Invest -iN- KENYA

Road to World-Class – Invest Kenya's Transformation Journey

Learning Session

May 2026

2026

iNVEST KENYA
KENYA INVESTMENT AUTHORITY

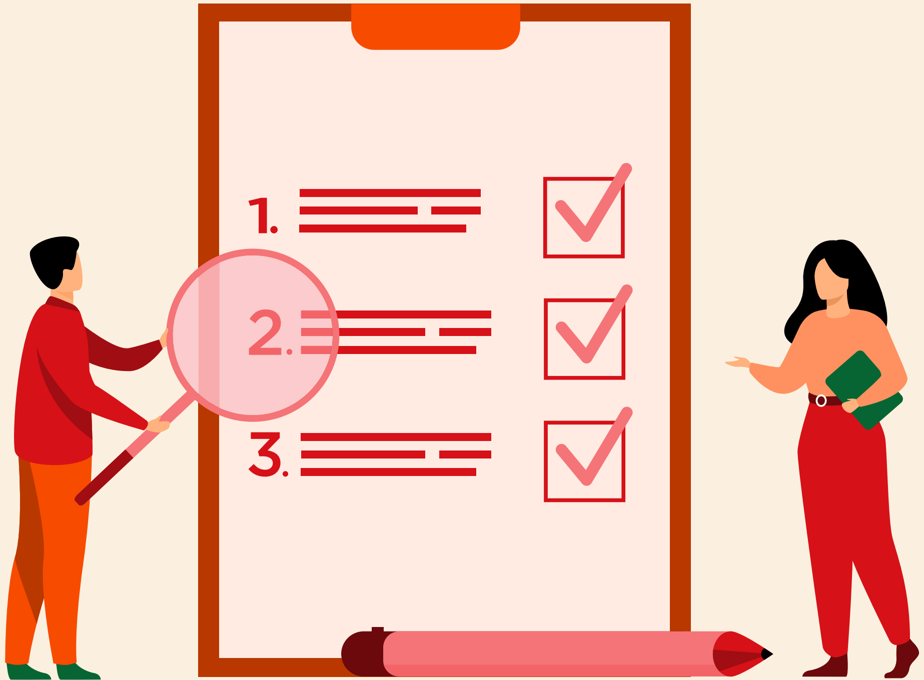
MA support has brought significant impact at Invest Kenya across three areas

Invest -IN- KENYA

Areas of support		Impact
Investment promotion	• Created sector packs for 4 key priority sectors – **Leather**, **Business Process Outsourcing**, **E-mobility**, and **Textiles and Apparel** • Supported the preparation and execution of the **Kenya International Investment Conference (KIICO) 2026** • Developed materials to engage audiences at **events in high-FDI potential countries** including **high-profile official visits** to the UK, Italy and Japan • Defined initial **dealroom** processes and governance, based on prior AGII work • Enhanced collaboration with **partners,** supporting on **3 donor roundtables,** and providing training materials for **investment masterclasses**	Improved **visibility and stakeholder engagement** within priority sectors, leveraging sector packs and “Why Kenya” materials created **$3.5bn+ in investment deals** announced during international investment conference **Enhanced credibility** with foreign partners and funders, enabling support for key Invest Kenya initiatives such as the Digital OSC
People & performance	• Transformed the **organisation** to a **sector-based structure** to better meet investor needs • Built organisational capabilities – facilitated **board and senior management offsite, sector lead trainings** with McKinsey experts, problem solving training for staff members, and **guides** across sector pack development and dissemination • Focused on building a **high-performance culture** to **deliver rapid transformation** through **WAVE deployment**	Operationalised **sector-based organisation** with staff members taking new roles More **motivated employees** with role clarity **Improved leadership** through training
Digital	• Defined overall **digital vision** and **roadmap** across internal and external needs, including capabilities needed, and providing advice across **technical decisions** • Supported design and launch of the **Digital One-Stop Centre** with an initial **integration of key agencies** e.g., Kenya Revenue Authority to make the investment process seamless • Developed a **new website** for Invest Kenya which will serve as **a single source of truth and improve** the user experience	**Established governance** and **process** for agency integration into the Digital OSC, with clear transparency to drive progress **Integrated Kenya Revenue Authority** within the Digital OSC, **reducing steps** required to obtain a KRA pin **by 80%** and **process time** from **5+ days** to **1 hour** **New website** and **data portal**

Invest -IN- KENYA

Table of contents



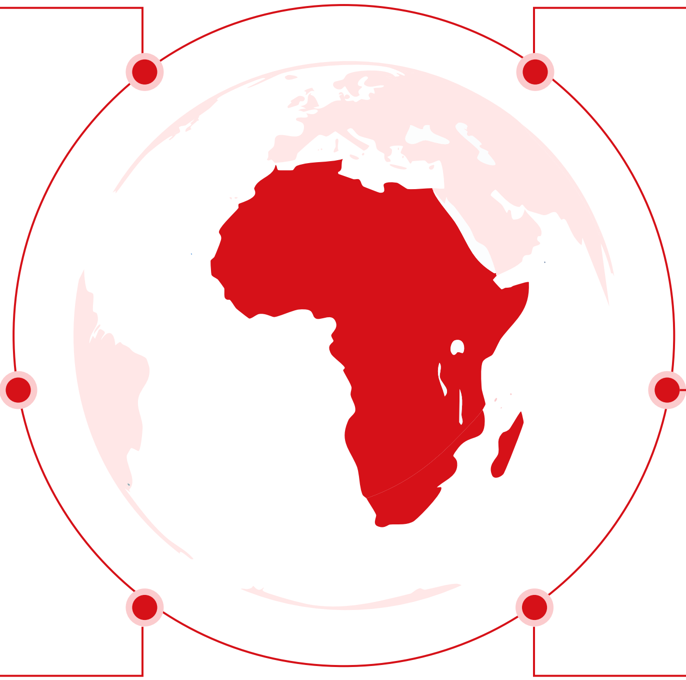
6 trends are shaping the economic and investment landscape in Africa

NOT EXHAUSTIVE

1 **Africa's growth is rebounding** - from 3.5% in 2024 to a projected 4.3% by 2026 - though **disparities exist**. Smaller countries in East and West Africa are driving growth, with **country-sector investment opportunities**. However, **productivity is still in the slow lane**

2 **Services (sub-)sectors** - e.g., e-commerce (~10% annual growth), AI ($ 2bn market), tourism, e-payments/fintech (16% CAGR; >50% of African VC funding) and digital health (22% CAGR) - will drive growth more than manufacturing and agriculture.

3 **1 in 3 workers globally will be African:** by 2050, **1.6bn[1] working-age population (~66% of its population)** will position Africa as a **hub for talent**



4 **Purchasing power is increasing** and so is consumption in Africa. This signals an opportunity for **"market-seeking" FDI** to expand, which is supported by efforts on **regional integration** and supply chain strengthening

5 While **global FDI flows contracted by 11%[2] in 2024**, Africa experienced significant growth, with inflows rising by **75%** to **~$97bn**. Kenya, however, experienced a **marginal decrease of <1%**, with **$1.5bn in FDI inflows**

6 **Digital economy shows high growth opportunities** and has a growing weight of FDI. Investors are still 'hot' on sustainable investments. However, their **operating model in Africa** is changing

1. By 2050, UN Population Prospects 2022 (medium variant)
2. When volatile financial conduit flows are excluded

Source: expert input, Oxford Economics, World Bank, UN Population, MGI

Outlook on Kenya

Real GDP grew by **~5% in 2024** (after a post-COVID rebound of **7.6% in 2021**), with growth mainly driven by **services sector** – especially **accommodation & restaurants (+25.7%)** 1

FDI has hovered around **$1.4 - 1.6bn per year** over the last 5 years, with **FDI as % of GDP has fallen from 0.7% (2023) to ~0.4% (2024)**. This signals that the economy is growing faster than foreign investment 2

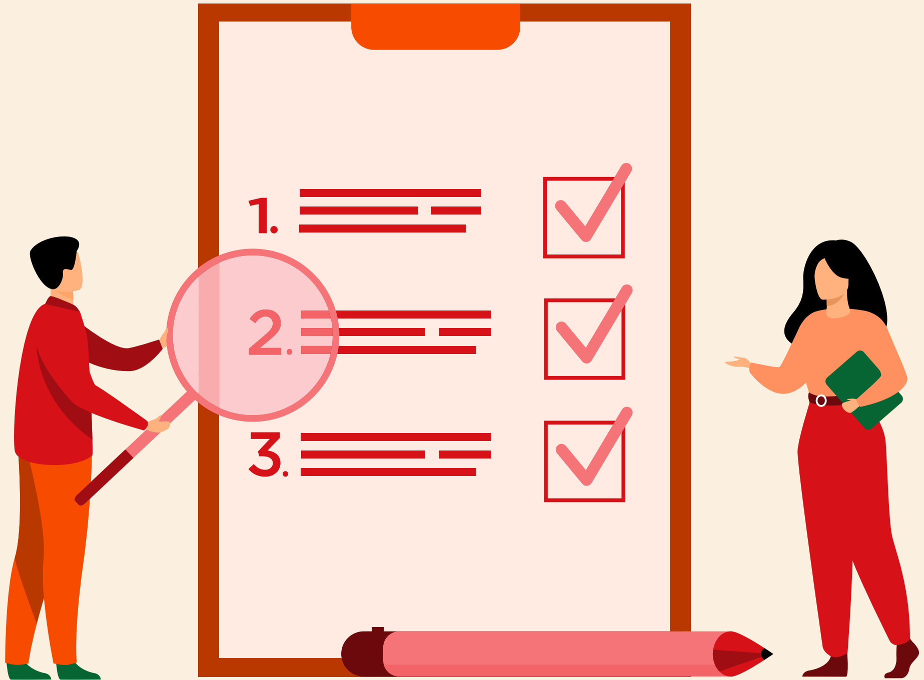
Kenya aims to raise **FDI contribution to GDP** to **2–3% of GDP** by 2030, **making it above the global average of 1.4%,** however below regional peers like **Uganda (6.2%)** and **Rwanda (5.7%)** 3

The **US (23%)** is the largest FDI source, followed by **China (16%), Japan (14%), UK (13%)**, then France, UAE, South Africa, Israel, India and Nigeria; offering a solid platform to scale investment from existing partners 4

Over **25% of exports** go to **EAC partners** (Uganda, Tanzania, Rwanda), while imports are dominated by **China, UAE and India**, positioning Kenya within **regional and South–South value chains** 5

Kenya has numerous structural advantages (e.g., **93% renewable power**, **50+ tech hubs**, and **2Mn+ young people)** 6

Table of contents



Invest Kenya is the statutory body to promote investment in Kenya, established more than 40 years ago

Invest -IN- KENYA

1982 – IPC established

H.E President Daniel Arap Moi announced establishment of The Investment Promotion Centre as an investor focal point to encourage both domestic and foreign investors

1986 – First IPC[1] Act

IPC established through Investment Promotion Centre Act of 1986, by the government of Kenya

1987 – Investor facilitation

Minister for Finance augmented the Centre's responsibilities by creating an Investment Facilitation Committee with the Centre providing the necessary Secretariat to the Committee

1988 – Manufacture under Bond (MUB)

IPC took responsibility to be the central agency to receive applications for MUB —an incentives programme—aimed at stimulating export

2004 – Formation of 'Invest Kenya'

The passing of Investment Promotion Act created Kenya Investment Authority

2005 – Regional contribution

Involved in the formation of CCIA[2], promoting regional cooperation and harmonising investment policies across member countries

2013 – 1st KIICO

Hosted >300 local and international investors to monitor and improve Kenya's investment climate and connecting them with potential opportunities in Kenya

2014 – Devolved framework

Developed a policy framework to support investments at the newly formed counties

2015 – 2nd KIICO

Hosted 2,000+ delegates to discuss Kenya's investment climate in four priority sectors: textiles and apparel, renewable energy, agribusiness and ICT

2015 – Pan-African investment code

Led the initiative to create the pan African investment code to harmonise investments across Africa and facilitate intra-African investments

2016 – 14th UNCTAD

Hosted the 14th UNCTAD conference in Nairobi, bringing representatives from 100+ countries to discuss global investment climate

2017 – One-stop centre

Launched the one-stop centre to assist investors access government services from a single focal point

2019 – Kenya Investment Policy

Introduced a comprehensive framework for attracting and managing investments, focused on Kenya's priority sectors

2021 – Investment clinics

Launched 'investment made easy clinics, offering support to current and potential investors

2023 – 3rd KIICO

Hosted 2,000+ delegates, featuring representatives from 54 African countries. Also discussed on the AfCFTA and its implementation roadmap

2024 – Marketing world award

Won an award in an event bringing together companies from all over Africa due to its investor promotion efforts

2025 – Appointment of new CEO

John Mwendwa, OGW, was appointed as the new CEO effective January 2025

iNVEST KENYA
KENYA INVESTMENT AUTHORITY

1. IPC - Investment Promotion centre; 2. CCIA - COMESA Common Investment Area; 3. Kenya Industrial Research and Development Institute

Source: Invest Kenya website, press search, Invest Kenya RPAP team

However, at the start of 2025, Invest Kenya was facing serious challenges in executing its mandate

Invest -IN- KENYA

Challenges faced

- **Multiple agencies involved** in driving Kenya's investment agenda, with different focus areas and overlapping efforts, constraining Invest Kenya's effectiveness in investment promotion
- **Limited capacity** within current personnel, with limited **deal execution** capability, **decision** and **convening power**
- **Inadequate budget** to sustain the agency's operations and catalyse change

This led to

- **Disjointed investor experience** with touchpoints with multiple government agencies to facilitate investments
- **Ineffective organisational structure** misaligned with investor needs
- **Fragmented deal knowledge** across multiple sources
- **Low Foreign Direct Investment (FDI) attraction rates** – FDI share of GDP at 1.4% vs. regional peers at ~5% and above

In addressing these challenges, Invest Kenya articulated its strategy to become a leading Investment Promotion Agency (IPA) in Africa

Invest -IN- KENYA

Act as a true one-stop centre for investors

Streamline investment process by offering a **centralised hub** for project approvals and facilitation, backed by a **clear mandate**

Drive sector-focused investor targeting

Adopt a targeted approach to investment promotion, with focus on **key sectors** where Kenya is **competitive** and has **bankable** projects

Be the #1 source for investment deals and data

Develop a comprehensive investment database and **deal book** to provide reliable, up-to-date data for investors, government, and the private sector

Impact investment policy with real-time insights

Drive investor-friendly reforms by influencing **proactive policymaking** that reflects real investor needs

Ensure efficient and effective deal conversion

Achieve a deal conversion rate of **1-2 in 5**

Increase FDI to GDP ratio to **2-3% by 2027**

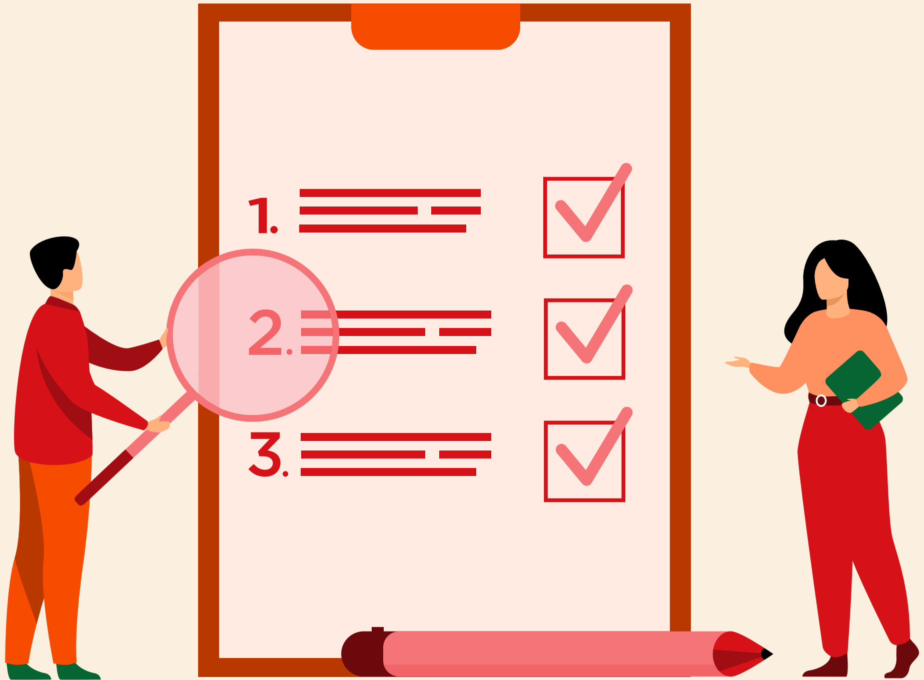
Become a top 3 ranked IPA in Africa

Achieve a ranking in the **UNCTAD** "World of Investment Promotion" report, **WAIPA**[1] and **World Bank**, by 2027

1. World Association of Investment Promotion Agencies (IPAs)

Source: UNCTAD, World Investment Report 2024; OCO, Investment Promotion Agencies Benchmarking Study; World Bank, What Makes an Investment Promotion Agency Effective?, 2023

Table of contents



After supporting the new CEO in designing their strategy and initial execution, support expanded to establishing the core capabilities

Invest -IN- KENYA

Areas of support (deep dives follow) CEO transition | Sector focused investment promotion | Digitalisation of investor journey

2025 | **2026**

	Q1 (Jan. – Mar.)	Q2 (Apr. – Jun.)	Q3 (Jul. – Sep.)	Q4 (Oct. – Dec.)	Q1 (Jan. – Mar.)
Key goal of support	Define the 100-day action plan, quick wins and changes required in the organisation	Establish the sector-based organisation and ways of working and advance op plan	Develop capabilities to enable sector leaders, and design digital roadmap	Initiate execution of the digital roadmap	Advance execution across all capabilities

Support areas

Q1 (Jan. – Mar.) 2025 (CEO transition):

100-day transition plan developed based on **IPA benchmarking** and **best practices** with a focus on 10 key pillars ranging from strategic initiatives to key enablers including e.g.:

- Investor Journey
- Sector packs & deal book
- Business climate
- Financing ecosystem
- Culture, brand & communication
- Etc.

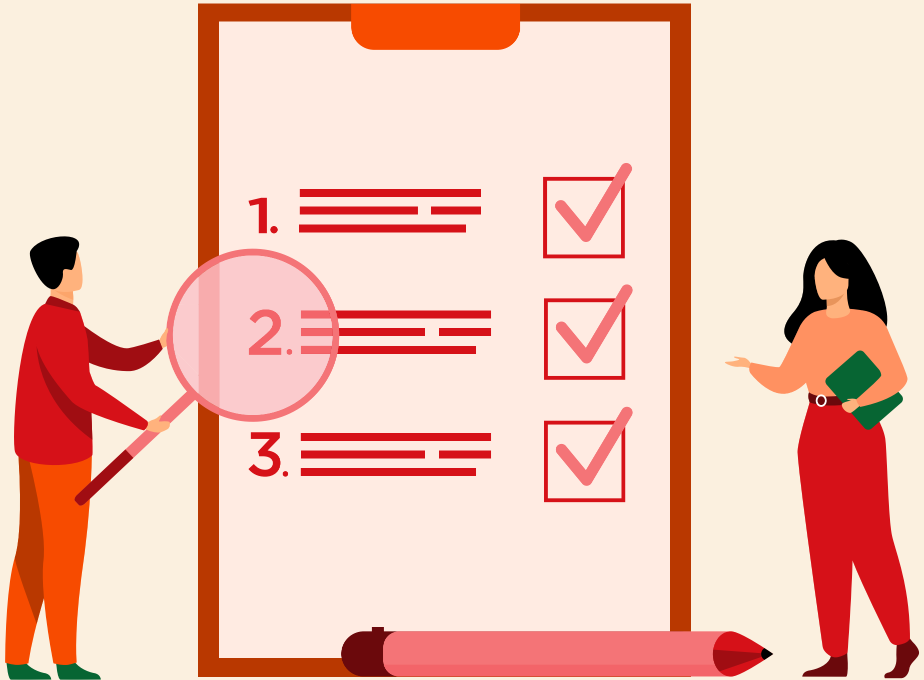
Sector focused investment promotion:

- Implement sector-based organisation and processes (Q2)
- Set-up WAVE to enable the tracking of the transformation (Q3 – Q4)
- Support aftercare efforts to catalyze re-investment (Q1 2026)
- Run training sessions and capability building on sectors (Q2 – Q3)
- Develop the investment attraction transformation plan (IATP), a strategic roadmap for 2026 - 2028 (Q4 – Q1 2026)
- Business climate and financing ecosystem (Q2)
- Support execution of investment promotion events from state visits to international investor conference KIICO in March 2026 (Q3 – Q1 2026)
- Develop. plans and materials to engage investors eg. for each sector with sector packs and dissemination plans, and to drive investment promotion e.g. with Why Kenya and the investor guide (mid-Q2 – Q1 2026)

Digitalisation of investor journey:

- Design and refine the target investor journey (Q2 – Q4)
- Define the digital roadmap (Q3)
- Support implementation of registration portal (Digital OSC) (Q4 – Q1 2026)
- Refine their public-facing website and develop embedded data portal for investors (mid-Q4 – Q1 2026)

Table of contents



The CEO transition 100-day plan focused on 10 key pillars to rapidly enhance Invest Kenya's operational capabilities

Invest -IN- KENYA

Deep dive next

	Focus area	Objective
Strategic initiatives	1 **Legal**	**Ensure clear (legislative) mandate for Invest Kenya** and other GoK entities
	2 **Investor journey**	Identify set of operational initiatives, including quick-wins and **technology enablers**, that will **improve and streamline the E2E investor journey** e.g., One-Stop Centre
	3 **Sector packs & deal book**	Prepare library of **high-quality sector pitch materials** for 2-5 focus sectors, filterable **project database** and **deal book of bankable investment opportunities**
	4 **Business climate**	Identify set of initiatives to improve **business climate** in Kenya (e.g., stable incentives) and start to implement quick wins, drawing on B-Ready ranking and other inputs
	5 **Financing ecosystem**	Explore financial **instruments to de-risk deals**, through partnerships with multi-lateral, bilateral and private funds; Facilitate matchmaking of funding e.g., by matching opportunities and investors
	6 **Investment promotion efforts**	Outline key investment events to engage potential investors to **showcase bankable investment opportunities** in Kenya and establish **clear interaction model** with other entities (e.g., Counties)
Enablers	7 **Resourcing/ budget**	Draw on a **range of funding sources** (incl. GoK, donor community) to ensure that Invest Kenya is sufficiently well resourced to deliver on its ambition
	8 **Capacity**	Build the **right skills and capacity** within Invest Kenya through upskilling and hiring of key roles; Review org structure based on strategic initiatives and how to resource
	9 **Culture, brand & communication**	Drive **cultural transformation and rebranding** to communicate to internal and external stakeholders on new aspirations and vision
	10 **Stakeholder engagement**	Establish a **regular cadence** with range of stakeholders (GoK, donors, private sector, investors) in order to gather input on priorities, request targeted support

3 Sectors were filtered and shortlisted to concentrate initial focus on high-impact sectors

Invest -IN- KENYA

Selection of sectors was based on,

i. Invest Kenya's previous Strategic Plan
ii. Framework of Kenya's Vision 2030
iii. Bottom-Up Economic Transformation Agenda
iv. Priorities of the State Department of Investment Promotion

+

Sectors were further shortlisted for initial focus, based on,

i. Export potential
ii. Job creation potential
iii. Extent of coverage by other GoK sector ministries

Focus sectors:
Export-focused and high-job-potential

Manufacturing

- Textile and apparel manufacturing
- Automotive assembly (E-mobility)
- Pharmaceutical manufacturing
- Green manufacturing[1]
- Consumer electronics

Agriculture

- Agribusiness
  - Cotton
  - Avocados
  - Flowers
- Agro-processing
  - Edible oils
  - Fruit products

Livestock

- Leather and leather products
- Dairy
- Beef
- Apiculture (bees)
- Poultry

ICT and BPO

- Customer service
- Technical support service
- Fintech
- E-commerce platforms
- Digital infrastructure

Construction and building

- Housing
- Green construction / building materials
- Urban development inc. smart cities, commuter rail and BRT networks

Tourism and hospitality

- Hotels
- Eco-tourism
- Parks and conservancies
- MICE[2]

Secondary sectors:
Domestic focused and essential industries

- Creative economy
- Environment and forestry
- Mining (*Critical minerals & rare earth and others*)
- Blue economy

Enabler Sectors

- SEZs, EPZs, and CAIPS
- Energy inc. renewable energy and power generation
- Infrastructure development including roads, railway, airports and ports and other public works
- Land
- Financial services inc. banking and insurance
- Carbon credits market
- Education and skills upgrade

1. Green manufacturing involves producing products through processes that minimise environmental impact, conserve energy and natural resources, and reduce waste and pollution. Sub sectors include renewable energy production and waste management
2. Meetings, Incentives, Conferences, and Events

❻ Why Kenya highlights a range of strategic advantages for investors, driving investment promotion efforts

Invest -IN- KENYA

NOT EXHAUSTIVE

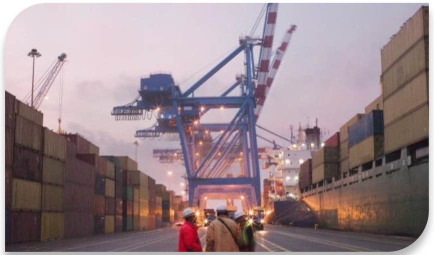
Stable economy & leading democracy

6th

largest economy in Africa

26%

of East Africa's GDP



Logistics and innovation hub

4

international airports

2

seaports

Robust digital and tech ecosystem aligned with EU GDPR

143%

mobile device penetration

$178M

daily mobile money transfers

Leading Africa's green transition

~93%

renewable energy at competitive rates

10GW

capacity by 2032

Young, trainable, and productive workforce

>80%

literacy rate

>15Mn

youth

INVEST KENYA
KENYA INVESTMENT AUTHORITY

Source: IMF 2024, Kenya Ports Authority 2025, Genesis Analytics 2024, KenGen, World Bank 2023, Kenya Investment Authority 2025; EPRA

7 Invest Kenya appreciates the ongoing and committed support from its donor and development partner group since Jan 2025 (1/2)

Invest in KENYA

Areas of collaboration

NOT EXHAUSTIVE

Partners	Foreign, Commonwealth & Development Office	Government of the Netherlands	IFC	THE WORLD BANK	European Union TRADE MARK AFRICA
Programme	**Manufacturing Africa**	**KISW[1]**		**KJET**	**BEEEP[3]**
Support provided (not exhaustive)	• **Operational plan** • **Digital OSC** PMO • **12 Sector packs** e.g. BPO, T&A, Leather • Performance management tool • Investment Attraction Transformation Plan • Revamped website	• Development of **Digital One-Stop Centre** (DOSC)	• **Africa IPA Network** to build a pipeline of bankable projects • **Pharmaceutical** • **Construction Materials** • **E-mobility**	• **Investment Promotion and Facilitation bill 2025** • **High priority sector** packs[2] • **Business climate roundtables** (Boresha Biashara)	• **County Investment Forum** • **State of Investment Report**
Support since	2025	2024	2025	2024	2023

iNVEST KENYA
KENYA INVESTMENT AUTHORITY

1. Integration and TA support provided by UNCTAD
2. List of support sectors to be refined
3. Business Environment and Export Enhancing Programme

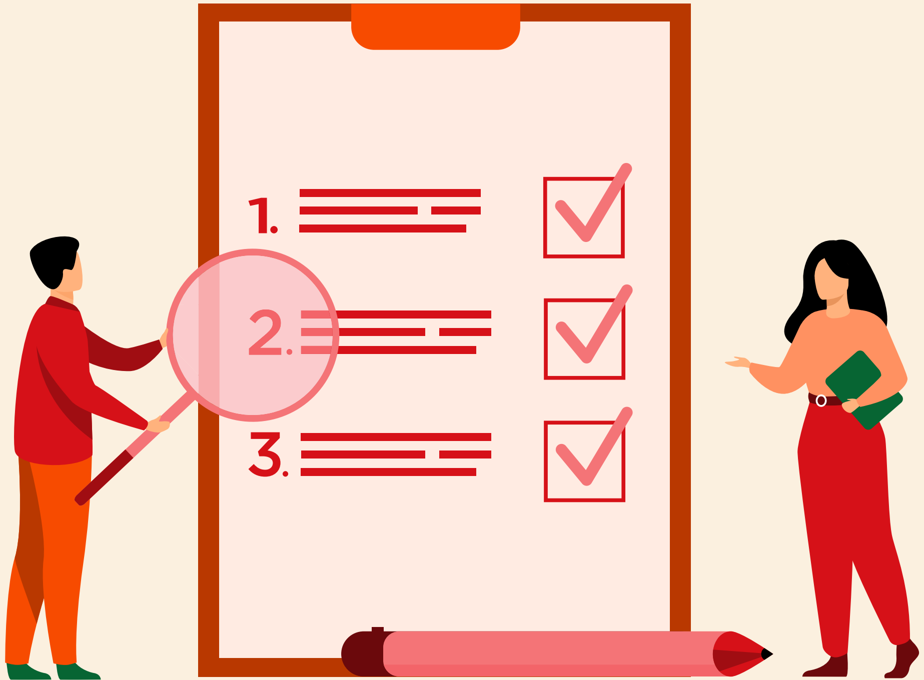
7 Invest Kenya appreciates the ongoing and committed support from its donor and development partner group since Jan 2025 (2/2)

Areas of collaboration

NOT EXHAUSTIVE

Partners	GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH)	UNDP	Gatsby Africa	UNIDO
Programme	**Sector support**		**Sector support**	
Support provided (not exhaustive)	• **ICT & BPO** • **Manufacturing (e-mobility, clean cooking and T&A)** • **Leather**	• Setting up a **Business Climate office** with officers seconded • **Development of Clean cooking sector pack** and preparation of deals within sector • **Investment guide**	• Convening **Textile & Apparel roundtables** globally • Providing prospective investors **market intelligence and data**	• Creating a **value chain analysis** under the CAIPs initiative
Support since	2025	-	2025	-

Table of contents

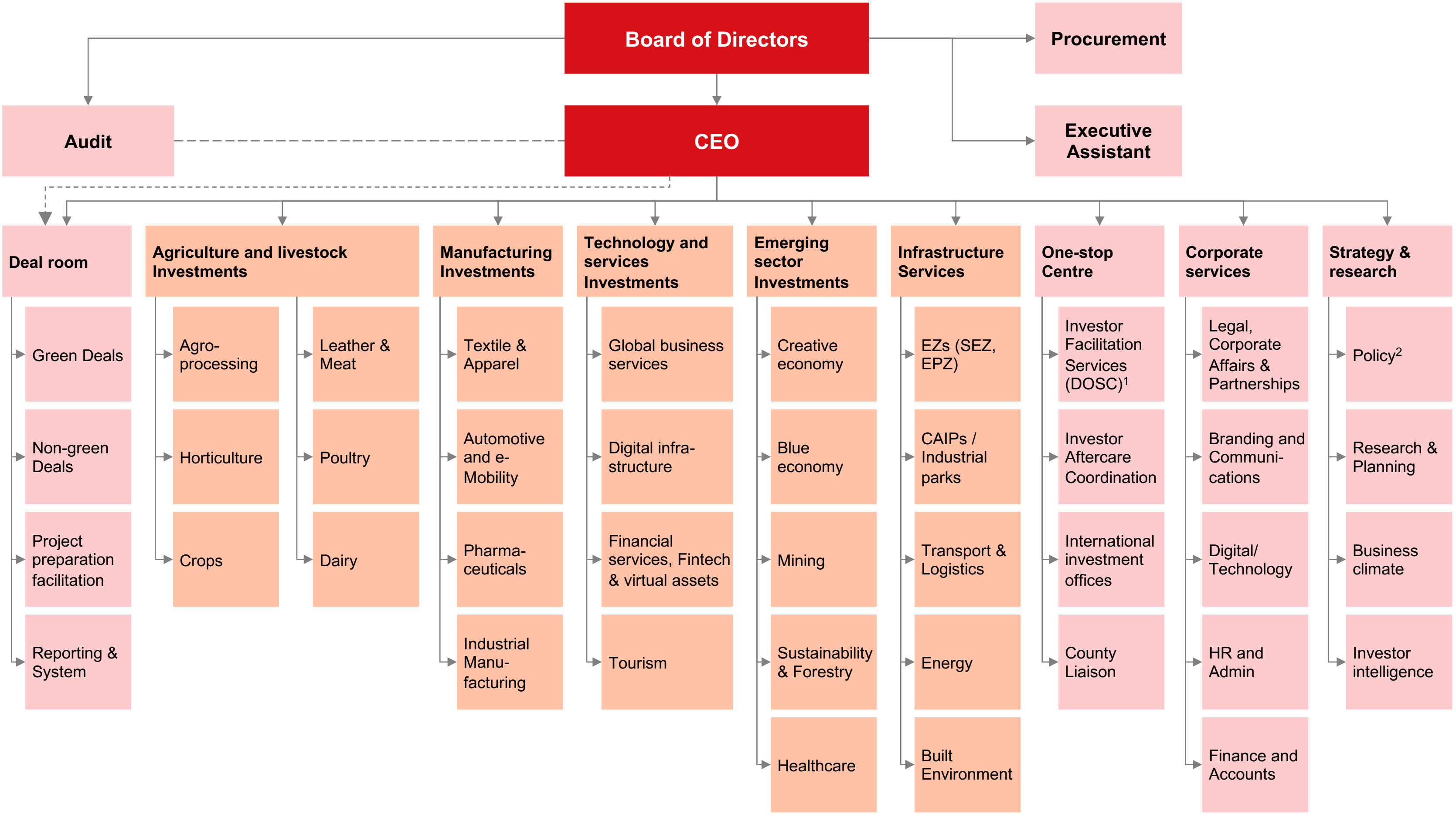


A sector-based organisation was designed and implemented to directly address investor needs

Invest -IN- KENYA

Sector departments

Non-Sector departments



Rationale for shift

- Align teams by sectors to deliver **more tailored investor support**, while building **deep sector expertise** and improving pipeline conversion
- Centralise transversal functions into **centres of excellence** to drive consistency, speed, and quality of execution
  - **Deal Room:** End-to-end deal facilitation, tracking, and issue resolution
  - **One-Stop Centre (OSC):** Streamlined investor application handling and agency coordination

1. Including Agency Coordination, County Liaison and Investment Protocol; 2. Including Trade

Investor promotion materials were developed to clearly articulate the advantages of Kenya and the key sectors

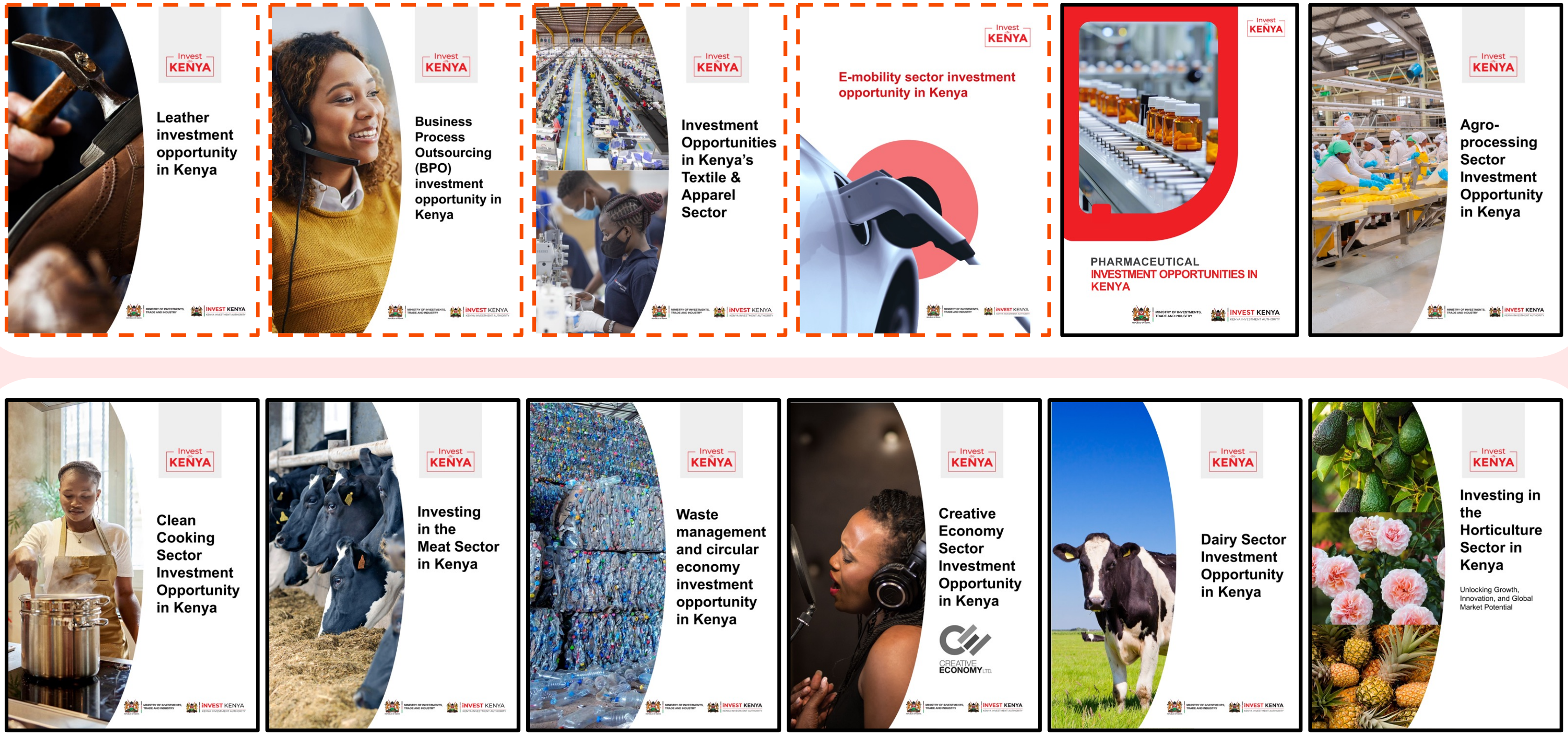
iNVEST KENYA
KENYA INVESTMENT AUTHORITY

Invest -in- KENYA

Co-created

Led by Invest Kenya Team

Sector packs developed (initially co-created and later, independently led by the Invest Kenya Team)



With the transition to sector-based teams, the development of sector-specific investment promotion materials served an investor need while developing a key capability within Invest Kenya

This capability building effort was supported through the creation of a *Guide for Sector Pack Development* and a collaborative journey of co-creation to independent development of Sector Packs

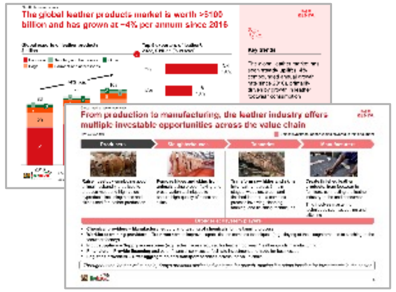
Sector packs highlight tangible opportunities in a specific industry including Kenya's competitive advantage and incentives

Invest -IN- KENYA

Illustrative example from the Leather sector pack

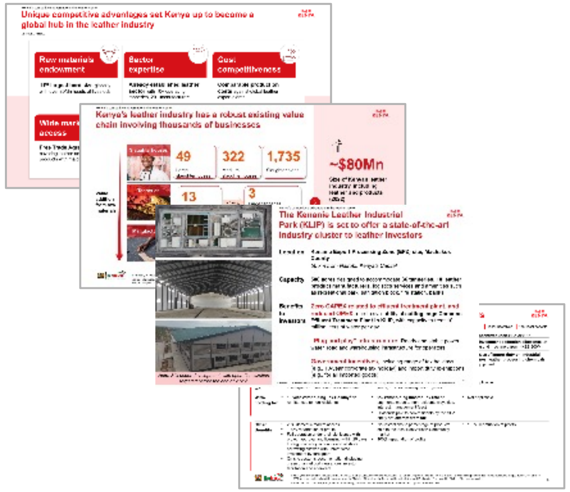
Global sector overview

Highlight of **major global and regional trends** in the industry including common investment areas in the sector



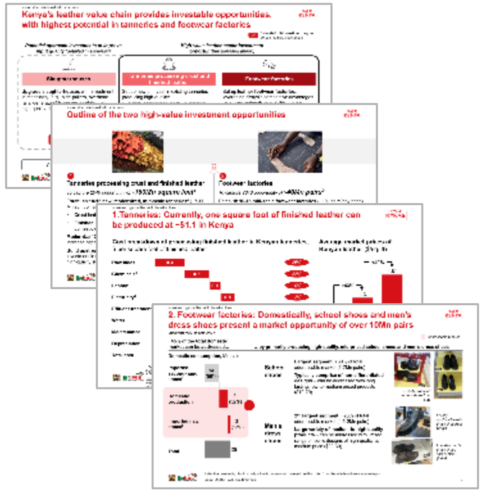
Kenya's competitive advantage

Sector specific **competitive advantage** vis-a-vis other players in the industry across the globe e.g., **access to raw materials**



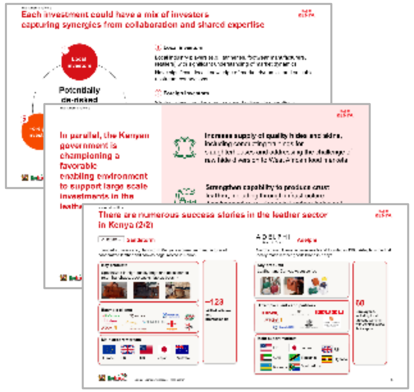
Investment opportunities in Kenya

Showcase of **tangible investment opportunities** in the **specific sector** e.g. **tanneries** and **footwear** in leather sector



Investment enablers

Sector specific **government policies** and **success stories from foreign investors** based in Kenya



iNVEST KENYA
KENYA INVESTMENT AUTHORITY

Structured sectoral dissemination plans were designed to support the sector leads to engage investors effectively

Detailed list of investors available in back-up

✓ Regular distribution (✓) Distribution in selected instances[2]

Sector pack versions for dissemination

A. Webpage published on the Invest Kenya website, including sector highlights

B. Presentation pack Summarised deck for live presentations; also downloadable from the web

C. Print Long printed "booklet" for offline dissemination

Standardised → Customized

Channel and pack version

Audience, type and examples			Website/ social media A	Website/ social media B	Website/ social media C	Event participation[1] A	Event participation[1] B	Event participation[1] C	Webinar A	Webinar B	Webinar C	Email reach out A	Email reach out B	Email reach out C	1:1 engagement A	1:1 engagement B	1:1 engagement C
		Sector pack version	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
Direct investors	Tier 1	STELLA International, GEOX, BOSS Hugo Boss, 寶成國際集團 Pou Chen Group, INDITEX, MIRZA	✓	✓			✓			✓		✓	✓				✓
Direct investors	Tier 2	CARMINA, adidas, Gabor, MIRZA	✓	✓			✓			✓		✓	✓				(✓)
Direct investors	Tier 3	PRADA, KENNEL & SCHMENGER Schuhmanufaktur, TOD'S	✓	✓			✓										
Indirect audience	Bilateral partners and donors – Tier 1		✓	✓			✓			✓		✓	✓				(✓)
Indirect audience	Bilateral partners and donors – Tier 2		✓	✓			✓										
Indirect audience	Private sector associations		✓	✓			✓			✓		✓	✓				(✓)
Indirect audience	Public national and subnational agencies[3]		✓	✓			✓					✓	✓				

1. Refers to global, regional or local events not explicitly organized by Invest Kenya for sector pack dissemination, but those in which Invest Kenya is asked to participate
2. 1:1 engagement will not be pursued for every Tier 2 company, donor association, but will be determined case by case
3. Including relevant ministries and county representatives

This was supported through the creation of a Guide for Sector Pack Development

This standardised "how to" guide can support developing a high-quality pack effectively

Context and how to use guide

- This guide has been developed to help the Invest Kenya sector leads **efficiently create and disseminate high-quality sector packs** through a standardised process
- It has been designed as a **practical, step-by-step resource** to streamline workflow
- This guide **should be followed** whenever:
  1. **Developing new sector packs** for priority sectors
  2. **Reviewing, refining, or updating** existing sector packs to keep them relevant and impactful

Purpose and objectives of the guide

- **Simplify and clarify the process** of designing sector packs with clear, end-to-end guidelines
- Ensure all sector packs achieve a **consistent level of quality, structure, and messaging**
- Strengthen the overall **effectiveness and professionalism** of investment promotion materials

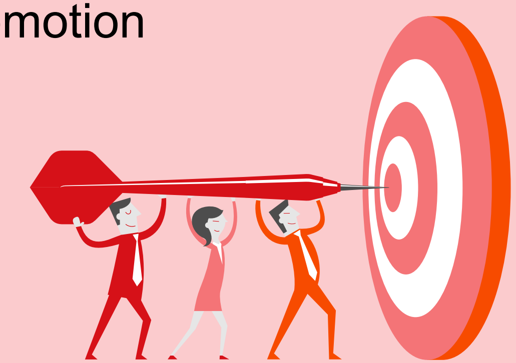
Aftercare capabilities were designed to ensure long-term attraction of investment

Invest -IN- KENYA

Importance of Aftercare

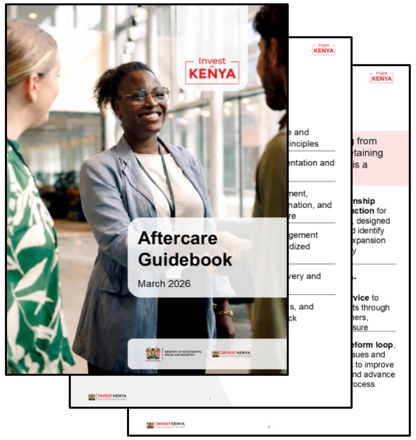
~70% of global FDI comes from **reinvestment and expansion**

Therefore, retaining and supporting **existing investors** is a high-impact strategy for investment promotion



What we developed…

1



Aftercare Guidebook: an external-facing document that explains Invest Kenya's aftercare offer, process, and what investors and partners can expect

2

Aftercare Training Module: an internal guide that trains staff on delivery, including routing, scripts, templates, and how to run engagements consistently

KIICO 2026 was held successfully with 1650+ participants

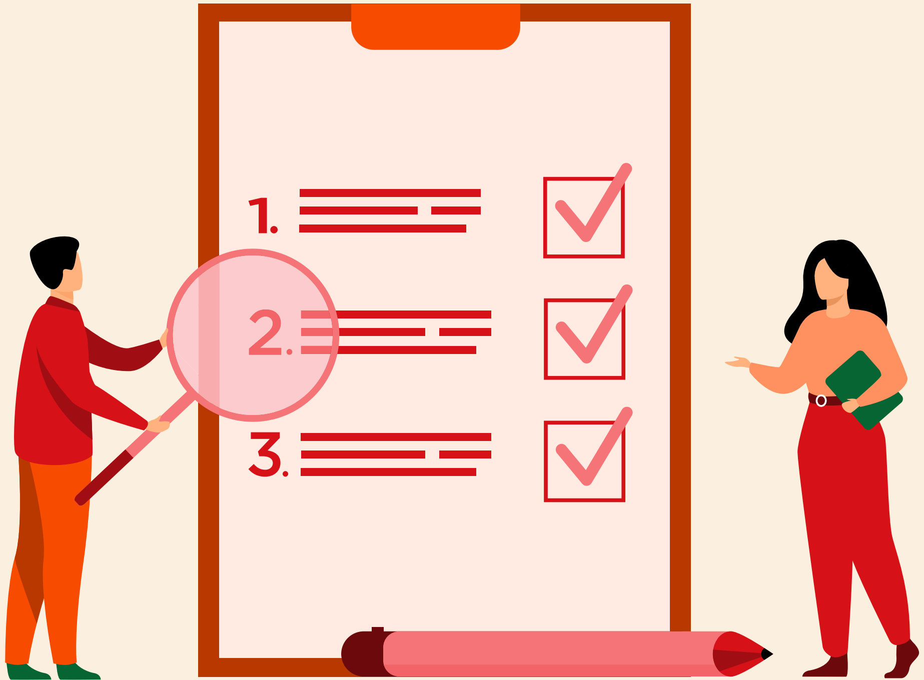
Invest -IN- KENYA

1650+ **participants** from 67 countries and 1200+ organisations

$2.9B in confirmed deals across 20 transactions and 50+ investment opportunities

70+ recommendations to strengthen delivery, coordination, and post-conference follow-through

Table of contents



A digital vision was defined to set the direction for Invest Kenya's digital transformation

Create a **seamless, transparent, and competitive digital gateway for investors, to become a leading (top 3) IPA in Africa**

Investor-first

Adopt an effective **relationship-driven model** that serves **investor needs**

Seamless

Digitalise, streamline, and simplify processes across public services[1]

Data hub

Maintain a **centralised repository** of **accurate** and relevant **data**

Reliable

Ensure **timely fulfilment** of investor promises with **transparency** on status and requirements

Innovative

Leverage **cutting-edge tech** e.g., AI to leapfrog competition and **gain strategic advantage**

1. Relevant to investors and within the legal mandate of Invest Kenya

The vision was translated into a roadmap, based on the surfaced investor pain points

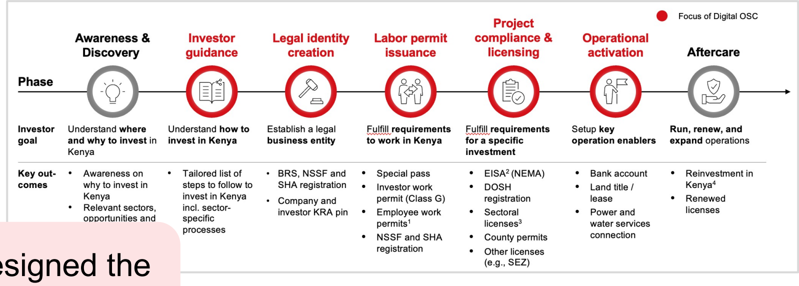
Overview of digital transformation roadmap at Invest Kenya

Products developed during each phase | Details follow | Scope of development in each phase

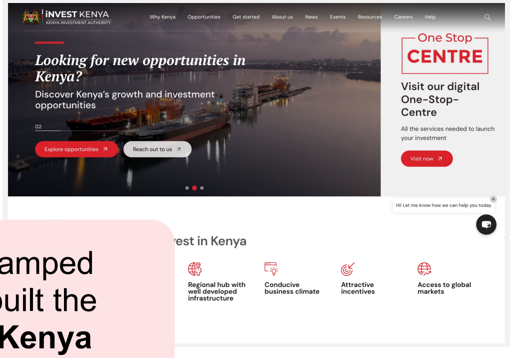
	Phase I (Oct. '23 – Aug. '25)	Phase II (Sept. – Nov. '25)	Phase III (Dec. '25 – Jun. '26)	Phase IV (Jul. '26 onwards)
Goal of phase	**Develop initial functionality for Digital OSC,** and **digital transf. roadmap**	**Complete first integrations for Digital OSC,** start to **provide critical data to investors**, and build **internal digital capabilities**	Complete **integration of Digital OSC with most important entities**, and **digitalisation of internal processes**	**Expand scope** of Digital OSC, while **expanding digital offering to investors** utilizing cutting edge tech
Investor facing products	**Digital OSC[2]**			
	Set-up platform and **implement partial integration** with BRS, KRA, Immigration	Fully integrate with **KRA** to enable completing registration in Digital OSC	Fully integrate with **top agencies** (e.g., BRS, Immigration, NSSF)* **Prioritisation to be updated based on impact (investor pain, freq. used) and feasibility (technical readiness, agency willingness)*	Integrate with **other agencies/ counties**
		Investment data SSoT (Single Source of Truth) portal		**AI co-pilot for Investors** (supports submitting applications etc.)
		Cover key investment/sector stats, revamp UI/UX	Expand data/functionality (e.g., AI chatbot), revamp UI/UX (cont.d)	
Invest Kenya internal[1] products		**Investor relationship management tool** (CRM)		**AI co-pilot for Invest Kenya employees** (supports investor interaction etc.)
		Enterprise resource planning tool (ERP)		
		Internal collaboration tools[3]	**Investor outreach / promotion tools**	

1 Incl. those used by support functions (e.g., HR, Finance, Procurement)
2 Product development name – Kenya Investment Single Window (KISW)
3 WAVE, SharePoint

Since then, we have accomplished 4 key milestones with DOSC integrations ongoing



I. Redesigned the **end-to-end investor journey**



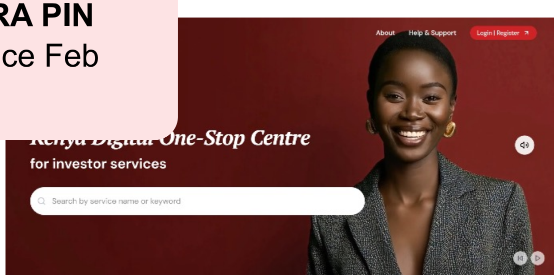
III. Revamped and rebuilt the **Invest Kenya website**

Continue **DOSC** integration with **agencies/ counties**

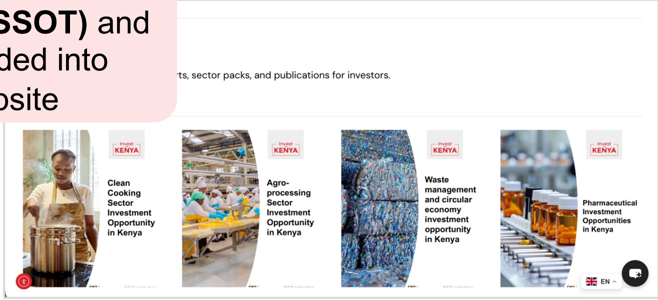
Aug '25 — Sep '25 — Dec. '25 — Mar. '26 — Jun. '26

and more to come…

II. Started **DOSC implementation**, with **KRA PIN live** since Feb 2026



IV. Developed a central data portal **single source of truth (SSOT)** and embedded into the website



The President has communicated the aim to establish a fully **Digital One-Stop Centre** for investors

Invest -IN- KENYA

The establishment of a fully Digital One-Stop Centre for investors …signals **Kenya's commitment to creating a transparent and enabling business environment**

H.E. President William Samoei Ruto, at UNGA@80 in New York

iNVEST KENYA
KENYA INVESTMENT AUTHORITY

I. The investor journey was reimagined to be investor centric and to focus on investor goals

Focus of Digital OSC

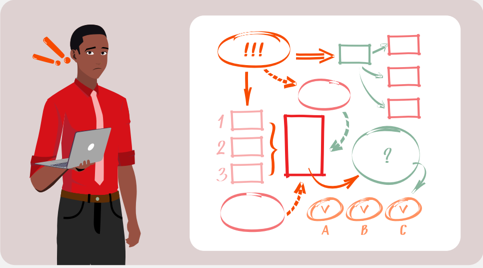
Phase	Awareness & Discovery	Investor guidance	Legal identity creation	Labor permit issuance	Project compliance & licensing	Operational activation	Aftercare
Investor goal	Understand **where and why to invest** in Kenya	Understand **how to invest in Kenya**	Establish a legal **business entity**	Fulfill **requirements to work in Kenya**	Fulfill **requirements for a specific investment**	Setup **key operation enablers**	**Run, renew, and expand** operations
Key out-comes	• Awareness on why to invest in Kenya • Relevant sectors, opportunities and value proposition	• Tailored list of steps to follow to invest in Kenya incl. sector-specific processes	• BRS, NSSF and SHA registration • Company and investor KRA pin	• Special pass • Investor work permit (Class G) • Employee work permits[1] • NSSF and SHA registration	• EISA[2] (NEMA) • DOSH registration • Sectoral licences[3] • County permits • Other licences (e.g., SEZ)	• Bank account • Land title / lease • Power and water services connection	• Reinvestment in Kenya[4] • Renewed licences
Rele-vant letters/ certify-cates[5]	Invitation letter Investor registration		Acknowledgement letter Golden certificate	Immigration letter	Interim investment certificate Initial NEMA advisory letter	Bank letter VAT endorsement Tax exemption Final investment certificate	

1. Employee work permits – e.g., Special Pass, Class D
2. EIA - Environment Impact Assessment
4. Sectoral licences - e.g., tourism, pharma
4. Re-investment in Kenya – e.g., expansion of current project, new investment opportunities
5. Letters to be decommissioned with integration of agency services with Invest Kenya

I. The key experiences of the Digital OSC were designed to digitalise and streamline the investor journey

Invest -IN- KENYA

From…



Manually identify all relevant processes and requirements

Individually apply to all agencies, with numerous duplicative input

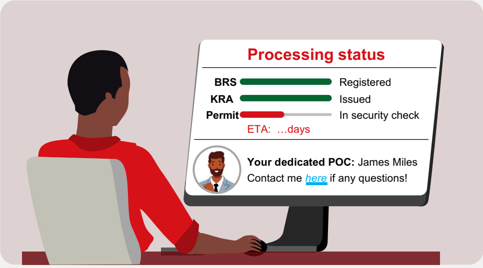
Need to check status with each agency multiple times, due to limited **visibility on status**

Communicate with **multiple points-of-contact**, at times receiving conflicting input

To..

Follow a personalised application journey, based on submitted information

Apply from one location with ease, with any previous info automatically reused



Track application status in a single location, receive **notifications** where attention is needed, and **explore next steps**

Have a **single point-of-contact** for all questions and communications with agencies

I. For each step in the investor journey, the "from" and "to" was defined to guide implementation

ONBOARDING EXAMPLE

XX: "aha" moments

From…

Investors need to individually apply to four agencies in parallel, re-entering the same information, and managing interdependencies

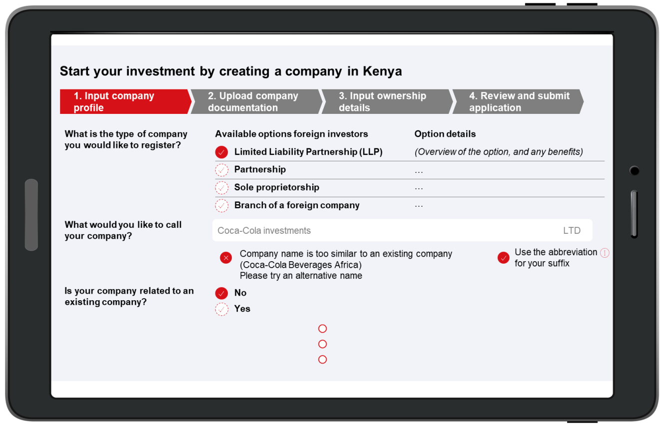
To…

Digital OSC enabling investors to fill and file application with all agencies at once

Process *(What the investor does)*

One simple personalised application to create a company, through,

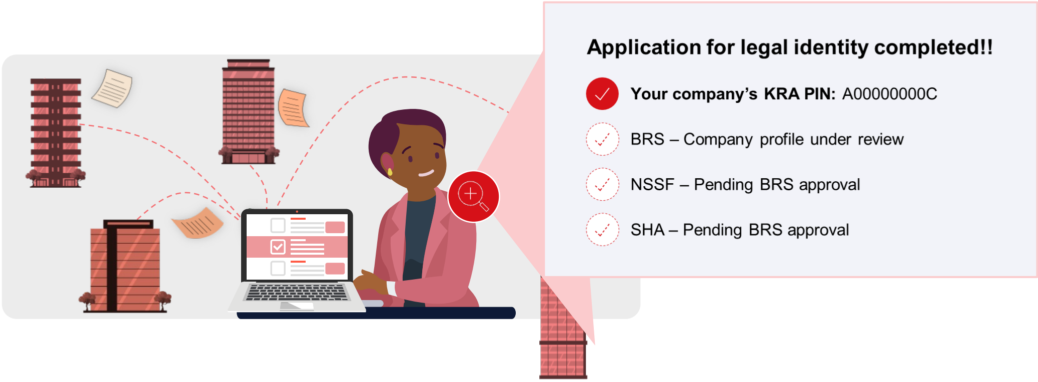
- Guidance on input/choices[1]
- Automated input, checks, and corrections[2]



Outcome *(What the investor receives)*

All requirements for a company (registration with BRS, KRA, NSSF, SHA, and any issued certificates) in Kenya

- Complete all steps in less than 1 hour, and receive all certificates within one business day, only using the Digital OSC
- View status throughout the application, and address any follow-ups/clarifications within the Digital OSC



1. e.g., benefits of registering different types of companies
2. e.g., data format, available names, (automatically populate previously collected data or data available on documents/GoK ID systems)

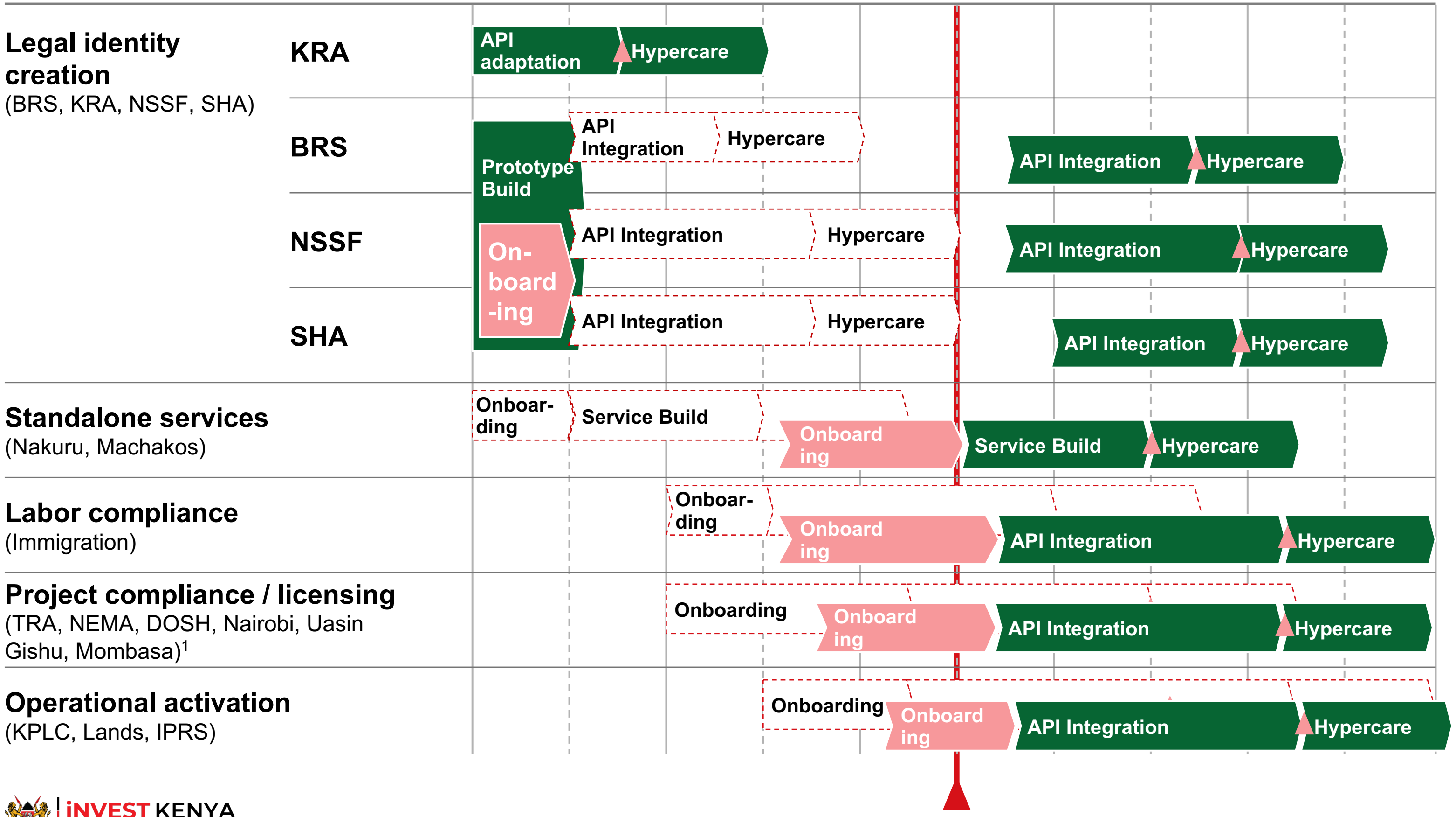
II. Digital OSC integrates with multiple agencies with creation of KRA PIN live since February 2026

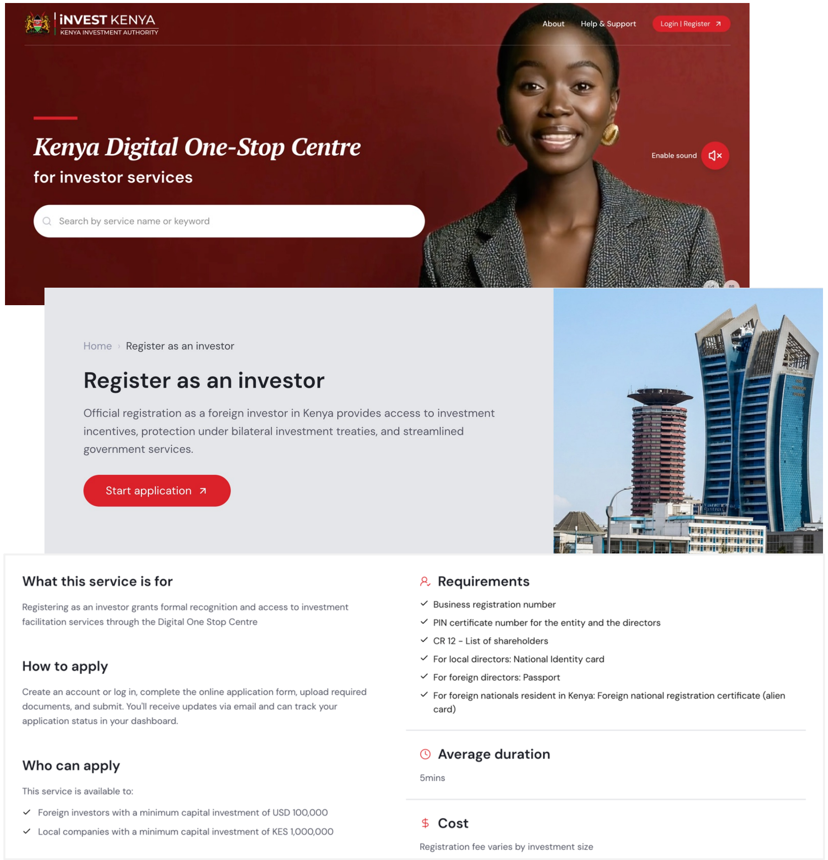
Invest Kenya-led UNCTAD-led

Today Go-Live Pre-adjustment timeline

Implementation order
(Illustrative; Relevant agencies shown in brackets)

Primary lead of activities:
(Invest Kenya remains the owner of all activities)





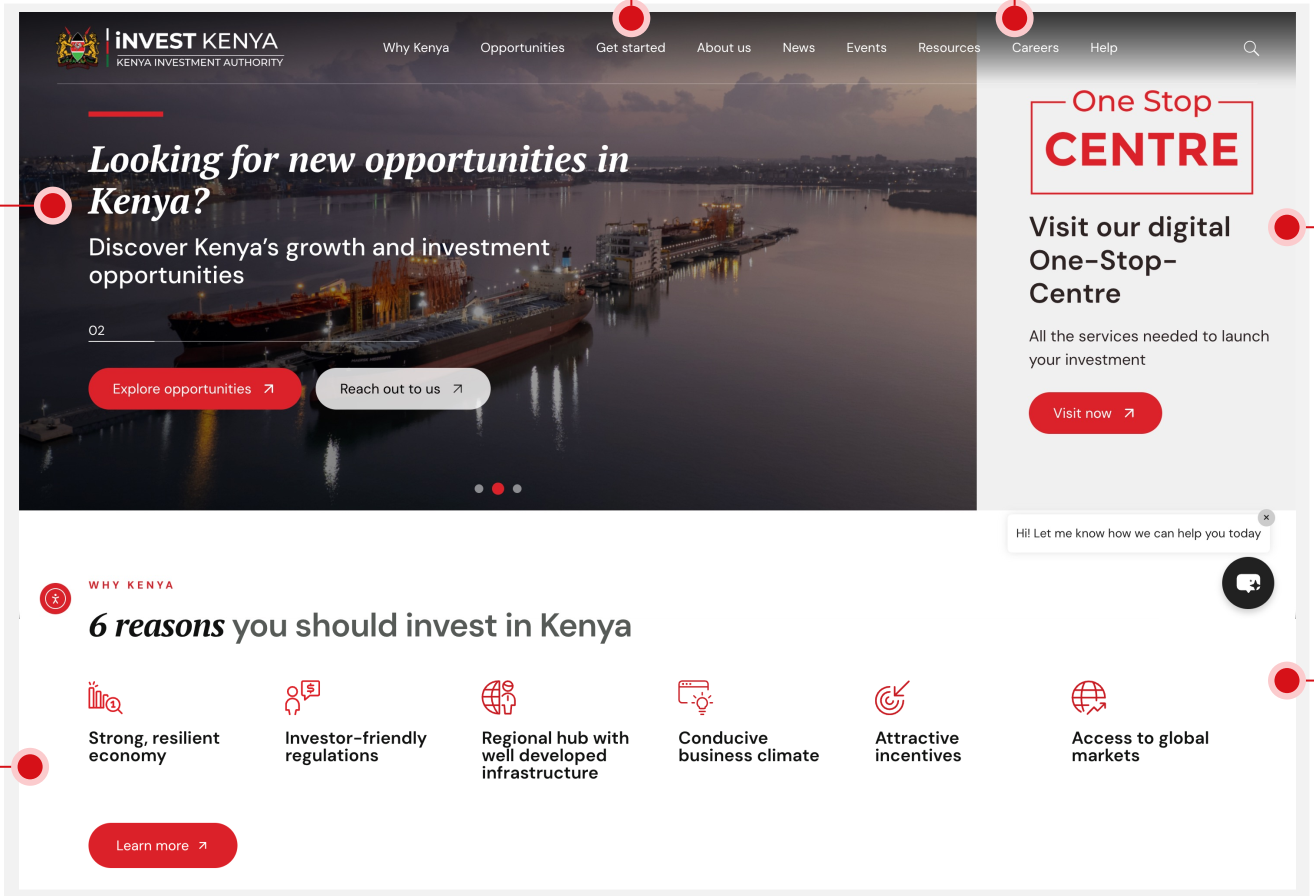
III. Renewed the website to reflect sector-focused investment facilitation

Deep dive next

Streamlining **complex, unclear procedures** to a **guided, step-by-step "Getting Started" investment journey**

Enhancing **static, hard-to-navigate resources** into a centralised resource hub, including **clearly presented, investor-relevant policies and incentives**

Moving from **limited visibility of investment opportunities** to **consolidated, structured opportunities** with sector insights and data



Synthesizing a **fragmented investor journey** across multiple sites to a **unified, one-stop platform** for all investor needs embedded on the website

Updating **inconsistent and outdated content** to **standardised, and data-enriched** content for investors across sectors

Shifting from **static information access** to **AI-enabled, real-time investor support**

IV. The SSoT was designed as a centralised collection of data accessible through Invest Kenya's website

Invest -IN- KENYA

Vision for Single Source of Truth (SSoT)

How the SSoT satisfies investors' data needs

Data sources

Internal

- **Past Invest Kenya publications** *e.g., Sector packs*
- **Invest Kenya databases** *e.g., Research*

External

- **Reliable local sources** *e.g., KNBS*
- **Global databases** *e.g., World Bank*

SSoT

- **Overall economic information**
- **Sector details**
- **Regulatory information**
- **Business case inputs**

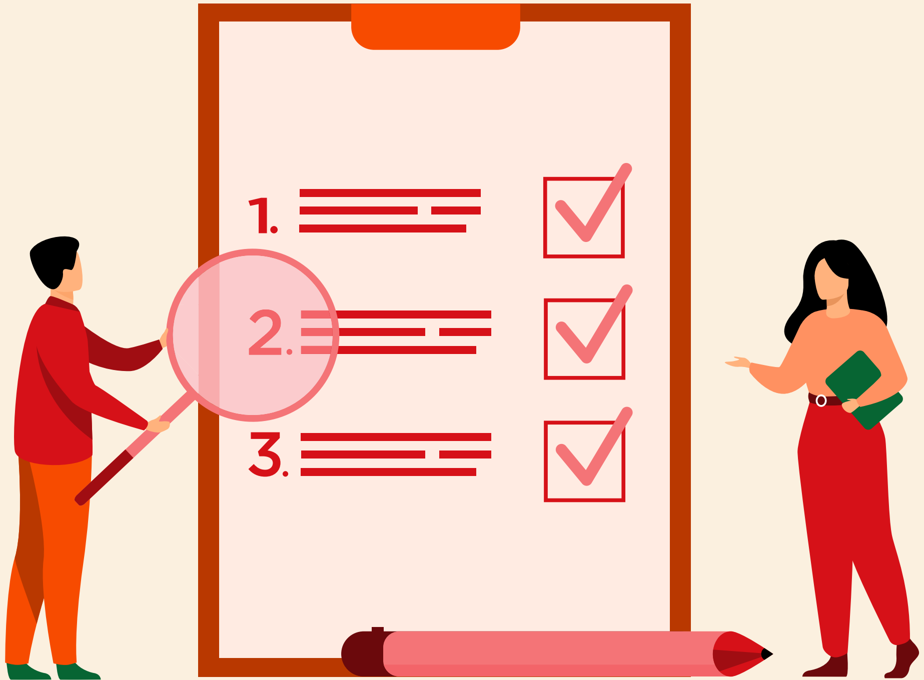
Access channels

- **Invest Kenya website**
- **Publications/ industry events**
- **External databases**

Value proposition of the SSoT

- **Single location to** satisfy data needs of investment
- **Reliable, verified, and easy to access** source of data and insight
- **Streamlined and efficient** data collection and processing

Table of contents



We supported Invest Kenya with an organisation-wide transformation to become one of the leading IPAs

	From	To
Investor experience	**Fragmented interactions** across multiple agencies with limited visibility on progress	**Sector-tailored end-to-end journey** from discovery to aftercare, supported by sector packs, and flagship events e.g. KIICO
Deal facilitation	**Ad-hoc support** with fragmented knowledge and **no central tracking**	Structured, actively **managed pipeline** with a dedicated **Deal Room** and clear governance driving higher conversion
Digital & data ecosystem	**Disconnected systems**, **limited data**, and an **outdated web presence**	Integrated **DOSC** with first service live for KRA PIN creation, a revamped **website**, and an **embedded SSoT data portal**
Organisation	**Siloed, function-based structure** misaligned to investor needs	**Sector-driven organisation** with clear accountability and overall direction through **Investment Attraction Transformation Plan**
Ways of working	Limited **capacity**, low **role clarity**, and no **structured capability development**	Strengthened capabilities **through targeted training programmes**, clear role definitions, and **improved executive governance**

Partner with Invest Kenya – Your Gateway to Investing in Kenya

Invest -iN- KENYA

#1 Source of Investment Data

Business Climate support

Investment Deal-room

EPZ and SEZ set up

Company Registration

Access to Land and Power

Work Permits

Applicable Licenses

Kenya Investment Authority
15th floor, Old Mutual Tower, Upper Hill Road
P.O. Box 55704-00200, Nairobi

Telephone: +254 (0) 730 104 200
Email: info@investkenya.go.ke

REPUBLIC OF KENYA | MITI MINISTRY OF INVESTMENTS, TRADE & INDUSTRY

INVEST KENYA KENYA INVESTMENT AUTHORITY

Backup