction be undertaken for all the newly recruited Chamber staff both in National Office and County Chamber offices to bring them to speed with the best practices in the chamber world.

The Chamber should develop and implement a programme aimed at increasing capacity building for all the County Chamber officials (directors) and staff. A strategy to disseminate all the information acquired from foreign trips and trade missions to all the County Chambers need to be put in place so that the latter can benefit from it. This should include training on proposal writing, communication skills, public relations techniques, marketing techniques, negotiations techniques, customer care, influencing others skills, resource management, and advocacy competence among other keys areas necessary for the success of the County Chambers. The Chamber should also develop a programme and carry out sensitization workshops for all the County Chambers' Chairpersons on governance and leadership aimed at understanding the mandate and niche of the Chambers and imparting leadership skills.

Most of the County Chambers do not own offices, lack office furniture, equipment and stationeries necessary to undertake the day to day's activities. We therefore recommend the following: Each County Chamber should be assisted to acquire offices either through leasing or purchasing to accommodate the key staff in the proposed organization structure. The office should be well equipped with basic furniture items and equipment such as computers, printers and stationeries that are necessary for the day to day running of the offices. This would create conducive working environment and enhance planning and efficient execution of the County Chambers' mandate. While some County Chambers have access to KNCCI's plots on which to build offices, this option needs to be considered based on the availability of funds and financial stability of the respective County Chambers. We recommend that the KNCCI develops and implements a roadmap towards developing all the land and others assets to increase long term revenue generation. We also recommend that a model office architectural design be developed which can then be replicated in at least all the County Chambers when funds become available. The Chamber may seek developing partners to assist them in developing the idle land. For example, the Chinese government through its Chinese Infrastructure Support Programme has offered to assist the KNCCI to develop some of its idle land. This opportunity should be accorded high priority.

The National Office should continue to support the County Chambers in implementing these recommendations by providing technical advice or assistance and strategic focus necessary to revitalize the operations at the County level. The County Chambers should also make every effort to cultivate a good working relationship with the respective County Governments under Public-Private Partnership

agreements in seeking support on office establishment and operationalization. The County Chambers may also participate in the development of their respective Counties through encouraging members to provide their much needed skills in promotion of trade and investments.

The following action plan is recommended to address the shortage of office space, furniture and equipment. All the County Chambers in consultation with the National Office should develop a detailed budget for the required office space leasing, furniture and equipment as well as stationeries on annual basis. The National Office and the County Chamber offices should then review the drafted annual budgets based on the priority basis. The procurement plan for the required office furniture and equipment should then be developed and the sources of budgetary resources be identified. These assets can be bought in phases based on the availability of funds and priority. The County Chambers may also seek support from development partners in acquiring office furniture and equipment. The National Office should assist the County Chambers in writing proposals for funding as some of the County Chambers have indicated that they do not have technical capacity and knowhow to develop credible proposals. To manage and improve organizational and individual performance of the staff, we recommend that the KNCCI develop and implement a Performance Appraisal System (PAS) for all the staff.

## **1. BACKGROUND OF THE STUDY**

### **1.1. History and mandate of the KNCCI**

The Kenya National Chamber of Commerce and Industry (KNCCI) is a not-for-profit, autonomous, private sector institution and a Member Based Organization (MBO). It is a trade support organization whose key mandate is to protect trade and industrial interest of the Kenyan business community. During Kenya's pre-independence period, the business community operated independently each having its own Chamber of Commerce to articulate its own business interests. The main Chambers in Kenya then were Asian, African and European Chambers of Commerce. The KNCCI was established after Kenya attained her independence. In 1965, the three existing Chambers of Commerce were merged to form KNCCI in order to combine synergies in articulating the interest of the Kenyan business community in the Post-independence Kenya. The membership of KNCCI constitutes Micro, Small Enterprises (MSEs), medium and large enterprises.

The key mandate of the KNCCI is to advise both the government and business community on the trends of local and international trade. KNCCI has branches in all 47 counties working towards better business environment for private sector development. Through its well established County branches, KNCCI seeks to create a conducive commercial, trade and investment environment that supports enterprise expansion and growth in line with the Kenya's development blue print; Vision 2030.

KNCCI has affiliations to International Chamber of Commerce (ICC), the G77 Chamber of Commerce and Industry, Pan African Chamber of Commerce and Industry (PACCI), the East African Chamber of Commerce, Industry and Agriculture (EACCIA), and the East African Business Council (EABC), among others. The main purpose of the Chamber is promotion, protection and development of commercial, industrial and investment interests of members in particular and the business community in general. The Chamber collects and disseminates both local and global commercial or trade and industrial information aimed at fostering growth of businesses and industrial advancement. Further, the Chamber through capacity building initiatives supports businesses towards growth through initiating joint ventures and providing a platform for networking locally and globally. Through an understanding with the Ministry of Foreign Affairs and International Trade, the Chamber works in collaboration with the Government of Kenya (GOK) on economic diplomacy. This is, in part, through coordination of all incoming and outgoing trade missions to improve commercial relations between Kenya and the rest of the World. Overall, the

Chamber seeks to increase the contribution of the trade and industry to the attainment of the Vision 2030.

## **1.2 Vision, Mission and Objectives of the KNCCI**

### **i) Vision**

The vision of KNCCI is to promote, protect and develop commercial, industrial and investment interests of members in particular and those of the entire business community in general. KNCCI aims at influencing development policies, strategies and support measures so as to achieve the best economic climate for these varied interests.

### **ii) Mission**

The mission of KNCCI is to effectively play a central and catalytic role in facilitating the growth of the Kenyan economy through entrepreneurial development, in an enabling and conducive environment for business, geared to result in creation of wealth and employment.

### **iii) Objectives**

The main objectives of the KNCCI are listed as follows:

- i) To promote, coordinate and protect commercial and industrial interests in Kenya;
- ii) To promote trade within and outside Kenya;
- iii) To organize and participate in trade activities;
- iv) To foster social unity within the country and to promote the welfare of the business community;
- v) To promote and support legislations;
- vi) To collect and disseminate trade information; and
- vii) To promote training on principles of commerce and industry.

### **1.3 Objective and the Scope of the Study**

#### **1.3.1 Main objective**

The main objective of this assignment was to conduct a Needs Assessment Study (NAS) for KNCCI's institutional strengthening strategy.

#### **1.3.2 The scope of the study**

The scope of the study was to:

- identify institutional competency gap in delivering quality services both at National and County levels;
- recommend a commercially viable business model for sustainability at National and County levels;
- Provide Chamber implementation strategy to enhance its positioning in County for policy advocacy and public-private dialogue in collaboration with the County Business Development Center and County Governments.

## **2. ABOUT UNDP**

In 2013, the UNDP in collaboration with the Government of Kenya, through the Ministry of Devolution and Planning, launched the Economic Empowerment Programme (EEP). The programme is aimed at supporting the government in promoting inclusive economic growth in Kenya. The EEP addresses the challenges at three levels namely:

- shaping the underlying institutional structures needed to promote inclusive economic growth at the policy level;
- enhancing the environment particularly within which youth and women interact as economic agents at the market system level, and,
- building the capabilities and enhancing opportunities for the poor and vulnerable as economic agents at the community level;

It is under this programme that the UNDP agreed to support the KNCCI in strengthening its capacity both at the National and the County levels. This is expected to enhance the KNCCI's capacity to amplify the public-private dialogue at both levels of government in order to formulate policies and implement programmes that promote the establishment of a conducive business environment, harnessing MSEs potential as well as promoting local capacities and innovations.

An Individual Consultant was engaged by UNDP to undertake the prerequisite task of assessing the needs and identifying the gaps that need to be filled in order to enhance the KNCCI's service delivery to its members and improve capacity thus enabling the Chamber to be able to undertake policy research and advocacy both at the National and County levels. The individual Consultant then engaged two associate Consultants to assist him carry out the assignment.

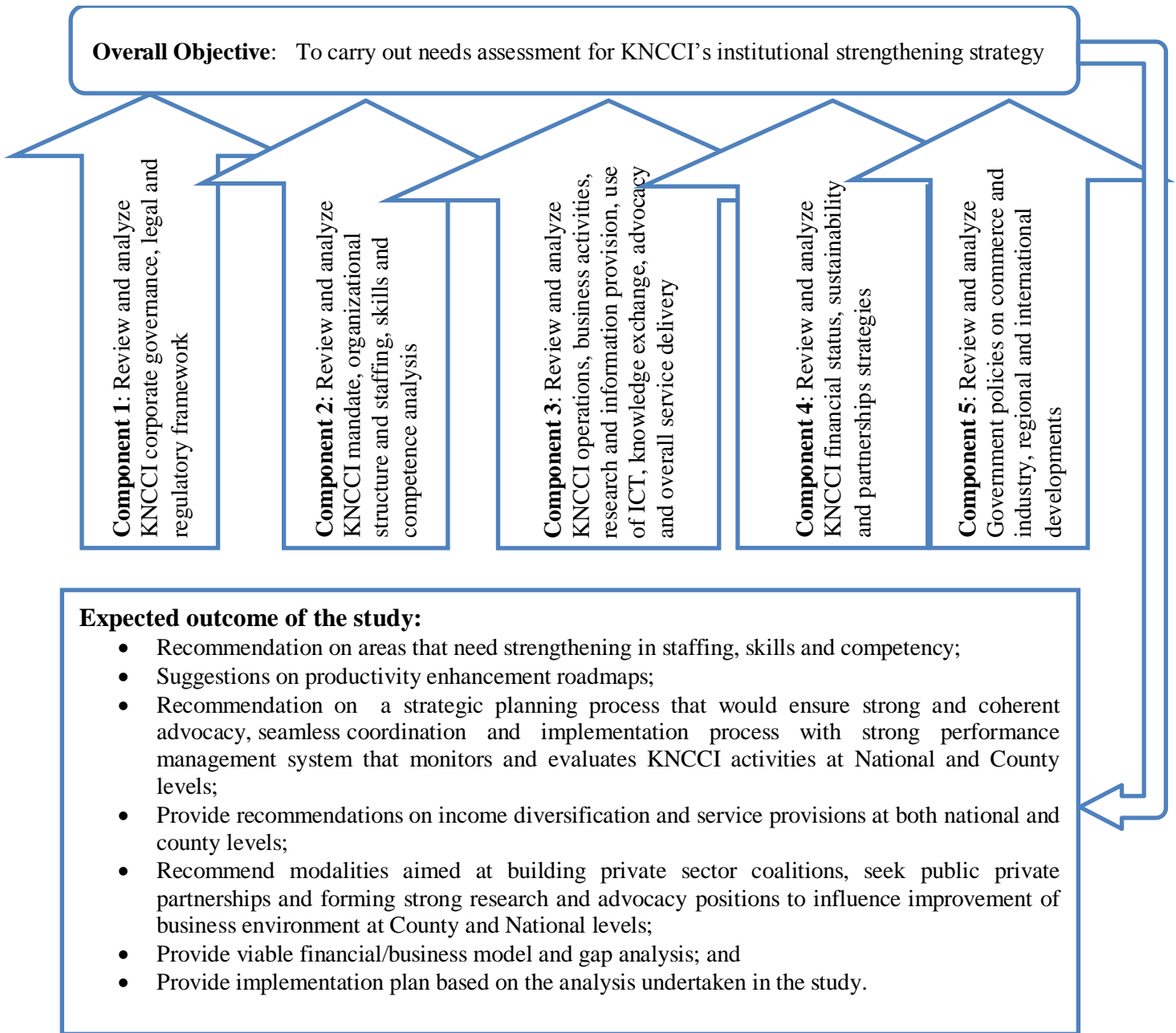
As a road map to the implementation of the EEP, the UNDP plans to establish 20 County Business Development Centres by 2018. These centres will provide all the business development and advocacy services to the local Micro, Small and Medium Enterprises (MSMEs) at the County level. The purpose of the County Business Development Centres is to strengthen the MSMEs to be able to tap the opportunities. It aims to strengthen the MSMEs' capacity, skills and promote access to credit for growth, quality assurance and also strengthening their role as the employment creation centre in the Counties. The UNDP desires that the KNCCI be its partner in rolling the Biashara Centres in the Counties.

### **3. APPROACH AND METHODOLOGY**

#### **3.1 Approach**

The implementation of this assignment comprised of five distinct but inter-related components which provided the overall focus, expediency and comprehensiveness geared towards the delivery of the expected outputs as per the Terms of References (TORs) of the consultancy. The key areas of the entry in the needs assessment study of the KNCCI were consolidated into five gateways as indicated in Figure 1 below:

**Figure 1: Study's implementation strategy**



### 3.2 Methodology

In order to achieve the expected results, we undertook a thorough review of the current KNCCI structures, operations and Strengths Weaknesses Opportunities and Threats (SWOT) analysis which were key in establishing the current status of the Chamber in terms of its internal capacity (strengths, weaknesses) and external environment (opportunities and threats). The results of this analysis were used to make various recommendations aimed at transforming the KNCCI into an efficient and self-sustaining Business Members Organizations (BMO) in the region and globally.

### **3.3 Implementation Framework**

The Consultant adopted a suitable methodological framework which was informed by the scale, impact of the study and the expected results and outcomes as stipulated in the TORs. The framework enabled the Consultant to clearly define and coordinate the activities with performance benchmarks and expected deliverable outputs during the period of the study. The adopted technical methodological framework contributed to the successful delivery of the Needs Assessment Study (NAS).

This phased approach is based on a framework of “**Identify, Diagnose, Design, Deliver, and Sustain**” (IDDDS), designed to cover different aspects required to accomplish the assignment in an organized and focused manner as summarized below:

1. Identify - Validate engagement requirements and perform detailed planning;
2. Diagnose - Understand the current state with relevance to the five components outlined above.
3. Design - Design workable solutions and recommendations, agree and plan for improvements.
4. \*Deliver - Execute the recommendations.
5. \*Sustain - Perform continuous improvements of operations, knowledge transfer and handover.

\*NB: This study did not require the Consultant to implement the recommendations. Thus the study covered only the first three phases. Deliver and Sustain phases will be covered in the implementation of recommendations by KNCCI.

Below is a presentation of a customized IDDDS methodology indicating the specific activities. The IDDDS methodology was supported by our team’s competencies, skills and experience.

#### **Phase 1: Identify**

The aim of this phase was to validate engagement requirements and perform detailed planning. This project commenced with a briefing on the assignment rationale informed by the need to strengthen the KNCCI as an institution in order to enable it discharge its functions effectively. The Consultant met with the Board of Directors and the Senior Management of KNCCI, where planning and mobilization of resources were undertaken. The debut meeting between the KNCCI top management

and the UNDP Individual Consultant took place on 15<sup>th</sup> December 2014 at KNCCI Offices starting 10a.m. The KNCCI was represented by the following:

- i) Mr. Charles Mbogori -Former KNCCI Chief Executive Officer.
- ii) Ms. Nemeisa Kierieni -KNCCI Deputy Chief Executive Officer.
- iii) Mr. Peter K. Biwott -KNCCI Trade Development Manager.
- iv) Mr. Patrick Nyangweso - KNCCI County Liaison Manager.
- v) Mr. Masinde Mwangale -KNCCI Trade, Projects and Investment Executive.

During the meeting the following main agenda were discussed and agreed upon:

- i) Terms of References in detail, to enable both the Consultant and KNCCI gain a better understanding of service specifications and the expected deliverables;
- ii) Clarification and reaffirmation of common understanding on the scope of the assignment and time frames for the engagement.
- iii) It was resolved that the Consultant develops an Operational Plan and shares it with UNDP and KNCCI. This was done as agreed.
- iv) Information was shared with the Consultant such as draft KNCCI strategic plan, management manuals, and structure of KNCCI, County clusters and briefs on KNCCI among others.
- v) The Consultant and the client committed themselves to ensure that the study was focused on meeting expectation of the study's particular requirements and close out any 'expectation gaps' that would have existed.
- vi) Clear communication channels to be utilized during the execution of the assignment were agreed upon and the KNCCI appointed a contact person to be liaising with the Consultant during the period of this study.
- vii) Study logistics were agreed upon and KNCCI committed itself to provide and facilitate the Consultant to obtain all the information and documents relevant to the study.
- viii) It was agreed that the report would contain a three year plan 2015 to 2018 for KNCCI institutional strengthening including quick wins strategies for immediate funding by UNDP.

Subsequently, the Consultant developed an inception report and submitted it to the UNDP and the KNCCI as per the agreement. The inception report was accepted, paving way for carrying out the remaining part of the assignment.

## **Phase 2: Diagnose**

This phase involved the Consultant carrying out a thorough analysis of the current state of affairs of KNCCI operations and structures. This included the following activities: Desktop reviews, interviews with National Chairman, National Vice – Chairman, acting CEO, Senior Staff members and other stakeholders, and study missions to KNCCI operations and structures both at the National and County levels. Since the Individual Consultant had engaged research assistants, these activities were undertaken concurrently to save time.

The objective of desktop research was to review documents received from KNCCI. A detailed literature review was undertaken. It involved studying and collating the existing Chamber's documents including the Chamber's Draft Strategic plan, Memorandum and Articles of Association, membership profile, published calendar of events, published magazines, financial manuals and records, human resource manuals and staff profiles, job descriptions, County Chamber documents, among many other documents. In addition, the consultant held interviews with the Chamber National Chairman, Vice – Chairman, acting CEO and other top management officials either through one on one meeting or by telephone and e-mail. Desktop reviews, stakeholders' interviews and consultation were on-going processes until the end of the assignment.

The Consultant and his assistants accompanied by one National office staff also visited the County Chambers on a fact-finding and data collection mission. During the County Chambers' visits, stakeholders workshops were undertaken and review of the progress of activities were done. The main purpose of the County visits was to obtain information and relevant data necessary for the identification of the gaps that needed to be addressed in order to ensure that the County Chambers operates on their full potential. (See the attached list of the Counties visited in the appendix).

## **Phase 3: Design**

The Consultant analysed the research findings in phases 1 and 2 and identified the needs for the strengthening of the KNCCI both at the National and County levels. The needs identification for the Chamber was informed by the current realities in the Chamber's operations vis-à-vis its overall mandate. The needs identification process also took into consideration the anticipated future developments of the Kenyan industrial and business sectors/ and government policy towards trade, industry, MSMEs, emphasis towards supporting the enterprises which are run and managed by Youth, Women and People living with disabilities. The identified needs enabled the Consultants to develop an implementation framework for the next three years.

## **4. SITUATION ANALYSIS**

### **4.1 COMPONENT 1: REVIEW AND ANALYSIS OF KNCCI'S CORPORATE GOVERNANCE, LEGAL AND REGULATORY FRAMEWORK**

#### **4.1.1 KNCCI Legal and Regulatory Framework- Memorandum and Articles of Association**

The Kenya National Chamber of Commerce and Industry is registered as a not-for-profit private company limited by guarantee under the Companies Act Chapter 486 of the laws of Kenya. Before the promulgation of the Kenyan Constitution in August 2010, the KNCCI had its main operations at the head office in Nairobi with regional offices in the major towns in Kenya. However, after the promulgation of the constitution which enacted a Chapter on devolution, the Chamber saw it fit to devolve its operations and governance to all the Counties. To make this process legal, the Chamber developed the amendments to its memorandum and articles of association and deposited them with the Registrar of companies on 28<sup>th</sup> November 2011. The amended legal instrument established the Chamber's National Office and County Chamber's offices in all the 47 Counties.

#### **4.1.2 Key Functions of KNCCI**

The KNCCI is legally permitted to undertake the following main activities:

- i) Promote, co-ordinate and protect commercial and industrial interest to its members and Kenya in a general.
- ii) Promote trade within and outside Kenya.
- iii) Establish and organize finance trade and industrial exhibitions and displays either on its own or in participation with other persons or organizations.
- iv) Foster social unity and promote the welfare of the commercial and industrial community.
- v) Promote, support or oppose legislations and ineffective bureaucratic measures that may be put in place by the government for the interest of the members.
- vi) Collect and disseminate statistically sound information and other materials to its members.
- vii) Arbitrate in the settlement of commercial and industrial disputes among its members.
- viii) Establish commercial exchanges, new rooms, libraries and other facilities that may be beneficial to its members.
- ix) Provide facilities for the study, enquiry and research into commercial and industrial matters and to publish material and journals among others for the benefit of its members.

- x) Pursue other functions as permitted under the Chamber Memorandum and Articles of Association.

### **4.1.3 Corporate Governance Structure**

#### **4.1.3.1 National Chamber office**

The governing structure of the Chamber is comprised of the National Governing Council, the National Chairperson and Vice-Chairperson, the Board of Directors, the Board Committees, the Chief Executive Officer, the Chamber Secretary, the Board of Trustees, among other relevant governance structures that may be set from time to time to execute specific tasks.

##### **a) National Governing Council**

The National Governing Council is comprised of the National Chairperson, The National Vice Chairperson and two representatives from each County Chamber being the County Chairperson and County Vice Chairperson. The main mandate of the National Governing Council is to formulate the Chamber's operating agreements, policies, procedures and other operational standards. The Council has the responsibility and the authority to ensure that each County Chamber is implementing the Chamber's operating agreements, policies, procedures and other operational standards. The members of the National Governing Council are permitted to hold office for term of three years and are eligible for re-election for another term of three years only. The National Governing Council usually convenes extraordinary meetings to discuss the progress and to deal with any issue that may arise during the year.

The organization structure of the KNCCI at the National office is headed by a National Chairman, who is elected for a three years term, and eligible for a re-election for a second term. The National Chairman, and his National Vice-Chairman, works closely with the Management Committee of 14 elected Directors, who are also Chairmen of their respective Sectoral Standing Committees.

Each year, the Chamber holds Annual General Meeting where the following key agenda items are executed:

- i) Approve the minutes of the previous annual general meeting and any other meetings held during the year.
- ii) To receive the Chamber's reports from the National Chairperson.
- iii) To receive the audited financial statements for the preceding year and the report from the auditors.

- iv) To receive the Chamber's strategic plan for the following year as proposed by the National Governing Council.
- v) To appoint and fix remuneration of the auditors for the ensuing year.

**b) National Board of Directors**

The Chamber's Articles of Associations proposes the formation of the Board of Directors of not more than eleven(11) members elected by the National Governing Council members from among themselves provided always that two(2) of the eleven members shall be the National Chairperson and National Vice Chairperson. The Board of Directors may delegate its powers to committees of the Board for effective discharging of its management and oversight role. At minimum, there is supposed to be in place, 6 committees for the Board namely:

- i) Remuneration committee.
- ii) Dispute Resolution committee.
- iii) Ethics and governance committee.
- iv) Administration and human resource committee.
- v) Finance committee.
- vi) Audit and compliance committee.

Each Board's committee is expected to advise the Board of Directors through quarterly reports in matters within its terms of reference.

The Board of Directors of National Chamber appoints a Chief Executive Officer to execute the general affairs of the Chamber as it may direct him/her. The Board of Directors also appoints the Chamber's Secretary whose main mandate is to record the proceedings of the meetings and to keep the corporate records and seal among other duties.

**c) The Board of Trustees**

Articles 107-112 of the Chamber's Articles of Association provides for establishment, role and procedures of operations of the Board of Trustees for the Chamber. The Board of Trustees is comprised of 5 members appointed by the National Governing Council. The sole responsibility of the Board of Trustees is to manage the property of the Chamber, whether movable or immovable, tangible or intangible. Article 110 of Chamber's Articles of Association permits the Board of

Trustees to apply for incorporation under the provisions of the Trustees (perpetual succession) Act CAP 164 in order to establish a trust fund. The Board of Trustee is supposed to invest the trust fund and all monies received in form of subscriptions, membership fees, donation, grants, gifts and endowments in furtherance of the objectives of the Chamber. Currently, the KNCCI has appointed a Board of trustees comprising of senior citizens in Kenya whose character and repute are unquestionable to manage the assets of the Chamber. The trustees are currently profiling all the Chambers assets with an aim of developing a program for developing and investing them to generate revenue.

#### **4.1.3.2 County Chambers**

Article 113 of the Kenya National Chamber of Commerce and Industry's Articles of Association provides for establishment of a County Chamber in each of 47 Counties in Kenya. The main mandate of the County Chambers is to promote, coordinate and protect commercial and industrial interests of the Chamber members at the County level. The county governance structure is comprised of the County Annual General Meeting, the County Governing Council and County Executive Officer.

##### **a) The County Annual General Meeting**

The provisions for the proceedings of the County Chamber's annual general meeting are the same as those of the National Chamber's annual general meeting.

##### **b) The County Governing Council**

The affairs of each County Chamber are managed by the County Governing Council in accordance with the directions given by the County Chamber general meetings. Article 119 of the Chambers Articles of Association stipulates that the County Governing Council be comprised of the following; The County Chairperson, the County Vice-Chairperson, a duly elected woman representative, a duly elected youth representative, a duly elected representative for persons with disabilities and six other elected members. Like the National Board of Directors, the County Governing Council may delegate its powers to standing committees as it may think fit. Article 119 of the Chamber's Articles of Association provides a minimum of five County committees as follows:

- i) Membership and business development;
- ii) Ethics and governance committee;
- iii) Administration and human resource committee;

- iv) Finance committee; and
- v) Audit and compliance committee.

Each County Committee is expected to advise the County Governing Council through quarterly reports in matters coming within its terms.

The County Governing Council is required to appoint a County CEO to run the day today's affairs of the County Chamber. The Council is also required to appoint a County Chamber Secretary whose duties are to take the records of the meetings of the County Governing Council, call meetings, keep records of the County Chamber and perform other duties as required under the terms of appointment.

### **c) Relationship between the National Chamber and the County Chambers**

Articles 137-139 of Chamber's Articles of Association provide the framework for interaction between the National Chamber and the County Chambers. Article 137 in particular emphasizes the need for the National Chamber and the County Chambers to exercise the powers and perform their functions in synergy and in a manner that respects the institutional integrity at both levels. The article further requires that there be collaboration between the National Chamber and the County Chambers in terms of information exchange, coordinating policies and administration and enhancing capacity. To foster such corporations, the National Governing Council and the County Governing Councils may set up joint committees and joint officials.

However, the provision on article 139 of the Chamber's Articles of Association, if not properly approached from a consultative angle may pose a threat for the smooth interaction between the two levels of the Chamber. The article provides that "in case of conflicts between any rules and policies formulated by the National Governing Council and any County Governing Council, the rules and policies by the National Governing Council shall prevail". Without proper and adequate consultation between the two levels of the Chamber, this article may cause imposition of unworkable solutions at the County level by the National Governing Council.

To avoid such potential rift between the National Governing Council and the County Governing Councils, and to foster a smooth interaction and seamless coordination between the National Chamber and County Chambers, an interaction framework and guidelines of procedures need to be put in place.

#### **d) National and County Elections**

Articles 140-148 of the Chamber's Articles of Association provide regulations for elections of elective members of Chamber's Governing Council both at the National and County levels.

#### **4.1.4 Observations and recommendations**

The Consultant appreciates the spirit and the effort by the Chamber to implement of Chapter 11 of the constitution of Kenya, 2010 and the sixth schedule on transition of functions. While the constitution does not expressly require the private companies to devolve, it is necessary for KNCCI to do so in order to realign itself with the government devolved functions and structures for ease of advocacy and cascading of the service delivery to its members. The devolution of the private companies has its advantages and disadvantages. The Chamber's decision to establish devolved semi-autonomous County Chambers have advantages which include the following:

- i) The devolved Chambers have the opportunity to specialize in the areas of their comparative advantage in providing services to its members. The devolved Chambers are able to narrow down to the key economic activities such as agriculture, trade and commerce. For example, the Chambers in the Counties whose main activity is pastoralism such as Isiolo, Samburu, Turkana, Narok, among others, are able to specialize in advocating the pastoralists' interests. Similarly, Trans-Nzoia and Uasin Gishu Chambers can focus on maize farmers, maize traders and millers, while Kericho, Bomet and Nandi Chambers can focus on tea etc. The exploitation of these opportunities if consolidated can make the KNCCI very vibrant.
- ii) The devolved units can offer personalized services to their members, a key component in gaining and retaining the members' confidence, hence increase the membership.
- iii) About Kshs 230 billion are allocated to the County Governments as the share of revenue. The County also collects their own revenues through cess, levies, licensing, among others. There is therefore a need to have a vibrant County Chambers in each County to advocate its members and act as a go between the County Governments and the entrepreneurs and farmers. This will ensure proper optimization of the resources at the county level.
- iv) The National Government and the County Governments have a special focus on enhancing economic participation of MSMEs, Youth, Women and Disadvantaged Groups, including Persons with Disabilities (PWDs) and marginalized communities with a view of uplifting the living standard of these groups. This presents an opportunity for the Chamber especially

at the County level as there is need for training on business skills, entrepreneurial tactics as well as finding a market to these MSMEs.

However, the Chamber has faced a number of challenges in its endeavor to devolve its operations at the County Level. Based on the key challenges faced, we recommend the following:

- i) The establishment of the County Chambers has been hindered by financial constraints. While the Chamber finds it relevant to devolve, the first step would have been to undertake a thorough analysis of cost implication involved in establishing the County Chambers. This cost should include the financial support to the County Chambers until they are able to earn revenue and support themselves.
- ii) Different County Chambers have different levels in terms of comparative advantages. Some Counties have more potential than others. For example, the County Chamber of Mombasa has achieved financial independence faster than the County Chamber of Migori which does not have any corporate membership. Therefore, in terms of membership subscriptions, these two County Chambers are not comparable. We therefore recommend that efforts to strengthen the County Chambers be relooked at on a County by County basis and adopt appropriate models.
- iii) The Chamber has a structured framework for facilitating the communication between the National Office and the County Chambers. There is an established County Liaison Unit headed by the County Chamber Liaison Manager. Most of the County Chambers that were visited cited inadequate communication between the National Office and the County Chamber. This is mainly attributed to lack of enough staff in the Unit. The Unit, crucial as it is, has only one staff member, who is the County Chamber Liaison Manager.

We therefore recommend that the County Liaison Unit be strengthened by recruiting more staff and facilitating their capacity building so that they can discharge Chamber's mandate effectively.

- iv) In its effort to create a County Chamber in every County, the KNCCI also established Nairobi County Chamber. However, the National Office continues to exist parallel to the Nairobi County Chamber. This has created a conflict of existence and mandate in various operations between the two offices. For example, most of the members of the Nairobi County Chamber still remain with the National Office. Therefore, undue competition exists for memberships, representation of the Chamber in Nairobi Trade fairs, exhibitions, foreign missions and in

engagements with the development partners, most of whom are having Nairobi as their headquarters. The Nairobi County Governor, for example, would be comfortable engaging the National Chairman rather than the Chairman of Nairobi County Chamber due to various reasons mainly related to protocol. Similarly, the foreign investors with interest in Nairobi County as their destination would be comfortable dealing with the National Chairman rather than the County Chairman. To resolve this challenge, we recommend the merging of the Nairobi County Chamber and the National Office. The mandate of the Chamber in Nairobi can be undertaken by the National Office. The National Office can establish a Unit within its offices to deal with Nairobi County matters relating to daily operations, but the corporate issues should be dealt with by the National Chairman.

- v) The KNCCI has in the past, lost its assets to the directors who connived and sold its property and divided the proceeds among themselves. A case in point involved a plot owned by the Chamber at City Cabbanas. This plot was sold by the past directors who divided the proceeds among themselves. This depicts a great risk on the Chamber assets. While the current management is committed to safeguard the property and assets of the Chamber; there is no framework ensuring that such a thing may not occur in future. We therefore recommend formulation of watertight policies on the disposal of Chamber's asset coupled with the establishment of a legal unit to strengthen the safety nets and ensure future security of the Chamber's assets.
- vi) The Chamber's Articles of Associations do not provide for establishment of Chambers' sub-county offices. Therefore, if any County Chamber needs to establish sub-county offices, it should bear in mind that these offices are part of its management structure to reach out to the members and not an independent units. Our visits to the County Chambers revealed that some of them have attempted to establish sub-county offices but have been faced by financial constraints. Indeed some of the County Chambers have attempted to establish the sub-counties offices even before establishing their own offices and equipping themselves at the County level.

We recommend that the establishment of sub-county offices be done after the County Offices have been fully established, equipped and staffed. The County Chambers should be able to sustain themselves financially before starting new offices. The sub-county offices should be established on need basis.

## **4.2 COMPONENT 2: REVIEW AND ANALYSIS OF THE ORGANIZATION STRUCTURE AND STAFFING, SKILLS AND COMPETENCE**

### **4.2.1 Organization Structure and Analysis of Staff Deployment**

#### **4.2.1.1 National Chamber Office**

The Chamber has put in place elaborate human resource manual that governs all aspects of human resource management. The human resource manual covers the areas related to: recruitment and selection policy for the new employees; induction policy for new employees; the policy governing the hours of work, employees' leave policy, employees' code of conduct, employees' transfer policy. Other policies include: dress code policy, employee records management policy, welfare policy, travel policy, smoking in the workplace policy, industrial relations policy, training and development policy, performance management system policy, reward and recognition policy. Similarly, discipline and grievance handling policy, equal opportunity policy, sexual harassment policy, remuneration policy, safety health and environment security, gender and disability, internship policies and procedures as well as separation policy have been documented. Each of these outlines the statements and procedures relevant for the execution of the same.

The Chamber also developed clear job descriptions for the senior management staff. The current National Office has 5 established departments with staff deficit as follows:

#### **a) Chief Executive Officer's Office**

- i) Chief Executive Officer (CEO)
- ii) Deputy Chief Executive Officer/ Head of Operations & Programmes
- iii) Executive Administrator
- iv) Administration Assistant (customer service)
- v) Office Assistants

#### **b) Trade Development Unit**

- i) Trade Development Manager
- ii) Trade Facilitation Executive
- iii) Trade policy research and advocacy Executive
- iv) Trade projects and Investments Executive
- v) Trade Facilitation Assistant
- vi) Registry clerk

**c) Business Development Unit**

- i) Business Development Manager
- ii) Public Relations (PR) Executive
- iii) Business Executive – membership services
- iv) Business Services Assistant
- v) Marketing Membership Representative

**d) Finance Unit**

- i) Finance Executive
- ii) Accountant

**e) County Liaison Unit**

- i) County Liaison Manager

The Chamber has been undergoing restructuring with the support of the Business Advocacy Fund (BAF). Through this support, the Chamber in its effort to restructure has been able to retrench about 38 employees. These staff members have received their final payoffs. The Chamber has also commenced recruiting fresh staff in its effort to revitalize its operations.

A review of the staff data provided (in Table 1 in the Appendix) reveals that the Chamber's National office currently has 25 staff members including 1 intern; 15 female and 10 male. The female representation is 60% while that of male is 40%. This is within a one - third rule of gender representation as provided for in the Constitution of Kenya. Further analysis on the education level indicates that 3 staff members have master's degree, 6 have bachelor degrees, 1 has a higher education certificate, 3 have diplomas, 4 have certificates, and 1 has primary education. The information on education level for six staff was not provided.

Staff deployment per department indicates that 5 staff have been deployed to Trade Development department, 9 in Marketing and Memberships department, 1 in management, 3 in hospitality, 1 in the County liaison unit, 1 in finance, 1 in administration, 2 in transport and 1 intern in front desk. In total, 16 staff are deployed in the core areas of the Chamber while 14 in non-core departments.

It was also noted that most of the staff were newly recruited and therefore do not have the corporate memory. These may need to be inducted to enable them be more equipped to pursue the mandate of the chamber with the same level of understanding.

#### **4.2.1.2 Needs assessment and recommendations for the National office**

The staff establishment at the National Office needs to be strengthened. The Chamber is unable to play key roles in some mandates under its Memorandum and Articles of Association due to lack of fully established structures and capacity. To strengthen the National Office for it to be able to discharge its mandate effectively, we highlight its needs and recommend the following:

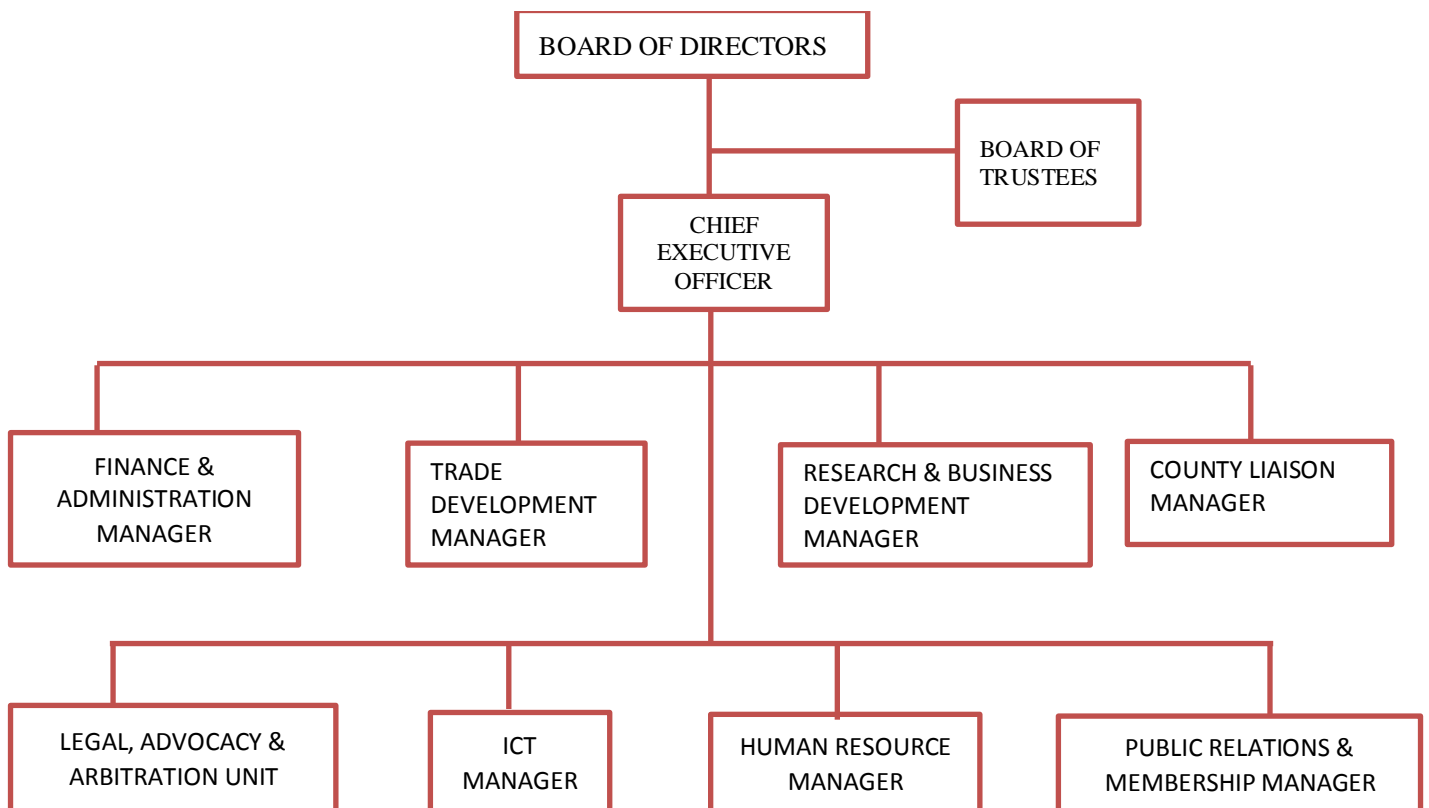
- i) Currently the National office does not have a CEO. The best practices in running a Chamber of Commerce and Industry, and which has been adopted by many successful Chambers worldwide, includes having a vibrant CEO. KNCCI should recruit a CEO and allow him/her to serve for a longer period of time. The high rate of CEOs turnover at the KNCCI over the years has been a contributing factor to Chambers fluctuating performance.
- ii) At the time of undertaking this assignment, the Chamber did not have a Finance Manager. We therefore recommend that a Finance Manager with adequate qualifications and skills be recruited to oversee the day to day management of the finance affairs of the Chamber.
- iii) At the time of undertaking this assignment, the Chamber did not have a Manager in charge of memberships and related services. This is a crucial post as it directly related to the mandate of the Chamber. We therefore recommend an urgent recruitment of a qualified and skilled Membership Manager to oversee the recruitment and retention of the members of the Chamber.
- iv) The National Office has established Human Resource Unit and recently hired a Human Resource officer to operationalize the unit. To be able to address the issue of staff motivation and their welfare and to improve the human capital output, we recommend the strengthening of this unit in terms of staffing and continuous capacity building.
- v) The Chamber has a Legal Unit under the department of Trade. However, the unit does not have a full time lawyer to offer legal counsel. A key lesson learnt from the successful Chambers in other countries reveals that most of them have a well-established legal unit. In the Ceylon Chamber of Commerce for example, the policy analysis and advocacy is the most crucial duty of this Sri Lankan Chamber of Commerce. It is done by a special steering committee depending on the area of advocacy and supported by the Chamber's legal unit. Thus without, a strong legal unit, the KNCCI cannot undertake the role of policy analyses and advocacy effectively. It needs legal skills to be able to interrogate, scrutinize and

interpret various kinds of legislations that may have a business and trade impact on its members. Without a strong legal unit, the KNCCI may not participate fully in policy formulations, review of bills especially those that affect the members. It cannot arbitrate on commercial disputes among its members. It is only reduced into a pressure group. We therefore strongly recommend strengthening of the existing legal unit to reinforce the Chamber's capacity in policy analysis, advocacy and arbitration mandate. The Chamber can begin by engaging one lawyer and one legal clerk at the initial stage. The Chamber may also opt to outsource this to established law firms. This however comes with inherent challenges.

- vi) The National Office also does not have an ICT unit/department. This missing unit is very important for the Chamber to be able to discharge its mandate effectively bearing in mind that the Chamber has launched online issuing of Certificate of Origin (COO). Lessons learnt from Tanzania Chamber of Commerce Industry and Agriculture (TCCIA) indicates that it has a well-established Information and Communication Technology Department which consists of a Data Center and a One Stop Shop Information Center. The department's Data Centre provides well-documented information and up-to-date economic data and disseminates the findings of reliable studies in different economic sectors. The One Stop Shop Information Center, on the other hand, provides members and non-members with accurate economic information and credible statistics on recent economic development to assist them take accurate business decisions. Similarly, the Uganda National Chamber of Commerce and Industry (UNCCI) have an ICT department. Its key mandate include management and maintenance of all communication platforms including the UNCCI website, its publications and empowering UNCCI Staff and its Members with current and competitive ICT solutions and e-knowledge. Without an ICT expert, the KNCCI would have serious challenges in its effort to automate its operations and be competitive. We therefore recommend the establishment of an ICT unit with an expert in ICT in order to strengthen and offer ICT support to the Chamber's operations.
- vii) Most of the staff in the Chamber's National office as well as in some County Chambers are newly recruited and therefore do not have all the information they need to dispense their duties. We recommend an induction of all the newly recruited Chamber staff both in National Office and County Chamber offices within the first three months of their appointments. For those already in employment, the National Chairman and Vice – Chairman should undertake an induction and sign performance contracts to be achieved within six months or one year.

- viii) The National Chairman, the Vice-Chairman and other key officials of the Chamber have travelled a lot in trade missions across the world and have acquired a lot of information necessary for the growth of the Chamber. However, it was observed that there is no system of ensuring knowledge dissemination to the County Chambers and most of the knowledge acquired in these trade missions is not cascaded down to the County Chambers. We therefore strongly recommend formulation of a strategy to disseminate all the information acquired to all the County Chambers so that they can make informed decisions in their operations within one month of the foreign missions.
- ix) Based on our needs assessment for the KNCCI National Office and benchmarking with the Chambers best practices, we propose the adoption of the organization structure as indicated in the Figure 2 below.

**Figure 2: Proposed Organization Structure for the National office**



#### 4.2.1.3 Needs assessment and recommendations for the County Chamber Offices

The Individual Consultant and his team conducted one to one interviews with 33 County Chambers and sent questionnaire and held telephone interviews with the rest of the County Chambers. In total, the study covered 46 out of 47 County Chambers across the country. Table 2 in the Appendix

presents an analysis of the County Chamber's staff establishment, availability of office and office equipment, as well as their effort to cascade their operations to the sub-county levels.

**a) Needs Assessment on Staff establishment at the County Chambers**

**i) Summary overview of County Chambers' staff establishment and governing structures.**

Our visits to the County Chambers revealed that most of them do not have an elaborate staff structure. Most of the work is done by the Chambers' Chairmen and Vice-Chairmen. A good example is Kwale County Chamber where the Chairman undertakes all the Chamber duties. While some of the County Chambers have governing councils, they do not have CEOs and no staff members.

Some County Chambers have engaged staff on voluntary basis. Such Chambers include Siaya, Homabay, Elgeyo Marakwet, Kitui, Kajiado, Kirinyaga, Kilifi among others. In Kirinyaga and Kilifi in particular, the CEOs are engaged on voluntary basis. In most cases, the volunteers lack the necessary skills, capacity and motivation. The only County Chambers that have engaged staff on permanent basis are: Kisumu, Mombasa and Trans Nzoia. The rest of the County Chambers' staff members are either engaged on commission, contract, or voluntary with no consistent monthly income. The County Chamber staff members are not well facilitated to undertake their duties. There is low morale which ultimately affects the service delivery and overall performance of the Chamber at the County level. The County Chambers' managements sight the financial constraints as one of the key challenges that have hindered their ability to recruit competent and skilled manpower. The County Chambers also do not have an elaborate organization structure for the staffing in the offices. The County Chamber of Tharaka Nithi does not have any staff and no activity has been going on.

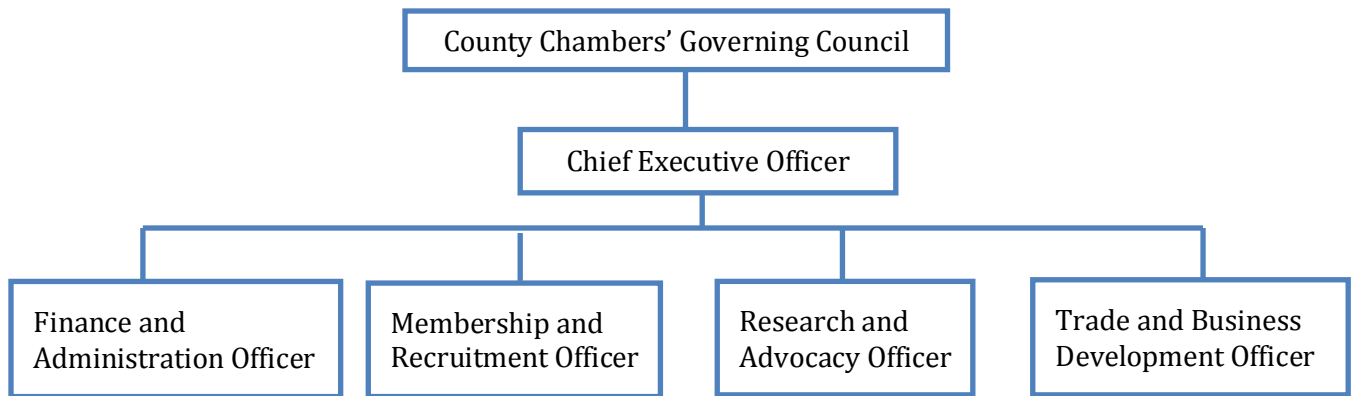
Most of the County Chambers have endeavored to establish respective sub-county units. However, the effort to establish the sub-county units has also been hampered by lack of implementation framework and lack of financial resources.

**ii) Recommendations on County Chamber staff Establishment and Governing Structures.**

In order to ensure that the County Chambers operate efficiently and effectively, we recommend the following:

- The County Chambers need to be assisted financially to establish model staff organization structures and staffing.
- The County Chamber staffing structure should take into account the key economic and business activities in the County.
- Based on the scope of the County Chambers operations, and financial capacity at the moment, it is recommended that the County Chambers adopts a lean staff organization structure.
- the establishment of a model County Chamber staffing structure constituting the following key staff: The County Chamber CEO, Finance and Administration Officer, Membership and Recruitment Officer, Research and Advocacy Officer, Trade and Business Development Officer.
- The County Chambers must engage these key staff on either permanent basis or a contract of not less than three years.
- The staff members are very important in the establishment, growth and sustainability of the County Chambers. They should be properly remunerated in order to increase their motivation and overall performance of the County Chambers.
- The number of officers in these portfolios should be determined by the scope of work and volume of the workload.
- The County Chamber's leadership should then identify and recruit the support staff such as drivers and secretaries on need basis.
- before hiring the sub-County Chamber staff, the County Chambers should first prioritize on the establishment of its County offices and staff and ensure their financial sustainability. After the County Chamber staff has been engaged and the Chambers starts experiencing revenue growth and sustainability, the sub-county units may be established starting with one liaison officer in each sub-county. This will reduce unnecessary overhead costs that would exert pressure on the scarce resources available.
- The proposed model of the County Chamber staff structure is as illustrated in Figure 3 below:

**Figure 3: Proposed staff organization for the County Chamber offices**



**b) Needs assessment on County Chambers' office and office equipment establishment**

**i) Summary review of the County Chambers' office and office equipment establishment**

Table 2 in the Appendix presents a thorough analysis of the office and office equipment establishment per County Chamber. The analysis indicates that most of the County Chambers do not have established offices and do not have funds to rent the offices. The Chairmen of some of the County Chambers such Siaya and Uasin-Gishu, among others, use their own money to rent the offices and finance the day to days operations. Some County Governments such as Busia, Nandi, and Taita Taveta have assisted the County Chamber by providing an office space.

Some County Chambers have rented office spaces and others have access to KNCCI's land that can be utilized in construction of the office buildings. For example, the Kiambu County Chamber has 25 acres in Thika and 1 prime plot in Thika along Mama Ngina Street. This Chamber has rented its office space for a period of 5 years and has CCTV. It has furnished offices and currently looking for more office space. This Chamber could enter into an arrangement with KNCCI, through the Board of Trustees to utilize the land for the construction of County Chamber offices. Some County Chambers such as Kwale and Busia are housed in the County Government Offices.

Most of the County Chambers' offices do not have furniture. The few furniture in some Chamber offices have been donated by well-wishers and Board members. Such Chambers with donated furniture include Nyamira and Kitui, among others. In Siaya County Chamber, the furniture and the office were donated by the Chairperson. Most of the Chambers cited lack of computers and other necessary office equipment. Some Chambers such as Taita Taveta have few computers that have either been donated or borrowed (for example Kericho Chamber). Most of the County Chambers do not have basic office equipment and no supply of the stationeries.

## **ii) Recommendations on County Chambers' office and office equipment establishment**

An office is a key component in operations of any organization. Our analyses indicated that most of the County Chambers do not have their own offices and have no office furniture, equipment and stationeries necessary to undertake the day to day's activities. Based on our analysis in Table 2 in the Appendix, we recommend the following:

- Each County Chamber should be assisted to acquire an office space enough to accommodate the key staff proposed organization structure in Figure 2. The office should be well equipped with basic furniture items and office equipment such as computers, printers, photocopiers, and stationeries that are necessary for the day to day running of the offices. This would create conducive working environment and enhances planning and efficient execution of the County Chambers' mandate.
- All the Chamber assets have been put under Board of Trustees. Some Chamber land can be utilized to build County Chamber offices based on the availability of funds.
  - We recommend that KNCCI and the Board of Trustees develop a roadmap towards developing all the land and others assets to increase long term revenue generation.
  - We also recommend that a model office architectural design be developed which can then be replicated in at least 10 County Chambers, to begin with, and then the remaining Counties be considered as funds become available.
  - The Chamber may seek development partners to assist them in developing the idle land. For example, the Chinese government through its Chinese Infrastructure Support Programme has offered to assist the KNCCI to develop some idle land.
- The National Office should also support the County Chamber in implementing these recommendations by providing technical advice and strategic focus necessary for revitalizing the operations at the county level.
- The County Chamber should also make every effort to cultivate a good working relationship with the respective County Governments under public private partnership agreements seeking support on office establishment and operationalization.

The following action plan is recommended to address the shortage of office spaces and office furniture and equipment:

- a) All the County Chambers in consultation with the National Office should develop a detailed budget for required office space leasing, office furniture and equipment as well as the office stationeries on annual basis.
- b) The National Office and the County Chamber offices should then review the drafted annual budgets based on the priority basis.
- c) The procurement plan for the required office furniture and equipment should then be developed and the sources of budgetary resources be identified.
- d) These assets can be bought in phases based on the availability of funds and priority.
- e) The County Chambers may also seek support from their development partners in acquiring office furniture and equipment.
- f) The National Office should assist the County Chambers in writing proposals for funding as some of the County Chambers have indicated that they do not have technical capacity and knowhow to develop credible proposals.

#### **4.2.2 Performance Management System**

The KNCCI does not have a staff performance appraisal system. We recommend that the KNCCI strengthen and professionalize the human resource unit. The department should embark on developing a Performance Appraisal System (PAS) for all the staff. The overall objective of the Performance Appraisal System (PAS) should be, to manage and improve organizational and individual performance by enabling staff participation and involvement in planning, execution and evaluation of work performance and personal development. The system should be able to integrate work planning, target setting, performance reporting and feedback. The developed system should capture the following key areas:

- Key Performance Indicators (KPIs) for each and every staff both at the National and County Levels.
- Duration of the appraisal system (usually on annual basis).
- Modalities of appraisals.
- Reward and sanction criteria for outstanding and poor performance respectively.

## **4.3 COMPONENT 3: REVIEW AND ANALYSIS OF KNCCI OPERATIONS AND SERVICES OFFERED TO THE MEMBERS**

### **4.3.1 National Office**

#### **a) Global positioning**

The KNCCI is well positioned globally. It is an affiliate of the East Africa Chamber of Commerce, Industry and Agriculture (EACCIA), the G77 Chamber of Commerce and Industry, Pan African Chamber of Commerce and Industry (PACCI) and is a member of the International Chamber of Commerce (ICC) and World Chamber Federations (WCF). The Chairman of the KNCCI represents Kenya in the WCF general council. The WCF among its many roles provides a critical advocacy and representation role at the global level, promoting the role of the Chambers as the competent authorities in the issuance of the Certificates of Origin (COO) and the acceptance of electronic COOs.

Through these affiliations, the KNCCI is strategically positioned to articulate the interest of its members in terms of taking advantage of the rising opportunities in the global market, industrialization, science and technology, agricultures, tourism among other key Sectoral areas.

#### **b) National positioning**

The KNCCI's core mandate resonates well with the government strategic focus of supporting the private sector as the largest employment creation sector in the country. The government is cognizant of the fact the private sector is the main engine for economic growth and development even as the country endeavors to achieve the Vision 2030 goals. However, the Chamber in the past was highly politicized and was not able to discharge its mandate effectively. In the 1960s through to 1990s, the Chamber was very effective in discharging its mandate and earned great respect in local, regional and international arena. KNCCI's input and advice on national and international issues was widely sought. From late 1990s through NARC government, the organization got entangled in politics. The organization was also faced with internal wrangles, with some of them taking a tribal dimension.

The organization lost its former credibility, not only locally, but internationally. The quality of management also deteriorated and members engaged in corruption, resulting to the loss of Chamber's prime assets through direct internal conniving by Directors. A case in point involved the Chamber's City Cabanas plot. This plot was sold by Directors who subdivided the money amongst

themselves. The Chamber's niche was taken by other BMO's. In fact the emergence and thriving of many BMOs in Kenya could be directly link to KNCCI's past inefficiency.

Currently, the Chamber has put in place measures that are geared towards reviving and re-invigorating its operations countrywide. A new Board of KNCCI was constituted with an additional six board members being selected to represent various interest groups such as gender balance and women entrepreneurship. The new board is headed by new National Chairman, Mr. Kiprono Kittony who has exhibited exceptional ambitions geared towards reviving the Chamber's business. He oversaw the restructuring of KNCCI where staff were hired on merit and conducive working environment created. This led to the rebranding and re-launching of KNCCI on 25<sup>th</sup> July, 2014 and increased publicity and participation of KNCCI in National and County advocacy and business development matters.

In 2014, the Chamber contracted a strategic management Consultant, Crowe Howarth International, to develop and propose a transformation roadmap. The Consultant developed and proposed an approach to audit and restructuring as well as the adjustments of the Chamber's business activities and mode of operation. The implementation of this approach saw a radical corporate downsizing and recruitment of key strategic staff led by the Chief Executive Officer, Trade Development Manager, and Business Development Manager. The overhaul of the business membership operations was undertaken and the Chamber also relocated its headquarters from Ufanisi house to Heritan House in Hurlingham in the effort to improve its corporate image.

Similarly, the Chamber contracted IBM Corporate Service Corps, Kenya Team 9 to evaluate its communication strategy, value proposition, and management system. It submitted its final report in September 2014. Key among the issues pointed out by the IBM team is lack of consistent message and communication coming from KNCCI offices, low uptake of IT in the Chamber operations, inadequate communication between the KNCCI and its members among others. The report also indicate that majority of the members of the Chamber do not see the benefits they get from their membership. We recommend urgent implementation of the recommendations of the IBM team as a step towards addressing existing communication shortfalls between the KNCCI and its members and between the National office and the County Chambers.

Under the guidance of the current National Chairperson the following key achievements have been realized:

- i) Creation of the patron membership category to build a firm foundation for the Chamber's objectives.
- ii) In collaboration with the GoK, the economic diplomacy portfolio of the KNCCI has made possible the incoming trade delegations from Mexico, Thailand, Iran, Turkey, Sri Lanka, China, Poland, Israel, and Malaysia to have successful business meetings with its members.
- iii) Outgoing trade missions to Ethiopia, Turkey, Nigeria, Qatar, Botswana and Uganda have been achieved.
- iv) KNCCI was granted back the mandate of the issuance of the Certificate of Origin.
- v) Restructuring of the Chamber which led to hiring of the new staff members and also rebranding of the Chamber.
- vi) Renewed participation of KNCCI on public policy and private sector issues both nationally and at the County level.
- vii) Revitalizing of the County Chambers.
- viii) The establishment of the Kenya Nigeria Trade and Investment Council and the Agribusiness Partnership Forum.
- ix) Receiving donor support from Trade Mark East Africa on automation of the Certificate of Origin, Trade Facilitation Organization of Canada on enhancing trade between Kenya and Canada, Centre for International Private Enterprise (CIPE) and United Nations Development Programme on needs assessment.
- x) Contribution to the Joint Commission for Cooperation between Kenya and Sri-Lanka, Egypt, South Africa, Botswana, India, and Belarus.
- xi) Contributed and participated in the development of rules of original development for the East Africa Community (EAC), Common Market for Eastern and Southern Africa (COMESA), African Growth and Opportunity Act (AGOA), and with Southern African Development Community (SADC) through the tripartite agreements.
- xii) Contributed and participated in the Chambers of Commerce meeting to establish a framework for private sector engagement in the Indian Ocean Rim Association (IORA). The IORA member states are now working towards establishing a trading arrangement to enhance trade and investment. The participating countries include Kenya, India, Tanzania, Mauritius, Malaysia, Pakistan and Australia.
- xiii) Contributed and Participated in the programme Supporting Indian Trade and Investment in Africa. This programme promote micro, small and medium enterprises trade and

investment between India and Eastern African countries including Kenya, Tanzania, Ethiopia, Uganda and Rwanda. The Chambers are the lead private sector organizations.

- xiv) Contributed and participated in the preparation of the Joint Venture Policy at the Ministry of East African Affairs, Commerce and Tourism.
- xv) Government Budget Preparation: Reviewed and submitted comments on draft Budget Policy Statement 2014 and 2015 giving recommendations on improvement of the business environment for the private sector.
- xvi) World Chamber Congress: Initiated the process and guided the presentation of the expression of interest to host world Chambers Congress 2021 which was accepted by the World Chambers Federation (WCF) of the International Chamber of Commerce (ICC).

#### **c) Review of KNCCI's strategic planning**

The KNCCI main operations are geared towards articulating the business interest of its members. The Chamber has developed strategic plan to guide its activities and programmes for the period 2014 – 2016. This is a consolidated strategic plan both for the National Office and the County Chambers. However, the strategic plan is in draft form and should therefore be urgently completed in order for it to provide guidance and roadmap towards implementation of the Chamber short-term and long-term activities.

#### **4.3.2 Services offered by the KNCCI to its members**

The services that the Chamber offers include the following:

##### **i) Trade Missions, Fairs and Exhibitions Services**

The KNCCI leads business delegations to trade missions within Kenya and throughout the world. The trade missions abroad are on targeted sectors of interest to the other Kenya trading partners. The Chamber works in collaborations with trading partners and Chambers of Commerce to organize for joint ventures and business matching sessions through Business to Business (B2B) meetings. Representatives of governments also participate in trade missions, exhibitions and fairs. Business to Government (B2G) and Bilateral meetings are undertaken with a view to understanding private sector challenges in the bilateral trade and provide solutions through the governments. KNCCI also engages partner Chambers of Commerce through mutual Memorandum of Understanding (MoUs) which are aimed at improving trade and investment between Kenya and the respective trading partner countries. Since 1976, KNCCI has signed over 100 MOUs with most recent being between by KNCCI and Chambers of Commerce in Turkey, Nigeria, China, Slovakia, Poland, Qatar, Egypt

and United Arab Emirates. Through the missions, KNCCI promotes partnerships between Kenya and other Country's businesses with a view to grow our agribusiness, industrial technologies, and infrastructure, telecommunications and information technology, manufacturing and irrigation sectors among others.

### **ii) Trade Facilitation services**

KNCCI lobbies for regional integration initiatives to stimulate growth and development of Kenyan businesses under regional trading frameworks that promote trade and investment in the region;

- East African Community (EAC)
- Common Market for Eastern and Southern Africa (COMESA)
- Southern Africa Development Community (SADC)
- African Growth and Opportunity Act (AGOA)

The Chamber promotes increased exports from Kenya to the region and the rest of the world by both Micro, Small and Medium Enterprises (MSMEs) and large enterprises to improve trade that promotes wealth and employment creation. In addition, the Chamber advocates for provision of incentives for industrial development that contributes to value addition and diversification of Kenya's exports. Other areas include lobbying for acceptance of pro-poor economic partnerships agreements (EPAs) that support poverty reduction and creation of business and investment opportunities especially in the agriculture sector to which majority of Kenyans depends on for livelihood. The Chamber facilitates trade through the issuance of Certificates of Origin that was targeted to be fully automated by December 2014. This is expected to increase Kenya's exports regionally and globally.

### **iii) Promotion of Foreign Direct Investments and Joint Ventures**

KNCCI also advocates for foreign direct investments into Kenya and availing of joint ventures opportunities to Kenyan businesses. This is undertaken by lobbying the Government both at National and County level to provide incentives to investors towards technological transfers, standards and quality enhancement, efficient and effective sustainable utilization of resources for the benefit of the Kenyan people. KNCCI lobbies for enhancement of local content in manufacturing through higher local value addition.

### **iv) Promote Youth, Women and Persons with Disabilities Enterprise Development**

The Chamber has prioritized programmes towards youth, women and persons with disabilities in key areas of business development, access to finance, access to markets and capacity building to utilize

the Government's 30% procurement opportunities to promote inclusive economic development. The Chamber is a lead private sector partner in the establishment of the County Business Development Centers to provide information and capacity building to the youth, women and persons with disabilities to participate in trade and investments.

**v) Undertake Annual Budget and Tax Seminars**

KNCCI undertakes budget analysis annually and informs the business community on its implication to business development. Through budget analysis, the Chamber offers information concerning taxation in Kenya as well as incentives to promote trade and investment. The Chamber also lobbies for incentives to promote business development both at National and County levels through proposals on business environment to national sector hearings and county budget and economic forums.

**vi) Informal Businesses Formalization**

KNCCI accepts membership from registered businesses in Kenya. KNCCI seeks to ensure formalization of majority of businesses in Kenya to ensure growth and development of enterprises to operate nationally and globally. The informal sector in Kenya is dominated by the SMEs and holds a large population of Kenyans and their formalization would enhance economic development in Kenya through trade and investments. The Chamber also assists Kenyans to register, incubate, mentor and expand businesses.

**vii) Trade and Industrial Policies Interventions**

KNCCI also submits proposals to Government in the course of preparation of business legislation and policies both at National and County levels. Examples include the National Exports Strategy, County Finance Bills, County Sectoral Plans and Bills, and trade negotiations participation supporting Government delegations, among others. These interventions are meant to contribute to the improvement of business environment with a view to spur trade and investment in Kenya.

**viii) Enterprise Development Support and Consulting Services**

The business environment is dynamic. There is therefore need for the business community in Kenya to remain on track by adopting the latest and most efficient means of conducting trade. This is why the Chamber offers enterprise development support to keep members of the business community abreast with what is going on all over the world to enable them remain highly efficient and competitive. The support targets every business and other stakeholders. The Chamber for example offers tailor-made support on MSMEs strategy development, business registration, exports development, business regulations and business plans preparation, entrepreneurship and industrial

incentives. Jointly with partners in and outside Kenya, the Chamber offers scholarship opportunities to Kenyan business community on technical courses such as information technology, telecommunications, MSMEs and rural development, project management, environment and renewable energy courses. KNCCI also offer consultancy services to both public and private entities on trade and industrial development strategies, trade negotiations, participation and supporting Government delegation.

**ix) County Trade and Investment Services**

KNCCI has representation in all the 47 Counties in Kenya. With exception of some County Governments which are unreceptive and not so enthusiastic, most of the County Chambers work in partnerships with the County Governments to advocate for improved business environment at the County level. The objective is to enhance business development through incentives to register, expand and participate in viable trade and investments. The Chamber at the County level also gives business environment proposals to the County Budget and Economic Forum towards preparation of finance, trade and sectorial development laws to promote private sector development as the source of wealth creation and employment. The Chamber collects and collates trade and investment information on County investment opportunities that are important during trade missions, fairs and exhibitions within and beyond Kenyan borders. The County Chambers organize and participate in local County trade fairs and exhibitions, offers support to the business community and shares information on agreements and markets for exports. The County Chambers also works with partners at the local level and brings together all the Business Membership Organizations and the private sector at large in forging common business development initiatives to lobby County Governments to enhance the business environment.

**x) Trade Disputes Settlement and Arbitration Services**

KNCCI is mandated to offer trade disputes settlement and arbitration services in the course of international trade. KNCCI is in the process of setting a Premier Disputes Settlement and Arbitration Board in Nairobi. This would ensure that members of the business community undertake their trade and investment activities in Kenya and in other Countries without disruptions.

**xi) Business Networking Services**

KNCCI provides a platform for business networking through breakfast and luncheon meetings to exchange information, experiences and business opportunities.

#### **xii) Finance and Technical Support Services**

The Chamber through its very large connection with different organizations and institutions also plays a major role in offering finance and technical support to business. This is usually done through projects with some of the Chamber strategic partners in private sector development in Kenya.

#### **xiii) Trade and Investment Information Dissemination**

KNCCI has a database of trade and investment information from own research, trade missions, fairs and delegations. This is in addition to market intelligence information that is useful for business growth and development. Also, the Chamber has information about global brands interested in partnering with Kenyan businesses. The Chamber disseminates this information to its members and Kenyans at large to promote private sector development in Kenya.

#### **xiv) Government Representation**

The Chamber is represented in key Government initiatives on trade and investment at both National and County levels. This provides a platform for the Chamber to lobby and advocate for the creation of a favorable trade and investment environment for business growth and development.

#### **xv) Issuing Certificates of Origin**

The Chamber issues Certificates of Origin to the local products. The Certificate of Origin (COO) in Kenya has been issued by Kenya Bureau of Standards (KEBS) until recently when it was reverted back to the Chamber in the government effort to revive it.

### **4.3.3 The Strategic Management of KNCCI's operations**

To be able to offer the above highlighted services, the Chamber has adopted a Committee of 14 elected Directors, who are also Chairmen of their respective Sectoral Standing Committees. Currently the Chamber has the following approved sectoral Standing Committees with key mandate in various areas of economy:

#### **a) Fairs and Exhibitions Committee**

This committee is tasked with the following duties:

- Domestic Trade Fairs and Exhibitions;
- New Kenya Trades Exhibition; and
- Development of the proposed Exhibition Centre.

#### **b) Education and Training Committee**

The mandate of this committee includes the following:

- Training of Trainers;
- Business Education Programmes;

- UNIDO Investors Survey and Sub-contracting and Partnership Exchange (SPX) Programme;
- VAT Training Programme; and
- Business Seminars;
- Liaison with KIM, ESAMI and Training/Technology Institutes; and
- Business Scholarships.

**c) Legislation and Local Authorities Committee**

The role of this committee includes dealing with issues relating to the following:

- Local Authority Rates, License Fees and Charges;
- Review of the KNCCI Constitution;
- Analysis, comments and recommendations on Bills before Parliament;
- All DDC matters;
- Arbitration - domestic and international; and
- International Chambers of Commerce (ICC) matters.

**d) Economic and Development Committee**

This committee is tasked with mandate related to the following:

- Economic Policy;
- East African Community;
- COMESA;
- Fiscal and Monetary Affairs;
- Financial Bills, KIPPRA, KEPSA;
- AGOA;
- WTO;
- NEPAD; and
- Vision 2030 implementation, Monitoring and Evaluation.

**e) Finance Committee**

This committee is tasked with the following:

- Control of Chamber finances;
- Preparation and implementation of Annual Estimates and Budget;
- Supervision of Branches estimates and expenditure;
- Chamber Investment Company Limited (which is currently dormant);
- Ufanisi House management; and

- Chamber Assets including land, movable and property, etc.

**f) Wholesale and Distribution Committee**

The role of this committee includes the following:

- Distribution Policy;
- Appointment of Distributors and Agents;
- Transit Goods; and
- Customs Bonded Exports.

**g) Livestock Committee**

The role of this committee includes the following:

- Marketing of Livestock products;
- Inputs into Livestock;
- Livestock Permits and Licenses; and
- Liaison with Livestock based Organizations;

**h) Manufacturers Committee**

The role of this committee includes the following:

- Investment Incentives;
- Protection of Domestic industry;
- Anti-Dumping measures;
- Taxation affecting industry;
- Problems relating to industrial land;
- Matters relating to KenInvest, ICDC, IDB Capital and KIE;
- Buy Kenyan Build Kenya Campaign;
- Africa Industrialization Day Programme;
- Liaison with KAM and FKE; and
- Liaison with NEMA and KIRDI.

**i) Export and Tourism Promotion Committee**

The role of this committee includes the following:

- Exports and Tourism Promotion Missions;
- Incoming Trade Missions and Delegations;
- Matters relating to EPC, IPC, EPZA, MUB, Kenya Tourist Board, FPEAK, HCDA;
- Cargo space for exports;
- Cross Border Trade;

- Exports Incentives Scheme;
- External Trade Fairs and Exhibitions;
- Certificates of Origin for exports; and
- Bilateral and Multilateral Agreements.

**j) Transport and Communications Committee**

The role of this committee includes the following:

- Transportation of goods and services by land, air and sea;
- National Business Infrastructure and ICT services;
- Port of Mombasa;
- Northern Transit Transport Corridor; and
- TIS System.

**k) Membership Committee**

The role of this committee includes the following:

- All membership matters of the Members;
- Chamber Luncheons and Dinners;
- Membership Directory;
- Membership fees, Badges, Awards and Certificates;
- Members Disciplinary Matters;
- Members SACCO; and
- Branch Membership Development.

**l) Women-in-Business Committee**

The role of this committee includes the following:

- Provision of Women in Business;
- Training Programmes for promotion of Women in Business;
- Solicit for funds for promotion of Women in business;
- Educational Tours and exchange visits;
- Legal issues affecting women in business; and
- Promotion of gender awareness.

**m) Small and Medium Enterprises (Jua Kali) Committee**

The role of this committee includes the following:

- Promotion of Jua Kali Enterprises;
- Marketing of Jua Kali Products;

- Liaison with Kenya National Federation of Jua Kali Associations;
- Design and Development of MSE products;
- Sub-contracting with major manufacturers;
- Training of MSEs through industrial attachments; and
- National Jua Kali Exhibitions.

**n) Agriculture Committee**

The role of this committee includes the following:

- Marketing of Agriculture products;
- Inputs into Agriculture policies;
- National Food Security;
- ASK Shows and Exhibitions; and
- Liaison with KFA, Kenya National Federation of Agricultural Producers (KENFAP), National Cereals and Produce Board and other Agriculture Organizations.

Through its various departments, the KNCCI Secretariat offers services to all Chamber members in an equal status manner. The Chamber departments include the following:

- Human Resources and Administration Department;
- Membership and Branch Network Development Department;
- Trade Development Department;
- Information Dissemination and Publicity Department; and
- Finance Department;

**4.3.4 Needs assessment and recommendations on Chamber’s overall mandate and operations**

The Chambers of commerce and industry worldwide can broadly be categorized into two:

**a) Chambers with compulsory membership:**

The Chambers under this category are formed under public law. This system of Chambers generally prevails in continental European countries such as France, Germany, Netherlands, Hungary, Italy, Spain and Austria.

**b) Chambers with voluntary membership:**

The Chambers under this category are formed under private law. This system of Chambers generally prevails in UK, USA, Sweden, Finland, Japan, Canada, Norway, Denmark, Singapore and most of the other Common Wealth Countries. The Chambers under this category generally have fewer memberships than the Chambers under public law.

The KNCCI falls under the voluntary membership category since the Constitution of Kenya guarantees freedom of association. The government therefore does not interfere or influence the membership of the Chamber. However, the KNCCI may lobby for the assistance of the government in sensitizing the public on the benefits of being a member of KNCCI. The Chamber may also lobby the government to include in the public procurement regulations that a certificate of KNCCI membership be an added advantage for a business entity participating in public tenders.

- A closer examination of the existing committees in the National office reveals that most of them have not been constituted largely due to lack of enough management staff. We therefore recommend engagement of competent and experienced staff and operationalization of the sectoral standing committees so that they can be able to discharge their mandate.
- The KNCCI has not automated any of its services. It plans to automate the issuance of Certificates of Origin, membership services and general customer care services. However, the Chamber does not have an ICT expertise and has no ICT unit to offer ICT support services. We recommend that the Chamber establish an ICT unit and recruit at least two ICT personnel to operationalize the unit.

The duties of the established ICT unit would include the following:

- i) Empowering the Chamber staff both at the National Office and the County Chambers and providing the members with modern and competitive ICT services such as online issuing of Certificates of Origin among others.
- ii) Manage the KNCCI website, social media platforms, publications and other resource materials.
- iii) Provide training and advice on IT and other related matters to the Chamber departments and KNCCI Members in general.
- iv) Promote suitable business environments for MSEs (business community) through technology.
- v) Integrate and embed ICT components into Chamber's business processes.
- vi) Empower MSEs with current and competitive ICT solutions and knowledge.
- vii) Developing activities that will enhance IT skills among MSEs and the other business communities.
- viii) Encourage KNCCI membership recruitment through online registration.

- ix) Liaison with all ICT stakeholders for the benefit of the members.
  - x) Organize MSE-ICT exhibitions, conferences and seminars.
  - xi) Create and promote ICT entrepreneurship.
  - xii) Online fundraising activities for the Chamber.
  - xiii) Seek assistance on ICT equipment and systems for the benefit of target groups (KNCCI Members).
  - xiv) Facilitate training and capacity building on ICT skills to the Youth, Women and people with Disabilities enterprises as special focus group, in line with the overall strategic focus of the Jubilee Government towards this group.
- While the Chamber is mandated to offer arbitration services, currently it does not offer any arbitration services. However, it is still part of the Nairobi Arbitration Center.
  - To increase visibility, the National office should launch a massive outreach campaign through the electronic and print media, publishing of the magazines, brochures and pamphlets as well as participating in debates on National issues touching on the business interest of the members.
  - The Chamber can also increase visibility by organizing and holding an annual regional trade and investment conference, teaming up with a national media house on a theme that affects majority of members of the business community e.g., EPAs, AGOA, Regional risks mitigation, cross border trade, counterfeits, financing options for MSEs, cooperatives and SACCOs etc.

#### **4.3.5 Review and analysis of the operations at the County Chambers**

##### **i) Key functions of the County Chambers**

The County Chambers are supposed to cascade the overall mandate of KNCCI at the County level.

Key among the activities to be undertaken by the County Chambers including the following:

- Create a platform for advocating for favorable business environment in the Counties through frequent dialogues and engagements with the County governments.
- Establish a platform for expanding a trade and investment framework in each County.
- Create platform for its members in the County to critically participate in the governance and growth of the County.
- Provide the necessary support in enhancing the growth of the local business enterprises.
- Promote cross-border trade for those Counties at the border with neighbouring countries.

- Provide training and capacity building on business entrepreneurship and investment tactics to its members.
- Encourage investments and industrialization at the county level.

**ii) Needs assessment and recommendations to enhance the County Chambers' operations**

Table 3 in the Appendix provides a thorough analysis of the County Chambers' current state in terms of their key operations, planning and strategic focus. The key areas that we analyzed include the following.

i) The study analyzed the strength in terms of the number of memberships per County Chamber. The membership is either individual or corporate. The analysis showed high number of membership ranging from 16 in Nandi Chamber to over 6,000 in Nakuru Chamber. But Tharaka Nithi County Chamber has no members. A close comparison on the memberships and the financial constraints of the County Chambers indicates that most of the members are dormant. The dormancy of the KNCCI has created membership apathy as potential members do not see tangible benefits accruing from being a member of the Chamber. To reduce the members' dispiritedness and to increase the membership profile, we recommend that the KNCCI County Chapters undertake the following:

- Carry out massive sensitization campaign to activate the dormant members.
- Carry out an aggressive recruitment of new members.
- Develop a close contact with members throughout the year, not just once, while demanding for the membership fees.
- Increase visibility by participating in all the forums whose theme touches on the members' interest.
- Maintain a two way communication channel with the members.

ii) This study sought to establish whether the County Chambers have developed policy frameworks, guidelines and MOUs for engaging the County Government, and other development partners in the County. The purpose of this was to determine whether the County Chambers have a structured form of engagement with the County Government and other partners in the County or not. The analysis in table 3 in the Appendix reveals that some County Chambers such as Homabay, Migori, Mombasa, Kiambu and Machakos, among a few others, have an engagement policy and some have signed MOUs. However, majority of

the County Chambers do not have framework for engaging their partners. Others such as Machakos have sighted resentment and non-recognition by the County Governments. Nairobi County Chamber has drafted a policy of engagement but has not implemented it.

We therefore recommend that all County Chambers undertake the following:

- Develop a structured framework and sign MOUs with County Governments and other development partners in their respective Counties.
  - Develop a good working relationship with the County Governments for the interest of the members.
  - Refrain from engaging in County politics and power struggles which are injurious to the interest of the business community.
- iii) The study also endeavored to establish whether the County Chambers have been active, by analyzing the number of events organized or participated in by each one of them since their establishment. It was revealed that most of the County Chambers are only engaged in the forums which have no cost implication mainly due to lack of finances. The forums attended include round-table talks with the County Governors, forums to discuss security issues, Counties' Finance bills debate, County government Strategic planning forums, Development of the position papers leading to taxation proposals among other forums.
- iv) The study sought to find out whether the County Chambers have put in place short-term and long-term plans aimed at ensuring the growth and sustainability of their respective Chambers. Table 3 in the Appendix provides a detailed analysis of each of the County Chamber visited.
- v) The study investigated the current rating of the Chamber in terms of the current operations Vis-à-vis its potential on scale of 1 to 10. Nyamira, Nyandarua and Embu were rated at 1, while the highest was Mombasa at 8. Majority of the County Chambers were rated below 5 on average. Therefore the average performance on the County Chamber since their establishment is very low.
- vi) We also evaluated the strategies that have been put in place to promote investments and cooperation between one County Chamber and its neighboring Counties Chambers. Table 4 in the Appendix provides a detailed analysis of the strategies for inter-County Chambers' cooperation. Most of the Chambers indicated an effort towards cooperation in form of sharing of information, holding inter-County Chambers' consultative forums on cross cutting

issues such as security that may affect the businesses, the discussion of County finance bills that may have mutual implications, deliberations on tapping common tourists attraction sites, issues related to transportation between the Counties, promoting agricultural activities and agribusiness, participating in common trade fairs/expos, among others. However, some County Chambers such as Kilifi, Kwale, Embu, Nyeri, Machakos and Siaya, among few others have not put in place any strategy for cooperation with other neighbouring County Chambers.

- vii) There exist an opportunity for foreign direct investment and development partnership with foreign investors in areas of agriculture, tourism, horticulture, trade, industrialization and mining, among other key sectors at the County level. Our findings indicate that a few County Chambers have adopted strategies aimed at promoting foreign investments in the sectors of comparative advantage in their Counties. For example, Busia Chamber was represented in a foreign trade mission to Dubai and Abu Dhabi. This Chamber is also planning to travel to Nigeria, Johannesburg and Pakistan to promote agribusiness and real estate investments. Some directors from Bungoma County Chamber visited Thailand, Australia and China and they are currently pursuing maize mill from China worth Kshs 1.2 billion to be installed in their County. However, some County Chambers such as Kakamega, Uasin Gishu and Narok, among few others, have no strategy in place to promote foreign investment in their respective Counties.
- viii) Visibility is a very key component in marketing of any organization. This study sought to evaluate the strategic measures that the County Chambers have put in place to ensure visibility in terms of marketing and representation in the County trade and business activities. The analysis in table 4 in the Appendix provides a detailed review of the measures that each County Chamber has put in place to ensure visibility. Some County Chamber offices such as Kisumu, are not branded and therefore not recognized by the public. Other Chambers such as Nyamira and Bungoma, among others, would like to use roadshows and media platform, social media, brochures, pamphlets and publication of magazines but have been hindered by lack of funds. Participation in exhibitions, seminars and workshops, consultative forums and public deliberations remain the most dominant avenue that has been utilized by most of the County Chambers to ensure visibility. Some Chambers though, have not indicated any effort towards enhancing visibility. Such Chambers include Migori, Uasin Gishu, Nakuru, Kisii and Kilifi among others.

ix) The Jubilee Government has put much emphasis towards supporting the enterprises that are owned by the youth, women and people with disability in Kenya, in an effort to address high rate of unemployment in this cadre of population. Towards this effort, the government recently launched UWEZO fund and continue to run Youth Enterprises Development Fund, Women Enterprise Fund and other support programmes in conjunction with the County Governments. The Government has also directed that 30% of the total public procurement in all the public institutions be reserved and awarded to youth, women and people with disabilities. Recently the Government established a new Parastatal known as the **Micro - Small & Medium Enterprise Authority** under the Ministry of Industrialization & Enterprises Development to spur growth of MSEs in the country. The recently concluded assignment by the Presidential Task Force on Parastatal Reforms recommend the creation of Biashara Kenya (BK) which shall be the amalgamation of the existing consolidated funds such Youth Enterprise Fund (YEF), SME Fund, Women's Enterprise Fund (WEF) and UWEZO Fund and related other funds, initiates and programs. An MSE Fund of about Kshs. 3.8billion (with Kshs. 1 billion disbursed) is currently managed under the National Treasury while Kshs. 6 Billion Uwezo Fund is geared towards supporting youth and women enterprises. The Vision 2030 development blue print for country is cognizant of the pivotal role that MSEs play in the nation's economic growth and development.

In view of this development, this study sought to assess the capacity and the strategies that the County Chamber have hitherto undertaken towards advocating for a conducive environment and promoting trade development for MSEs, youth, women and people living with disability in the Counties. This is because the group, if well harnessed, will form the largest membership base for the County Chambers in the coming years. A detailed analysis on this is presented in table 4 in the Appendix. The analysis revealed that most of the County Chambers have indeed formulated strategies with special focus on youth, women and people living with disabilities. Some of the strategies include:

- Delegating a specific person to be in charge of business run by persons with disability, women and youth e.g. in Kisumu Chamber;
- Undertaking capacity building; and
- Advocating for payments of the tenders awarded to this group to be paid on time, among others, (see detailed analysis in Table 4 in the Appendix).

However, a few County Chambers such as Baringo, Kakamega and Migori among others have no strategic focus in place.

- x) Key among the mandate of the KNCCI is to offer training and business skills to its members especially the young entrepreneurs which include the youth. The business skills and investments tactics are crucial for the survival of any business. This study investigated the County Chambers' preparedness and capacity to support the MSEs with training and capacity building on business skills. We sought to find out whether they have developed training programmes/manuals for enhancing Chamber's members on entrepreneurial skills. The analysis provided in table 4 in the Appendix indicates that this is one area that the County Chambers have performed minimally. Only a few County Chambers such as Trans Nzoia and Nairobi have been able to offer entrepreneurial training to its members. Most of the County Chambers have not developed training manuals and guidelines citing lack of funds. Another key reason is lack of technical capacity and skills to develop and implement credible training programmes. Some County Chambers such as Machakos, Kirinyaga, Kiambu, Kericho and Kajiado among few others, have undertaken training jointly with strategic partner such as Business Advocacy Fund (BAF), local banks such as Equity Bank, Kenya Commercial Bank and insurance companies etc.
- xi) Value addition is a component in promoting growth of any economy. The study sought to establish whether the County Chambers are well prepared in terms of skills and competence to offer value addition training to its members at the county level. Like the training on the business entrepreneurial, most of the County Chambers lack the technical skills and funds necessary to develop a training programme on value additions. Kiambu County Chamber has however undertaken training on value additions on condensed meat, horticulture, avocado juice, promotion of kales and pig rearing businesses. Other County Chambers such as Kitui have conducted training although they do not have training manuals.
- xii) Finally, the study assessed the overall strategies put in place to ensure that they tap the county potentials and increase membership. Table 4 in the Appendix provides a detailed analysis per County Chamber.

#### 4.4 COMPONENT 4: REVIEW AND ANALYSIS OF KNCCI FINANCIAL STATUS, SUSTAINABILITY AND PARTNERSHIPS STRATEGIES.

##### 4.4.1 Financial Performance and sustainability

KNCCI has over 14,000 members made up of individuals and corporate memberships. Recently the Chamber introduced a patron membership class made up of Kenya's top notch businesses. It is quite unique that the Chamber has membership from the highest to the lowest profile business. The Chamber also has small scale enterprise membership. These include stall owners as members who pay an annual membership fee of Kshs 500.

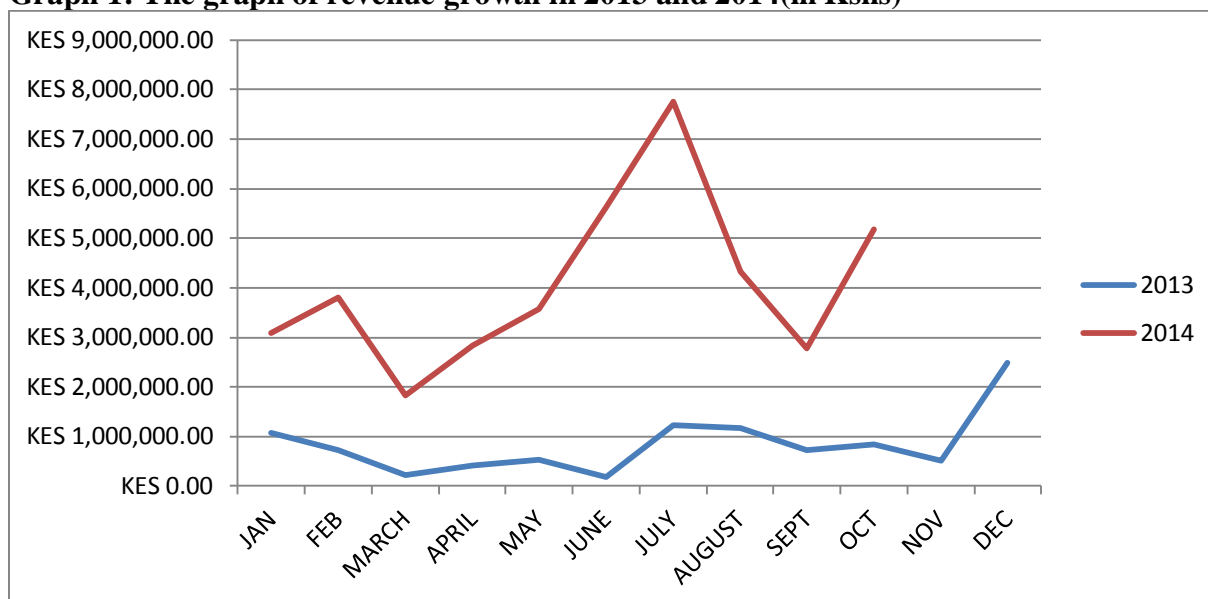
Table 1 below shows the revenue growth from membership contributions and other sources in 2013 and 2014.

**Table 1: Revenue growth from membership and other sources**

NO	MONTH	2013	2014
		AMOUNT (Kshs)	AMOUNT (Kshs)
1	January	1,069,000	3,090,000
2	February	724,000	3,810,000
3	March	223,000	1,820,000
4	April	423,000	2,840,000
5	May	537,000	3,575,000
6	June	186,000	5,625,000
7	July	1,235,000	7,755,000
8	August	1,180,000	4,328,000
9	September	720,000	2,783,000
10	October	840,000	5,173,000
11	November	510,000	
12	December	2,480,000	
	<b>TOTAL</b>	<b>10,127,000</b>	<b>40,799,000</b>

*Source: KNCCI*

**Graph 1: The graph of revenue growth in 2013 and 2014(in Kshs)**



Source: KNCCI

**Table 2: Financial Performance**

KNCCI FINANCIAL POSITION AS AT 30 <sup>th</sup> SEPTEMBER 2014		
STATEMENT OF COMPREHENSIVE INCOME		
	<u>Kshs.</u>	<u>Kshs.</u>
<b>INCOME</b>		
Subscriptions	10,284,940	5,763,346
Others	31,448,768	6,195,216
Rent Income	165,317	-4,035,912
Pro Invest Suspend Project		-
<b>TOTAL INCOME</b>	<u>41,899,026</u>	<u>7,922,650</u>
<b>OPERATING EXP</b>	<u>-41,226,169</u>	<u>-11,859,469</u>
<b>TOTAL SURPLUS/DEFICIT</b>	<u>672,857</u>	<u>-3,936,819</u>
Finance Cost	<u>-137,242</u>	<u>-173,992</u>
<b>SURPLUS /(DEFICIT) BEFORE TAX</b>	<u>535,615</u>	<u>-4,110,811</u>

Source: KNCCI

As at the end of September, 2014, the Chamber was on an overdraft of Kshs 4,110,811.

#### 4.4.2 The financial management and planning

The KNCCI has made a great step towards enhancing its financial planning and management. In the past, the Chamber operated without financial manual, without well laid down procurement systems and its accounts would remain unaudited for a period of up three years. The Chamber was faced with huge debts arising from the need to remain in operation but with low income.

In the effort to address and improve the financial planning and systems, we recommend that the KNCCI strengthens the following key areas, most of which are already being implemented:

- i) Religiously implement the Financial manual to guide its financial management;
- ii) Improve the procurement system by putting in place procurement procedures through prequalification process aimed at identifying suppliers;
- i) Ensure that financial accounts are audited;
- ii) Ensure authorization of every expenditure for cost control;
- iii) Ensure daily tracking of expenses; and
- iv) Develop a plan to ensure that it clears all the outstanding debts.

#### **4.4.3 Strategic development partners/donors**

The KNCCI has been working in partnership with various strategic development partners in its effort to offer services to its members. These partnerships include the following:

##### **a) KNCCI CIPE Partnership**

The Center for International Private Enterprise (CIPE) program focuses on three areas of advocacy namely: - communication strategy, the National business agenda and implementation of the MSE Act. The program will begin from February 2015.

##### **b) Trade Mark East Africa (TMEA)**

TMEA engagement will support the creation of an electronic Certificate of Origin (e-COO). Further, the proposal focusing on MSE exports development is being finalized and we expect engagements from January 2015.

##### **c) KNCCI UNDP Partnership**

KNCCI has been included in the UNDP work plan for the period 2014 to 2018 under the economic empowerment program (EEP). KNCCI and UNDP are currently carrying out a needs assessment to provide a framework for institutional strengthening.

##### **d) KNCCI UNIDO Partnership**

United Nations Industrial Development Organization (UNIDO) support focuses on capacity building on exports to micro, small and medium enterprises. The establishment of the Chamber School of Business provides an excellent sustainability guarantee. The partnership is expected to be on board early 2015.

**e) KNCCI TFO Partnership**

KNCCI and TFO have an agreement for the period 2014 - 2018 on trade and investment promotion between Kenya and Canada. The partnership framework provides for training, seminars and information sharing for exports.

**f) Chamber School of Business**

KNCCI has established a Chamber School of Business that will offer practical training to businesses, micro, small and medium enterprises and Kenyans in general. KNCCI has secured partnership with the Australian Institute of Management of Western Australia (AIM-WA) one of the best institutions in Australia. The school will provide a basis for long term revenue sustainability.

**g) The Business Advocacy Fund**

The Business Advocacy Fund(BAF) supports business member organizations (BMOs), trades unions and civil society organizations with an interest in supporting business to engage in private public dialogue and to advocate improvements in the business environment in Kenya in the expectation that, if successful, changed policies will lead to more investment and, ultimately, more jobs. The KNCCI has been working in partnership with BAF in providing capacity building, mentoring and support in dialogue and advocacy projects.

## **4.5 COMPONENT 5: GOVERNMENT POLICY ON COMMERCE AND INDUSTRY, REGIONAL AND INTERNATIONAL DEVELOPMENTS.**

### **4.5.1 Government policy on Commerce and Industry in Kenya**

The Jubilee Government has a special focus on uplifting the Micro, Small and Medium Enterprises in Kenya. To implement the strategies towards MSEs, the government has created new parastatal known as Micro, Small & Medium Enterprise Authority under the Ministry of Industrialization & Enterprises Development to foster growth of MSEs in the country. The Presidential Task Force on Parastatal Reforms recommended creation of Biashara Kenya to house all the consolidated funds and initiatives for supporting and funding of MSEs including the Uwezo Fund, Youth Enterprise Fund (YEF) and the MSE Fund. The National Treasury has been managing Kshs. 3.8 billion MSE Fund.

The micro, small and medium enterprises are very key component of industrial growth and job creation. Most MSEs in the country are established businesses. The role and importance of MSE Development/MSE Fund differs from the other Funds like Women Enterprise Fund (WEF), YEF and UWEZO. WEF, YEF and UWEZO are meant to facilitate access to capital for sections of the population that are considered previously disadvantaged i.e. youth and women. MSE Fund on the other hand is for nurturing already existing enterprises that have the potential to transform Kenya manufacturing and industrial capacity. It is imperative therefore that the development of MSE sector and management of such a fund together be given to a business body such as KNCCI with Ministries of Industrialization and National Treasury providing national oversight.

### **4.5.2 Regional and international developments**

#### **i) African Growth and Opportunity Act (AGOA)**

AGOA trade agreement promotes trade between the United States of America and Sub-Saharan Africa (SSA). The AGOA framework is due for a renewal later in 2015 and consultations have been ongoing which culminated in an EAC position for an extension of the agreement for another 15 years. KNCCI has been attending various forums and its input is always sought for by the Government of Kenya.

#### **ii) East Africa Community (EAC)**

The EAC trade integration is the most advanced within the Africa region. Now at the common market level of integration, KNCCI is engaged in these processes too.

### **iii) The Common Market for Eastern and Southern Africa (COMESA)**

KNCCI has been engaging on trade development initiatives on establishment of the rules of origin for the tripartite blocks which comprise the Southern Africa Development Community (SADC), COMESA and EAC. The rules of origin for the tripartite have been finalized. This opportunity offers a market potential of over 600 million people.

### **iv) Economic Partnerships Agreements (EPAs)**

The Economic Partnerships Agreements (EPAs) are currently being concluded through legislation in the European Parliament. Majority of the issues have been largely agreed upon and for the transition period, and Kenya will continue to enjoy preferences under the GSP. In these meetings and with other BMOs' to ensure that Kenyans get a good deal.

## 5. REVIEW OF OTHER SUCCESSFUL CHAMBERS OF COMMERCE ACROSS THE WORLD

### 5.1 Ceylon Chamber of Commerce

Ceylon Chamber of Commerce (CCC) is perhaps one of oldest Chambers in Asia. It opened its doors in March 25, 1839 under British rule.

The CCC membership ranges from the sole proprietors to the multinational companies. It has membership in every sphere of economic activity in Sri Lanka - industry, import, export, agriculture, banking, hire-purchase, leasing, tourism, shipping, engineering, mining, consultancy services, wholesale, retail, financial services legal and other services.

The Ceylon Chamber of Commerce (CCC) undertakes the following key business activities:

- a) **Auctioning of the Key Commodities:** The CCC carries out auction for the main agricultural commodities. These include Tea, Rubber and Spices among other allied commodities. The commodity auction is conducted under the Chamber Bye-Laws and Conditions of Sale. The Tea Auction which is the largest single origin tea auction in the world is managed in consultation with the Colombo Tea Traders' Association.
- b) **Commercial Dispute Resolution:** The Ceylon Chamber of Commerce (CCC) acts as an arbitrator on business related disputes. The Ceylon Chamber of Commerce's Arbitration Centre is a faster and a reliable way to solve and settle commercial disputes and it enjoys goodwill from the members. It helps find amicable solutions to trade disputes through arbitration, conciliation and mediation and is managed by the Chamber's legal division.
- c) **Issuance of Certificates of Origin.** The Ceylon Chamber of Commerce is responsible for issuing Certificates of Origin in Sri Lanka. This is done by the Commercial Documents Registration Division (CDRD) of the Chamber which was established specifically to undertake this task. Other documents that are registered by this division include Commercial & Freight Invoices, Agency Agreements, Survey reports, Phytosanitary and Health certificates, Authentication of Saudi Visas, Certificates of beneficiaries among others. The Chamber has been operating an on line electronic issuance of Certificates of Origin since July 2007.
- d) **Economic Intelligence and Research:** The Chamber has been running an Economic Intelligence Unit for over 15 years. This unit has massive experience in working for the

private sector, doing private sector research, business to business surveys and lobbying with the Government as the voice of the private sector.

- e) **GS1:** The Ceylon Chamber of Commerce is the sole authorized body to operate the GS1 supply chain standard system in Sri Lanka. GS1 administers the EAN-UCC System and its bar coding symbologies for the retail sector, for logistics, for manufacturing and many other sectors. This system is the only one of its kind with global recognition and multi-sector adoption. The Chamber issues international barcodes for Sri Lankan companies and maintain the Sri Lankan GS1 product number bank.
- f) **Information Products:** The Ceylon Chamber of Commerce also gathers and disseminates information on various types of products in various economic sectors in the market through publications.
- g) **International Trade Information:** The Ceylon Chamber of Commerce has an established unit known as the Foreign Trade Information Division (FTID). This unit endeavors to add value to the business environment, by coming up with innovative information and support, to uplift a variety of businesses. The unit also runs the Chamber's library. The Chamber library is equipped with foreign trade directories, annual reports, business/economic/law related books and articles, magazines, Government Acts, Gazettes, newspaper articles on various economic sectors, countries, Europe market intelligence reports on several products etc.
- h) **Meeting Room Facilities:** The Chamber has a combination of board rooms and auditoria, which are ideally suited for business meetings, share holders' meetings, board meetings, conferences, seminars, and training programmes.
- i) **Policy and Advocacy:** The Ceylon Chamber of Commerce has been participating in public policy advocacy in influencing policies, laws, regulations with a view to foster a dynamic private sector within a strong, competitive business environment. The Chamber's business advocacy is driven by the steering committees comprising of experts in different fields nominated from our membership. The steering committees provide the platform for companies to come together, identify issues of common concern and propose joint solutions that will support industry growth and competitiveness. The steering committees are supported by the Economic Unit and the Legal Unit of the Ceylon Chamber in formulation of submissions to the Government with the necessary background research and inputs. The Ceylon Chamber has Steering Committees on following subject areas:

- Retail Trade and Consumer Affairs;
- CSR and Sustainable Business;
- Economic, Fiscal and Policy Planning;
- Finance, Banking and Capital Market;
- Financial and Regulatory Reporting;
- HR and Education;
- Insurance;
- Law and Order;
- Legislation;
- Taxation;
- Information and Communication Technology;
- Exports;
- Plantations and Commodities;
- Agriculture and Livestock;
- Cosmetics and Pharmaceuticals;
- Leisure;
- Ports, Shipping, Aviation & Logistics;
- Power and Energy; and
- Food and Beverage.

j) **Secretarial Services:** The Ceylon Chamber of Commerce provides top-notch secretarial services to its Trade Associations and Business Councils.

## **5.2 South African Chamber of Commerce and Industry (SACCI)**

### **a) Overview of SACCI**

South African Chamber of Commerce and Industry (SACCI) is the largest Chamber in South Africa. Its membership is comprised of approximately 20,000 small, medium and large enterprises across South Africa. These members are drawn from all economic sectors of South Africa. Large enterprises are usually direct members of SACCI while small and medium enterprises are members through more than 50 local and regional Chambers and 15 National Associations. The SACCI has over 50 affiliated chambers in every province in the country. Its main goal is to address all the economic, social and political issues affecting the business community in South Africa.

SACCI is represented on a number of government bodies, which further enhances the status of the Chamber movement as the voice of business in South Africa. It is also represented on several external bodies, where valuable contributions are made to decision-making in a specified field. Furthermore, SACCI is represented on regional bodies such as the Association of SADC Chambers of Commerce and Industry and working groups linked to the SADC Protocols.

SACCI is also represented directly on the various Chambers of the National Economic Development and Labour Council (NEDLAC), the national tripartite economic and social policy advisory body.

#### **b) Main objectives of SACCI**

The main objectives of SACCI are to:

- Ensure adequate protection of the interests of business community.
- Formulate the policy and viewpoint of business on key issues that affect it.
- Influence constructively the environment in which business operates.
- Help business to adapt to realities that cannot be changed.
- Assist Chambers in helping their members to grow their businesses and fulfil a leading role in their communities.
- Promote the private enterprise system and market-oriented approach with equal opportunities for all.
- Be the voice of business in South Africa.

#### **c) SACCI mode of Operations**

The highest authority in SACCI is the Annual Convention, where all categories of members determine the broad policy of the Chamber by means of Convention resolutions. Provincial Congresses are held to enable constituent Chambers to deliberate on regional/provincial issues and to identify matters that require national consideration.

The Chamber movement maintains close contact with government at all levels – local, provincial and national.

Government officials attend the SACCI Annual National Convention and provincial congresses, and participate in the debates. The resolutions of the Convention and congresses are conveyed to the government both by letter and by deputation. Meetings with Cabinet Ministers are held and interviews with officials take place regularly.

Government interacts with SACCI on issues that affect business, including proposed legislation. SACCI, in turn, consults its constituent Chambers before submitting the matter firstly to the appropriate Standing Committee for discussion and report, and then preparing a considered comment.

#### **d) SACCI Operational Structures**

This Chamber is governed by the Governing Council mandate of delegates from the regional/provincial Chambers. The Chamber also has the Board of Directors. It is perhaps the most closely related to KNCCI in terms of regional structures and management. SACCI has over 50 provincial Chambers which articulate the interest of the business enterprises in the province. To be able to serve the members both at the national and provincial level, SACCI has put in place various structures which KNCCI can borrow from. These include the following:

- i) The Chamber has developed guidelines for engagement with Local Government and has also established Ward Committees in every province.
- ii) SACCI has laid much emphasis on capacity building and training for its members. To be able to accomplish this, the Chamber has established links with training partners who have well established training facilities for the members. These training facilities includes but no limited to the following:
  - Capital City Tshwane Junior Chamber Entrepreneurship Development
  - Middelburg Chamber business Linkage Centre
  - Eastern Gauteng Chamber (Springs) Business Linkage Centre
  - iLembe Chamber "The Entrepreneur" Competition
  - Durban Chamber Business Clinic
  - Durban Chamber Foundation
- iii) The Chamber also maintains a resource center where various form of business information can be accessed by the members.
- iv) SACCI has also developed an operational support procedures and policies that guide the organization. These include:
  - Job descriptions for all the Chamber Staff;
  - Employment contracts for the Chamber Staff;
  - Duties and responsibilities of Chamber office bearers;

- SACCI operations manual;
- Chambers performance appraisal procedures;
- Staff induction procedures for the Chamber;
- Business linkage centers, training and mentorship programme; and
- Business plan templates for the members wishing to start businesses among others.

### **5.3 The Uganda National Chamber of Commerce and Industry (UNCCI)**

#### **a) Overview of UNCCI**

UNCCI is the oldest nation-wide umbrella organization for the private sector in Uganda. It was established in 1933 by the business community, as a membership organization to guard their interests, at the time of anxiety caused by the great depression of the 1930s, and thereafter the Second World War. This Chamber was on the brink of collapsing as a result of economic collapse following the 1972 expulsion of Ugandans of Indian origin by President Idi Amin. It was later reconstituted in 1978, and registered as a company limited by guarantee without share capital, guided by a set of by-laws enshrined in Articles and Memorandum of Association. The leadership of UNCCI is chosen through a vote at an annual general meeting once every five years.

UNCCI enjoys a multi-sectoral membership, with a nationwide outreach. The governance structure include 10 regional offices and over 80 district branch network all over Uganda.

The Chamber has a paid up membership of 5,000 and a potential membership exceeding 100,000.

#### **b) Services offered by the UNCCI**

The main role of UNCCI is to strengthen the private sector in Uganda, through emphasis of trade promotion, industrial development, effective advocacy for sustainable economic policies, and a conducive climate for economic development. The Chamber achieves its goal through offering the following services to its members:

- Lobbying and advocacy;
- Maintain structured forms of dialogue to promote public-private partnerships;
- Disseminate up-to-date business information and opportunities;
- Issuing Certificates of Origin;
- Business advisory services;
- Support vocational skills development;
- Customized statistical reports;

- Facilitate joint venture and business matchmaking;
- Facilitate inward and outward trade and investment missions;
- Provide a platform for networking for the members;
- Arbitration of Business Disputes; and
- Support young entrepreneurs through the Young Achievers Awards.

**c) UNCCI Organization Structure**

The Uganda National Chamber of Commerce and Industry is managed by a Board of Directors comprising of the President, 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Vice-Presidents, the National Treasurer and 16 other Directors drawn from different regions. The Chamber has a Secretariat which is charged with the overall duty of overseeing the day to day activities of the Chamber throughout the Country. The Secretariat is divided into the following departments:

**i) Secretary General (equivalent to CEO)**

The Secretary General is responsible for:

- The overall leadership, development, coordination and management of the Secretariat.
- Set strategy and vision, builds culture and teams and ensures overall business sustainability.

**ii) Finance and Administration Department**

This department is mandated to:

- Ensure proper financial management over all UNCCI activities.
- Provide strategic direction and leadership in income generation.
- Ensure strong internal controls over all assets and revenues of the Chamber.
- Strengthen management systems for cost-effective functions and increased staff output.
- Periodic review for rewarding working environment and competitive Secretariat staff remuneration.
- Streamlining revenue collections from all the active districts.
- Prepare and arrange for annual external audits.

**iii) Business Development Department**

The department of Business Development Service is mandated to:

- Provide business advisory services and develop inbound and outbound new business opportunities for members.
- Organize and facilitate training/capacity building programs.
- Support marketing activities, including trade fairs.

- Design programs for business matching for partners nationally, regionally and internationally.
- Coordinate consultancy services.

**iv) Communication Department with IT Unit**

The department of Communication is mandated to:

- Media and communications platform;
- Enhance visibility and corporate image;
- Serve the interests of membership.

The duty of IT Section is to:

- Manage and maintain all communication platforms including the UNCCI website, its publications.
- Empowering UNCCI Staff and its Members with current and competitive ICT solutions and e-knowledge.
- Provide training and advice on IT and other related matters to UNCCI Departments and UNCCI Members.
- Promote suitable business environments for MSEs (business community) through technology.

**v) Research, Trade And Policy Department**

This department is charged with:

- Lobbying and advocacy.
- Analysis of government policies touching on business communities.
- Collect and monitor the trade industry statistics and follow trends in trade literature.
- Forge strategic alliances locally, regionally, and internationally with major business advocacy groups to broaden platforms for representation and advocacy
- Publish trade journals.

**vi) Membership Department**

This department is responsible for the following:

- Ensure steady membership growth;
- Maintain an authentic membership database;
- Implement innovative and aggressive membership mobilization initiatives;
- Work with other departments to develop and provide services in relevant areas;
- Strengthen coordination between Secretariat & district offices;

- It also caters for the recruitment and well-being of all members in the 80 districts across Uganda;
- This dynamic department is responsible for managing the Chamber's documentation and archives;
- The team under this unit also manages the customer relations; and
- Function as the first point of contact at the Secretariat.

However, the Uganda Chamber of Commerce and Industry has faced stiff competition from other BMOs who offer duplicate services. Such BMOs include the Uganda Allied Chamber of Commerce, Industry and Agriculture which offers similar services to Uganda National Chamber of Commerce and Industry.

## **5.4 The Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA)**

### **a) Overview of TCCIA**

The Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) was established in 1988. It was initiated with the support of the Tanzanian government to strengthen the private sector. TCCIA has opened regional offices in all 21 regions of mainland Tanzania and over 92 district centers, which are autonomous in their operational activities. This Chamber was assisted by the Swedish Governmental Development Agency (SIDA) in establishment of the regional and district Chambers especially in providing training, office equipment and mobilization/sensitization of the business community. These autonomous TCCIA Chambers in 21 regions of the country links the private sector to the Government with a view toward promoting the development of private enterprise.

### **b) TCCIA's governing structures.**

The TCCIA is governed by the annual general meeting which is the principal governing and policy making body of the Chamber. The AGM's membership is diverse with not more than 150 delegates and small business leaders serving from all sectors and sizes of business, and from all regions of the country. The Chamber also has a National Executive Council (NEC) and a lean Board of Directors made up of 7 members. The Directors determine the Chamber's policy positions on business issues and advise the National Executive Council on appropriate strategies to pursue after the consent of the Annual General Meeting (AGM).

### **c) Services offered by TCCIA**

Services provided by TCCIA to the business community include the following:

### **i) Issuance of Certificate of Origin**

Tanzania Chamber of Commerce, Industry and Agriculture is the sole institution in Tanzania vested with full mandate to verify the origin of all goods manufactured/processed in the Country for the export market and the issuance of the accompanied Certificates of Origin.

### **ii) Business Support services**

The TCCIA offers business support aimed to foster the growth and sustainability of Small and Medium-Sized Enterprises in Tanzania. This is achieved through:

- Informational Workshops and Seminars.
- Reference guides and How-To Booklets.
- Advisory Services for growing and prospering businesses.
- Capacity-building Workshops, Roundtables, Focus Panels.
- Market Studies.
- Consulting Services.

### **iii) Information services**

TCCIA provides information about the Tanzania, investment opportunities in Tanzania and other trading opportunities, exhibitions, and information about tourism, economy, markets and etc.

### **iv) Information Centre**

TCCIA has well established Information and Communication Technology Department which consists of Data Center and One Stop Shop Information Center. This department is mandated to provide accurate economic data and sound information about various economic sectors, markets and trade patterns. It monitors the economic developments, international trade, tracks the changes in the price of consumer goods and services by producing Consumer Price Index (CPI), and prompts all stakeholders to benefit from these services.

The department's Data Centre provides well-documented information and up-to-date economic data and disseminates the findings of reliable studies in different economic sectors. It also monitors the economic trends and developments of Consumer Price Index (CPI), which is regularly passed on to all concerned parties for further analysis.

The department's One Stop Shop Information Center provides members and non-members with economic information and statistics on recent economic development to assist them take accurate business decisions.

The Center is located on every TCCIA Regional Offices and provides the following services:

- Monthly, quarterly and yearly Economic Indicators for Tanzania and nearby East African Countries.
- Laws and Trade Agreements.
- Business Research Reports and Studies.
- TCCIA Quarterly and Annual Consumer Price Indices.
- Business Information.
- Introduction letters and "To Whom It May Concern" testimonials.

**v) Public Private Partnership**

The Chamber helps the private sector liaise with the Government departments and allows local businesses to reach their ambitions in a legal and sustainable manner that leads to a win-win situation for both parties.

**vi) Trade Missions**

Trade missions involve the international trips by government officials and business people that are organized by agencies of national or provincial governments for purpose of exploring international business opportunities. The Chamber's trade missions provide members access to the highest levels of corporate and governmental decision makers. Each mission is carefully designed to help their members capitalize on opportunities presented.

## **5.5 Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA)**

**a) Overview of ECCSA**

ECCSA was established in 1947. The need for its establishment basically emanated from the economic crisis which occurred during that time due the world events such as Second World War. Today, ECCSA is an apex organization of Chambers and Sectoral Associations in Ethiopia. It has eighteen members including nine Regional Chambers of Commerce and Sectoral Associations, two City Chambers of Commerce and Sectoral Associations, one National Chamber of Sectoral Associations and six Sectoral Associations organized at national level.

### **b) ECCSA Governing Structure**

The Chamber governing bodies are the General Assembly, Board of Directors and the Secretariat which is headed by the Secretary General.

### **c) General Assembly**

The General Assembly is composed of the representatives of member Chambers of commerce and sectoral associations of ECCSA. The General Assembly has the following powers and duties:-

- To approve annual budget and work program of the Chamber;
- To elect Board members of the Chamber;
- To assign an Auditor for the audit of the books of accounts and financial documents of the Chamber;
- To examine and approve reports submitted to it from the Secretary General and the Auditor;
- To approve internal regulations of the Chamber; and
- Give decisions on other matters concerning the Chamber.

### **d) Board of Directors**

The General Assembly elects a Board of Directors comprising of 11 persons that directs Ethiopian Chamber of Commerce and Sectoral Association (ECCSA) every two years.

The Board has the following powers and duties:

- To ensure the implementation of the decisions of the General Assembly;
- To employ and dismiss the Secretary General;
- To decide on the employment and dismissal of the heads of departments and services of the Chamber, submitted to it by the Secretary General;
- To call, through the president, extraordinary meetings of the General Assembly as it deems necessary or when one third of the members of the General Assembly demand;
- To submit annual budget and work program of the Chamber to the General Assembly;
- To decide on matters submitted to it by the Secretary General;
- To establish different committees to assist the Board in carrying out its duties; and
- To perform such other duties as are necessary.

#### **e) CCSA's Secretary General**

The Secretary General is employed by the Board of Directors. He leads the day to day administration and management at the Secretariat. He serves as the Chief Executive Officer of the Chamber and reports to the Board of Directors. The Secretariat's day to day activities are carried out by appropriate departments and professionals as well as support staffs.

The Secretariat is made up of four departments namely

- Advocacy and research department;
- Membership support department;
- Plan, project and business development department; and
- Communication and international relations department.

#### **f) Services offered by ECCSA**

Ethiopia Chamber Of Commerce and Sectoral Association provide the following services to its members:

- Trade and investment promotion;
- Business information;
- Business advisory;
- Business networking;
- Information disseminations such exporters ,importer and investment guides;
- Issuance of Certificate of Origin;
- Authentication of documents;
- Confirmation of re-export products;
- Offer support letters;
- Capacity building; and
- Research and advocacy.

**NB:** Ethiopia Chamber Of Commerce and Sectoral Association, just like the Kenya National Chamber of Commerce and Industry suffer from undue competition from other BMOs which duplicate its role. In particular, the Ethiopian Chamber of Sectoral Associations (ECSAs) duplicates the role of ECCSA. ECSA was established in 2007 as the apex body of manufacturing and/ or sector related Chamber in Ethiopia. Its main role is to articulate the interest of the nation's manufacturing sector and linking it to the rest of the world as well as encouraging industrial investment in Ethiopia.

## **6. BEST PRACTICES FOR THE CHAMBERS OF COMMERCE WORLDWIDE**

### **i) Introduction**

There exist universally accepted practices which can be regarded as the best practices for running a successful Chamber of commerce and industry. This section gives an insight into the administrative machinery of successful Chambers, problems that occur in running a Chamber, and recommendations of how to solve them. The best practices highlighted here have been put into practice by many successful Chambers of commerce worldwide including Chambers in USA, Ethiopia, South Africa, Poland, Japan, Malaysia, Mauritius, Sri Lanka, and Dubai among others.

A Chamber of commerce may take various forms depending on the laws and regulation of the country. It may be a private set-up with voluntary membership (e.g. in Singapore) or one established under public law, with compulsory membership (e.g. in Germany) or one regulated under public law status with voluntary membership (e.g. in Japan).

### **ii) Services offered by the Chambers under the best practices**

A typical Chamber must be able to offer the following services to its members:

1. Advocacy services on relevant issues impacting members.
2. Hold regular dialogues with government to advocate, provide feedback on, and help fine-tune policies and legislations affecting business practices.
3. Serve in statutory boards and government committees to help formulate policy guidelines and set standards that will enhance business climate and members' competitiveness.
4. Business facilitation services, including business appointments, trade missions, and market research.
5. Business opportunities, including export-import trade leads, business and government procurement information.
6. Forge strategic alliances with local and foreign business organizations to establish and develop mutually beneficial relationships via Memoranda of Understanding, Joint Consultative, Committees, etc.
7. Hold Seminars and workshops on relevant business themes.
8. Issue Certificates of Origin for the local commodities destined for international market.
9. Development of initiatives and policies to improve competitiveness and the business environment in the host country.
10. Conduct market surveys and economic research and circulate findings to members through newsletters, economic bulletins, general membership circulars or IT tools.

11. Act as information centers for customs, duties, tariffs, and regulations for the benefit of the members.
12. Operate and maintain a Library and reference facilities for members' use.
13. Participation in activities aimed at furthering the interest of its members.
14. Join a global network of Chambers of Commerce to facilitate co-operation and international exposure.
15. The Chamber must operate a business matching center to provide services such as:
  - Arranging buyer-seller meeting.
  - Providing facilities and secretarial services for meetings.
  - Linking trade visitors and members.
16. A model Chamber must build up a membership base through recruitment of new members and retention of existing ones. This is mainly achieved by:
  - Launching membership drives to supplement on-going recruitment.
  - Sustaining members' interest by offering quality services and enhancing membership status and privileges.
  - Encouraging co-operation and fraternity amongst members by organizing social and sports events.
  - Publishing a directory of members, their businesses and capabilities.
17. A model Chamber operating under the best practices must offer training and consultancy/ advisory services to its members. This can be done through the following:
  - Operate a training center that will offer human resource development programmes, business skills and technological upgrading courses, etc.
  - Organize meetings, conferences, workshops, seminars to provide members with fora for exchange of views and experiences.
  - Encourage member companies to enhance competitiveness through quality management and help the members to attain ISO standards.
  - Improved product design e.g. by organizing competitions to reward good products and packaging designs.
  - Encourage members to computerize their operations and take other IT initiatives to achieve greater efficiency.
  - Maintain a list of consultants, resource personnel, professionals, etc to whom referrals can be made if members require their services.

- Offer arbitration/mediation/reconciliation services to help resolve trade disputes.

18. Chambers may also offer other special services which may include the following:

- Issuing bar-codes to members as in the case Singapore Chamber of Commerce.
- Operating an employment service to help their members recruit qualified staff as in the case of Pune Chamber of India.
- Conducts tea auctions and other agricultural products as in the case of Ceylon Chamber of Commerce and Industry in Sri Lanka.

### iii) **The Organization Structure**

The power of managing the affairs and finances of a Chamber of Commerce and Industry is usually vested in a Board of Directors elected from among the general membership, usually on an annual or biennial basis.

The Board of Directors is supported by:

- Functional committees e.g. Finance Committee, Membership Committee
- Industry committees e.g. Banking and Insurance , Craft and Services
- Ad-hoc committees especially set up to address specific/ topical issues or projects e.g. when a Chamber is considering buying new premises to house its secretariat, it might set up an ad-hoc committee to oversee the project.

The day to day running of the Chamber and its activities is handled by a permanent secretariat comprising of paid employees headed by a Secretary-General or Executive Director or Chief Executive Officer. The role of Secretariat is to:

- Implement policies laid down by the Board of Directors.
- Achieve targets set by the Board of Directors and render periodic reports to the Board on its progress.
- Pursue projects and activities that will enable the Chamber to attain its mission monitor trends and developments in commerce and industry and alert members accordingly.
- Provide secretarial support for Board and committee meetings and keep proper record of proceedings.
- Make recommendations to the Board and members on policies and activities that will enhance the effectiveness of the Chamber in rendering services to its members.
- Handle the day to day operations of the Chamber.

#### **iv) Staff, Office and Membership Administration**

##### **a) Categories of secretariat activities**

While the Chambers may desire to employ personnel with highly specialized skills, most of them cannot afford. However, a good team of carefully selected and suitably qualified staff led by an able CEO can optimize the Chamber's effectiveness in achieving its mission. The nature of Chamber's work is such that the Secretariat's activities fall under two broad categories:

- b) Operations:** This covers services/benefits which members having paid subscription dues, will rightfully expect to receive for free – e.g. Information through membership circulars, use of library, basic secretarial support, business referrals (trade enquiries) advocacy.
- c) Business:** This covers activities which are revenue generating or at least, self-financing – e.g. trade fairs and exhibitions, trade missions, talks, seminars, workshops, training courses, annual dinners, golf tournaments and other social and sport events

The divisions handling the operations services can be classified as “cost centers” and the divisions handling revenue generating activities can be treated as “profit centers”. It is useful to operate with a cost/profit centre approach so that the cost and profit of the various activities are known. This may influence the decision of the Chamber in enhancing or decreasing one or the other activity. Some activities will always remain cost centres and they need to be subsidized by other activities. However, the amount of losses incurred should be known and plans be formulated to mitigate against them.

##### **d) Staff requirements and administration**

The Chief Executive Officer is charged with recruiting a suitable team of staff for the Chamber's secretariat. The size, staff-mix and professional qualifications of the staff vary with the Chamber's vision, focus and finances. Generally however, a majority of Chamber's executive staff are engaged in providing professional services to members and therefore must be very astute. The CEO must ensure that the staff team management is professionally undertaken. Staff administration covers the following key areas:

- Recruitment (interview, pre-employment screening) and offer of employment (includes job descriptions, assessment of job-worth and determining remuneration packages setting personnel policy (including staff discipline, salary, overtime and leave administration).

- Maintaining employment records (include staff bio-data, employment commencement date, overseas assignments, promotions, transfers to departments within the Chamber, disciplinary actions, if any, etc.).
- Staff training and development.
- Staff appraisals, salary increments, merit awards, etc.

**e) Personnel Policies**

It is essential that all staff should have a clear understanding of their responsibilities and accountabilities and in this respect, detailed job specifications and a comprehensive staff manual is essential. The staff manual should outline the Chamber's policy regarding the following:

- Conditions of employment (pre-employment medical examination, period of probation, confirmation, notice of termination or resignation, dismissal, etc.).
- Remuneration packages (salary scales, payment in kind, transport and other allowances, provident and/or retirement funds, gratuities, annual reviews).
- Leave (annual, sick, maternity, compassionate, accumulation of leave).
- Medical benefits and insurance.
- Travel allowances.

**v) Financial Planning**

In the context of Chambers of Commerce and Industry, financial planning encompasses:

- Forecasting present and potential income.
- Projecting expenditure.
- Managing funds and cash flow.

Revenue generation is important for the survival of a Chamber. Sources of income for most of the Chambers of Commerce and Industry include the following:

- Membership entrance fees and subscriptions.
- Rentals (of property, conference/meeting facilities, display centres, equipment).
- Income from certificates of origin and other documentary services.
- Revenue from projects and income from trade exhibitions, publications, secretarial services, etc.
- Management fees (trade missions, conferences).
- Participation fees for talks, workshops, seminars and training courses.
- Levies for special arrangements (e.g. a Chamber may receive a "goodwill" payment for lending its name to a fair organized by an exhibition company to lend prestige to the fair).

These special arrangements should be carefully considered before they are undertaken as some of these may taint the image that the Chamber projects to its members).

- Income from social functions and sports events.
- Donations from members.
- Subsidies from government, etc.

Cash flow is another area where planning is relevant. It is common for Chamber to collect subscriptions on a bi-annual or annual basis, hence it is likely to be cash-rich in the months the subscription invoices are sent out and paid and cash strapped in other months. This should be taken into consideration when the Chamber plan expenditures e.g. If it is purchasing expensive equipment, it might wish to do so in the months when cash in hand is at peak. The Chamber may want to influence the time of payment of fees by offering discounts for early settlement. Collection of subscriptions and other dues from members present another problem for a Chamber. While it cannot afford to carry a large bad-debt position, it also cannot afford to offend members by initiating litigation to recover outstanding dues. The Chamber should therefore strike a balance position to ensure that the debts are collected and at the same time avoid rows with the members.

#### **vi) Chamber's External Relations**

A typical Chamber must be completely independent of the government and other domestic business institutions. It should not take part in partisan politics of any nature. In promoting bilateral economic objectives and member interests, it should at all times uphold the highest standards of commercial practice. It should maintain permanent communication with authorities at all levels in order to promote their objectives aimed to acquire operating information for member companies, and represent their legitimate interests. Although they are supposed to be independent of government, the most successful Chambers have developed an open symbiotic relationship with their respective governments. The most successful Chambers also have commercial attaches in foreign countries and have worked with their countries' embassies in the host countries. They develop joint programs in areas of practical interest, such as expediting issuance of business visas to investors.

#### **vii) Important techniques to search for new members**

Any Chamber of Commerce worldwide has to constantly grow or else go out of business. Below are some of the important techniques to search for new members:

- a) **The Chamber membership office** is a key position and should always be filled by an energetic marketing-minded person. Its objective is to increase membership at all times,

within the framework determined in the laws of the Chamber or by the Board. In practice, it should be the second most important position in the chamber's secretariat (second from the CEO).

- b) **Membership campaigns** should be conducted regularly. A successful Chamber should not have difficulty in acquiring new members. The more successful a Chamber is, the more companies will want to join it. However, a Chamber will only be successful if its membership is constantly growing. Thus, it should promote successive membership campaigns through various means, including advertisements in the media, in which new members are encouraged to join the Chamber.
- c) **Why should a company join a Chamber?** This is a difficult question to answer. None will join if this question is not correctly answered by the Chamber. This relates closely to the services that are rendered by Chamber and which could be of interest to potential members. Therefore, there is a strong link between membership and Chamber activities. Having an attractive and diverse list of activities and services is the basis for maintaining and increasing high levels of membership.

#### **viii) Ways of engaging and retaining members**

Staff members, particularly those who are in close contact with the Chamber members and public, must possess excellent public relations, communications, and problem-solving skills. There must be a clear way of engaging the members and the public in the effort to win their confidence, to recruit and retain more members. The best practices in running a Chamber of Commerce entail employing various ways to engage and retain members. Such ways include the following:

1. **Creating account managers.** Establish "account managers" within the membership department who are tasked with managing the relationship with a set number of companies. These assignments may be based on sectors, which also allow staff to develop knowledge of industry's relevant issues that impact members.
2. **Phone and site visits:** Account Managers and the CEO maintain contact with members to stay informed of their issues and concerns in order to ensure that the Chamber services are relevant to members' needs. These also provide an opportunity to share information about relevant Chambers activities.

3. **Fact letters:** A Chamber may also send personalized letters as an interactive tool to communicate with its members and make them more aware and knowledgeable of the services and benefits it offers.
4. **Advocacy activities:** Assist the industrial courts and the government in general in trying to solve companies' problems as well as lobby the national government on common problems or sector-specific issues.
5. **The power of words:** Regular and effective communication of Chamber's services, products and achievements are essential in attracting and retaining members.

## 7. KNCCI SWOT ANALYSIS

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>i) A recognized brand name.</li> <li>ii) Well established networks in the Counties.</li> <li>iii) Strong leadership (Chairmanship).</li> <li>iv) Associations of Chambers of Commerce globally are recognized as the premier business representative bodies.</li> <li>v) Goodwill from some members.</li> <li>vi) Strong support from national Government and partners.</li> <li>vii) A fair asset base.</li> <li>viii) The only BMO that represents entire business spectrum.</li> <li>ix) Strong internal systems for electing officials/fairness in election systems.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>i) Chambers is coming off a tumultuous past history which adversely affected its performance as a BMO.</li> <li>ii) Lack of a robust organisational development strategy to develop internal capacity to effectively dispatch its mandate.</li> <li>iii) Financial constraints.</li> <li>iv) Low staffing.</li> <li>v) Inadequate communication between the National office and the County Chambers.</li> <li>vi) Lack of office space, office equipment and general stationeries especially at the County Chambers.</li> <li>vii) Lack of legal unit to offer legal advisory services.</li> <li>viii) Lack of ICT unit to offer ICT support services.</li> <li>ix) Lack of guidelines and policy framework to engage the County governments.</li> <li>x) No proper succession plan.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>i) Other BMOs have simply replicated the Chambers functions leaving other important trade related issues unattended.</li> <li>ii) Government's strategic focus towards MSEs.</li> <li>iii) Support from development partners such as UNDP, BAF among others.</li> <li>iv) Recognition by National Government and most of the County Governments.</li> <li>v) Government commitment to improve infrastructure such as Standard Gauge Railway (SGR) and Lamu Port and South Sudan Ethiopia Transport (LAPSSET) Corridor project to open up trade.</li> <li>vi) Opportunity to transform to a new entity to address new emerging business concerns.</li> <li>vii) Regional and continental opportunities.</li> <li>viii) Government commitment to implement Vision 2030.</li> <li>ix) To build the Nation's entrepreneurial capabilities.</li> <li>x) Ability to professionalize progressively.</li> <li>xi) Being the preferred voice of the Private Sector.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>i) Other BMOs such as KEPSA and KAM with duplication of functions, encroachment/similarities of functions</li> <li>ii) Members' apathy.</li> <li>iii) Political and donor interference.</li> <li>iv) Non recognition and sidelining of the County Chambers by the County Governments.</li> <li>v) Historical inefficiencies.</li> </ul>

## 8. PROPOSED IMPLEMENTATION PLAN

No	Thematic area	Strategic action	1 <sup>st</sup> Year (2015)				2 <sup>nd</sup> year (2016)				3 <sup>rd</sup> year (2017)				4 <sup>th</sup> year (2018)					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1.	Improve corporate governance, legal and regulatory framework	Undertake a thorough cost benefit analysis of establishing the County Chambers.																		
		Develop well-structured framework for engagement between the County Chambers and National office																		
		County Liaison unit be strengthened by adding more staff so that it can discharge its mandate effectively																		
		Merging of the Nairobi County Chamber and the National office.																		
		Develop disposal policy of Chamber's asset to safeguard the loss of Chamber assets																		
2.	Improve organization structure and staffing and increase skills and competence	Recruit a National CEO and a Finance Manager																		
		Established and Strengthen Human Resource Unit																		
		Establish a Legal unit/department to act as advocacy Secretariat																		
		Establish an ICT unit/department																		
		Develop a roadmap towards staffing in all the county Chambers including implementation of the recommended County Chamber																		

No	Thematic area	Strategic action	1 <sup>st</sup> Year (2015)				2 <sup>nd</sup> year (2016)				3 <sup>rd</sup> year (2017)				4 <sup>th</sup> year (2018)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		organization structure																
		<i>Develop a roadmap leasing and equipping the county Chamber offices with office equipment such as computers, printers, and stationeries that are necessary for the day to day running of the offices as per the plan below:</i>																
		1. All the County Chambers in consultation with the National Office to develop a detailed budget for required office space leasing, office furniture and equipment as well as the office stationeries on annual basis.																
		2. The National Office and the County Chamber offices should review the drafted annual budgets based on the priority basis																
		3. Develop a procurement plan for the required office furniture and equipment and identify the sources of funding for this budget.																
		4. The County																

No	Thematic area	Strategic action	1 <sup>st</sup> Year (2015)				2 <sup>nd</sup> year (2016)				3 <sup>rd</sup> year (2017)				4 <sup>th</sup> year (2018)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Chambers in consultation with the National Office to develop proposals for funding of the budget and submit them to the development partners/donors																
		The established Human Resource Unit to develop a Performance Appraisal System (PAS) for all the staff																
		Undertake continuous sensitization and capacity building to all the Chamber staff																
	Improve operations and enhance services offered to the members	Establish and offer arbitration services																
		The National office to launch a massive outreach campaign through the electronic and print media, publishing of the magazines, brochures and pamphlets																
		The County Chamber to carry out massive sensitization campaign to activate the dormant members.																
		Carry out an aggressive recruitment of new members.																
		Develop a close contact with members																

No	Thematic area	Strategic action	1 <sup>st</sup> Year (2015)				2 <sup>nd</sup> year (2016)				3 <sup>rd</sup> year (2017)				4 <sup>th</sup> year (2018)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		throughout the year																
		Increase visibility by participating in all the forums whose themes touches on the members' interest																
		The Chamber to maintain a two way communication channel with the members																
		County Chambers to develop a structured framework and sign MOUs with County Governments and other development partners.																
		Develop and maintain a good working relationship with the County Governments for the interest of the members																
		Refrain from engaging in County politics and power struggles which are injurious to the interest of the business community																
		County Chambers to attend all the forums to increase visibility and exert influence																
		County Chambers to develop short term and long term plans aimed at ensuring the growth and sustainability of their respective																

No	Thematic area	Strategic action	1 <sup>st</sup> Year (2015)				2 <sup>nd</sup> year (2016)				3 <sup>rd</sup> year (2017)				4 <sup>th</sup> year (2018)			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Chambers																
		Develop a roadmap plan towards ensuring branding all the county Chambers office to increase visibility.																
		Develop and implement policy guidelines towards Youth, Women and People with disabilities enterprises.																
		Develop a roadmap aimed at identifying, partnering and hold joint trainings with strategic partners in respective Counties																
		Develop a programme and carry out sensitization workshops for all the county Chambers aimed at understanding the mandate of the chamber.																
		Develop a programme and undertake capacity building for all the County Chamber Members																

## 9. REFERENCES

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13. Japan Chamber of Commerce and Industry: [www.jcci.or.jp/home-e.html](http://www.jcci.or.jp/home-e.html)
14. Polish Chamber of Commerce: <http://en.kig.pl/>
15. Dubai Chamber of Commerce and Industry: [www.dubaichamber.com/en/](http://www.dubaichamber.com/en/)
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## 10. APPENDICES

### 10.1 APPENDIX A: TABLES

**Table 3: Staff establishment at the KNCCI's National Office**

STAFF NO.	GENDER	POSITION	QUALIFICATION	SPECIALIZATION	DEPARTMENT
1	Female	Deputy C.E.O			Management
2	Male	Trade Development Manager	Master's degree	Development Economics	Trade
3	Female	Trade Graduate Assistant	Degree(BA)	Dev. Studies	Trade
4	Female	Trade facilitation Executive	Degree and Masters	International trade Law	Trade
5	Male	Trade projects and Investment Executive	Degree and Masters	Policy and Trade	Trade
6	Male	Trade Projects Assistant	Diploma	sales & marketing	Trade
7	Male	Business Services Assistant	Degree		Membership & Marketing
8	Male	Business Executive Membership	Diploma	Info. and Technology	Membership & Marketing
9	Female	Membership & Marketing	Diploma	Journalism & P.R	Membership & Marketing
10	Female	Membership & Marketing	Degree	Admin. & HRM	Membership & Marketing
11	Male	Membership & Marketing	Degree	Tourism	Membership & Marketing
12	Female	Membership & Marketing	Certificate	Insurance and hospitality	Membership & Marketing
13	Female	Membership & Marketing	Post grad Diploma	Marketing	Membership & Marketing
14	Female	Membership & Marketing	Degree	Procurement	Membership & Marketing
15	Female	Membership & Marketing			Membership & Marketing
16	Female	Admin. Assistant	Degree	Public Relations	Administration
17	Female	Accountant	Certificate	CPA-K	Finance
18	Male	County Liaison Manager	Degree & Masters	Project planning & management	County Liaison
19	Female	C.E.O Secretary			Secretary to C.E.O
20	Male	Driver			Transport
21	Male	Driver			Transport
22	Male	Office Assistant-Cleaner	Primary Education		Hospitality
23	Female	Office Assistant	Certificate	KCSE	Hospitality
24	Female	Front desk			Internship
25	Male	Office Assistant			Hospitality

**Table 4: Analysis of administrative structures, County Chamber staffing, assets and equipment**

	County Chamber	Staff establishment	Office and office equipment	Sub-county units of the County Chamber
1	SIAYA	<ul style="list-style-type: none"> <li>5 staff members all of whom are volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>The only existing furniture and the office were donated by the Chairperson.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 6 Sub-counties with no established structure and no staff.</li> </ul>
2	KISUMU	<ul style="list-style-type: none"> <li>7 staff: CEO, Marketing and Recruitment Officer, Finance and Administration Officer, Project Officer, Office Secretary, Office Assistant, one Driver</li> </ul>	<ul style="list-style-type: none"> <li>There are no adequate desks and chairs and no conference room.</li> <li>There is no enough space and staff is squeezed.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 7 potential-Sub-counties but no staff and no structures.</li> </ul>
3	HOMABAY	<ul style="list-style-type: none"> <li>The Chamber has a CEO, one Administration Officer, one Marketing Officer and an Office Messenger.</li> <li>All the staff are volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has shortage of furniture, fittings and equipment for work.</li> <li>The Chamber proposes to have the following furniture and equipment: 2 desktop computers, 2 laptops, 1 projector, 1 printing machine (photocopier), 6 office tables, 6 office chairs, office stationeries, office rent and 4 office intercom fax machine.</li> </ul>	<ul style="list-style-type: none"> <li>The County Chamber has set up 8 Sub-county units to enable membership recruitment drive in the county.</li> <li>However there is not established structure and no staffing.</li> </ul>
4	MIGORI	<ul style="list-style-type: none"> <li>The Chamber has a CEO.</li> <li>This is attributed to lack of funds.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has an office but no furniture and stationery.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has not set up the Sub-county structures.</li> </ul>
5	BUSIA	<ul style="list-style-type: none"> <li>The Chamber has few staff members whose operations are financed by the directors.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have its own offices, furniture and equipment.</li> <li>One Chamber office is housed by the County Government under its Trade offices and another under Immigration / Customs.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 7 Sub-counties units but no established structures.</li> </ul>
6	TRANS-NZOIA	<ul style="list-style-type: none"> <li>The Chamber has 8 staff members, Field Officers and 10 Volunteers.</li> <li>The Asian community uses the Chamber to pay bills for licenses.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has rented an office space with furniture, a projector and a TV.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 5 Sub-county units - Kiminini, Saboti, Chelangany, Endebess and Kwanza.</li> </ul>
7	BUNGOMA	<ul style="list-style-type: none"> <li>The Chamber has a CEO, 2 staff, 9 Sub-county staff members who are volunteering.</li> <li>The chamber is in salary arrears.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no furniture and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 9 Sub branches/ counties but no established structures.</li> </ul>
8	KAKAMEGA	<ul style="list-style-type: none"> <li>The Chamber has a CEO, a Secretary and two volunteering staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has a small rented office which is not branded.</li> <li>The Chamber is struggling to sustain the operations of this office.</li> </ul>	<ul style="list-style-type: none"> <li>Sub-county units not set.</li> </ul>
9	NANDI	<ul style="list-style-type: none"> <li>The Chamber is very understaffed with only the Board, a CEO and a clerk.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have its own office and uses County Government Office and has no sufficient equipment.</li> </ul>	<ul style="list-style-type: none"> <li>6 Sub-counties units exist but no structures.</li> </ul>

	County Chamber	Staff establishment	Office and office equipment	Sub-county units of the County Chamber
10	ELGEYO MARAKWET	<ul style="list-style-type: none"> <li>The Chamber has no salaried staff.</li> <li>There are 5 staff volunteers.</li> <li>Expecting to benefit from the Certificate of Origin Funds.</li> </ul>	<ul style="list-style-type: none"> <li>No furniture and no finances to run offices.</li> </ul>	<ul style="list-style-type: none"> <li>Structures are being established for the 4 Sub-county units – if funds are available, the chamber would like to establish 20 liaison offices at the ward level.</li> </ul>
11	UASIN GISHU	<ul style="list-style-type: none"> <li>The Chamber has a CEO, and one staff.</li> <li>Casual workers assist in membership recruitment and public relations activities.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no furniture; only 2 donated tables.</li> <li>The Chamber has no office and the Chairman uses his own money to finance the Chamber's activities and needs.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 6-sub-Counties but no set structures.</li> </ul>
12	BARINGO	<ul style="list-style-type: none"> <li>The Chamber has 9 staff with no adequate monthly income.</li> <li>Members of staff have very low motivation.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have furniture, office equipment such as computers and no internet connectivity.</li> <li>Chairman spends his own money on Chamber operations.</li> </ul>	<ul style="list-style-type: none"> <li>6 Sub-county units exist but no structures.</li> </ul>
13	NAKURU	<ul style="list-style-type: none"> <li>The Chamber has a CEO and a secretary.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has an office and furniture.</li> </ul>	<ul style="list-style-type: none"> <li>11 Sub-counties units exist but no structures.</li> </ul>
14	NYAMIRA	<ul style="list-style-type: none"> <li>The Chamber has no CEO and no staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no office. The Chairman has donated an office.</li> </ul>	<ul style="list-style-type: none"> <li>5 Sub-counties exist. Only Directors, no office and no staff.</li> </ul>
15	KISII	<ul style="list-style-type: none"> <li>The Chamber has no CEO and no staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no office and adequate furniture. The Chairman has provided the office.</li> </ul>	<ul style="list-style-type: none"> <li>There are 9 Sub-county units but no structures.</li> </ul>
16	KERICHO	<ul style="list-style-type: none"> <li>The Chamber has only two staff: a Director who is acting as CEO and a Secretary.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber office is not well established.</li> <li>There is one computer owned by the Chamber and the rest of the equipment is borrowed.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 5 Sub-county units but no set structures.</li> </ul>
17	NAIROBI	<ul style="list-style-type: none"> <li>The Chamber has 7 employees including the CEO and sales team who are hired on contract.</li> </ul>	<ul style="list-style-type: none"> <li>There is a rented office without furniture, computer and stationery, including telephones.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 17 Sub-county units, but no set structures.</li> </ul>
18	MURANG'A	<ul style="list-style-type: none"> <li>The Chamber has no staff establishment.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have office, land, premises and furniture.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 8 Sub-county units.</li> <li>Chamber Directors have met all the Deputy County Commissioners to organize outreach through Barazas to potential.</li> </ul>
19	KIAMBU	<ul style="list-style-type: none"> <li>The Chamber has 3 full time staff with salary paid on time.</li> <li>The Chamber is currently in the</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has rented the office space for a period of 5 years.</li> <li>The chamber has 25 acres in Thika and 1 prime plot in</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 12 Sub-county units with steering committees, Field Officers in</li> </ul>

	County Chamber	Staff establishment	Office and office equipment	Sub-county units of the County Chamber
		<p>process of recruiting a CEO, Deputy CEO, Programme and Training Officer and an Administration Officer.</p> <ul style="list-style-type: none"> <li>The Chamber also wants to recruit at least 3 officers in all the 12 Sub-counties namely: - Programme Officers, Business Development officers and Trade officers.</li> </ul>	<p>Thika along Mama Ngina Street.</p> <ul style="list-style-type: none"> <li>The Chamber has furnished offices and currently looking for another office.</li> <li>The Chamber intends to purchase 10 computers, projector, 5 laptops, iPad, CCTV system for security.</li> <li>The chamber needs to be supported with a power back-up system.</li> </ul>	Lari, Thika, and Kikuyu.
20	NAROK	<ul style="list-style-type: none"> <li>The Chamber has a CEO, a Secretary, Finance Manager, a Receptionist and a Cleaner.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have adequate office and listed the following items as their priority need:- Office rent, Executive desks, Receptionist swivel stool, Conference suite, Computer and printer, Water dispenser, Video link conferencing - LCD Screen and sound, Banners and Frames, Internet connection-Fiber, Website, Stationery, Filing Cabinet, Waiting seats, Glass cabinet with Microwave, Utensils, Executive Chairs, Salaries, Sitting allowances Utilities.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no set structures in the Sub-county units, but plans to do so when funds are available.</li> </ul>
21	KITUI	<ul style="list-style-type: none"> <li>The Chamber has 4 staff: - a Secretary who is a volunteer, a Cleaner, an Office Assistant, a Business Development Officer and a Treasurer.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no offices and is hosted by one of the Directors. There is no office equipment.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 8 Sub-county units but no set structures.</li> </ul>
22	MACHAKOS	<ul style="list-style-type: none"> <li>The Chamber has 2 staff:- a CEO and a Secretary.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber's rent and office overhead costs are paid from the Officers' pockets. There is no internet connection.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 3 Sub-county units but no set structures.</li> </ul>
23	KAJIADO	<ul style="list-style-type: none"> <li>The Chamber has 11 staff working on voluntary basis.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has a rented office with some furniture but does not have computers, internet, and a vehicle, bearing in mind that the county is vast.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 5 Sub-county units but no set structures.</li> </ul>
24	NYANDARUA	<ul style="list-style-type: none"> <li>The Chamber has no staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber is renting office space with furniture.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 7 Sub-county units, but not established.</li> </ul>
25	NYERI	<ul style="list-style-type: none"> <li>The Chamber has a Liaison Officer who is currently doing everything with assistance from the Directors.</li> <li>The Chamber is planning to recruit a CEO, Development Officers grade I and II, a Secretary and Accountant.</li> <li>The Chamber also desires to have</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber listed the following assorted items as crucial for the smooth running of the office:-stationery items, computers, photocopier, cabinets, offices and furniture for Sub-county offices, internet connection, office mobile phones, means of transport (a van), water and electricity connection to the offices. I Pad/tablets, training equipment e.g. LCD projector and</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has only 3 Sub-county units - (Othaya, Mukurue-ini and Mathira) which are currently constituted.</li> <li>The Chamber plans to constitute the other three by</li> </ul>

	County Chamber	Staff establishment	Office and office equipment	Sub-county units of the County Chamber
		secretaries in all the six Sub-county offices.	screens.	June 2015.
26	MERU	<ul style="list-style-type: none"> <li>The Chamber has 2 staff:-a Secretary and a Marketing Officer.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has a rented office with furniture.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 9 Sub-county units with Chamber representatives but no formal structure</li> </ul>
27	KIRINYAGA	<ul style="list-style-type: none"> <li>The Chamber has board members and one staff; the CEO who operates on voluntary basis.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no adequate furniture and fittings, office hardware, electricity, no internet.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 5 Sub-county units but no formal structures.</li> </ul>
28	EMBU	<ul style="list-style-type: none"> <li>This Chamber has a Secretary, and 4 Marketers for each Sub- county who are paid on commission.</li> </ul>	<ul style="list-style-type: none"> <li>This Chamber has a rented office but does not have furniture, computers and internet connectivity.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 5 Sub-county units but no formal structures.</li> </ul>
29	KWALE	<ul style="list-style-type: none"> <li>This Chamber has no staff.</li> <li>The Chairman and Vice- Chairman undertake all the duties.</li> <li>The Chamber is in the process of establishing management committee.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber is currently using the Trade office of the County Government.</li> <li>The Chamber has requested for office space from the County Government and is still waiting for response.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 4 Sub-county units but no formal structures.</li> </ul>
30	KILIFI	<ul style="list-style-type: none"> <li>This Chamber has no staff except a CEO who is a volunteer.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has a small space rented does not have furniture and computer.</li> <li>The few available tables were donated.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 7 Sub-county units but no established structures.</li> </ul>
31	TAITA TAVETA	<ul style="list-style-type: none"> <li>This Chamber has 3 staff: - an acting CEO, a Recruiting and Membership Officer and a Secretary.</li> </ul>	<ul style="list-style-type: none"> <li>This Chamber rented an office and has a donated computer and a printer, but no internet although there is electricity connection.</li> <li>The employees are seconded by the County Government, and require bigger space.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 4 Sub-county units but no established structures.</li> </ul>
32	MOMBASA	<ul style="list-style-type: none"> <li>This Chamber has 5 staff members who are employed on permanent basis.</li> <li>These are the CEO, Marketing Officer, Finance and Accounts Clerk, Administration officers and 2 interns.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has an office with adequate furniture, equipment and stationeries.</li> <li>Stand by generator may be necessary.</li> <li>The Internet Bandwidth need to be increased.</li> <li>Need to establish a Resource Center.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no Sub-county units.</li> </ul>
33	WAJIR	<ul style="list-style-type: none"> <li>The Chamber has no staff except the County Governing Council made up of the Chairman, Vice Chairman, Secretary, Deputy Secretary and Treasurer.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has borrowed computer, printer and have no furniture. It has only 2 chairs. Temporarily, the Chamber is accommodated by the County Trade Office.</li> </ul>	<ul style="list-style-type: none"> <li>6 Sub-county units exist but they are not established.</li> <li>The recruitment drive is going on.</li> </ul>
34	SAMBURU	<ul style="list-style-type: none"> <li>The Chamber has 2 staff- Chairman, Vice Chairman, Secretary, 2 Clerks.</li> </ul>	<ul style="list-style-type: none"> <li>There is a rented office, borrowed furniture and some furniture bought using members support.</li> </ul>	<ul style="list-style-type: none"> <li>3 Sub-county units exist but no established structures.</li> </ul>
35	MAKUENI	<ul style="list-style-type: none"> <li>The Chamber has 3 staff: Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Office is provided by the National Government.</li> </ul>	<ul style="list-style-type: none"> <li>9 Sub-county units exist but</li> </ul>

	County Chamber	Staff establishment	Office and office equipment	Sub-county units of the County Chamber
		Officer, Trade Development Officer and Treasurer.	<ul style="list-style-type: none"> <li>There is some office furniture but no computer.</li> </ul>	no established structures.
36	ISIOLO	<ul style="list-style-type: none"> <li>The Chamber has one clerical Officer.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber is accommodated by the County Trade Office.</li> <li>Furniture has been contributed by individuals.</li> <li>The computer is borrowed.</li> </ul>	<ul style="list-style-type: none"> <li>3 Sub-county units exist but no established structures.</li> </ul>
37	VIHIGA	<ul style="list-style-type: none"> <li>The Chamber has only Chairman, Vice Chairman, Secretary, Deputy Secretary and Treasurer.</li> <li>No technical staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber listed the following items that it needs for establishing a proper running office: Furniture and fittings, Computers, Printers, Internet connection, Flip charts and Smart boards, Projectors, Stationaries, Telephone, Water dispenser and Photocopier.</li> </ul>	<ul style="list-style-type: none"> <li>4 Sub-county units exist but no set structures.</li> </ul>
38	TURKANA	<ul style="list-style-type: none"> <li>The Chamber has 3 staff: – CEO, Recruitment and Marketing Officer, Trade Officer.</li> </ul>	<ul style="list-style-type: none"> <li>There is only a rented office and some furniture.</li> </ul>	<ul style="list-style-type: none"> <li>Not indicated.</li> </ul>
39	LAMU	<ul style="list-style-type: none"> <li>The Chamber has no staff.</li> <li>The Chairman and other members, who are volunteers, cannot afford to put up a Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>There is absolutely nothing. The Chairman has donated a part of his office for KNCCI's work.</li> </ul>	<ul style="list-style-type: none"> <li>KNCCI offices are in Lamu &amp; Mpeketoni.</li> </ul>
40	GARISSA	<ul style="list-style-type: none"> <li>The Chamber has 3 staff: CEO, Recruitment Clerk, and Office Secretary.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has rented office; furniture donated by Chairman. The Chamber requires office rent and Salary for Staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has not set up the Sub- county units.</li> </ul>
41	TANA RIVER	<ul style="list-style-type: none"> <li>The Chamber has 7 staff: CEO, Accountant, Secretary, 2 Office Messengers, and 2 Security Guards.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber office does not have office chairs, tables and drawers, office cabinets, stationeries, office building, computers, telephones, fittings, electricity internet connections and others.</li> </ul>	<ul style="list-style-type: none"> <li>3 Sub-county units exist with Sub-county officials.</li> </ul>
42	MARSABIT	<ul style="list-style-type: none"> <li>The Chamber has no staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber requires 1 Office desk, 2 Office Chairs, 1 Computer, 1 Office cabinet, 1 Printer/Scanner and Stationery.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber is in the process of establishing Sub-county Chamber Offices.</li> </ul>
43	LAIKIPIA	<ul style="list-style-type: none"> <li>The Chamber has only an Office Clerk / Receptionist.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber requires Office Furniture, Computers, Printers, and File Cabinets.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber established offices in 3 sub-counties, but have not provided staff for them.</li> </ul>
44	THARAKA NITHI	<ul style="list-style-type: none"> <li>The Chamber has no staff.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no office currently.</li> </ul>	
45	MANDERA	<ul style="list-style-type: none"> <li>The Chamber has 3 Volunteer staffs but would wish to have an increase up to 12 in order to cater for the Sub-county Offices.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has 1Rented Office, 1 Table, 1 Executive Chair, other 3 Chairs for Visitors and 1 Laptop.</li> <li>The Chamber lacks the following items:</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has prepared plan to establish units, but lacks office furniture and staff salaries.</li> </ul>

	<b>County Chamber</b>	<b>Staff establishment</b>	<b>Office and office equipment</b>	<b>Sub-county units of the County Chamber</b>
		<ul style="list-style-type: none"> <li>The required staffs for Sub-county units are: Executive Officer, Field Officer and Office Secretary.</li> </ul>	<p>Furniture of all the 6 Sub-county units, 12 Tables, 10 Executive Chairs, 15 Other Chairs, 8 Desk-tops computers, 7 Laptop computers, Internet connection, other fitting and Stationeries for each Sub-county unit.</p>	
46	BOMET	<ul style="list-style-type: none"> <li>The chamber has 6 staff. Chamber CEO, Office Manager, Office Messenger, Field Manager, Accounts Clerk and Secretary/Receptionist</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber requires Office furniture, Computers and internet connection, Projector, Printers and Photocopier, Telephone, Filing Cabinets, Public Address system, generator and Stationery.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has not set up the Sub-county units in the 5 Sub-counties.</li> </ul>
47	WEST POKOT	<ul style="list-style-type: none"> <li>Response not provided.</li> </ul>	<ul style="list-style-type: none"> <li>Response not provided.</li> </ul>	<ul style="list-style-type: none"> <li>Response not provided.</li> </ul>

**Table 5: Analysis of the County Chambers' current state of operation**

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
1	SIAYA	<ul style="list-style-type: none"> <li>▪ Re-launched in 26th March 2012.</li> <li>▪ Have 170 members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chamber has liaised with the County Governor for re-launch on 20th February 2015.</li> <li>▪ Chamber has a good working relationship with the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Held meetings with NACADA Chairperson.</li> <li>▪ The Chamber has collaborated with Plan Kenya on projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Re-launch of the County Chamber.</li> <li>▪ Organize county local exhibition.</li> <li>▪ Work with women groups and business women.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has approached the County Government for land.</li> <li>▪ Register more members in order to generate more income.</li> <li>▪ Write proposals to seek support from development partners.</li> </ul>	3 / of 10
2	KISUMU	<ul style="list-style-type: none"> <li>▪ 210 Active members and 80 dormant members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has no policy framework in place.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inaugural preparation of the Governor swearing ceremony.</li> <li>▪ Participated in Governor Round Table talk on key issues.</li> <li>▪ Participated in the County Integrated Development Strategy meeting, County Budget and Economic forums, County Joint Loan Board, County security forums, Kisumu business exchange forum and Kisumu ASK Regional Show.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen economic empowerment of its member through facilitation of their credit creating linkages to the markets and pool resources for all gender to carry out business set ups</li> <li>▪ Recruit legal officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction of commercial buildings</li> </ul>	4 / 10
3	HOMABAY	<ul style="list-style-type: none"> <li>▪ 200 Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has designed a Strategic Plan to partner with the County Government and other partners including Equity Bank, Kenya Commercial Bank and Barclays Bank.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted training to the business communities in various sub-county units.</li> <li>▪ Promoting and supporting county legislations.</li> <li>▪ Providing economic empowerment to the community.</li> <li>▪ Promoting training on</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training business community in the county.</li> <li>▪ Business registration to the Chamber.</li> <li>▪ Guiding on potential business investments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquire land to construct Chamber office.</li> <li>▪ Assist in developing small industries into large ones.</li> <li>▪ Promote intensive fishing and farming.</li> <li>▪ Seek for</li> </ul>	3 / 4

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
				<p>principles of commercial activities.</p> <ul style="list-style-type: none"> <li>Training of SMEs on how to acquire loans to expand their business especially to youth, women and PLWD.</li> </ul>	<ul style="list-style-type: none"> <li>Promoting SMEs for youth, women and PLWDs.</li> <li>Networking with the devolved government.</li> </ul>	<p>partners/investors or donors.</p> <ul style="list-style-type: none"> <li>Support protection of environment through tree planting.</li> <li>Promoting sand and Quarry stones harvesting.</li> </ul>	
4	MIGORI	<ul style="list-style-type: none"> <li>85 Active and 1600 inactive members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber revised and signed MOUs which were earlier signed with the previous local government.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in agricultural shows, DDC meetings, Cross border traders association committee meetings.</li> <li>Peace committee meetings, Joint loan committee (trade) among others.</li> </ul>	<ul style="list-style-type: none"> <li>Member's recruitment and education.</li> <li>Establishment of the office. Communication through website.</li> </ul>	<ul style="list-style-type: none"> <li>Revamping the existing Sacco and Micro-financing.</li> <li>Training of the membership.</li> </ul>	3 / 10
5	BUSIA	<ul style="list-style-type: none"> <li>50 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no engagement framework in place.</li> <li>It is informally partnering with the County Government in investment matters and Diaspora meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Chamber participated in Kenya international Investment conference, World Chamber Federation, and Diaspora Investment Expo</li> </ul>	<ul style="list-style-type: none"> <li>Re-establish calendar of events</li> <li>Produce annual newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Establish investments roads maintenance, enforcement of quality standards among others.</li> </ul>	2 / 10
6	TRANS - NZOIA	<ul style="list-style-type: none"> <li>30 corporate and 2700 individual members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no engagement framework in place.</li> <li>An MOU with the previous local government exists but not with the current County Government</li> </ul>	<ul style="list-style-type: none"> <li>Chamber participated in the drafting of the County Finance Bill, Governor's Round Table and Speaker's Round Table Breakfasts meetings; and urban committee planning bill among others.</li> </ul>	<ul style="list-style-type: none"> <li>Research and policy and bills using qualified persons.</li> <li>Sustainability of the chambers finances.</li> </ul>	<ul style="list-style-type: none"> <li>Publish a Magazine for information dissemination and advertising,</li> <li>Be a model County Chamber.</li> <li>Data and ICT and communication.</li> </ul>	8 / 10
7	BUNGOMA	<ul style="list-style-type: none"> <li>500 individual members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber did not indicate whether it has an engagement</li> </ul>	<ul style="list-style-type: none"> <li>Participates in budget and economic forums which meets quarterly,</li> </ul>	<ul style="list-style-type: none"> <li>Have a Chamber's branded office, Office furniture &amp;</li> </ul>	<ul style="list-style-type: none"> <li>Construct Chamber's own offices.</li> </ul>	4 / 10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
			framework or not.	<ul style="list-style-type: none"> <li>Participated in Governor's Round Table meetings.</li> </ul>	<ul style="list-style-type: none"> <li>equipment.</li> <li>Mobilize resources to be able to pay Salaries.</li> </ul>		
8	KAKAMEGA	<ul style="list-style-type: none"> <li>58 direct and 40 affiliated members (KBRA, KP&amp; BA)</li> </ul>	<ul style="list-style-type: none"> <li>There is no existing engagement framework.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the county budget forum.</li> <li>Participate in the Elders Round Tables and National celebrations.</li> </ul>	<ul style="list-style-type: none"> <li>Mobilization/recruitment.</li> <li>Advocacy for fair rates to the members.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a programme for SMEs to grow their businesses.</li> <li>Training programme for Jua Kali business.</li> <li>Partnership with the County Governments.</li> </ul>	2 / 10
9	NANDI	<ul style="list-style-type: none"> <li>16 paid up members</li> </ul>	<ul style="list-style-type: none"> <li>There is no existing engagement framework.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted training on business matters for local business.</li> <li>Advocated for the construction of a market at Owiro.</li> <li>Researched on local opportunities for milk powder production and marketing.</li> <li>Delivered free consultancy to the members by making sites visits and written reports.</li> <li>Made written representations concerning county government business budget and expenditure.</li> <li>Visited tea estates and tea farmers and promoted networking.</li> </ul>	<ul style="list-style-type: none"> <li>Popularize the chamber-publicity in the entire county.</li> <li>Clusterize the business community.</li> <li>Create linkage with markets abroad e.g. Milk processing.</li> </ul>	<ul style="list-style-type: none"> <li>Do more networking.</li> <li>Establishment of the Chamber's own offices.</li> </ul>	3 / 10
10	ELGEYO MARAKWET	<ul style="list-style-type: none"> <li>200 individual and 2</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber expressed interest to</li> </ul>	<ul style="list-style-type: none"> <li>Joint investment forum for the county which was</li> </ul>	<ul style="list-style-type: none"> <li>Priority training on technology and</li> </ul>	<ul style="list-style-type: none"> <li>Support value chain institutions- 4 per Sub-</li> </ul>	4 / 10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
		corporate members.	the County Government but has no framework in place.	planned in 2014 to be done later. <ul style="list-style-type: none"> <li>Participated in Export Promotion Council - Nov 2014.</li> </ul>	value addition transfers. <ul style="list-style-type: none"> <li>County exchange programs for the farmers.</li> <li>Engage 4 County Liaison Officers to assist in membership recruitments.</li> </ul>	county. <ul style="list-style-type: none"> <li>Chambers to have own plot in every Sub-county (complex),</li> <li>Carry out Conferences, and incubations of small SMEs.</li> <li>Create Chamber Investment Fund with staff under County Board of Trustee for revolving fund kitty.</li> </ul>	
11	UASIN GISHU	<ul style="list-style-type: none"> <li>70 active members and 1 corporate member.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber does not have a customized framework for engagement but is currently using the chambers national guidelines and calendar of events.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in ASK shows.</li> <li>Participation by invitation to other business forums.</li> <li>Held two luncheons with Chase Bank and Kerio Valley Development Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation through outreach.</li> <li>Annual investments forums.</li> <li>Exhibitions and trade fairs.</li> <li>Industrial parks.</li> <li>Office rented.</li> <li>Membership drive.</li> <li>Business data bank and categories of the business.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase land and construct offices for the Chamber.</li> <li>Capacity building for the office staff for period of 3-5 years to gain sustainability.</li> </ul>	3/10
12	BARINGO	<ul style="list-style-type: none"> <li>110 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no engagement frame.</li> <li>The Chamber has informally engaged County Governor through meetings, negotiating licenses, discussing MOUs and</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the goat and chicken selling forums.</li> <li>Organized for local business loans from the County Loan Board, 15 million yearly initial for the whole county.</li> </ul>	<ul style="list-style-type: none"> <li>Registration of the members.</li> <li>Capacity building for the members.</li> </ul>	<ul style="list-style-type: none"> <li>Promote mining of the minerals around the Lake Bogoria.</li> <li>Promote opening market for the goats in Nairobi.</li> <li>Promote marketing of the honey outside the county to China.</li> </ul>	5/10

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					Short-term	Long-term	
			advocacy on issues of double taxation.			<ul style="list-style-type: none"> <li>Support a member of Chamber to China for educational tour.</li> </ul>	
13	NAKURU	<ul style="list-style-type: none"> <li>6,000 individual members of which some are old but most are youth.</li> <li>10 corporate</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has Strategic Plan.</li> <li>Business Advocacy Fund has a partnership with the Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber did not indicate any activity undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building programme for youth,</li> <li>Establish County Chamber office with necessary equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Promote geothermal energy production.</li> <li>Tourism-2nd largest national park.</li> <li>Promote agriculture as the county is the largest producer of potatoes</li> <li>support Horticulture and SMEs,</li> </ul>	3/10
14	NYAMIRA	<ul style="list-style-type: none"> <li>47 active and 256 dormant members.</li> </ul>	<ul style="list-style-type: none"> <li>Not indicated</li> </ul>	<ul style="list-style-type: none"> <li>Held Breakfast meeting with the Governor sponsored by the KCB.</li> <li>Trade fair exhibition from Directors' contribution.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire office and furniture.</li> <li>Increase membership base.</li> <li>Capacity building for business skills.</li> </ul>	<ul style="list-style-type: none"> <li>Get space to build offices.</li> <li>Encourage business to invest in real estates.</li> </ul>	1/10
15	KISII	<ul style="list-style-type: none"> <li>110 paid up members and 400 inactive members.</li> </ul>	<ul style="list-style-type: none"> <li>No framework and no structured way of operation.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in ASK Shows and attended Gusii Water Services forum.</li> </ul>	<ul style="list-style-type: none"> <li>Acquire office and furniture.</li> <li>Recruit a CEO and Secretary to keep records.</li> <li>Launch massive drive to recruit members.</li> </ul>	<ul style="list-style-type: none"> <li>Be a vibrant Chamber</li> <li>Purchase a piece of land for building offices.</li> <li>Establish a business Park for the County.</li> <li>Undertake research for the business opportunities.</li> <li>Establish a resource center.</li> </ul>	3/10
16	KERICHO	<ul style="list-style-type: none"> <li>302 individual and corporate members.</li> </ul>	<ul style="list-style-type: none"> <li>No framework but has been engaging in matters such as the drafting of the County's finance bill.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in County Finance bill debate.</li> <li>Forums to discuss security issues.</li> <li>Citizen participation forum.</li> </ul>	<ul style="list-style-type: none"> <li>Membership recruitment drive.</li> <li>Empowering SMEs.</li> <li>Capacity building for the Chamber management and</li> </ul>	<ul style="list-style-type: none"> <li>Outreach to other corporate members such as Finlay and Brook Bond.</li> <li>Investment plans for the Chamber.</li> </ul>	3/10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
					members.		
17	NAIROBI	<ul style="list-style-type: none"> <li>▪ About 1,200 individual paid up members.</li> <li>▪ Actual number of memberships not confirmed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has drafted a policy but yet to be implemented.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has initiated discussion with the Minister of Trade.</li> <li>▪ Have participation in the formulation of the solid waste management bill.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage the SMEs to join the chamber.</li> <li>▪ Engage the county government to create an enabling environment for the operation of business.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training the county leadership on managerial skills.</li> <li>▪ Capacity building for sustainable business.</li> <li>▪ Establish an office in all the Sub-county units.</li> <li>▪ Set up proper professional staff e.g. trade and business development managers.</li> </ul>	4/10
18	MURANG'A	<ul style="list-style-type: none"> <li>▪ 50 individual members</li> </ul>	<ul style="list-style-type: none"> <li>▪ No formalized engagement with the County Government but deals with Department of Trade.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invited the county Speakers to launch the Chamber and MCAs attended in October 2013.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Target to recruit about 500 members.</li> <li>▪ Establish an office and employ staff.</li> <li>▪ Use the registered Sacco to reach the members in Murang'a Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish cottage industry.</li> <li>▪ Promote agricultural produce especially value addition and marketing.</li> <li>▪ Facilitation on training to farmers and Chamber members.</li> </ul>	3/10
19	KIAMBU	<ul style="list-style-type: none"> <li>▪ Around 600 individuals and 10 corporate members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber indicated that it has an engagement structure and has been participating in the Governor's Round Table meetings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in Governors Round Table Conference,</li> <li>▪ Development of a booklet for Kiambu BMOs, and KAM.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage County and National Government.</li> <li>▪ Programmes for lunch and breakfast, to revitalize tea coffee and milk, Horticulture sector.</li> <li>▪ Engage the SMEs in business.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish physical office in all the 12 Sub-County units.</li> <li>▪ Establish strong offices with staff in all the Sub-county offices.</li> <li>▪ Acquire a plot in Kiambu area for office spaces.</li> <li>▪ Develop the 2 plots.</li> <li>▪ Construct a resource and exhibition center in Thika.</li> </ul>	4/10

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					Short-term	Long-term	
20	NAROK	<ul style="list-style-type: none"> <li>250 members</li> </ul>	<ul style="list-style-type: none"> <li>No framework and no structured way of operations.</li> </ul>	<ul style="list-style-type: none"> <li>Narok County Strategic Planning in Naivasha around the end of 2013.</li> <li>Governor's Round Table meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation.</li> <li>Establish a fully functional office.</li> <li>Investment forums with tangible results.</li> <li>Membership drives.</li> <li>Offices in every Sub-county unit.</li> </ul>	<ul style="list-style-type: none"> <li>To incubate several small businesses.</li> <li>Ensure that Narok County Chamber is self-sustaining.</li> </ul>	2/10
21	KITUI	<ul style="list-style-type: none"> <li>110 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber indicated that it has policy framework.</li> </ul>	<ul style="list-style-type: none"> <li>During the Chamber launch.</li> <li>Investors meeting.</li> <li>The Chamber has shown interest to meet the Governor but response has not been forthcoming.</li> </ul>	<ul style="list-style-type: none"> <li>Revive the Chamber at large across the County.</li> <li>Train the business people on business skills for youth and women.</li> <li>Mass recruitment and awareness creation.</li> </ul>	<ul style="list-style-type: none"> <li>Get investors for the County in agribusiness, mangoes, honey, and indigenous chicken.</li> </ul>	3/10
22	MACHAKOS	<ul style="list-style-type: none"> <li>500 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber indicated that it has policy framework.</li> </ul>	<ul style="list-style-type: none"> <li>EPZ-bringing together the business people who are making the artwork.</li> <li>Ministry of Trade - awareness creation towards accessing loans.</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization of members to be registered.</li> <li>Conduct public forums.</li> <li>Liaising with the county Ministry of Trade to provide recommendations for all members to access loans.</li> <li>Sit with the security officers and discuss security matters</li> </ul>	<ul style="list-style-type: none"> <li>Be a source of funding in mission trips</li> <li>Partnership with the county government to support the youth, women and disabled in business.</li> <li>Capacity building for business people in accessing loans, payment of taxes and good business practices for sustainability.</li> <li>Facilitate foreign missions abroad for</li> </ul>	2/10

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					Short-term	Long-term	
					<ul style="list-style-type: none"> <li>for business community.</li> <li>▪ Liaising with National Chamber office for resource mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>investors' influence and marketing opportunity for the local products.</li> <li>▪ Promote local investment opportunities to improve job creation</li> </ul>	
23	KAJIADO	<ul style="list-style-type: none"> <li>▪ 30 members</li> <li>▪ But one member (Magadi Soda) still under Chamber's National Office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has prepared an MOU to be signed in March 2015 on issues related to revenue collection, capacity building, and foreign trade.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Foreign mission for women in business.</li> <li>▪ Nairobi meeting. Botswana global expo –the Chamber became 2nd out 22 countries.</li> <li>▪ Mobilization of horticultural farmers in Kajiado South into working as a team and linked them to experts for standardization.</li> <li>▪ Mobilize greenhouse and organic farming in Kajiado North.</li> <li>▪ Spearheaded Governor's Round Table meeting last October 2014 that brought together 60 business organizations from different sectors -business agenda for the county was developed for one year.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership recruitment drive.</li> <li>▪ Capacity building.</li> <li>▪ Form a Governing Council, Board and the Secretariat.</li> <li>▪ Put in place measures aimed at raising funds to support recurrent expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue engagement between County Government and the Chamber on issue of legislation and trade.</li> <li>▪ Clear establishment of functions between County Government and the County Chamber.</li> <li>▪ Prepare a ten year Strategic Plan document, and operational policy document.</li> </ul>	2/10
24	NYANDARU A	<ul style="list-style-type: none"> <li>▪ 94 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has no framework in place</li> </ul>	<ul style="list-style-type: none"> <li>▪ No activity done</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment of members.</li> <li>▪ Hold Conference for business community and County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Office staff recruitment and training facility purchased.</li> </ul>	1/10

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					Short-term	Long-term	
25	NYERI	<ul style="list-style-type: none"> <li>150 members</li> </ul>	<ul style="list-style-type: none"> <li>Has no framework in place.</li> </ul>	<ul style="list-style-type: none"> <li>Public engagement during the legislations and policy formulation processes.</li> <li>Development of the position papers leading to taxation proposals.</li> <li>Partnering with county institutions through memberships, board and committees.</li> <li>General consultation during security meetings and business promotion forums.</li> </ul>	<ul style="list-style-type: none"> <li>Hold Sensitization meetings across the County.</li> <li>Benchmarking visits to Nakuru, Kisumu, Nairobi and Mombasa branches.</li> <li>Undertake Advocacy in the County legislations and policy formulation forums.</li> <li>Conduct Trainings of Sub-county branches and their operationalization.</li> <li>Capacity building of Directors.</li> </ul>	<ul style="list-style-type: none"> <li>Open sub- County offices and equip them and employ at least a Secretary in each of them.</li> <li>Organize trade fair and exhibitions to promote business.</li> <li>Participate in international trade fairs and exhibitions.</li> <li>Foster harmonious co-existence and partnership between business communities and County Government as well as create strong business networks within and outside our County.</li> </ul>	2/10
26	MERU	<ul style="list-style-type: none"> <li>93 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no written MOUs but indicated that it has good working relationships with County Government.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in the process of law making.</li> </ul>	<ul style="list-style-type: none"> <li>Train business community on how to participate in local tendering process as mostly, the County tenders are awarded to firm from outside the County.</li> <li>Creation of awareness.</li> </ul>	<ul style="list-style-type: none"> <li>Partnering with the local Universities to develop business courses.</li> <li>Develop MOUs with County Government for structured engagement.</li> <li>Develop income generating programmes and exhibition once a year.</li> <li>Participate in foreign and local missions and exchange programmes.</li> </ul>	2/10
27	KIRINYAGA	<ul style="list-style-type: none"> <li>75 members</li> </ul>	<ul style="list-style-type: none"> <li>There is a draft MOU which is to be discussed in the</li> </ul>	<ul style="list-style-type: none"> <li>County exhibition.</li> <li>National status conference (Jua Kali).</li> </ul>	<ul style="list-style-type: none"> <li>Membership recruitment drive in the county.</li> </ul>	<ul style="list-style-type: none"> <li>Create Chamber's Sub-county units.</li> <li>Establishment of County</li> </ul>	4/10

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					Short-term	Long-term	
			<p>County Assembly.</p> <ul style="list-style-type: none"> <li>A public participation bill is also in the process.</li> </ul>	<ul style="list-style-type: none"> <li>Formulations of the county bills.</li> <li>Partnering with other institutions such as (Human rights).</li> <li>Representation in the County Boards.</li> <li>County awareness forums.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake advocacy role</li> <li>Capacity building.</li> <li>Creating more linkages with local investors.</li> </ul>	Chambers business complex.	
28	EMBU	<ul style="list-style-type: none"> <li>150 members</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no structured form of engagement with the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>Paid courtesy call to the Governor.</li> <li>Chairman and Vice Chair involved in the development committees of the County.</li> <li>Participated in the formation of bills -alcohol and finance bills.</li> <li>Courtesy Call to the County Executive for Trade and Development and raised issues affecting the business community.</li> <li>Arranging to meet Governor for approval of PPP agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Membership recruitment drive.</li> </ul>	<ul style="list-style-type: none"> <li>Request for a plot from the County Government for constructing a permanent office.</li> </ul>	1.5/10
29	KWALE	Between 200 and 300 members (actual number not confirmed). Most members dormant.	<ul style="list-style-type: none"> <li>The Chamber has no engagement structures but has worked with the County Government during launch of a business center on 2/2/2015.</li> <li>The Chamber enjoys goodwill from County Government.</li> </ul>	<ul style="list-style-type: none"> <li>Training of the business community.</li> <li>Participate in all official celebrations.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment drive for the membership.</li> <li>Construct office on Chamber's property.</li> <li>Recruit staff and purchase office equipment.</li> <li>Conduct capacity building for the</li> </ul>	<ul style="list-style-type: none"> <li>Chamber did not indicate their long term activities.</li> </ul>	3/10

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					Short-term	Long-term	
					business community on <ul style="list-style-type: none"> <li>Participate in trade mission (Has an MOU with Tanzania government on Trade on Livestock).</li> </ul>		
30	KILIFI	<ul style="list-style-type: none"> <li>33 active members.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no engagement structures but indicates that it is making every effort to have one in place.</li> </ul>	<ul style="list-style-type: none"> <li>Participated in development of County Finance bill.</li> <li>Trade shows participation.</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization drive and recruitment.</li> <li>Engage the County Government through signing of MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>Identify property and space</li> </ul>	2/10
31	TAITA TAVETA	<ul style="list-style-type: none"> <li>63 members</li> </ul>	<ul style="list-style-type: none"> <li>MOU for addressing the area of visibility to create encouragement platforms has been drafted but not ratified.</li> </ul>	<ul style="list-style-type: none"> <li>Organized Trade Fair was hindered by lack of funds.</li> <li>Participated in development of County budget and economic forums.</li> <li>County business development center.</li> <li>Worked with assessment and ad-hoc committee assessing the development of the urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>Increase Chamber's visibility.</li> <li>Undertake Business Matchmaking.</li> <li>Executive training programs and consultancy services.</li> <li>Technical assistance and capacity building program.</li> <li>Management consultancy services.</li> <li>Coordinating and cooperating with business</li> </ul>	<ul style="list-style-type: none"> <li>Increased representation in the County Government.</li> <li>Intensified consultancy and diplomacy as private actors.</li> <li>Develop Taita Taveta Chamber's vision 2020.</li> </ul>	2/10

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					Short-term	Long-term	
					institutions.		
32	MOMBASA	<ul style="list-style-type: none"> <li>▪ 248 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has put up proposals but has not sat down to discuss them.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Held discussions on the formulation of the finance bill.</li> <li>▪ Attended business award event where the Governor and Trade and Industry Minister were the chief guests.</li> <li>▪ Capital Market Authority-joint participation, Mombasa cultural festivals.</li> <li>▪ Import and export conferences-joint event, County Office initiative done- 300 participants.</li> <li>▪ Port charter event addressing Northern Corridor- membership guide for 2015,</li> <li>▪ Foreign missions.</li> <li>▪ Mapping out the county-data by youth collection for statistics for investors.</li> <li>▪ Maritime authority conference.</li> <li>▪ Priority agenda by KAM-participated in the development of the documents.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build a strong advocacy voice based on structured engagement with County Government.</li> <li>▪ Engagement between the counties - corporate/intra county trade.</li> <li>▪ Build a bridge between County Government and KNCCI to drive agenda.</li> <li>▪ Growing the membership base-expanding the bracket.</li> <li>▪ Increase Chamber's capacity to provide resource center.</li> <li>▪ Source local and international market.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building of the business community to have technical capacity on value addition.</li> <li>▪ Identify long-term partners to sustain Chamber's operations.</li> </ul>	8/10
33	WAJIR	<ul style="list-style-type: none"> <li>▪ 300 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ No events, no good corporation between the County Chamber and the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership drive.</li> <li>▪ Assist in sourcing for market for business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promotion of livestock industry.</li> <li>▪ Promote livestock and meat export.</li> <li>▪ Promote Arabica Gum</li> </ul>	2/10

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					Short-term	Long-term	
					community (small scale traders) and women in meat, fruit and milk industries.	used for perfumes. <ul style="list-style-type: none"> <li>▪ Mechanize farming.</li> <li>▪ Encourage pastoralists to practice crop production</li> </ul>	
34	SAMBURU	<ul style="list-style-type: none"> <li>▪ 22 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a close working relationship but no MOUs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Samburu investment forum.</li> <li>▪ Investors meeting.</li> <li>▪ Debate in Mining bill.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create awareness and interact with County Government.</li> <li>▪ Engage the National Government to increase security.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Form network for engaging County and National Government.</li> </ul>	2/10
35	MAKUENI	<ul style="list-style-type: none"> <li>▪ 2,000 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hawkers meeting.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assist members to access loans.</li> <li>▪ Intervening between members and County Government.</li> <li>▪ Training business community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building for members on business skills and investments.</li> </ul>	2/10
36	ISILOLO	<ul style="list-style-type: none"> <li>▪ 100 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trade loans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trade fairs.</li> <li>▪ Participating in the show.</li> <li>▪ Breakfast meetings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sensitization of creating business hub conducive for the local and foreign trade.</li> <li>▪ Creating job opportunities for local people to increase purchasing power.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sensitization of members.</li> </ul>	3/10
37	VIHIGA	<ul style="list-style-type: none"> <li>▪ At the moment the Chamber has renewed membership</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in developing the County Spatial Master Plan.</li> <li>▪ County Cultural Trade Fair.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate for a strong Traders Sacco to ease the members'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lobby for an industrial park or an Incubation Centre to be set up for the SME sector within</li> </ul>	5/10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
		for 123 members but there is potential for 7,386 members			<ul style="list-style-type: none"> <li>financial burden.</li> <li>▪ Strengthen fully the Chamber's Sub- county offices as well as equip them.</li> <li>▪ Partner with other organizations and BMOs to strengthen the voice of the business community.</li> <li>▪ Organize for more capacity building programs for SMEs.</li> <li>▪ Organize more trade fairs and expos to showcase the SMEs potential.</li> </ul>	<ul style="list-style-type: none"> <li>the County.</li> <li>▪ Develop more partnerships with the local companies and foreign investors who wish to invest in the County.</li> <li>▪ Establish a legislative framework that will ensure all traders within the County contribute their annual subscription without fail to sustain the Chamber.</li> <li>▪ Ensure that all policies and bills affecting the business community originate from the Chamber or pass through the Chamber before any approval is done.</li> </ul>	
38	TURKANA	<ul style="list-style-type: none"> <li>▪ The Chamber did not indicate the memberships number</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in development of the County budget 2014/15</li> <li>▪ Submitted a memorandum and lobbied the Turkana County Assembly to allocate more funds to the Ministry of Trade, Tourism and Industries.</li> <li>▪ Participated in the development of County small scale loan bill- Biashara Fund.</li> <li>▪ Recruitment of members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business mapping.</li> <li>▪ Member recruitment</li> <li>▪ Organization's development and institutional capacity building.</li> <li>▪ Staff and members' training.</li> <li>▪ County Assembly and Executive engagement modalities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthening of sub-county Chamber offices and structures.</li> <li>▪ Income generating activity for the Chamber office for sustainable growth.</li> <li>▪ Infrastructural improvement advocacy.</li> <li>▪ Peace through trade.</li> <li>▪ Economic research to guide in prioritization of flag ship projects.</li> </ul>	

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
					<ul style="list-style-type: none"> <li>▪ Infrastructural advocacy strategies put in place especially – Lodwar –Kitale – Lokichogio road.</li> <li>▪ County land spatial plans.</li> <li>▪ Operationalization of cross border trade.</li> </ul>		
39	LAMU	<ul style="list-style-type: none"> <li>▪ 67 Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create awareness on non- traditional business opportunities within Lamu County.</li> <li>▪ Train women and youth on the 30% business opportunity with the National and County Governments.</li> <li>▪ Develop Business Linkages within the County Enable “intra” Lamu</li> <li>▪ Conduct trade exchange visits with other counties.</li> <li>▪ Revive tourism sector by encouraging domestic tourism.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invite other investors (local and international) to set up industries and manufacturing plants.</li> <li>▪ Establish business colleges in partnership with Universities.</li> <li>▪ Work in close liaison with the National &amp; other County Chambers for common trade missions abroad.</li> <li>▪ Enable the establishment of building of cultural economic artifacts.</li> <li>▪ Assist large scales investors in accessing enabling environment for business in the area.</li> </ul>	5 / 10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
					<ul style="list-style-type: none"> <li>▪ Educate the small businessman and hawkers on how to access financing for their businesses and the best business practices.</li> </ul>		
40	GARISSA	<ul style="list-style-type: none"> <li>▪ 57 members</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has not done much. The County Government requested for a budget from the Chamber but no response so far.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has not participated in any events.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment Drive.</li> <li>▪ Training of SMEs on business skills and entrepreneurship</li> <li>▪ Training for Directors and Staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish revolving Fund for small business investments.</li> </ul>	3/10
41	TANA RIVER	<ul style="list-style-type: none"> <li>▪ 150members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enactment of the County levies, and charges for other revenues raising measure by the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Put up county office with enough staff. Putting up sub- county offices in Bura, Galole and Garsen.</li> <li>▪ Recruitment of more members including the traders.</li> <li>▪ Hold workshop, seminars and Barazas to train members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Import and export commodities for foreign trade. Putting up Jua Kali sheds for job creation. Agribusiness trade for commercial and food security. Tourism in County game reserves and parks, livestock and marketing as the county has good potential for livestock keeping.</li> <li>▪ Commercial farming through irrigation.</li> </ul>	4/10
42	MARSABIT	<ul style="list-style-type: none"> <li>▪ 50 Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registration Drive for members in the County.</li> <li>▪ Capacity Building for</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building of members &amp; traders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquire land for Chamber office.</li> <li>▪ Development of business</li> </ul>	9/10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
				<ul style="list-style-type: none"> <li>business Community in the County.</li> <li>▪ Trade Mission to Addis Ababa in company of County Team.</li> <li>▪ Advocacy for traders in the County.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruiting members to bring on board more businesses.</li> <li>▪ Recruiting Staff.</li> <li>▪ Automation and use of ICT for all Chamber activities for communication with partners to market members' business.</li> </ul>	<ul style="list-style-type: none"> <li>Park for business Incubation.</li> <li>▪ Income Generating Activities for every Sub-county.</li> <li>▪ Construction of Chamber Offices.</li> <li>▪ Develop trade links with other Counties.</li> </ul>	
43	LAIKIPIA	<ul style="list-style-type: none"> <li>▪ 43 Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public participation on several bills.</li> <li>▪ Stakeholders Forums.</li> <li>▪ Participated in County integrated development programme formation.</li> <li>▪ Governors Round Table Forum facilitated by KAM.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Equipping &amp; Furnishing County Chamber Office.</li> <li>▪ Opening Sub-county Offices.</li> <li>▪ Hiring Personnel.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Purchase of Plot for Office location.</li> <li>▪ Purchase of County Vehicle.</li> <li>▪ Form and run Sacco for business Members.</li> </ul>	4 out of 10
44	THARAKA NITHI	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ No</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	0
45	MANDERA	<ul style="list-style-type: none"> <li>▪ 275 Members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Governor's Round Table Conference</li> <li>▪ Contractors' verifications meetings.</li> <li>▪ Contractors and department of roads meetings conducted by Minister for Roads in the County Government and the Chairman of Chamber of commerce &amp; Industry Mandera County.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Extend County Chamber office to the six Sub-counties.</li> <li>▪ Employ 2 staffs for each six sub-county office.</li> <li>▪ Increase member from 275 members to 5,000.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mobilize and encourage foreign and local investors with the county with collaboration of Mandera County Government.</li> </ul>	4 out of 10

No.	County Chamber	No. of Memberships	Policy frameworks, Guidelines and MOUs for engaging the County Governments, and other development partners in the County.	Events organized and participated by the County Chambers since their establishment	County Chambers' key priority activities for implementation		Current rating of 1 to 10.
					Short-term	Long-term	
46	BOMET	<ul style="list-style-type: none"> <li>▪ 216 Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a framework but no MOU</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participated in the formation of county strategic development plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minimize conflict between the county government and small scale traders by facilitating dialogue whenever there are policy differences and charges.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have a well-informed business community in terms of management.</li> <li>▪ Liaise with Business Community and the government to provide a favorable business environment.</li> <li>▪ Partner with other chambers of commerce around the world and look for direct market to our business products.</li> </ul>	5/10
47	WEST POKOT	<ul style="list-style-type: none"> <li>▪ Not indicated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated.</li> </ul>	

**Table 6: Analysis of County Chambers' planning, operations and service delivery**

	County Chamber	Measures put in place to promote investments and cooperation between the County Chamber and other Chambers in the neighboring Counties	Strategies put in place to promote foreign investments in the County	Measures put in place to ensure visibility in terms of marketing and representation in the County trade and business activities	Strategies put in place to advocate for conducive environment and promoting trade development for SMEs, youth women and people living with disability in the County.	Training programme for enhancing Chamber members on entrepreneurial skills.	Training programme on value addition	County Chamber overall Strategies to tap the County potential
1	SIAYA	<ul style="list-style-type: none"> <li>The Chamber is inactive.</li> </ul>	<ul style="list-style-type: none"> <li>Influence the authority at the county level towards having more engagement with the foreign missions.</li> </ul>	<ul style="list-style-type: none"> <li>Use of roadshows and Chamber's representative</li> </ul>	<ul style="list-style-type: none"> <li>Chamber participating in the sustainability of the capacity building and training done by the County Government.</li> <li>Capacity building for the Chamber staff to be able to perform their functions.</li> <li>Make posters to be given to Chamber representatives as they meet for recruitment.</li> <li>Engaging political leaders on how to empower members.</li> </ul>	<ul style="list-style-type: none"> <li>Training by BAF on advocacy as the Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has a gap on this area.</li> </ul>	<ul style="list-style-type: none"> <li>Chamber Chair is the Chairman of Trade and represents the interest of the Chamber.</li> <li>Participation during the County Forums.</li> </ul>
2	KISUMU	<ul style="list-style-type: none"> <li>Communication strategy will be held in the first quarter of 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Establish regular contact diplomatic representation and foreign trade organizations</li> </ul>	<ul style="list-style-type: none"> <li>Rebrand the office.</li> <li>Established website, twitter and face book accounts to take the Chamber to social media platform.</li> <li>Publish E-</li> </ul>	<ul style="list-style-type: none"> <li>There is a Director in charge of the person with disability, women and youth.</li> <li>BAF supported Chamber before the devolved system.</li> </ul>	No programme	<ul style="list-style-type: none"> <li>No programme</li> </ul>	<ul style="list-style-type: none"> <li>Intensify membership recruitment.</li> <li>Establish sub-county offices subject to membership.</li> <li>Work with commercial attaches to reach</li> </ul>

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				magazine, Wi-Fi within the office and rollups Conference.				export market. <ul style="list-style-type: none"> <li>Work with foreign Chamber offices to identify suitable linkages</li> </ul>
3	HOMABAY	<ul style="list-style-type: none"> <li>Hold Chamber inter-County consultative forums (Migori, Kisii, and Kisumu. Siaya.)</li> <li>Foster sharing market, trade and dissemination of trade information from different counties.</li> <li>Establish inter-County MOUs to enhance smooth running of the Chamber business.</li> </ul>	<ul style="list-style-type: none"> <li>Agitate for good road networking to attract investors.</li> <li>Foster peace building in the County.</li> <li>Promote Airline transport in the county.</li> <li>Issue Certificates of Origin for cotton and sunflower for export crops available including rice, Guava, pineapples, cotton, groundnuts and potatoes.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a good working relationship with the neighboring county e.g. Kisii.</li> <li>Create Chamber sub-county offices,</li> <li>Carry out business advocacy.</li> <li>Train (BAF) in each sub-county.</li> <li>Encourage business community members to register their businesses.</li> <li>Partner with trade and industrial office of the Homa Bay County government.</li> </ul>	<ul style="list-style-type: none"> <li>Provide business advocacy training.</li> <li>Sensitization on project planning programme, networking, collaboration and partnership.</li> <li>Promote provision of good governance law and orders that favors the groups.</li> <li>Capacity building on financial sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with Irrigation scheme in Karachuonyo and other NGOs such as Friends of Crocodile.</li> <li>Continue undertaking training to youth, women and PLWD.</li> <li>The training programme has been slow due to lack of finances for facilitation.</li> </ul>	<ul style="list-style-type: none"> <li>Training on value additions has been done especially on pumpkins, fish processing, potatoes, passion fruits, and watermelon.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of the Sub-branch offices.</li> <li>Partner with County Government and potential civil societies organizations such as the women groups, youth groups and DPO.</li> <li>Collaboration with the financial institutions.</li> <li>Cooperating with all the business ventures in various areas to improve economy of scale.</li> </ul>
4	MIGORI	<ul style="list-style-type: none"> <li>Establishment of cross border trade.</li> <li>Intention to establish inter-county trade</li> </ul>	<ul style="list-style-type: none"> <li>Create a liaison office to engage the County Government on</li> </ul>	<ul style="list-style-type: none"> <li>No measures have been put in place.</li> </ul>	<ul style="list-style-type: none"> <li>No strategy has been put in place.</li> </ul>	<ul style="list-style-type: none"> <li>No programme</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber is in the process of developing a</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of agribusiness, centralized marketing.</li> </ul>

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		committee.	trade and industrialization issues.				training programme.	<ul style="list-style-type: none"> <li>Encourage local and foreign investments.</li> <li>Promote establishment of the cottage industries in the County.</li> </ul>
5	BUSIA	<ul style="list-style-type: none"> <li>Promote value addition for fish from Lake Turkana via Busia to Congo and Cereals from Uganda to Kenya.</li> <li>Working on the investors' policy.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber went to Dubai and Abu Dhabi.</li> <li>The Chamber is also planning to go to Nigeria, Johannesburg and Pakistan to promote agribusiness and real estate investments.</li> </ul>	<ul style="list-style-type: none"> <li>Establish Chamber offices in 7 Sub-County units.</li> </ul>	<ul style="list-style-type: none"> <li>Advocate that they get 30% jobs as provide in the constitution.</li> <li>Provide wheel chairs for PWDs.</li> <li>Advocate that their tenders be paid on time.</li> </ul>	<ul style="list-style-type: none"> <li>No funds to run training programmes.</li> </ul>	<ul style="list-style-type: none"> <li>No technical capacity to prepare proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Partnering with the County Government on various business areas.</li> <li>Profile and packaging of the investment opportunities.</li> <li>County Chairman sits on 5 Boards' committees.</li> <li>Hire services of a consultant to write proposals for investment projects.</li> </ul>
6	TRANS - NZOIA	<ul style="list-style-type: none"> <li>Establish entry point rapport with County Assembly.</li> <li>Participate in development of Inter-county relationship bills for Pokot,</li> </ul>	<ul style="list-style-type: none"> <li>Promote members products through exhibitions in ASK Shows.</li> <li>Attract Malaysia Investors in chicken processing</li> </ul>	<ul style="list-style-type: none"> <li>Has policies and strategies for 2012-2015, code of ethics, business plan, HR manual, finance policy.</li> <li>Marketing</li> </ul>	<ul style="list-style-type: none"> <li>Work with County Minister for gender and youth to promote representation.</li> <li>Chairman is a member of a Joint Loan Board.</li> </ul>	<ul style="list-style-type: none"> <li>Training on book keeping, SMEs risk management</li> </ul>	<ul style="list-style-type: none"> <li>Partner with the County Ministry of Planning for value addition.</li> <li>Looking for partners on</li> </ul>	<ul style="list-style-type: none"> <li>Improve partnership with the County Government.</li> </ul>

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		<p>Turkana and Vihiga.</p> <ul style="list-style-type: none"> <li>Establish regional office for North Rift Counties</li> </ul>	<p>and infrastructure, PPP and planning.</p> <ul style="list-style-type: none"> <li>Attract India investors in housing sector.</li> </ul>	<p>Chamber through events calendar and AGM where Chairman address members from all sectors</p>	<ul style="list-style-type: none"> <li>Through economic forums.</li> <li>Lobby of exemption of PLWD from paying some duties charges.</li> <li>Lobby county government to reduce charges for youth ventures.</li> </ul>		<p>value addition from Malaysia.</p>	
7	BUNGOM A	<ul style="list-style-type: none"> <li>Chamber invitations during investment forum.</li> <li>Partnership with the Senator's Office.</li> </ul>	<ul style="list-style-type: none"> <li>Chamber took the County Government Officer to Spain on agriculture and dairy trip.</li> <li>Chamber fast tracked Governor's trip to China and Thailand.</li> <li>Sent Directors to Thailand, Australia and China.</li> <li>Following up the establishment of maize mill factory from China worthy 1.2 billion shillings.</li> </ul>	<ul style="list-style-type: none"> <li>Use of the media for marketing e.g. radio, outreach programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Kshs. 90 million-given to the youth and Kshs 20 million given to PLWDs. by the County Government through the influence of the Chamber.</li> <li>Undertaking Training the BodaBoda riders on saving and investment issues.</li> </ul>	<ul style="list-style-type: none"> <li>No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity of board members.</li> <li>Undertake advocacy on enabling environment for the business community.</li> </ul>
8	KAKAME GA	<ul style="list-style-type: none"> <li>Hold regular consultative meetings with neighboring County Chambers.</li> </ul>	<ul style="list-style-type: none"> <li>No strategy indicated</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber requires re-launching.</li> <li>There is resistance</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>Get full support of the County Government.</li> <li>Re-launching with</li> </ul>

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				from potential members.				National office acting as a go between County Chamber and the National Government.
9	NANDI	<ul style="list-style-type: none"> <li>▪ Fighting the Cess bill.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investment policy still at the formative stage.</li> <li>▪ County laws being addressed.</li> <li>▪ Promote foreign direct investment with Nigeria, China, and Mauritius.</li> <li>▪ Promotion of the sports, stadium (Kipchoge Keino) - refurbish high altitude training camps.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attending training forums.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good Working Relationship with the Saccos.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No training programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish and maintain investors' profiles.</li> <li>▪ There is lack of political goodwill.</li> <li>▪ Be a proactive Chamber with minimum bureaucracy.</li> </ul>
10	ELGEYO MARAKW ET	<ul style="list-style-type: none"> <li>▪ Trans Nzoia –inter-county integration forum, airport facility, hotels.</li> <li>▪ Exchange resources e.g. water ADC forums.</li> <li>▪ Chamber liaison units to be opened.</li> <li>▪ Joint tourism circuit.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promotion of sports.</li> <li>▪ Joint investment and land contribution by the members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Through participation during members' recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership with the Government towards UWEZO Fund.</li> <li>▪ Visit women, Youth and disabled at ward level to market the Chambers activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No training programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have liaised with Kenya Agricultural Sector Program with no response.</li> <li>▪ Also contacted Kenya National Training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participate in Joint exploration missions.</li> <li>▪ Partnering with potential investors.</li> </ul>

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							Corporation and ADC on developing and undertaking training.	
11	UASIN GISHU	<ul style="list-style-type: none"> <li>▪ Hold joint workshops with West Pokot, Baringo (North Rift Counties) on better participation, inclusion and governance.</li> <li>▪ Networking with other counties to create synergies in attracting investors.</li> <li>▪ Well positioning of the Chamber- the County Minister for Trade is the Chairman of the Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth-assisted to access loans from UWEZO Fund.</li> <li>▪ Assisted youth to register as cooperatives.</li> <li>▪ Assisted the group with disability to register.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Undertook youth training in 2010 sponsored by UNDP on business entrepreneurship, post-election livelihood programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No capacity to train.</li> <li>▪ 680 youth trained in 2010 in collaboration with UNDP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engaging the County Government but lacking capacity.</li> <li>▪ Large membership and an enabling business environment.</li> </ul>
12	BARINGO	<ul style="list-style-type: none"> <li>▪ Promote leather industry, tourism in Elgeyo Marakwet, Baringo, transport system in Eldama Ravine, Elgeyo Marakwet, and business networking in Laikipia, Samburu, Kericho, Uasin</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attract Korean Investors in coffee &amp; sisal in Baringo, and Chinese Investors in Honey.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Arbitration in every sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building of SMEs.</li> <li>▪ Linking to the access to financial institution.</li> <li>▪ Marketing to enhance the local products.</li> <li>▪ Value addition for the local products.</li> </ul>

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		Gishu.						
13	NAKURU	<ul style="list-style-type: none"> <li>▪ Address Security issues- Bomet, Nyandarua, Kiambu, Kericho, Narok, Kericho, and Laikipia.</li> <li>▪ Nakuru is spring-board for neighboring county, 80,000 people employed in the horticulture.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote Asians export of vegetable.</li> <li>▪ Foster Japan-KARA, export of potatoes to neighboring Countries; pyrethrum come from as far as Tanzania,</li> <li>▪ Promote Nigeria vegetable processing industry,</li> <li>▪ Promote Holland-flowers and Israel horticulture.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold County Dialogue about PLWDs weaving groups, rotary clubs, and wellness programmes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth Enterprise Training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support youth in SDA Church from all Sub- counties (RBOs).</li> <li>▪ Donors supporting incubating programmes. Rabbit keeping.</li> <li>▪ Formation of mutual partnership with County Governments on areas of training and capacity building on various business aspects eg SMEs.</li> </ul>
14	NYAMIR A	<ul style="list-style-type: none"> <li>▪ Promote peace for fair business.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chairman has visited China for solid waste management.</li> <li>▪ Identification of Investors on agricultural products.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual exhibitions</li> <li>▪ Need to establish Roadshows communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be done by the Chairman.</li> <li>▪ A member of the Chamber's board is disabled.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No programme</li> <li>▪ Capacity building required.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No programme</li> <li>▪ Capacity building required.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Equip business with business skills to exploit the potential.</li> <li>▪ Lobby County Government to establish cottage industry.</li> <li>▪ Encourage value addition of tea and coffee.</li> <li>▪ Promote peace for business.</li> </ul>

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15	KISII	<ul style="list-style-type: none"> <li>Promoting security and indiscrimination. Asian community has business in Kisii. Transport business. Agriculture. Products. MOUs between Kisii and Luo on sand selling in Nyamira.</li> </ul>	<ul style="list-style-type: none"> <li>National Office to support the County Chamber in foreign trips.</li> <li>Inadequate communications between the County Chamber and the National Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has participated in arbitration with the County Government on how the members can conduct business with fewer disturbances and chase bank supported the programme.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Training of the business people, value addition,</li> <li>Training on Business skills.</li> <li>Arbitration between County leaders and people.</li> </ul>
16	KERICHO	<ul style="list-style-type: none"> <li>Promote agriculture:- Irish potato from Nakuru, Tea from Nyamira, Bomet, Pineapples bananas, sweet potatoes from Nyamira, Kisii, Bomet, and Kisumu.</li> <li>Promote Stone and sand trade-import sand and export stones to other counties.</li> <li>Promote Hide and skins trade.</li> <li>Promote dairy enterprising.</li> </ul>	<ul style="list-style-type: none"> <li>Promote horticulture, flower and tea-exporting to Europe, bait for fishing gear are manufactured and exported to Uganda and Steel industry for export to Sudan.</li> </ul>	<ul style="list-style-type: none"> <li>County Chamber lack proper coordination with the National office for visibility.</li> <li>Hold forums with the County Office.</li> <li>Carry out sensitization on Chamber's role</li> </ul>	<ul style="list-style-type: none"> <li>Applied for funds from the County Government but did not access the funds- (the funds are politicized).</li> </ul>	<ul style="list-style-type: none"> <li>Meeting Kenya association of manufacturers to facilitate training, Kentrade, and HINO for Matatus and Trucks</li> </ul>	<ul style="list-style-type: none"> <li>Has not yet developed training of its members on Horticulture, tea, Leather and Steel</li> </ul>	<ul style="list-style-type: none"> <li>Identify development partners.</li> <li>Contact National Housing Corporation to negotiate on how to develop the plan.</li> <li>Liaise with the County Government to identify funding.</li> </ul>
17	NAIROBI	<ul style="list-style-type: none"> <li>Liaise with Kajiado, Kiambu, Machakos Chambers on trade missions and other chamber activities.</li> </ul>	<ul style="list-style-type: none"> <li>Working with a number of embassies e.g. Malaysia, Alexandria,</li> </ul>	<ul style="list-style-type: none"> <li>Have a website.</li> <li>Organizing a meeting of all the 7 sub-counties and do an exhibition in</li> </ul>	<ul style="list-style-type: none"> <li>Have participation in the formulation of the solid waste management bill, licensing, reducing</li> </ul>	<ul style="list-style-type: none"> <li>At least 150 people were trained in 2014 on SMEs and</li> </ul>	<ul style="list-style-type: none"> <li>Planning with Maasai women on Ciondo making programme in</li> </ul>	<ul style="list-style-type: none"> <li>Seeking partnership with like-minded institutions e.g. Events Managers,</li> </ul>

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			Turkey, India and Ukraine to promote and attract foreign investments.	April 2015	red tape. <ul style="list-style-type: none"> <li>Use of SMS to communicate with members on opportunities.</li> </ul>	business skills. <ul style="list-style-type: none"> <li>Calendar of trainings in the website.</li> </ul>	February 2014	banks such as Coop Bank, Barclays Bank, Youth Enterprise Development Fund. <ul style="list-style-type: none"> <li>Promote and attract foreign investors and signing of MOU with Africa Trade Link and Export.</li> <li>Sending chamber's delegations to foreign trade trips</li> </ul>
18	MURANG'A	<ul style="list-style-type: none"> <li>Promoting direct export of coffee and breaking the coffee sector cartel.</li> <li>Promote Horticulture and value addition in dairy farming.</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with the County Assembly to have friendly laws to attract investors.</li> </ul>	<ul style="list-style-type: none"> <li>Team up with local banks to hold sector Workshops. Utilize UWEZO Fund, Youth Fund to train members.</li> <li>Work with women empowerment.</li> <li>Engage the Sports and Culture Office of the County Government to promote culture.</li> </ul>	<ul style="list-style-type: none"> <li>Team up with the County Executive members in those sectors to promote the members.</li> <li>Capacity building and organizing expos.</li> </ul>	<ul style="list-style-type: none"> <li>Plan to do the trainings when Chamber gets financial support.</li> </ul>	<ul style="list-style-type: none"> <li>Plans to undertake workshops for farmers in coffee and tea sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Inviting foreign and local marketers.</li> <li>Marketing and publicity of the resources.</li> </ul>
19	KIAMBU	<ul style="list-style-type: none"> <li>Cluster the county using the Nairobi</li> </ul>	<ul style="list-style-type: none"> <li>Participate in 3 major trips in the</li> </ul>	<ul style="list-style-type: none"> <li>Chamber has a Diaspora desk</li> </ul>	<ul style="list-style-type: none"> <li>This group has been incorporated in the</li> </ul>	<ul style="list-style-type: none"> <li>Working with</li> </ul>	<ul style="list-style-type: none"> <li>Assisted an organization to</li> </ul>	<ul style="list-style-type: none"> <li>Because of proximity with</li> </ul>

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		metropolitan (Murang'a, Nyandarua, Nairobi, Kajiado, Kiambu, Narok) to focus on the common things e.g. agriculture, tourism and industry. Share resources e.g. water.	<p>USA ,</p> <ul style="list-style-type: none"> <li>▪ Liaise with people in Diaspora, Dubai Investors, Kabul, Abu Dhabi, who are readily available.</li> <li>▪ Infrastructure, robust website to interact with.</li> <li>▪ Establish liaison office for Kiambu in USA, Abu Dhabi, Dubai, and exhibition Royal Show at Kiambu, Italy, Mauritius, and Uganda.</li> </ul>	<p>based in the National Office.</p> <ul style="list-style-type: none"> <li>▪ Chamber has branded merchandise.</li> <li>▪ Erection of Thika super highway billboards.</li> <li>▪ Engaging various actors, private e.g. Bata, Thika industries as sponsors.</li> <li>▪ Publish periodical/county magazine and run a websites.</li> <li>▪ Establish network of all the sub-county.</li> <li>▪ Undertake an exhibition every month.</li> <li>▪ Hold breakfast, luncheons, and dinner's meetings aimed at engaging the business stakeholders in the County.</li> <li>▪ Engage marketers and sales</li> </ul>	<p>Chamber's Governing Council.</p> <ul style="list-style-type: none"> <li>▪ Utilizing UWEZO Funds and Sacco to finance SMEs, women, youth to establish industries, SMEs,</li> <li>▪ Targets to reach more youth groups.</li> </ul>	<p>established institutions e.g. Thika sponsored by the County's Ministry of Trade - held 3 workshops last year.</p>	<p>establish export in Githunguri Milk products and selling.</p> <ul style="list-style-type: none"> <li>▪ Training on condensed meat, horticulture, avocado juice.</li> <li>▪ Establish cottage industry at Kimende Trading Center, and promote kales and pig business.</li> </ul>	<p>Nairobi and airport Kiambu is well situated to be the center of excellence.</p> <ul style="list-style-type: none"> <li>▪ Strengthening all the sectors and work with County Government to improve infrastructure to promote tourism viewpoints, cultural tourism and harness forests.</li> </ul>

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				<p>representatives on commission ( has engaged 3 now and targeting 12)</p> <ul style="list-style-type: none"> <li>▪ Hold road shows and make brochures.</li> <li>▪ Sponsoring sports e.g. golf, football and netball.</li> </ul>				
20	NAROK	<ul style="list-style-type: none"> <li>▪ Meetings with other County Chambers are negligible at the moment due to lack of capacity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Done by County Government.</li> <li>▪ No clear cut policy for engagement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Representation at the County Trade Board.</li> <li>▪ Public Barazas and meetings</li> <li>▪ A few workshops.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incubation of startup SMEs by providing space in Chamber Offices for a limited period.</li> <li>▪ Providing information on where to get loans</li> <li>▪ Create linkages with other partners such as Kenya Industrial Estates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Narok Chambers have a work plan and budget for the activities which commence on 3rd March 2015 and will be done in all the 30 wards in Narok County. This is however subject to availability of funds.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber assist small businesses and its training programs include value addition.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not identified</li> </ul>
21	KITUI	<ul style="list-style-type: none"> <li>▪ Invited CEO of Trans Nzoia once in effort to create linkage and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting of EPZ and invited the officer to visit Kitui</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out a vigorous recruitments and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working hand in hand with National Office to create</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ No programme but plans to train on</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage the National Office.</li> <li>▪ Exploiting the</li> </ul>

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		<p>benchmark with other County.</p> <ul style="list-style-type: none"> <li>Currently no major activity.</li> </ul>	<p>Chamber and explore business opportunities.</p> <ul style="list-style-type: none"> <li>Liaison with a firm from Nigeria in effort to woo foreign investors.</li> </ul>	<p>education of members &amp; business community.</p> <ul style="list-style-type: none"> <li>Advocacy on the business rates and levies to be reduced.</li> <li>Public forum participation.</li> </ul>	<p>awareness/business opportunities.</p> <ul style="list-style-type: none"> <li>Capacity building for the youth, women and disabled people.</li> </ul>		<p>horticulture value addition, Charcoal marketing and collection centers.</p> <ul style="list-style-type: none"> <li>Grain banks (warehousing)- people to sell appropriately when the prices are good.</li> <li>Cold storage for the perishable.</li> </ul>	<p>opportunities related to EPZ.</p> <ul style="list-style-type: none"> <li>Encourage Merger in the small business.</li> </ul>
22	MACHAKOS	<ul style="list-style-type: none"> <li>No activity has been undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Discussing with the National Office to include the County Chamber Officers to join in foreign trips.</li> </ul>	<ul style="list-style-type: none"> <li>No invitation for participation in any activity of forum by the County Government.</li> <li>The County Government does not involve the County Chamber in its activities.</li> </ul>	<ul style="list-style-type: none"> <li>Carried out an advocacy forum but has not been able to access the County Trade Officers.</li> </ul>	<ul style="list-style-type: none"> <li>Has done some training through partners such as Toyota Kenya, General Motors, UAP insurance and Britam insurance.</li> </ul>	<ul style="list-style-type: none"> <li>No programme in place.</li> </ul>	<ul style="list-style-type: none"> <li>Trying to harmonize the relationship between the County Government and Chamber to make it easy to do business.</li> <li>Arbitration is ongoing.</li> <li>The Governor has not met the business community since he came to power.</li> </ul>

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23	KAJIADO	<ul style="list-style-type: none"> <li>▪ Approached the County's Ministry of Trade and indicated the need to look at available opportunities locally vis a vis the surplus that the Kajiado County can offer the neighboring counties.</li> <li>▪ A team has been sent to profile the opportunities that exist in the county.</li> <li>▪ Have a consultative meeting to give direction once the exercise is finished.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investment policy on pastoralism and tourism is being worked on by the County Government with key focus priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Endeavor to attend to invitations by the County Government but the constraints are caused by lack of finance.</li> <li>▪ Sub-county representatives have been identified.</li> <li>▪ Attend gala night functions, marathon events, miss tourism sponsored and attended by the Chamber.</li> <li>▪ Membership in Loan Board Committee.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ The training needs have been identified and interaction is going on with the county government to address the issue.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chamber is working through the KEBS, KIRDI, EPZA, and AFC. They have indicated willingness to support the Chamber but the program has not taken off due to financial constraints.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy framework for government.</li> <li>▪ Sensitization of Business communities on issues of PPP, joint ventures and mergers.</li> <li>▪ Tapping into Regional, and International market.</li> <li>▪ Governor's Round Table Conference, bringing together all the business people to have one common structure on business agenda.</li> </ul>
24	NYANDA RUA	<ul style="list-style-type: none"> <li>▪ Organizing to visit the well performing County Chamber e.g. Mombasa, Kisumu, Trans-Nzoia to Benchmark.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need exposure through national office, exhibitions in trade affairs,</li> <li>▪ Need National Office support on foreign investment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use of local FM radios, if facilitated,</li> <li>▪ Use of road shows.</li> <li>▪ Develop manuals to all potential members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approach County Government to support PWDs and youth, SMEs, women. Seek to understand operationalization of UWEZO Fund.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plans to have trainings in February 2015.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Benchmarking and training of directors to understand the chamber's overall mandate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engage Nyandarua Diaspora in Nairobi to facilitate investments and benchmarking at home.</li> </ul>
25	NYERI	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvement in road networks to attract tourism</li> </ul>	<ul style="list-style-type: none"> <li>▪ Relocation of the office from the backstreet to the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participating and engaging the County Government at</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not yet done</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have cultivated a strong working relationship with</li> </ul>

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			<ul style="list-style-type: none"> <li>▪ Proposed Nyaribo airport and dual carriage road to Marua will certainly impact on investment.</li> <li>▪ Proposed market hub at Chaka will provide a food-gateway to Northern Kenya.</li> <li>▪ Improved security, infrastructure e.g. Mulika Mwinzi (illuminate the thief) will reduce crime and attracts investors.</li> </ul>	<p>front to enhance visibility and access.</p> <ul style="list-style-type: none"> <li>▪ Establishment of Sub-county committees to reach out to grassroots enterprises.</li> <li>▪ Representation to various seminars, meetings and workshops, taking place in the county.</li> </ul>	<p>legislation level as well as in meetings and officials visits to their offices to deal with pertinent issues affecting the business community.</p>			<p>the County Government.</p> <ul style="list-style-type: none"> <li>▪ Have actively participated in business promotion forums.</li> <li>▪ Networking with other agencies involved in promotion and capacity development of business people.</li> </ul>
26	MERU	<ul style="list-style-type: none"> <li>▪ Making sure that the levies/Cess is uniform.</li> <li>▪ Consumption of Miraa is currently a challenge.</li> <li>▪ Potatoes packaging to be uniform.</li> <li>▪ Appreciation of investment forums for all the Counties to bring harmony.</li> </ul>	<ul style="list-style-type: none"> <li>▪ International magazine covering the County.</li> <li>▪ Publish Magazine by the Governor.</li> <li>▪ Participation in foreign mission-Malaysia, South Korea, Dubai, and Uganda.</li> <li>▪ Participation to wherever public Barazas are held.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chamber has influenced setting up of police posts.</li> <li>▪ Support of market establishment.</li> <li>▪ Representation in every public event.</li> <li>▪ Play key role in organizing the events.</li> <li>▪ Office need to be branded.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Made presentation to government to waive some fees for the businesses (government has partially responded).</li> <li>▪ Priorities for kiosks.</li> <li>▪ Participate in the work plan.</li> <li>▪ Did fund raising to support children who were being removed from streets.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create awareness to the public and engaging them through structured workshop.</li> </ul>

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27	KIRINYA GA	<ul style="list-style-type: none"> <li>▪ Organize exchange programme for Benchmarking.</li> <li>▪ Invitation to trade fairs/expos.</li> <li>▪ Developing good polices.</li> <li>▪ Developing good marketing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participating in organized national expo/symposia.</li> <li>▪ Developing and promoting good policies.</li> <li>▪ Signing bi-lateral agreements between the County and Intermediate Bodies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participating in trade fairs and forums.</li> <li>▪ Nominating Chamber members to various County Boards' committees.</li> <li>▪ By use of branded Chamber materials i.e. tents.</li> <li>▪ Use of printed brochures and files.</li> <li>▪ Holding public forums for training and undertake publicity through Barazas</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber's Board is inclusive of this targeted group.</li> <li>▪ Offering training on entrepreneurship to youth etc.</li> <li>▪ Offering financial support via Joint Loan Board.</li> <li>▪ Exposing the SMEs to the institutions that provide skills and incubation facilities i.e. KIRDI etc.</li> <li>▪ Group motivation through workshops.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Through the Joint Loan Board the Chamber has role in training the members on financial management , offering entrepreneurial trainings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In collaboration with ASDSP and Ministry of Agriculture, Chamber has held various platforms and value chain and value addition initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishing the county Sub-units.</li> <li>▪ Being members of the County Boards committees and other institution.</li> <li>▪ Organize trade fairs and business expo.</li> <li>▪ Hold Invest forums.</li> </ul>
28	EMBU	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attended a Round Table Breakfast meeting in Nairobi.</li> <li>▪ Promoting the agribusiness for export such as macadamia.</li> </ul>	<ul style="list-style-type: none"> <li>▪ During National Days' celebration, Chamber is given time to create awareness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Have advocated on behalf of small scale traders such as 'Mama Mbogas'.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Holding investment forums.</li> <li>▪ Creation of low housing flats.</li> <li>▪ Construction of the business park.</li> </ul>
29	KWALE	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Foreign investment promotion on tourism sector.</li> <li>▪ The first</li> </ul>	<ul style="list-style-type: none"> <li>▪ Starting recruitment drives.</li> <li>▪ Holding seminars for the business</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are plans to involve the disadvantaged but not much has been done</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment of the members would benefit diversity.</li> <li>▪ Construction of</li> </ul>

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			investment forum conducted.	community. <ul style="list-style-type: none"> <li>▪ Organize tours from county to county.</li> <li>▪ Attend trade mission internally and externally.</li> </ul>	currently.			by-pass would help the queueing of the ferry.
30	KILIFI	<ul style="list-style-type: none"> <li>▪ None.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participate in trade exhibitions to attract more investors.</li> <li>▪ Work in synergy with the County Government to carry out trade investment forums.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No adequate effort for visibility.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Require support from UNDP and other development partners in carrying out capacity building for the Chamber Directors and sensitizing the business community members towards the Chamber's mandate.</li> </ul>
31	TAITA TAVETA	<ul style="list-style-type: none"> <li>▪ Trade and export promotions.</li> <li>▪ Improve microeconomic support program.</li> <li>▪ Doing market and feasibility study.</li> <li>▪ Undertaking Chamber benchmarking.</li> <li>▪ Seek technical</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work closely with the County Government to create awareness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not in place but the Chamber is considering the training in the following sectors: mining, tourism, ranching, horticulture,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Delivering on five key priorities namely good governance, networking and information sharing, organizational development facilitation, policy engagement and</li> </ul>

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		assistance from other partners and Chamber National office.					and dairy farming.	advocacy and institutional capacity building and sustainability.
32	MOMBAS A	<ul style="list-style-type: none"> <li>▪ Identify competitive strength of every County and Intra County trade and relations.</li> <li>▪ Signed MOU with Turkana County Chamber.</li> <li>▪ Create a forum where County can showcase their products.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The President has embraced Chamber in addressing economic foreign missions.</li> <li>▪ Process milk packaging for powdered milk and send it Nigeria.</li> <li>▪ Liaise and attract Chinese, South Africa, Japanese delegation (mechanism for monitoring needs to be put in place.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber is visible.</li> <li>▪ The Chairman has done a lot to engage with other stakeholders to improve the Chamber's visibility.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber is currently agitating for representation in various institutions such as Mombasa Water Company, Kenya Port Authority Board,</li> <li>▪ Improve the Hawker's kiosks.</li> <li>▪ Promoted KUZA; (a youth empowerment project which is being sponsored by Adam Smith International)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Specific training programme not in place currently.</li> <li>▪ Encourage Youth agenda to participate in the capital market.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize awareness seminars between Chamber and County Government and identify potential partners.</li> </ul>
33	WAJIR	<ul style="list-style-type: none"> <li>▪ None at the moment-but there is room to improve.</li> </ul>	<ul style="list-style-type: none"> <li>▪ One of the Directors attended Foreign trade missions to US.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not much has been achieved due to financial constraints.</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is intention but not much has been done.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trained women groups on the role of Chamber.</li> <li>▪ Chamber lacks the capacity-training facilitated by the other NGOs.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Capacity building and training the corporative societies in order to improve their skills.</li> <li>▪ Look for markets.</li> </ul>

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34	SAMBURU	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Foreign investment forum with China and Korea but the engagement is not helping enough.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>			<ul style="list-style-type: none"> <li>Consultations and involvement during decision making.</li> </ul>
35	MAKUENI	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation. External exhibition.</li> </ul>	<ul style="list-style-type: none"> <li>None due to lack of resources.</li> </ul>			<ul style="list-style-type: none"> <li>Construction of factories for processing.</li> </ul>
36	ISIOLO	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Holding some sensitization seminars.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>		<ul style="list-style-type: none"> <li>Approached banks but no response.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with the Minister of Trade to involve the Chamber.</li> </ul>
37	VIHIGA	<ul style="list-style-type: none"> <li>Ensuring that most of the SME sector players are financed to go and participate in the trade fairs and exhibitions from neighboring regions.</li> <li>Partnering with EPC to ensure that some of our county products that are produced in plenty and can have marketing potential.</li> </ul>	<ul style="list-style-type: none"> <li>Sharing data with EPC to know how best to nurture our SME potential for export.</li> <li>Working on developing a County Investment Policy to guide foreign investments in the County.</li> <li>Working on MoUs with foreign Chambers to harness the partnership possibilities for our existing companies so as to build their potential.</li> </ul>	<ul style="list-style-type: none"> <li>Branding of the name outside the door and outside the building.</li> <li>Organizing the Governor's Round Table meeting for the Business Community.</li> <li>Coordinating with the Ministry of Trade and Industrialization in setting up the County trade fair.</li> </ul>	<ul style="list-style-type: none"> <li>Partnered with KAM to have 30 SME sector players capacity built.</li> <li>Partnered with EPC to ensure that most of the SME sector players are trained on how to have their products earn the export touch through proper branding and packaging.</li> <li>Partnered with the Ministry of Trade and Industrialization within the county to build capacity of 100 women and persons</li> </ul>	<ul style="list-style-type: none"> <li>Through partnerships with other business membership organizations like EPC and KAM to avoid over duplication of the same training programme.</li> </ul>		<ul style="list-style-type: none"> <li>Being members of all relevant committees in those Ministries to influence from within the system.</li> <li>Monthly brief meetings with the Governor to review set objectives.</li> <li>Chairing the investment committee within the County to give guidelines on how to approach the investment opportunities within the County.</li> </ul>

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					with disability.			<ul style="list-style-type: none"> <li>Ensure that most of the trips made outside the Country by the County Government have to be accompanied by a Chamber representative.</li> </ul>
38	TURKAN A	<ul style="list-style-type: none"> <li>Cross border visits e.g. Uganda and Ethiopia.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Minimal due to lack of sufficient fund.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing but seldom.</li> </ul>			<ul style="list-style-type: none"> <li>Participate in development of pro-chamber bills – work closely with the Assembly.</li> <li>Strengthen umbrella investment organizations to access business opportunities in the county Develop MOU's that guide engagement in lead sectors.</li> </ul>
39	LAMU	<ul style="list-style-type: none"> <li>There is interaction between the neighboring counties and the Chamber branch officials.</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has approached several foreign embassies in a bid to direct investors and arrange</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber uses word of mouth technique, Personal contacts and networks of members but the</li> </ul>	<ul style="list-style-type: none"> <li>No strategy.</li> <li>Personal resources are used to lobby County Government and to train youth.</li> <li>Educational programs</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has conducted several small and informal training.</li> </ul>	<ul style="list-style-type: none"> <li>Not yet, but exploring opportunities and funding.</li> </ul>	<ul style="list-style-type: none"> <li>Engage the business community stakeholders and rally them for a common cause.</li> </ul>

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			investors' forum to the County, but there is no continuity due to non-availability of resources.	Chamber faces hurdles due to financial constraints.	are carried out for the intended groups through volunteer effort by Chamber branch officials.			<ul style="list-style-type: none"> <li>▪ Create awareness on potential collective focus.</li> <li>▪ Discuss with County and National Government on the pivotal role of security to business.</li> <li>▪ Teach youth on investment and small businesses.</li> <li>▪ Train youth and business community on environmental issues.</li> </ul>
40	GARISSA	<ul style="list-style-type: none"> <li>▪ Promotion of Livestock Trade.</li> <li>▪ Enhancement of Transport system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize Investment Forum.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership recruitment Drive.</li> <li>▪ Organize breakfast meetings periodically.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber is ready to handle problems as they come.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>
41	TANA RIVER	<ul style="list-style-type: none"> <li>▪ Networking with other Chamber officials from neighbouring counties.</li> <li>▪ Business forums for exchange of ideas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opening up of modern airstrips.</li> <li>▪ Construction of tarmac road to link with Nairobi.</li> <li>▪ Electricity and power supply.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has representation in all the County Boards' committees as follows: CDF Board, Joint</li> </ul>	<ul style="list-style-type: none"> <li>▪ Representation in Youth Enterprise Development Fund, Women Enterprise Development Fund, UWEZO Fund, 'Kazi kwaVijana' for</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seminars workshops Baraza and meetings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mangoes production and livestock production and marketing,</li> <li>▪ Agribusiness and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construction of tourism centers, hotels and lodges.</li> <li>▪ Expansion of market centres.</li> <li>▪ Light industry to manufacture local</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Business partnerships.</li> <li>▪ Business shows and exhibitions.</li> <li>▪ Sales of goods in exchange.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Both local and international banks set up for foreign exchange activities.</li> <li>▪ Good communication network in the County</li> </ul>	Trade Loans Board, Roads Board, Tourism Board, and Health committee.	tenders.		<ul style="list-style-type: none"> <li>commercial marketing.</li> <li>▪ Jua kali artisans skills and modern technology on e-learning.</li> </ul>	<ul style="list-style-type: none"> <li>products.</li> <li>▪ Planting of more trees to enhance timber production and fuel production like charcoal and firewood.</li> </ul>
42	MARSABIT	<ul style="list-style-type: none"> <li>▪ Inter –County Consultative Forum (annually).</li> <li>▪ Strategizing and establishing cross border trade user association.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Leasing of County land for investors.</li> <li>▪ Establishing Conflict Resolution mechanism committee.</li> <li>▪ Developing improved infrastructure in strategic places.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment Drive in every sub-county.</li> <li>▪ Election of representatives of sub-county officials.</li> <li>▪ Having sub-branch officials in every sub-county.</li> <li>▪ Holding joint election for the county.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participating in trade forums and Trade Missions.</li> <li>▪ Capacity building of women, youth and people with disabilities.</li> <li>▪ Nomination of Chamber committee representatives to County committee e.g. Tendering, Trade, and Jua Kali</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trying to revitalize the Chamber.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Participating in the development of County trade policy.</li> <li>▪ Linking with international Chamber of Commerce for marketing.</li> <li>▪ Providing business training for members and information.</li> <li>▪ Holding and participating in trade fairs and exhibition.</li> </ul>
43	LAIKIPIA	<ul style="list-style-type: none"> <li>▪ Contemplating having an Information hub in Laikipia Headquarters to provide information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trade Exhibitions to be encouraged for both local and international investors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertisement in local paper, public Barazas.</li> <li>▪ Public Participation.</li> <li>▪ Organized</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training SMEs.</li> <li>▪ Facilitating for small loans through Ministry of Trade.</li> <li>▪ Organizing Seminars on</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organized several trainings last year and the year before</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber is planning to have one soon.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Register as many members as possible and let them invest as local and international</li> </ul>

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		<p>to the potential investors.</p> <ul style="list-style-type: none"> <li>▪ Create and carry out Trade Exhibitions locally and abroad.</li> </ul>		<p>training workshops and Seminars.</p>	<p>business skills.</p> <ul style="list-style-type: none"> <li>▪ Inclusiveness in the Board of Management to all gender.</li> </ul>	<p>with the help from Business Advocacy Fund.</p>		<p>investors.</p> <ul style="list-style-type: none"> <li>▪ Train our B.M.Os to increase Production.</li> <li>▪ Encourage members to join cooperative society for loans, marketing and production.</li> </ul>
44	THARAKA NITHI	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ If there can be a proper planning, Tharaka Nithi has the best potential for Chamber to operate in.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	None	None	<ul style="list-style-type: none"> <li>▪ None</li> </ul>
45	MANDERA	<ul style="list-style-type: none"> <li>▪ The Chamber has some negotiation going on between Mander County Chamber and neighbour counties i.e. Wajir, Moyale, and Nairobi.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The County Government has already allocated land for foreign investors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brochures, banners and other related branding materials.</li> <li>▪ Advertisement through local radios, TV etc.</li> <li>▪ Develop manual for trainings, specially SME's..</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mander County Government has allocated some funds for SME's for soft loan through Ministry of ICT, Co-operate and Trade, as a result of advocacy carried out by county chamber.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has sent some members for foreign missions and some exchange visits in other counties.</li> <li>▪ The Chamber has carried out some</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber has identified 3 value chain platforms such as Tomatoes, goat, milk and camel meat with collaboration of Agricultural Sector Development Support Programmes (ASDSP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce quality product of livestock, crops and cement.</li> </ul>

	County Chamber	Measures put in place to promote investments and cooperation between the County Chamber and other Chambers in the neighboring Counties	Strategies put in place to promote foreign investments in the County	Measures put in place to ensure visibility in terms of marketing and representation in the County trade and business activities	Strategies put in place to advocate for conducive environment and promoting trade development for SMEs, youth women and people living with disability in the County.	Training programme for enhancing Chamber members on entrepreneurial skills.	Training programme on value addition	County Chamber overall Strategies to tap the County potential
						training programmes for external trade through support of National Government.		
46	BOMET	<ul style="list-style-type: none"> <li>▪ Open markets across the neighboring counties with respect to distribution of goods and services.</li> <li>▪ Favourable policies and regulations with regard to movement of goods and services across the neighbouring counties.</li> <li>▪ Setting up structures and mechanisms across the county.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Making foreign visits and marketing our products to the investors and development partners.</li> <li>▪ Inviting various investors to visit our country for purposes of assessing viable Business activities and opportunities.</li> <li>▪ Building relationship with foreign banks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trade fairs and Exhibitions organized and facilitated by the county chamber.</li> <li>▪ Legal presentation and advocacy.</li> <li>▪ Formation of Trade Unions in all the five sub-counties to serve as a legal platform for the business community to raise and address economic issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pushing the county government to award 30% of tenders to the Youth, Women and people with disabilities as stipulated by the constitution.</li> <li>▪ The Chamber is liaising with county government to ensure that people with disabilities, youth and women are not locked out in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training 100 members on a monthly basis.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The chamber targets Poultry farmers – slaughter, refrigerate, pack and sell.</li> <li>▪ Milk farmers – packaging and selling.</li> <li>▪ Potato farmers – processing.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research based marketing and analyzing the supply and demand of various products and services.</li> <li>▪ Create the right culture and the setting for people’s creativity.</li> <li>▪ Creating innovative structures, processes and systems that generate ideas and transform them into value.</li> </ul>
47	WEST POKOT	<ul style="list-style-type: none"> <li>▪ No information</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information</li> </ul>	<ul style="list-style-type: none"> <li>▪ No information</li> </ul>

**Table 7: Analysis of County Chamber's resource mobilization, salient challenges and recommendations**

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
1	SIAYA	<ul style="list-style-type: none"> <li>▪ County Government partnership for training.</li> <li>▪ Members' subscription.</li> <li>▪ Chairperson individual's contribution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability of the office.</li> <li>▪ Staff remuneration.</li> <li>▪ County Chamber leadership problem.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support people with disabilities.</li> <li>▪ Capacity building for the disabled groups.</li> <li>▪ Support for recruitment drive for additional members.</li> <li>▪ Initiate sub-county offices and support them.</li> <li>▪ Capacity building on proposal writing.</li> <li>▪ Continue to partner with the Joint Loan Board.</li> <li>▪ Support on exchange programmes to visit the successful Counties for benchmarking.</li> <li>▪ Develop Monitoring and evaluation tools for implementation of the Chambers activities.</li> <li>▪ Prioritize on advocacy role of the Chamber.</li> </ul>
2	KISUMU	<ul style="list-style-type: none"> <li>▪ Membership subscription.</li> <li>▪ Income from exhibitions.</li> <li>▪ Advocacy partners.</li> <li>▪ Internally generated income.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment drive.</li> <li>▪ Writing projects proposals for capacity building, training, and research and visibility enhancement with time frame to cover all the 7 Sub-county units.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of adequate staffing.</li> <li>▪ Lack of Project funding.</li> <li>▪ Lack of transport to cover the County.</li> <li>▪ Inadequate finances for meeting obligations such as holding of trade exhibitions.</li> <li>▪ Lack of training for value addition.</li> <li>▪ Members lack Entrepreneurial skills' training.</li> <li>▪ Lack of funds to Set up Sub-county units.</li> <li>▪ Inadequate Office space.</li> <li>▪ <b>NB:</b> Certificate of Origin:-The National Office and Mombasa receive the money on behalf of Counties and the percentage that is supposed to be received by the County Chamber Offices is not remitted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase membership.</li> <li>▪ Establish training programme for the members in the entrepreneurial skills and value addition.</li> <li>▪ Hold trade Exhibition at the County and Sub-County levels.</li> <li>▪ Recruit qualified staff to drive the Chambers activities.</li> <li>▪ Acquire Office accommodation at the County and Sub-county units.</li> <li>▪ Acquire a vehicle to facilitate movement across the County.</li> <li>▪ Develop the land owned by the Chamber by constructing a 12 story building.</li> <li>▪ The issue of Certificate of origin to be addressed between Chamber County Offices and the National Chamber Office as way of finding a lasting solution for the benefit of all stakeholders.</li> </ul>
3	HOMABAY	<ul style="list-style-type: none"> <li>▪ Membership subscriptions</li> <li>▪ Chamber partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sensitization on the benefits of Chambers to business community through Barazas,</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds to facilitate the Chamber's programmes.</li> <li>▪ Bad attitude and poor</li> </ul>	<ul style="list-style-type: none"> <li>▪ The County Chamber needs to be funded to enhance its programmes and overall performance.</li> <li>▪ Facilitate networking and corporation with The</li> </ul>

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
		<p>such as Equity Bank.</p> <ul style="list-style-type: none"> <li>Members fund raising.</li> </ul>	<p>Churches etc.</p> <ul style="list-style-type: none"> <li>Training business community members on business skills.</li> <li>Resource mobilization to enhance working environment of business community.</li> </ul>	<p>perceptions towards Chamber by business community.</p> <ul style="list-style-type: none"> <li>Slow process in fostering cooperation with the County Government delaying Chamber programmes.</li> <li>Lack of funds to hire Staff.</li> <li>Lack of adequate space.</li> <li>Few investors due to rural poverty among the population.</li> </ul>	<p>County Government, bankers and business community and other stakeholders.</p> <ul style="list-style-type: none"> <li>Increase staff, office tools and capacity building.</li> </ul>
4	MIGORI	<ul style="list-style-type: none"> <li>Membership fees</li> </ul>	<ul style="list-style-type: none"> <li>Awareness creation.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of finances.</li> <li>The spirit of cooperative movements is low in Nyanza.</li> <li>Poor linkages between the County Chamber and the Sub-counties.</li> <li>Inadequate communication between the County Chamber and the National Chamber Office.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of memberships across the county.</li> <li>Fundraising.</li> <li>Acquire facilities crucial for smooth running of the chamber.</li> <li>Education/training in business skills.</li> <li>Work with National Chamber Office to support the County Chamber.</li> <li>Leverage on existing Sacco's.</li> <li>Promote cross border trade and cottage industry.</li> <li>Promote value addition on animal feed, maize milling, fish etc.</li> <li>Empower the sub-county offices.</li> </ul>
5	BUSIA	<ul style="list-style-type: none"> <li>Membership fees.</li> <li>County Government assists in organizing the events jointly.</li> </ul>	<ul style="list-style-type: none"> <li>Road Shows</li> </ul>	<ul style="list-style-type: none"> <li>Have ideas but no funds.</li> <li>Low mobility of the Chamber staff due to lack of means for transport.</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for establishment of a grain handling and processing factory in Busia for cereals import from Uganda.</li> <li>Lobby for establishment of processing factory for dry fish.</li> <li>Develop Chambers skills through training and capacity building.</li> <li>Develop business directory for all businesses in the County.</li> <li>Need furnishing of the Chamber Offices in customer/border points/staff for one year.</li> <li>Office branding to enhance visibility of the Chamber.</li> </ul>
6	TRANS - NZOIA	<ul style="list-style-type: none"> <li>Membership fees</li> </ul>	<ul style="list-style-type: none"> <li>Produce newsletter and magazine every 3 months.</li> <li>Exhibition to promote members</li> </ul>	<ul style="list-style-type: none"> <li>Double taxation of traders affecting the member's business income.</li> </ul>	<ul style="list-style-type: none"> <li>Need for support on training on value addition.</li> <li>Need technical manpower for preparing the Chamber magazine.</li> </ul>

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
			<ul style="list-style-type: none"> <li>business activity.</li> <li>Produce Magazine to be a marketing opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Logistical challenges.</li> <li>How to file returns for annual accounts.</li> <li>Lack of funds to carry out advocacy, Capacity building and overall sustainability of the Chamber's activities.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out training for members in all the sub-committees.</li> <li>Need a resource person for enactment of bills (Legal Officer).</li> <li>Carry out capacity building and sensitization to the MCAs on Chambers activity.</li> <li>Train the business community on investments skills and opportunities.</li> <li>Need more engagement and communication from the National Office.</li> <li>Carry out capacity building for the staff.</li> </ul>
7	BUNGOMA	<ul style="list-style-type: none"> <li>Individual membership contributions.</li> </ul>	<ul style="list-style-type: none"> <li>Member's recruitment.</li> <li>Seeking sponsors from EPC, Cooperative bank, Kenya Seed Company, NzoiaWater Company, among others.</li> </ul>	<ul style="list-style-type: none"> <li>Poor stakeholder's participation especially on development of County's finance bill.</li> <li>Lack of funds to pay the staff salaries.</li> <li>Lack of transport facilities for the Chambers Officials.</li> <li>Lack of Office furniture and equipment.</li> <li>Lack of capacity to develop credible proposals and follow ups.</li> <li>Bills arrears: Payments for the outstanding bills of over kshs. 200,000</li> </ul>	<ul style="list-style-type: none"> <li>Train MCAs on County law making and promotion of enabling business environment.</li> <li>Establish County business development centers.</li> <li>Create awareness on the role of the Chamber.</li> <li>Advocate for transfer of business solution center to the Chamber.</li> <li>Organize business investment forums.</li> <li>Promotion of sunflower production and processing under the sponsorship of the UNDP.</li> </ul>
8	KAKAMEGA	<ul style="list-style-type: none"> <li>Members' subscription</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>No positive relationship between the County Government and the County Chamber.</li> <li>Business community loss of confidence in the Chamber.</li> <li>No membership contribution is in arrears.</li> <li>Lack of appropriate County Chamber Office.</li> <li>Lack funds to carry out requisite activities.</li> </ul>	<ul style="list-style-type: none"> <li>Re-launch and increase publicity.</li> <li>Acquire appropriate office space &amp; sufficient office equipment.</li> <li>Have an active bank account.</li> </ul>

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				<ul style="list-style-type: none"> <li>▪ Lack of reasonable income generating activities for the Chamber.</li> </ul>	
9	NANDI	<ul style="list-style-type: none"> <li>▪ County Government.</li> <li>▪ Individual membership</li> <li>▪ BAF</li> </ul>	<ul style="list-style-type: none"> <li>▪ Writing proposals and lobbying.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low membership.</li> <li>▪ Still Young County with no funds.</li> <li>▪ No staff. Only a few volunteering.</li> <li>▪ Previous experience of one man show causing lack of credibility.</li> <li>▪ Historical injustices and grabbing of the Chamber's land.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reaching out for the women, youth in business.</li> <li>▪ Encourage the Nandi County branding.</li> <li>▪ Carry out more research on land issues.</li> <li>▪ Re-launch of the Chamber to rejuvenate the Chamber once the office is in place.</li> </ul>
10	ELGEYO MARAKWET	<ul style="list-style-type: none"> <li>▪ Individual and corporate membership contribution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pilot projects demos.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor Logistics.</li> <li>▪ Lack of Staff salaries, capacity building, training personnel, office and furniture.</li> <li>▪ Lack of institution to support technologies e.g. through KIRDI.</li> <li>▪ Lack of financial support from the National Office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Chamber- county liaison persons to be strengthened to work with the Sub- county units.</li> <li>▪ National Chamber Office to facilitate the Global Chamber linkage.</li> <li>▪ County Chamber mobility requires a vehicle.</li> <li>▪ Need financial support from the National Office.</li> <li>▪ Factoring facilitation which can be done by the Prime Time Sacco.</li> <li>▪ Capacity building for the Chamber staff and members.</li> <li>▪ Benchmarking to strengthen the women desk at the National Office to trickle down the services to the County Chamber.</li> <li>▪ Hold joint County Round Table forums.</li> </ul>
11	UASIN GISHU	<ul style="list-style-type: none"> <li>▪ Membership only</li> </ul>	<ul style="list-style-type: none"> <li>▪ Members of the Chamber supported miss tourism initiative.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of full representation by the County Government without the Chamber officials e.g. foreign travels.</li> <li>▪ Lack of recognition by the County Government of Uasin Gishu.</li> <li>▪ Lack of proper coordination of the trade missions abroad.</li> <li>▪ Not enough participation by the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Getting support from the National Government through the County Governments.</li> <li>▪ Sign MOUs with partners such as Equity Bank for promotions at the County.</li> <li>▪ Follow example of KAA in signing the MOUs.</li> <li>▪ Require resources to go to the Sub-county units for advocacy.</li> <li>▪ Awareness creation to enhance the visibility.</li> <li>▪ Chamber to be empowered to build the capacity of members e.g. use of loan facilities.</li> </ul>

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
				<ul style="list-style-type: none"> <li>Chamber in the County Government.</li> <li>▪ Low mobilization of the membership.</li> <li>▪ There is a serious gap since authority is not devolved from the National Office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Devolve skills and services to the Sub-County level.</li> <li>▪ Bringing together the Chamber and the County Government.</li> <li>▪ Business profiling.</li> <li>▪ Benchmarking needs to be encouraged such as FORD foundation supported programs.</li> <li>▪ Increase networking opportunities.</li> </ul>
12	BARINGO	<ul style="list-style-type: none"> <li>▪ Chairman finances the activities.</li> <li>▪ Equity bank support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocacy as the people come for loan application-they are talked to register.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low staff motivation.</li> <li>▪ Lack of capacity building.</li> <li>▪ Low resource mobilization.</li> <li>▪ Lack of office equipment.</li> <li>▪ The Chamber lacks a vibrant CEO.</li> <li>▪ Lack of the financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out capacity building for the staff.</li> <li>▪ Seek funds to support the operations of the Chambers.</li> </ul>
13	NAKURU	<ul style="list-style-type: none"> <li>▪ Banks,</li> <li>▪ Individual memberships,</li> <li>▪ 20,000 youth from SDA church will raise fund.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of support from the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not indicated</li> </ul>
14	NYAMIRA	<ul style="list-style-type: none"> <li>▪ Members fees,</li> <li>▪ Support from Kenya Commercial Bank.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Massive registration of new members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of office, staff and documentation such as receipt books.</li> <li>▪ Lack of recognition by the County Government.</li> <li>▪ Lack of financial resources to sustain programmes.</li> <li>▪ Lack of communication between National Office and County Chamber.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building for the Directors.</li> <li>▪ Induction of the Directors on their mandate.</li> <li>▪ Staffing of the offices and equipment.</li> <li>▪ Proper communication between the National Office and the County Office.</li> </ul>
15	KISII	<ul style="list-style-type: none"> <li>▪ Members' subscription and voluntary contributions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Undertake proposal writings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of involvement of Chamber by the County Government.</li> <li>▪ Potential members are not seeing the sense of being KNCCI members and benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Involvement of the County Chamber in selecting those going for foreign trips- need for clear policy.</li> <li>▪ Ensure that 30% of proceeds from the Certificate of Origin are remitted to the County.</li> <li>▪ Follow up with the County Government for the</li> </ul>

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				<p>are not clear.</p> <ul style="list-style-type: none"> <li>Need for clarity by the National Office on foreign trips relationship with the County Government.</li> </ul>	<p>establishment of avocado factory.</p> <ul style="list-style-type: none"> <li>Develop a policy for inter-county business.</li> <li>Liaise with County Government to recognize the Chamber.</li> <li>Acquire an office for the Chamber immediately.</li> </ul>
16	KERICHO	<ul style="list-style-type: none"> <li>Members' registration and contribution.</li> </ul>	<ul style="list-style-type: none"> <li>Grassroots visit and outreach programme.</li> <li>Better coordination from the National Chamber Office for serious mobilization.</li> <li>Write proposals seeking support.</li> </ul>	<ul style="list-style-type: none"> <li>Harmonizing the membership for the corporate member's</li> <li>The share of proceed from Certificate of Origin at County level.</li> <li>Members are demoralized.</li> <li>Lack of sustainable programmes.</li> <li>Lack of trade missions participation both local and foreign.</li> <li>Lack of capacity building for County Chambers staff, Board and members training on the business skills, entrepreneurial skills etc.</li> <li>Training and advocacy for the women in business.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building on resource mobilization.</li> <li>Develop a communication strategy.</li> <li>Develop a training of the strategy.</li> <li>Sensitization workshops for women in business.</li> </ul>
17	NAIROBI	<ul style="list-style-type: none"> <li>Membership fees.</li> <li>Chairman and CEO also support the Chamber once in a while.</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization of the potential members.</li> <li>Sign MOUs with members.</li> <li>Agencies such as insurance, Nakumatt sign MOUs with the Chamber.</li> <li>Working with Rafiki Bank.</li> </ul>	<ul style="list-style-type: none"> <li>County Government does not seem to recognize the County Chamber.</li> <li>The role of the National Office and the County Chamber conflicts.</li> <li>Lack of funding to sustain programmes.</li> <li>Lack of skilled staff apart from the CEO.</li> <li>Lack of funds to facilitate office maintenance e.g. paying rent.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake capacity building for the Chairman and CEO.</li> <li>Organize workshops to sensitize on the role of private sector in investment.</li> <li>Increase the membership registration.</li> <li>Work with the banks on key trainings areas for youth, women and PLWDs.</li> <li>Develop a close working relationship with National Chamber Office and with County Government.</li> </ul>
18	MURANG'A	<ul style="list-style-type: none"> <li>Funded By The Leaders Contribution</li> </ul>	<ul style="list-style-type: none"> <li>Use of exhibitions to market the Chamber</li> </ul>	<ul style="list-style-type: none"> <li>The Chamber has no permanent office and staff.</li> <li>Lack of finance to run the day</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of the members.</li> <li>Use National occasions to publicize the Chamber activities and recruit members.</li> </ul>

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				<p>to day activities of the Chamber.</p> <ul style="list-style-type: none"> <li>▪ Lack of CEO.</li> <li>▪ Lack reliable means of transport.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Actualize the mission and the vision when properly and adequately facilitated.</li> <li>▪ Attend a number of foreign trips and missions.</li> </ul>
19	KIAMBU	<ul style="list-style-type: none"> <li>▪ BAF funds approximately Kshs 5M</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership recruitment,</li> <li>▪ Arranging for Workshops</li> <li>▪ Arbitration in the business community.</li> <li>▪ Income from property owned.</li> <li>▪ Issuance of Certificate of Origin.</li> </ul>	<ul style="list-style-type: none"> <li>▪ County Government fees and charges is hindering growth of businesses.</li> <li>▪ Lack of enforcement on music and copyrights.</li> <li>▪ Lack of transportation for the Chamber Officials.</li> <li>▪ Poor roads especially feeder roads.</li> <li>▪ Insecurity of business in Kiambu area.</li> <li>▪ Inter-county tariffs on trade e.g. sand in Machakos, Kajiado, and Nyandarua.</li> <li>▪ High cost of electricity, water, telephone and internet hindering growth of SMEs.</li> <li>▪ Counterfeit goods which poses undue competition.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promotion of green energy in Kiambu.</li> <li>▪ Build capacity in the Chamber to be able to employ great minds on contracts.</li> <li>▪ Acquire a vehicle for the Chamber to enhance mobility of the Chamber Officials.</li> <li>▪ Improve the infrastructure and security system.</li> <li>▪ Promoting Round-table conferences.</li> <li>▪ Engage the speaker to avoid passing bad laws. Engage county commissioner on security matters.</li> <li>▪ Need training on business skill for all the business community.</li> <li>▪ Engage the international community.</li> </ul>
20	NAROK	<ul style="list-style-type: none"> <li>▪ Membership fees of Kshs 1,000 per person per annum. However, only 10% actually pay up.</li> <li>▪ 15% of the membership fees go to head office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership drives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of County Government support.</li> <li>▪ Court cases at the Head office.</li> <li>▪ Lack of capacity.</li> <li>▪ Lack of clear cut strategies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fully functional office which video conferencing facilities.</li> <li>▪ Fully staffed with professionals.</li> <li>▪ Regular source of funds.</li> <li>▪ Short term and long term strategic plans.</li> <li>▪ Full support from the county governments</li> <li>▪ Be given capacity to incubate start-up businesses which will grow to become key Chamber members thus sustaining the Chambers</li> <li>▪ Capacity to attend investment forums in other countries.</li> <li>▪ Undertaken exhibitions and workshops.</li> <li>▪ Capacity building for the Chamber Officials.</li> </ul>

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21	KITUI	<ul style="list-style-type: none"> <li>▪ Membership subscription, donation and contribution.</li> <li>▪ Individual contribution from the officials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out massive recruitment across the County.</li> <li>▪ Form Sacco's to support members' businesses.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of good working relationship between the County Chamber and County Government.</li> <li>▪ Lack of funds to establish the Chamber Office.</li> <li>▪ Lack of qualified employees.</li> <li>▪ Lack a County Chamber website.</li> <li>▪ Lack of training for the Chamber members.</li> <li>▪ Capacity building for the youth to tap business opportunity in the County.</li> <li>▪ Lack of sustainable power supply.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing the existing plot allocated by the former County Council.</li> <li>▪ Carry out exchange programmes.</li> <li>▪ Opening business opportunity through expanding the road network.</li> <li>▪ Creating rapport with the County Government.</li> <li>▪ Capacity building of members to understand the role of the Chamber.</li> <li>▪ Put up a solar energy to provide power to spur investment.</li> </ul>
22	MACHAKOS	<ul style="list-style-type: none"> <li>▪ Membership subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>▪ No significant activity due to lack of resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of Funds to carry out research and trainings for the members.</li> <li>▪ Poor working relationship with the County Government.</li> <li>▪ Lack of funds to market the Chamber activities and create awareness.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National office needs to do a massive campaign through print media and TV.</li> <li>▪ National office to avail funds for the County to operate and bring in more members.</li> <li>▪ Undertake capacity building for the Chamber Officials.</li> <li>▪ Needs resources to employ officers to undertake marketing and research.</li> <li>▪ Creation of bigger office space.</li> <li>▪ Get staff to do policy papers and strategic plans.</li> </ul>
23	KAJIADO	<ul style="list-style-type: none"> <li>▪ Botswana trips was financed by the county government</li> <li>▪ Membership subscription.</li> <li>▪ Board of Directors' contribution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some members in the Chamber believe that there is a clique of businessmen at the County whom they should tap through patronage of the Governor, MPs, and MCAs.</li> <li>▪ Chamber has identified key specific sector players in Sub-county e.g., hospitality sector.</li> <li>▪ Have sector driven membership.</li> <li>▪ Planning of a Gala night in the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Less participation in key committees from the business community.</li> <li>▪ Lack of financial base and inability to retain professional Secretariat, causing a high turnover.</li> <li>▪ Lack of acceptability of the Chamber by the community. People believe the Chamber is an NGO and should give them money.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial support needed urgently</li> <li>▪ Undertake capacity building for the Chamber Officials and its members.</li> <li>▪ Need exchange visits to more advanced Chambers.</li> </ul>

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
			<ul style="list-style-type: none"> <li>month of March 2015,</li> <li>Request the Governor to be the patron of the Chamber at the County level, MPs at the Constituency level and MCAs at the Ward level. This will help generate fees for the Chamber members.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of capacity building on the leadership and the overall business community.</li> <li>Exposure trips are missing for the Chamber's leadership.</li> </ul>	
24	NYANDARUA	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of the new members.</li> <li>Has approached National Chamber Office for support.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of funds to carry out membership recruitment.</li> <li>County Government seeking to get the right Chamber Officials.</li> <li>Lack of recognition by the CEC trade.</li> <li>No office space and no furniture or equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Source for support to access the business community.</li> <li>Funding for media publicity.</li> <li>Branding of the office.</li> <li>Acquire means of transport for the Chamber officials.</li> <li>Carry out leadership recruitment.</li> <li>Need funding for the office space.</li> <li>Recruit staff for the County Chamber.</li> </ul>
25	NYERI	<ul style="list-style-type: none"> <li>Collection of membership fees from the individual business people.</li> </ul>	<ul style="list-style-type: none"> <li>Holding one on one visit to business premises.</li> <li>Recently chamber hosted a Business to business meeting and golf tournament organized by the National Office.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of adequate and skilled staffing.</li> <li>Organizational challenges such as lack of clear plans, policy and goals, lack of funds , negative attitude of potential members etc.</li> </ul>	<ul style="list-style-type: none"> <li>Mount Massive mobilization and sensitization campaign through seminars, workshops and training.</li> <li>Establish operational and vibrant Sub-branches.</li> <li>National office to provide financial and technical support.</li> <li>Undertake benchmarking visits to other Counties.</li> <li>Building capacity of Directors and Chamber member's.</li> <li>Provide adequate and trained staff and supply office equipment.</li> <li>National office to develop a policy framework on business licensing.</li> </ul>
26	MERU	<ul style="list-style-type: none"> <li>Members subscriptions,</li> <li>Sponsors</li> <li>Chairman's personal contribution</li> </ul>	<ul style="list-style-type: none"> <li>Communication through letters to potential partners.</li> <li>Stanbic Bank sponsorship, KCB and engagement with County Government.</li> </ul>	<ul style="list-style-type: none"> <li>Income not adequate to sustains office rent and salaries.</li> <li>Lack of adequate communication with the business people.</li> <li>Inadequate communication between National Chamber Office and County Chamber</li> </ul>	<ul style="list-style-type: none"> <li>Need support from National Chamber Office.</li> <li>Carry out branding of the County Chamber offices.</li> <li>Publish periodic magazines at the County level.</li> <li>Have Governor's round table meetings organized by the Chamber.</li> <li>Engage the local FM stations.</li> <li>Capacity building of the staff.</li> </ul>

	County Chamber	Source of finances for the County Chambers' activities	Activities being undertaken by the County Chambers to ensure resource mobilization and growth in membership	The main challenges faced by the County Chamber in its operations.	Recommendations to the main challenges for realization of full potential.
				Office. <ul style="list-style-type: none"> <li>No internet connectivity.</li> </ul>	
27	KIRINYAGA	<ul style="list-style-type: none"> <li>Member's subscription.</li> <li>Directors' personal contribution</li> </ul>	<ul style="list-style-type: none"> <li>Carrying out recruitments drive.</li> <li>Creating awareness through sale of merchandises.</li> <li>Dissemination of business information through trade fairs and exhibitions.</li> <li>Proposal writing to donors</li> </ul>	<ul style="list-style-type: none"> <li>Financial challenges.</li> <li>Members' apathy due to the past history of Chamber.</li> <li>Competition from other business organizations.</li> <li>Lack of office equipment's and staff.</li> </ul>	<ul style="list-style-type: none"> <li>Full recognition and support from County Governments.</li> <li>Enhance marketing capabilities.</li> <li>Rebranding the Chambers.</li> <li>Capacity building to members and business community.</li> <li>Engage business associations in policy formulations.</li> </ul>
28	EMBU	<ul style="list-style-type: none"> <li>Financial institutions such as KCB</li> </ul>	<ul style="list-style-type: none"> <li>Carrying out full membership drive targeting 2,000 members.</li> <li>Visit by the Chairman to the corporations to recruit them into membership.</li> <li>Meetings and training of SMEs at the grassroots</li> </ul>	<ul style="list-style-type: none"> <li>Low staff motivation,</li> <li>Low membership,</li> <li>Apathy by the potential groups,</li> <li>The Chamber office has not been fully operational</li> <li>Due to internal wrangles, the Chamber potential has not been achieved fully.</li> <li>Previous poor working relationship with the County Government.</li> </ul>	<ul style="list-style-type: none"> <li>Need office equipment (5 computers) and renting a better office with more space.</li> <li>Carry out capacity building both for the Chamber officials and the Chamber members.</li> </ul>
29	KWALE	<ul style="list-style-type: none"> <li>The Chairman and other officials use their own funds for most of the functions.</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Kwale County Government has not been involving the County Chamber in the formation and operation of local development committees.</li> <li>Lack of office space, staff, equipment, furniture and computers.</li> <li>Lack of means transport for the Chamber Officials</li> <li>Lack of capacity by members.</li> <li>Lack of trade missions.</li> <li>Lack of sponsors.</li> </ul>	<ul style="list-style-type: none"> <li>Chamber National Office to link up well with the County Chamber Offices.</li> <li>Carry out training for the staff.</li> <li>Seek financial support from the donors.</li> <li>Acquire means of transport for the Chamber Officials.</li> </ul>

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30	KILIFI	<ul style="list-style-type: none"> <li>▪ Members' subscription and individual support from the Directors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of financial resources.</li> <li>▪ Lack of support from the National Chamber Office.</li> <li>▪ Lack of skilled human resource.</li> <li>▪ Low capacity, corporation and poor working relationship between Chambers and County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out training for the Chamber Directors and Staff.</li> <li>▪ Seek financial support to jump-start the Chamber activities and build the membership base.</li> <li>▪ Establish MOHs with county government and other institutions.</li> </ul>
31	TAITA TAVETA	<ul style="list-style-type: none"> <li>▪ Membership subscriptions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sensitization of the business community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weak financial base.</li> <li>▪ Lack of skills to engage with the County Government,</li> <li>▪ Inadequate networking opportunity.</li> <li>▪ Poor working conditions.</li> <li>▪ Inadequate skills for the staff.</li> <li>▪ Lack of office equipment and furniture.</li> <li>▪ Lack of established Sub- county units.</li> <li>▪ Lack of training for the committees to understand their mandate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out massive membership recruitment drive and have members who can timely make payments and subscriptions.</li> <li>▪ Improve coordination with the county government for organizing trade fair.</li> <li>▪ Need support for engaging permanent staff because the current members of staff are seconded by the County Government.</li> </ul>
32	MOMBASA	<ul style="list-style-type: none"> <li>▪ Traditional source, special funding by BAF (accountant, marketing, projector, and laptop).</li> <li>▪ Own initiatives- business award event (bought a car), luncheon, networking meetings.</li> <li>▪ Bringing residence for the kitty.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carrying out road shows and exhibition.</li> <li>▪ Monthly luncheons ( support require for strategic key speakers)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of adequate personnel</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish a department that support incubation of business setups (establish a business advisory desk).</li> <li>▪ Sourcing for cheaper capital to support more business.</li> <li>▪ Increased capacity for staff would yield more results.</li> </ul>

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		<ul style="list-style-type: none"> <li>▪ Members' subscription.</li> <li>▪ Large corporate (Titanium, Magadi Soda, Equity bank, Safaricom, East African breweries)</li> </ul>			
33	WAJIR	<ul style="list-style-type: none"> <li>▪ Individual Subscription</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold a one day sensitization forum followed by mobilization of the members' recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resistance by the County Government to fully support the Chamber. The County Government sees the Chamber as watchdog.</li> <li>▪ Less public participation in the County Government activities.</li> <li>▪ Lack of human resources.</li> <li>▪ Lack of capacity by the County Chamber Office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the Chamber with fund and logistical support to enable them enrolls more memberships.</li> <li>▪ Hold forums; educate business community towards their mandate in the policy development- county government is taking advantage of the low capacity of the Chamber.</li> <li>▪ Capacity building of the Chamber Officials.</li> <li>▪ Staff support and office facilities-including the Sub-county units.</li> <li>▪ Identify land for construction of the Chamber office in the County and Sub-county units.</li> <li>▪ Improve the Wajir office to be an initial hub for expansion to the other neighboring County Chamber Offices.</li> </ul>
34	SAMBURU	<ul style="list-style-type: none"> <li>▪ Members' subscriptions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of financial resources.</li> <li>▪ Lack of capacity by the Chamber.</li> <li>▪ Lack of marketing and business skills.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the County Chamber Office.</li> <li>▪ Establish good structure by the National Chamber Office and conduct capacity building for the members.</li> <li>▪ The 30% from Certificate of Origin is not given back. It should be remitted on time.</li> </ul>
35	MAKUENI	<ul style="list-style-type: none"> <li>▪ Members' Subscriptions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase recruitment of the members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of title deeds to enable members to access loans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve relationship between the National Chamber Office and the County Chamber Office to promote investments.</li> </ul>
36	ISIOLO	<ul style="list-style-type: none"> <li>▪ Contribution from members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organize to travel in all sub-counties to recruit more members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity therefore travel is only possible with escort.</li> <li>▪ Lack of cooperation by the county leadership.</li> <li>▪ Lack of capacity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Chamber Office to discuss with the County Government to listen to the Chamber in the County.</li> <li>▪ Enhance security in the County.</li> <li>▪ Appeal to the National Office to provide funds for capacity building for the Chamber staff and business community.</li> </ul>

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37	VIHIGA	<ul style="list-style-type: none"> <li>▪ Members' annual subscription.</li> <li>▪ Own initiative contributions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Providing our small traders with Chamber identification cards to boost their confidence on us.</li> <li>▪ Ensure market elections are conducted professionally using those IDs.</li> <li>▪ Keep the members promptly updated on issues affecting the traders as well as advise them on financial avenues of boosting their capital base.</li> <li>▪ Negotiate for the BodaBoda traders' reasonable insurance packages.</li> <li>▪ Cushion the hospitality industry against harassment from the many agencies like music copyright, such as Tourism Regulatory Authority and many more.</li> <li>▪ Working on how to convince the County Government to let the Chamber be their revenue collection agents to maximize their collections.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Over reliance on membership contributions which do not seem to come forth often due to hesitation from most of the traders.</li> <li>▪ Movement from one market to another for visits to traders to get their issues first hand still being hampered by lack of a Chamber means of transport i.e. a private Chamber vehicle.</li> <li>▪ Properly furnished office to give the best first time impression and confidence to investors and visitors.</li> <li>▪ Properly furnished sub- county offices to smoothen the dissemination of information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Properly furnished office(s) is key to improving the full potential.</li> <li>▪ More advertising around the County markets to reach out to all traders.</li> <li>▪ Quarterly meetings with the market Chairmen to help push the Chamber agenda on the ground.</li> <li>▪ Pass the Chamber agenda through all committees that we have representation.</li> <li>▪ Outsource for more funding to finance the capacity building programmes as well as purchase a vehicle to ease movement around the County and the neighbouring regions.</li> </ul>
38	TURKANA	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment and direct contacts with potential donors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of funds to operationalize Chamber's activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Capacity building.</li> <li>▪ Inject Seed fund into the Chamber.</li> <li>▪ Networking.</li> </ul>
39	LAMU	<ul style="list-style-type: none"> <li>▪ KNCCI County Chairman and Volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Chamber shall be able to get more members once training on business growth for members has taken off (WIIFM) or through volunteering educational program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity.</li> <li>▪ Office.</li> <li>▪ Lack of funds.</li> <li>▪ Lack of Staff.</li> <li>▪ Other resources to run the office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The County Chamber needs a fully-fledged and permanent office to engage all stakeholders.</li> <li>▪ Develop a policy framework and County Strategic Plan.</li> <li>▪ Create an appropriate work plan and work the plan.</li> <li>▪ Benchmark and establish milestones.</li> <li>▪ The branch has to have funds for its budget.</li> <li>▪ Need of Funds to enable the, County Chamber to meet the obligations and acquire resources to implement the vision.</li> </ul>

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40	GARISSA	<ul style="list-style-type: none"> <li>▪ Members' and Directors' contribution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planned recruitment drive.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of support from the County government.</li> <li>▪ Financial constraints</li> <li>▪ Lack of capacity.</li> <li>▪ Lack of awareness on the part of our business communities on the use of credit facilities.</li> <li>▪ Lack of sensitivity by the County government, resulting into increased trade license by 600 %.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Engagement collaboration, networking, partnering with the county government and developments agencies donors.</li> <li>▪ Garissa County is blessed with livestock and its product of mineral resources, oil, gas, cement and gypsum mining; therefore, a feasibility study should be undertaken on these products and the report to be shared by the potential investors.</li> </ul>
41	TANA RIVER	<ul style="list-style-type: none"> <li>▪ Chamber registered members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Frequent meetings with business community in all sectors.</li> <li>▪ Road show announcement to inform and educate business community on Chamber functions and usefulness. Awareness and advocacy for membership registration.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of adequate funding</li> <li>▪ Sidelining of the Chamber Officials by the County Government.</li> <li>▪ Lack of office building and rent.</li> <li>▪ Lack of skilled Chamber staff.</li> <li>▪ Lack of office equipment and fittings.</li> <li>▪ Lack of computer connection and internet, payment of electricity bill.</li> <li>▪ Lack of transport means- motorbikes and vehicles for ease movement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proper donor funding in major activities should be carried out.</li> <li>▪ Tana River County is one of the 47 counties which have been marginalized for too long. A lot of natural resources have not yet been exploited in mining, agriculture, and tourism to reduce poverty and promote businesses expansion.</li> </ul>
42	MARSABIT	<ul style="list-style-type: none"> <li>▪ Income from Recruitment fee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recruitment during Membership Drive from the sub-county level is an on-going activity.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Means of transport and Communication.</li> <li>▪ Limited financial resources for establishing and equipping the Chamber office.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Source Funds from partners for capacity building for members.</li> <li>▪ Source Funds for construction of offices, furniture and office equipment.</li> <li>▪ Exposure for Chamber officials to other industrialized countries.</li> <li>▪ Need of Vehicle for daily operation.</li> </ul>
43	LAIKIPIA	<ul style="list-style-type: none"> <li>▪ Registration and Subscription Fees.</li> <li>▪ Personal Contribution from the Officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch of Chamber of Commerce in the County this year.</li> <li>▪ Massive Recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The County is vast and therefore some areas are out of reach.</li> <li>▪ No enough Funds to facilitate travel and rent for the offices.</li> <li>▪ Members subscription not enough.</li> <li>▪ Salaries and rent are lacking.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Be assisted financially.</li> <li>▪ Have a vehicle for mobility.</li> <li>▪ Chamber to have its own plot for office construction to save on rent.</li> <li>▪ Be assisted with funds to employ personnel.</li> </ul>

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44	THARAKA NITHI	<ul style="list-style-type: none"> <li>▪ No</li> </ul>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Chamber Officials should visit the County and have the office operational.</li> <li>▪ National Chamber Office to involve – Senator, County Governor and Women Rep, so that business Community can notice that the elected leaders are supporting the Chamber County Office.</li> </ul>
45	MANDERA	<ul style="list-style-type: none"> <li>▪ Mandera County Government.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training and other capacity building activities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of financial support.</li> <li>▪ Lack of staff salaries.</li> <li>▪ Inadequate foreign investors.</li> <li>▪ Lack of financial support for Foreign Trade Missions to sell our products to tap foreign investors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employment of human resource and office equipment for the six sub-counties.</li> <li>▪ Financial support for Foreign Trade Missions to look for potential market for the products and tap more foreign investors to our county.</li> <li>▪ Support membership recruitment drive from 275 to 5,000.</li> <li>▪ More financial support for trainings of SME's.</li> <li>▪ Support for soft loans for the trade by SME's.</li> </ul>
46	BOMET	<ul style="list-style-type: none"> <li>▪ Members' contribution and partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner with development partners.</li> <li>▪ Sensitize and mobilize the business community on skills and strategies relating to resource mobilization.</li> <li>▪ Advocating for rights of business community in matters relating to taxation (Finance Bill).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of political good will from political divide and leaders.</li> <li>▪ Fluctuating economy – unpredictable decline in economic growth in the county.</li> <li>▪ Conflict of interest among the business community members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner with development partners.</li> <li>▪ Sensitize and mobilize the business community on skills and strategies relating to resource mobilization.</li> <li>▪ Advocating for rights of business community in matters relating to taxation (Finance Bill).</li> </ul>
47	WEST POKOT	<ul style="list-style-type: none"> <li>▪ No Information</li> </ul>	<ul style="list-style-type: none"> <li>▪ No Information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No Information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No Information.</li> </ul>

**Table 8: List of the Attendants for the UNDP-KNCCI validation workshop for the KNCCI needs assessment report held on 2<sup>nd</sup> March, 2015 at Maanzoni Hotel**

No.	NAME	DESIGNATION	BRANCH (COUNTY)	MOBILE
1.	Kiprono Kittony	National Chairman	KNCCI HQ	0722885599
2.	Laban Onditi	National Vice Chairman	KNCCI HQ	0722369070
3.	Nemaisa Kiereini	DCEO	KNCCI HQ	0722361123
4.	Patrick Nyangweso	County Liaison Manager	KNCCI HQ	0724295200
5.	Peter K. Biwott	Trade Manager	KNCCI HQ	0719536940
6.	Onesmus Masinde	Trade, Project and Investment Executive	KNCCI HQ	0720527506
7.	Doreen Micheu	HRO	KNCCI HQ	0722854460
8.	Catherine Wanja	Lawyer	KNCCI HQ	0702261922
9.	Sheila Ngatia	Assistant Country Representative	UNDP	
10.	Patrick Maingi	Programmes Manager	UNDP	
11.	Dr. Nicholas Letting	Lead Consultant	UNDP	0722284133
12.	David Kung'u	Associate Consultant	UNDP	0720533015
13.	Samuel Otieno	Associate Consultant	UNDP	0718286368
14.	Ben Kiragu	Consultant	CIPE	0724255746
15.	Ezekiel Sakwa Obulemile	Chairman	Elgeyo Marakwet	0725293150
16.	Alfonce Mutua Kioko	Chairman	Makueni	0735276993
17.	Vimal Chadha	Chairman	Embu	0722318134
18.	Joel Muema Wilson	Chairman	Kitui	0722354975
19.	Rev. Herman Kasili	Chairman	Bungoma	0722607481
20.	Martin W. W. Waliaula	CEO	Trans Nzoia	0726100789
21.	Kilongi B. Titus	Chairman	Trans Nzoia	0710382162
22.	Charles Mose	Chairman	UasinGishu	0722253895
23.	Harbi Osman Ali	Chairman	Wajir	0724814787
24.	Davis Njuguna Kamau	Chairman	Nakuru	0727988883
25.	Simon Too Koech	Chairman	Kericho	0722257992
26.	James Kumeiya	Chairman	Samburu	0727598393
27.	Salim Mwayogwe	Chairman	Kwale	0722501791
28.	Job Kariuki	Chairman	Kirinyaga	0722274920
29.	Peter Bwire	Chairman	Busia	0712927336
30.	Edward Tenga	Chairman	Nairobi	0722520218
31.	William Supeyo	Chairman	Narok	0722829202
32.	Elikana Epiche	Chairman	Kajiado	0729327144
33.	Gabriel Miungi	Chairman	Meru	0722817098
34.	Henry Atunga Obisa	Chairman	Nyamira	0725273114
35.	Isaac Chege M.	Chairman	Nyandarua	0722667784
36.	Francis Gitonga K.	Chairman	Laikipia	0722319772
37.	Joseph Macharia Wairuhi	Chairman	Nyeri	0722561272
38.	Pius Ewoton	CEO/Board Secretary	Turkana	0714140164
39.	Gertrude Shignadi Lago	Rep. Chairperson	Taita Taveta	0715557030
40.	Hussein M. Jama	Chairman	Isiolo	0722347450
41.	Kilongi B. Titus	Chairman	Trans Nzoia	0710382162
42.	Abdille Sheikh Billow	Chairman	Mandera	0722150375
43.	Hish Buno Konawe	Chairman	Garissa	0722332838

No.	NAME	DESIGNATION	BRANCH (COUNTY)	MOBILE
44.	Samwel Seroney	Chairman	Nandi	0722409110
45.	Mary Odhiambo	Director	Nairobi	0722513086
46.	Ezra Katete Miran	Chairman	Homa Bay	0721670304
47.	Roseline Omuga	Chairperson	Siaya	0712226933
48.	James Mureu	Chairman	Mombasa	0729555000
49.	Stephen Sang	Chairman	Bomet	0727972582
50.	Jared O. Ochanda	Chairman	Kisumu	0722628778
51.	Abdul Samwel Rumo	Chairman	Migori	0725405187
52.	Roogers S. Mulemi	Chairman	Vihiga	0722370193
53.	Simon Kitheka Kioko	Chairman	Machakos	0721341901
54.	Ernest Obura Akumu	Vice Chairman	Tana River	0726637687
55.	Dr. S. T. Warwathe	Chairman	Kiambu	0722658291
56.	Gerishom Majanja	CEO	Kakamega	0721273255
57.	Diana Onditi	Intern (PRO)	KNCCI HQ	0702199186
58.	Douglas Rono	Security	KNCCI HQ	0721833275
59	Johnston Rono	Security	KNCCI HQ	0721146391
60	Brenda Oyier	Sales	KNCCI HQ	0720296913

## 10.2 APPENDIX B: PHOTOGRAPHS



The KNCCI National Chairman Mr. Kiprono Kittony and National Vice Chairman Mr. Laban Onditi during the validation workshop for KNCCI's Need Assessment Study report on 2<sup>nd</sup> March 2015 at Maanzoni Hotel.



The Chairman of Kenya Private Sector Alliance, Eng Patrick Obath giving his comments during the validation workshop of KNCCI's Need Assessment Study Report on 2<sup>nd</sup> March 2015 at Maanzoni Hotel.



The consultant team during the workshop to validate the report at Maanzoni Hotel on 2<sup>nd</sup> March 2015  
*From Left to right:* Nemaisa Kiereini, Deputy CEO, David Ribiru, Dr. Nicholas Letting (with stripped tie), Eng. Patrick Obath (standing) and Sam Otieno ( seated beside the KNCCI banner).

### 10.3 APPENDIX C: THE PROFILES OF THE CONSULTANCY TEAM

- a) **Dr. Nicholas K. Letting'**, PhD (UoN), MBA (UoN), BCOM(UoN), HSC, MKIM, FCPA (K), CPS (K)- **Lead Individual Consultant**



**Dr. Nicholas K. Letting'**, PhD, HSC, MKIM, FCPA (K), CPS (K) is currently the **Vice - Chancellor** of the Management University of Africa (MUA) since May 2013 to date. MUA is a premier private University with close to 1,000 students undertaking both undergraduate and postgraduate students in Leadership, Governance, Management and Entrepreneurship programmes. MUA was accredited in Kenya in September 2011. It was established by the Kenya Institute of Management (**KIM**), a leading Professional Membership and Management Development Institution in East Africa.

Dr. Letting' is also the **current** (2014 - 2016) **Chairman**, Institute of Certified Public Secretaries of Kenya (ICPSK). ICPSK is a Professional Membership organization with close to 3,000 established 25 years ago with the mandate of promoting good governance, administration and corporate Secretaryship in Kenya.

Dr. Letting', has over 18 years in senior management in Finance, Human Resources, Leadership, Corporate Governance and General Management in the manufacturing, private capacity building institutions and education sectors in East Africa. He is well versed in training, research and consultancy and University teaching and management. He is a Senior Lecturer at MUA and has taught courses in: Corporate Governance and Ethics; Finance and Accounting; Economics; Strategic Management, and Project Management at MUA, African Nazarene, Kenyatta and Kabarak Universities in Kenya and is a visiting adjunct lecturer in Ghana, with the African Graduate School of Management and Leadership (AGSML). Dr. Letting has published one (1) electronic book and several articles in international refereed journals in America, Asia and Africa in Corporate Governance and Performance.

Dr. Letting has and continues to supervise students both at Masters and Doctorate levels. He is currently supervising five (5) Doctor of Philosophy (PhD) students in various stages. He has successfully two (2) students who graduated with PhD in Business Administration of JKUAT in November 2013 and June 2014. He has also successfully supervised several Executive MBA students of MUA and Masters of Business Administration (MBA) of African Nazarene University.

Dr. Letting was awarded the Head of State Commendation (HSC) on 12<sup>th</sup> December 2012 by His Excellency President Mwai Kibaki, The former President of Kenya for his contribution to the Nation through Community Development in the education sector.

Dr. Letting' holds a Bachelor of Commerce (B.Com.) degree in Marketing; a Master of Business Administration (M.B.A) degree in Strategic Management, and a Doctor of Philosophy (Ph.D.) degree in Business Administration specializing in Strategic Management and Finance from the University of Nairobi, Nairobi, Kenya. He is also a Certified Public Accountant (CPA) and Certified Public Secretary (CPS) in Kenya.

Prior to joining MUA, Dr. Letting was a Director of Strategy and Business Development and Deputy Chief Executive Officer (CEO) of KIM from 2006 to 2011. His role included overseeing design and delivery of Programmes in Leadership, Governance and General Management with the Departments of Continuous Professional Development (CPD) and Membership Services from 2006 to 2009. He doubled as KIM's Chief Trainer with Directorate of Industrial Training (DIT) over the same period and was responsible for collaborations and linkages with industry and like-minded institutions. He is remembered for conducting a feasibility studies that led KIM to open an office in Kigali, Rwanda. While sitting in the editorial board of the *Management Magazine* – East African Premier Magazine published by **KIM** he led the team that transformed the journal from quarterly to self – sustaining publication that it is today . He steered the Company of the Year Awards (**COYA**) for 4 (2007 to 2010) years while at KIM and revamped it to become the Organizational Performance Index (**OPI**) in 2009.

Before joining KIM, Dr. Letting had previously worked with the British American Tobacco Kenya Ltd (BAT) for more than 8 years and served in Finance, Human Resources and Leaf Operations Outstations in Kuria and Migori in Nyanza; and Leaf Processing Plant in Thika, Central Kenya.

Dr. Letting is a member of several Professional Associations including: KIM, ICPSK, the Institute of Certified Public Accountants of Kenya (ICPAK), and the Institute of Human Resources Management (IHRM). He sits on several boards of private, public and non-governmental organizations among them, Kenya Institute of Curriculum Development (KICD), the former Kenya Institute of Education (KIE). He is the Vice – Chairman of KICD Council and chairs its Finance and General Purposes Committee. He was also a board member of the Kenya Institute for Public Policy and Research Analysis (KIPPRA). He is a member of ICPAK Research and Development Committee. Dr. Letting is a Trustee of “A-Kili Foundation”, a charitable organization supporting bright girls from poor backgrounds in Kenya. He is a Trustee of MUA Staff Retirement Benefits Scheme and was a Trustee of KIM Staff Retirement Benefits Scheme from 2009 to 2012. He is often consulted in Strategic Management, Corporate Governance and Finance by both public and the private sector organizations.

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**b) David K. Ribiru, M.A(Economics)(UoN), BA(UoN) - Associate Consultant**



David K. Ribiru is the Performance Contracting Officer at the National Cereals and Produce Board where he oversees the implementation, monitoring and evaluation process of the Performance Contracting Programme. He is currently a member of Performance Contracting Steering Committee of the NCPB. Mr. Ribiru has worked previously with Kinangop Constituency Development Fund as the projects manager and X-perts and Associate Consultants Ltd as an Economic, Analyst and Research Consultant. Mr. Ribiru has over 8 years' experience in monitoring and evaluation, project management, capacity building, economic policy analysis and research. Other areas of his expertise include Quality Performance based Management, strategic planning, Economic analysis using econometric tools, report writing among others.

Mr. Ribiru holds a Bachelor degree in Economics and Mathematics and a Master degree in Economics both from the University of Nairobi. His key areas of interests include Performance Based Management, Monitoring and Evaluation Fiscal and Monetary Policies, Project Management, Economic Growth and Development.

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Or: [dvskun@yahoo.com](mailto:dvskun@yahoo.com)

c) **Samuel O. Otieno , MBA, BBA - Associate Consultant**



Samuel Otieno is currently an Associate Consultant at Enigma Consultancy firm in the field of Research and Human Resource Development. Mr. Otieno has over two decades of work experience in financial management, financial audits and human resource development, as well as experience in consulting for civil society organizations in project baseline survey and end-line evaluation. He has consulted in the implementation of Global Fund Malaria R 10 Project by AMREF; End-line Survey for Home Management of Malaria Project by Kenya Red Cross Society; and Evaluation of MNH ACCESS Uzima Project by USAID and JHPIEGO, among others. He has also held senior leadership positions for over 10 years in the General Conference Auditing Services, Regional Offices in Harare and Nairobi, coordinating and supervising staff in ten countries in the implementation of annual audits of clients in Eastern and Central Africa Region. Mr. Otieno holds a Master of Business Administration (MBA) in Accounting and Management, from AIIAS, Philippines, and a Bachelor of Business Administration (BBA) in Accounting and Management, from Spicer Memorial College, India. He has also served as a member in the following school boards: Gendia High School, Kowuor Mixed Secondary School and Lighthouse Academy. He has passion in Financial Management, Programme Development, Implementation, Monitoring and Evaluation.

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