Project feasibility workshop

Session two: Project operations and enabling environment assessment

TETRA TECH
International Development

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UKaid
from the British people

Agenda

Start time	Activity
9:00 – 9:10	Introduction to the speakers
9:10 – 9:20	Recap on Session 1
9:20 – 9:50	Municipalities presentation on market size/need and impact
9:50 – 10:00	Workshop objectives and expectations
10:00 – 10:25	Project operations
10:25 – 10:50	Enabling environment
10:50 – 11:00	Case study
11:00 – 11:10	Feedback on session
11:10 – 11:20	Closing remarks

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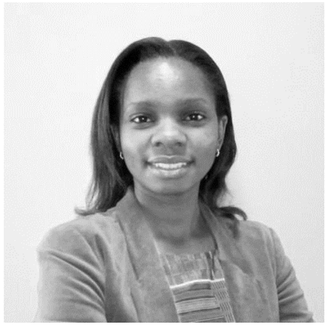
Introductions

Your facilitators for today's workshop session on project operations and enabling environment



Liz Muange
Investment & Value Chain Lead

Benson Kavoo
Capacity Building Specialist

Rachel Levenson
Project Coordinator

James Kambo
Environmental & social impact expert

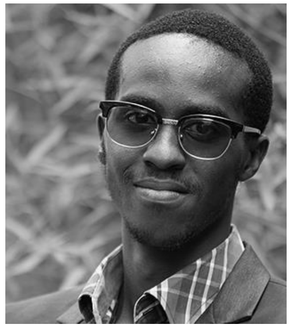
Kigen Chelimo
Pre-Feasibility Expert

Eng. Wangai Ndirangu
Engineering Specialist

Anthony Mahira
Isiolo Municipality Engagement Coordinator

James Kituku
Advocate

Keru Munene
Project Coordination Associate



Maurice Njoroge
Project Coordination Analyst

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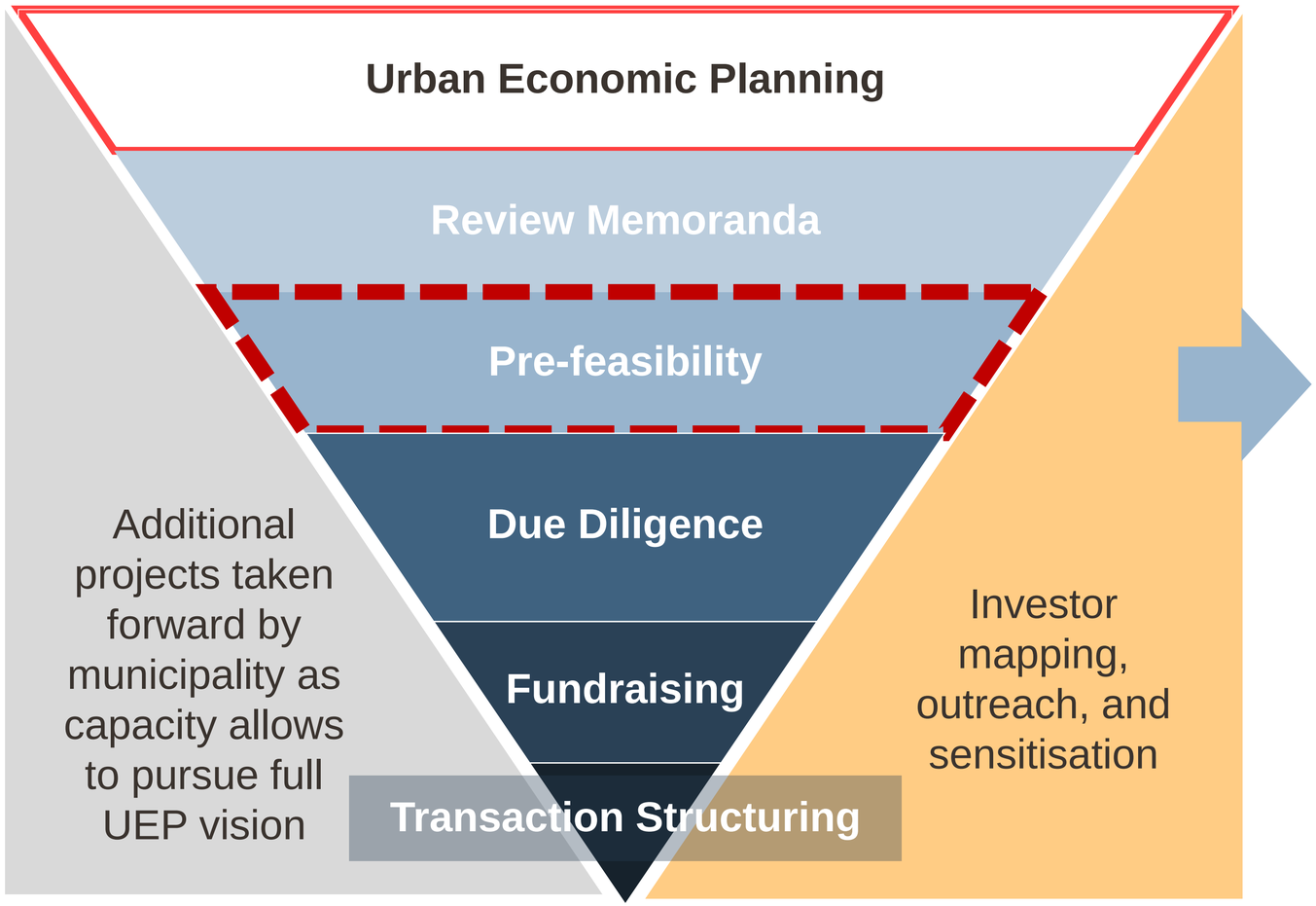
Recap on Session 1

Rachel Levenson

Recall: Investment attraction involves six stages; currently undertaking pre-feasibility studies of prioritised projects

Investment attraction process



*This **Pre-feasibility Study** is a tool to progress the investment attraction process, detailing the investment opportunity and key risks for the project. By evaluating the project concept from a feasibility perspective, it highlights risks that can be addressed in, or prior to, the Due Diligence stage.*

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Recall: Nine projects that have been prioritised for pre-feasibility

Isiolo

- **Meat processing** - Operationalisation of a meat processing facility adjacent to the existing abattoir
- **Waste management** - Improvements to solid waste management in town to improve sanitation
- **Sustainable drainage** - Development of sustainable urban drainage systems (SuDS) to manage upstream storm water run-off

Malindi

- **Fish processing** - Establishing a fish processing facility that would provide operational support and sustainable market to local fishermen
- **Fruit processing** - Establishing a fruit processing facility that would provide a local sustainable market for Malindi's farmer outputs
- **Sewage processing** - Establishing a fecal sludge processing facility with commercial outputs either through composting or carbonising

Kitui

- **Brick production** - Expansion of a brick making facility to produce low-cost construction material supporting affordable housing
- **Waste management** - Formalise solid waste collection and segregation to improve sanitation
- **Honey processing** - Operationalisation of honey processing facility that would provide access to market for local beekeepers

Recall: The following feasibility criteria are used in assessing projects in the SUED investment attraction process

Criteria		Description
	Market size or need	*The gap in the commercial market or municipality that the project would address*
	Project operations	*The ability of the municipality or potential operator to implement a project*
	Enabling environment	*The legal and regulatory and business climate enabling environment for the project*
	Economic empowerment	*The impact the project would have on job creation and long-term improvements to the local economy*
	Environmental impact	*The impact the project would have on climate change and disaster risk reduction and resilience as well as the environment more broadly*
	Gender and social inclusion	*The extent to which the project and its impact differentially affect groups, particularly gender equality and social inclusion*
	Project economics and investment	*The financial viability of the project and type of investment needed*
	Investment readiness	*The status of the project and ability to absorb investment*

Legend: Investment readiness criteria for discussion during Session 1

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Municipalities presentation

Recall: Case study overview

Formalisation of waste collection project

Project summary	
Municipality name:	Z
Population:	250,000
Population growth:	5% p.a.
Health costs:	KES 139M
Waste produced:	14,000T p.a.
Waste collection capacity	
# of trucks:	4
Waste collected/truck/trip:	3-5 tonnes
Trips/day/ truck:	5
# of days waste is collected/ week:	3

Problem

- Municipality Z has **250,000** residents expected to grow to by **5%** annually. It is estimated that the Municipality loses **KES 139M** annually from health and productivity costs arising from poor sanitation practices
- Municipality Z has a significant waste problem with **14,000 tonnes** of waste produced annually. It has insufficient funds for an extensive collection operation, and as a result much of the waste is dumped and/or burned.
- Presently, the Municipality owns **4** old and poorly maintained waste collection trucks each collecting **3-5 tonnes** of waste per trip each managing **5 trips a day** with collection of waste done **3 days** a week

Intervention

- Municipality Z realises that there is potential for a proper waste collection and management system that would improve incomes to operators, reduce dumping and contribute to the costs of collection and clean-up operations
- Hence, would like to formalise waste collection by increasing the number of trucks collecting garbage in your municipality and to separate the various forms of solid waste for recycling but had limited funds for an extensive collection operation
- The municipality wants to approach an investor to fund a project but to prepare would like to define and assess the market need for and impact of the project

Recall: Instructions for the case study

Specific questions to answer:

Using the case study problem description for the formalisation of waste management:

1. Define target market need, total available market share and final market size
2. Identify one impact indicator across economic, social and environmental impact and provide details on how to measure the indicator

Key points to note:

- Participants will be expected to review the case study and work on the activities as a group in their respective municipalities
- In the next session, each Municipality will be given ~5 minutes to present their work
- Each Municipality is expected to use the next two slides to answer case study and share them by **mid-day on Thursday, 22 October 2020**
- Details of the case will be provided after this workshop
- For any questions on workshop, reach out to Municipality Coordinator or Keru on this number +254 703 930 584

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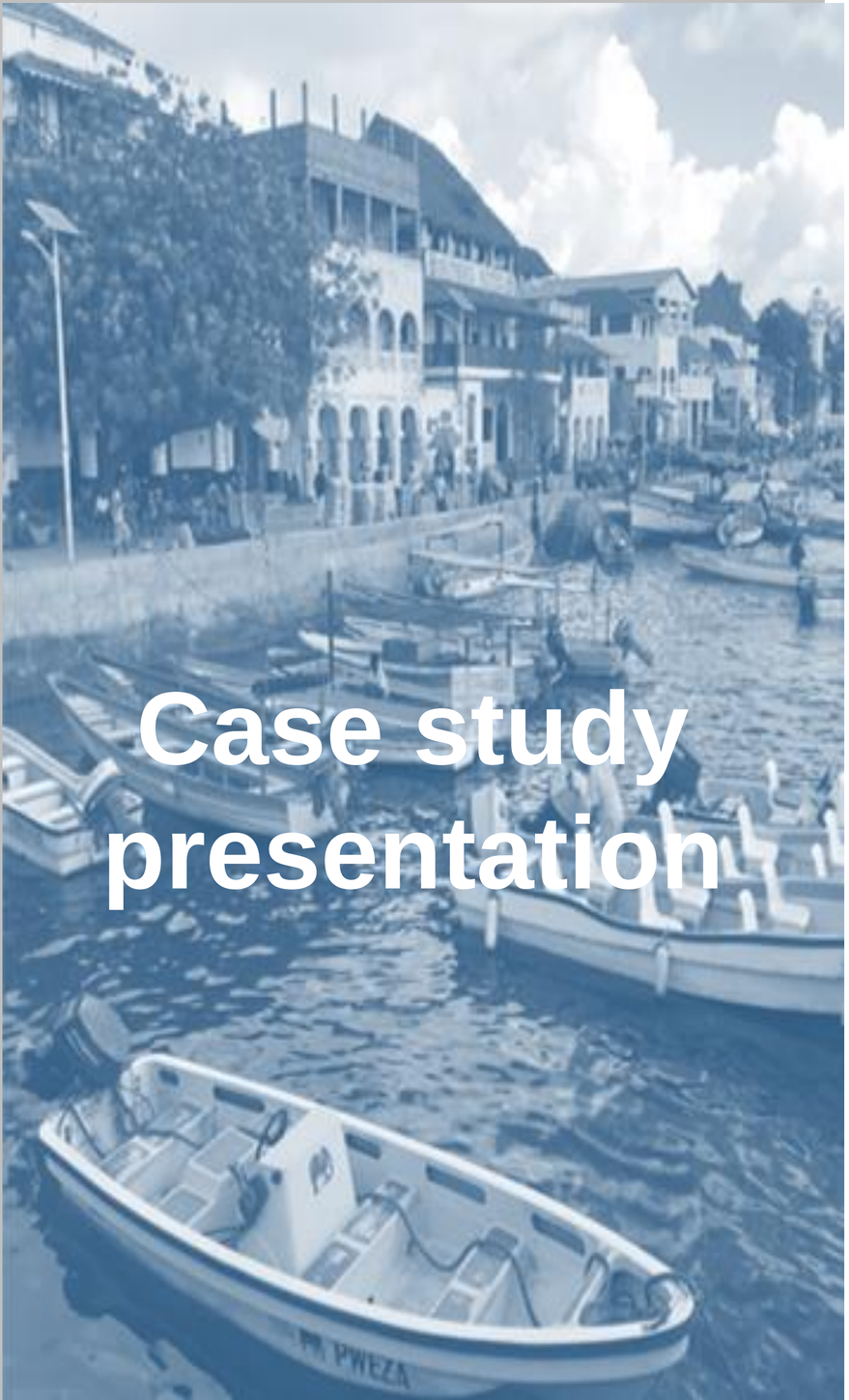

Case study presentation

Malindi Municipality

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Case: Estimating market size/need of a project

Market size framework

Define target market need	Determine total available market	Estimate project impact/market share	Calculate your market size/need

Case: Municipality Z

Total market need =139m Equivalent to 14,000 tonnes. Working with the minimum capacity for the municipality the project gap would be	Total market need =139m Equivalent to 14,000 tonnes.	Investor Y is to facilitate a project to address a gap – 14,000-8,640=5360 tonnes p.a with an impact of:-	Total market need =139m Equivalent to 14,000 tonnes growing at a rate of 5%
Z capacity - 3*5*3*4*12*4=8,640 tonnes p.a Gap – 14,000-8,640=5360 tonnes p.a	Calculation	Project Impact – 5360/1400*139m=53.21714m	Calculation

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Case: Assessing and determining impact of a project

	One impact indicator	Impact indicator measurement
Economic	Reduction in health costs	% of growth in saving attributed to reduced health risks Number of jobs created
Gender and social inclusion	Impact on community health Impact on Livelihood	Reduction on health costs Number of jobs created
Environmental	Reduced garbage	

Case study presentation

Kitui Municipality

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Case: Estimating market size/need of a project

Market size framework

Define target market need	Determine total available market	Estimate project impact/market share	Calculate your market size/need

Case: Municipality Z

_____why the project_____	_____how much waste_____	_____collection capacity against waste generated_____	_____collection capacity_____
14,000-11,520=2,480 Tonnes *difference in produced waste and actual collection capacity	14,000 tonnes	[11,520/14,000]*100=82 %	4 trucks*(5 tips*3days)48 weeks=11,520 Tonnes

Case: Assessing and determining impact of a project

	One impact indicator	Impact indicator measurement
Economic	Job creation	Improved living standards
Gender and social inclusion	Empowered society(women and people living with disabilities	Reduced criminal activities
Environmental	Clean and healthy living conditions	Few people seeking medical care

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Case Study

Isiolo Municipality

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Isiolo Municipality

PROJECT NAME- Meat processing

Establishments of meat processing facility adjacent to the Isiolo Abattoir

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Project Summary

1. **The meat to be processed will come from Isiolo export Abattoir which is in the final stages of completion.**
2. **The Export abattoir will slaughter 200 cattle , 50-100 camel and 1000 sheep& Goats.per day**
3. **The abattoir will serve both local and export markets**
4. **10 major livestock markets in Isiolo County will supply livestock to the abattoir and will also tape from neighboring counties**
5. **There is a large livestock holding land adjacent to the abattoir**
6. **There is Large feedlot facility available estimated over 50 acres of land, in Livestock holding ground for finishing livestock.**
7. **There is also an Disease free livestock compartment adjacent to the abattoir**

- Isiolo municipality is at the heart of Kenya, and getway to the northern frontier. 80% of its population depend on Livestock production for their livelihood.
- 70% of the rural labour force is employed in the livestock subsector.
- The export abattoir and the meat processing plant will provide ready market for livestock , boost the livestock trade, add value to livestock products and increase incomes.
- The facility will supply meat for domestic use and also neighboring counties in the region, in addition to Major Military bases in the area
- Isiolo international airport is in the vicinity for the purpose of export to the rest of the world

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Estimating market size /need of a project

Define Target market Needs	Determine available market	Estimate project impact/market share	Calculate your market size/needs
Special cuts Canned meat Meat without bone(steak) Minced meat Beef sausages Beef bacons Beef ham others	-Supermarkets in Isiolo,meru,nanyuki, Nairobi -Stockists for canned meat -Butcheries -Hotels -Defense forces -Institutions -Export	Competitors 1 Farmers Choice 2 Choice Meat 3.Kenya meat commission	
Calculations(**Require conducting a survey**)			

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Assessing and determining impact of the project

	One impact indicator	Impact indicator measurement
Economic	-Income to trader -value of sales	% increase or decrease in incomes or sales
Gender and Social inclusion	Numbers of Male/female employees	% increase or decrease in the male/Female employees ratio
Environmental	Public complains on pollution. Presence of Scavengers	% increase or decrease of public complaints and or no of scavengers

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Case Study

Potential solutions

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Case: Potential solutions on market size/need of waste management project

Market size framework

Define target market need	Determine total available market	Estimate project impact/market share	Calculate your market size/need

Case: Municipality Z

Transport of waste to the landfill	Total waste produced	Current collection + expected future expansion	Value of health costs saved from formalisation
The need is a system to take waste to the landfill from households and commercial sites	**14,000 T** per year, expected to grow at least by 5% (to match expected population growth) **17,867 T in 5 years** (5% growth rate applied for 5 years)	• 4 trucks collecting 4 T per trip for 5 trips a day 3 days a week = 12,480 T of current collection, 89% of current but ~70% of future demand • Investing in 1 more truck would enable 87% share of future demand	• One more truck (3120T annually) could save KES 31M annually in health costs assuming ~10K is lost per ton • If there is the option of charging for collection, could provide KES revenue opportunity

Case: **Potential solutions on impact**

	One impact indicator	Impact indicator measurement
Economic	**Potential jobs created**	• **Direct jobs**: number of garbage collectors, loaders, and pickers/separators=10 people (3 on the truck & 7 picking) • **Indirect jobs**: number people employed to produce collection equipment e.g. PPE manufacturing=3 people part time • **Induced jobs:** people employed to clean trucks e.g. car washes= 2 people part time
Gender and social inclusion	**Inclusiveness of job creation and benefits**	• **Positive impact:** opportunities for employing women and PWDs as waste pickers ensuring inclusion in project activities • **Negative impact:** potentially lack of community buy in on the project necessary for its success; mitigate through provision of community education through CBOs
Environmental	**Climate change mitigation/adaptation**	**Environmental benefits:** • formal waste processing and recycling minimises dumping and burning, reducing pollution from green house gases waste • segregation and recovery and improved landfill management can mitigate against flooding

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Workshop objectives & expectations

Benson Kavoo

The goal of this workshop is to build participant capacity to effectively take a project idea stage to investor ready

Session	Topic	Learning outcomes
One	Market and impact assessment	At the end of the session, participants should be able to better determine the market size/need, define and measure economic, social and environmental impact of a project
Two	Project operations and enabling environment assessment	At the end of the session, participants should be able to better develop a project operations plan and identify key enabling environment factors for investor attraction
Three	Project economics and investment readiness	At the end of the session, participants should be able to better assess the financial viability, determine the investment need and the appropriate source of financing for a project

Legend: Focus for today

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Kindly share your expectations of this workshop using chat box

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Project operations

Kigen Chelimo, Eng. Wangai Ndirangu & Anthony Mahira

Project operations refers to the ability of the municipality or a potential operator to implement the project

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Effective project operations management offers a wide range of benefits to investors

1. **Ownership and accountability:** investors are assured that the quality of the project delivery set out is consistent as a result of clear allocation and oversight of responsibilities
2. **Waste reduction:** investors are assured that systems will achieve resource efficiency and create opportunities to save on costs without compromising quality
3. **Customer satisfaction:** timely delivery of quality products results in meeting end user expectations and in turn safeguarding investment interests
4. **Market increase:** increasing product quality and customer satisfaction for value chain projects attracts more consumers and expands market share

There are six factors that need to be considered while assessing project operations (1/2)

	Definition	What investors look for
Potential ownership/ management team structure	• Refers to the actors who provide resources and run the operations of a project to ensure its success	• Ownership structure and roles has been defined • Potential partners determined • An experienced commercial implementor identified
Operational processes	• Refer to a detailed breakdown of the activities within a project supply chain for which an operator is responsible for • Processes include sourcing, processing, distribution and sales	• Operational processes are efficient • Operational processes are well documented i.e. tasks are defined, well sequenced and resources identified to operate them
Inputs needed and relevant market information	• Refers to the raw materials required to meet the intended final product/objective plus the technology input to facilitate for processing and preservation	• Major raw materials and technology for the project are easily available and likely to remain available with evidence of previous successful tech deployment

There are six factors that need to be considered while assessing project operations (2/2)

	Definition	What investors look for
Infrastructure feasibility	• Refers to the current state of infrastructure requirements needed to enable the project such as transport, energy, water & wastewater treatment and solid waste management	**For value chain projects:** • Connection to a good road, sea, rail or air transport network • Connection to an energy source available grid or otherwise for power needs
Site requirements and potential location	• Refers to a mix of environmental and infrastructure considerations that inform the likely spot for a project domicile	• Adequate land has been identified and it is not under dispute/ will be straightforward to acquire • Reasons why the site is the most ideal operational area
Assessment of operational risks	• Refers to the analysis and classification of potential risks that could affect the efficacy of a project and ways to mitigate against them	• External, environmental & internal risks likely to affect the success of the project • Likely level of impact should they materialize • Mitigation strategies

Factors to consider while identifying a good project implementor

A good implementor should have:

1. Have operational experience in executing projects
2. Experience in preparing and adhering to standard operating procedures
3. In-house skills in project management, human resources, finance and marketing
4. Good quality control systems
5. Knowledge on assessing and improving operational performance

- How do the six considerations apply while assessing infrastructure projects?
- How does one identify a good implementor for an infrastructure project?

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Agenda

Start time	Activity
9:00 – 9:10	Introduction to the speakers
9:10 – 9:20	Recap on Session 1
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Enabling environment

James Kituku & Benson Kavoo

***Enabling environment** refers to the legal and regulatory and business climate enabling environment for the project*

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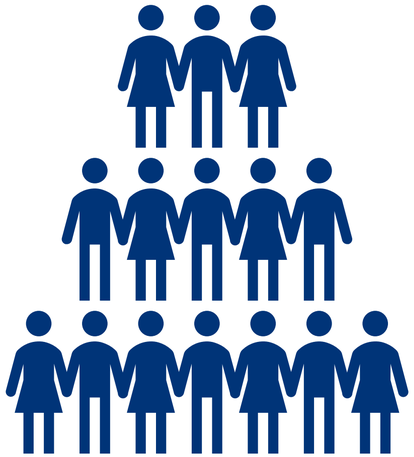
Legal framework, business environment & security status, and stakeholders are key enabling environment factors to assess

Laws, policies & approvals

Business environment & security status

Key stakeholders



1. LAPSSET corridor development authority, Building transformative and game changer infrastructure for a seamless connected Africa, January 2017;2. County government of Isiolo, Isiolo County Action Plan on Prevention and Countering Violent Extremism, 2018

Laws, policies and approvals can be categorized into multi-sectoral and sectoral laws; all critical especially to investors

Laws, policies and approvals

Definition	• Refer to the legal and policy environment existing within the municipality that dictate requirements for setting up a project/business
Importance	• Inform investors whether there is a likelihood of delays in establishment & operationalisation
Importance	• Ease & timing of registration & approvals needed • Existence of incentives to promote private & public investment to municipality • Existence of county/municipality laws or policies that facilitate funding & protect private investments

Laws and approvals can be categorized into:

1. **Multi-sectoral laws and approvals**
   - Laws that apply to most if not all the shortlisted projects
   - They set the legal foundation upon which the various projects may be undertaken
2. **Sectoral laws and approvals**
   - Laws that specifically apply to one or a few projects, based on the nature of the enterprise or undertaking

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List of multi-sector laws and approvals you need to be aware of

1

Multi-sectoral laws and approvals

The Constitution of Kenya
Supreme law of the land which binds all persons and state organs

County Governments Act (No. 17 of 2012)
Recognises county government as legal persons with right to enter into contracts

Urban Areas and Cities Act (No.13 of 2011)
Establishes management boards for municipalities and cities & allocates functions e.g. oversight, land control

Public Private Partnerships Act (No. 15 of 2013)
Sets legal framework by which public entities can engage private investors in discharge of legal mandates

Land Act (No.6 of 2012) and Land Registration Act (No. 3 of 2012)
Laws that govern land transactions in the country whether by sale, gift, lease etc.

Environmental Management and Coordination Act (No.8 of 1999)
Governs all environmental matters and applies to projects given their environmental bearing

Companies Act (No. 17 of 2015)
Governs all matters related to companies in the country from incorporation, operation, dissolution etc.

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List of sectoral laws and approvals you need to be aware of

2

Sectoral laws and approvals

Environmental Management and Co-Ordination (Water Quality) Regulations, 2006

Deals with all those enterprises that generate waste-water in their operations e.g. sewage treatment plant

Environmental Management and Coordination (Waste Management) Regulations, 2006

Relates to those enterprises that deal with waste matter e.g. the waste management projects

Meat Control Act (Cap 356)

Deals with the slaughter of animals for meat products as well as regulations that deal with construction and licensing of warehouses for both local market and export.

Fisheries Management and Development Act (No. 35 of 2016)

Governs all matters related to fisheries and related activities e.g. fish processing project in Malindi

Standards Act (Cap 496)

Governs the quality of goods produced by industries for the market & requires such products to bear the standardisation mark as proof of compliance or attainment of the prescribed quality

Kenya Roads Act (No. 2 of 2007)

Defines the different road categories in the country & establishes the different entities responsible for them e.g. Kenya Urban Roads Authority, Kenya National Highways Authority etc.

Investors also consider the business environment & security status of where the projects will be set up

Business environment & security status

Definition:

- Refers to support provided by authorities to businesses by providing a conducive operating space and how secure it is to operate in

Importance:

- Inform investors on what authorities are doing to increase chances of success of a project

Indicators:

- Level of investment in infrastructure by government
- Set up of special economic zones
- Action plans to reduce cases of violence and extremism

Stakeholder buy-in is key to safeguarding and attracting investor interests (1/3)

Key stakeholders

Description

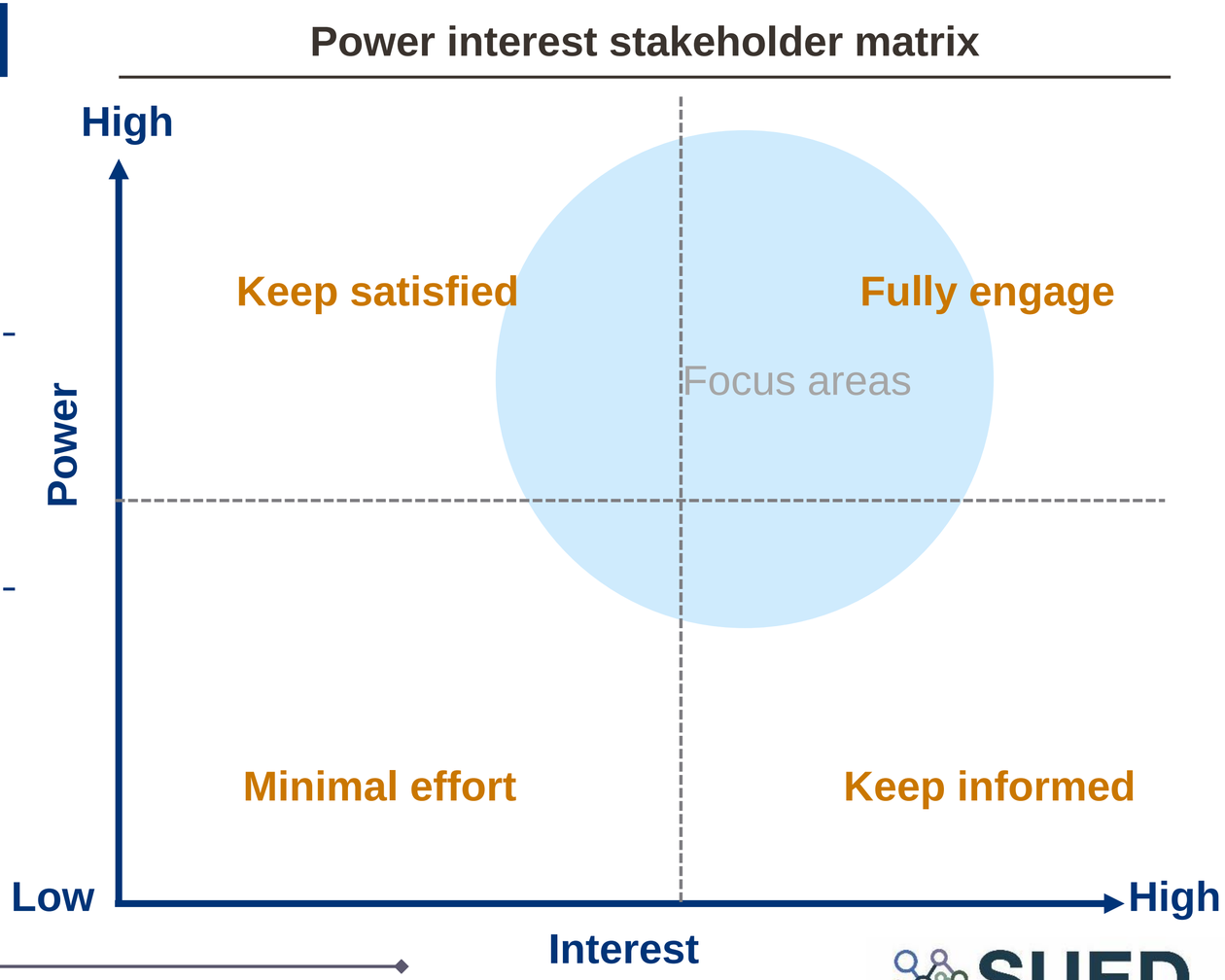
- Refers to individuals or groups that have interest in a project and can either affect or be affected by the project

Importance

- Inform investors on all the people who can influence the implementation and hence success of the project and how they are connected

Key questions

- What financial or emotional interest do the stakeholders have in the outcome of the project?
- What motivates them most of all?
- What information do they want from you, and what is the best way of communicating with them?
- Who influences their opinions generally, and who influences their opinion of your project?



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Stakeholder buy-in is key to safeguarding and attracting investor interests (2/3)

List of stakeholders

- Citizens
- CSOs, CBOs
- County department/CECM
- Governor’s office
- Municipality Board
- Business community
- NEMA
- KBS – Kenya Bureau of Standards
- National Government department(s)
- Neighbouring county
- Kenya Power
- Water and Sewerage Agency
- Suppliers

Example: Mapping of stakeholders using the matrix

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Stakeholder buy-in is key to safeguarding and attracting investor interests (3/3)

List of stakeholders

- Citizens
- CSOs, CBOs
- County department/CECM
- Governor’s office
- Municipality Board
- Business community
- NEMA
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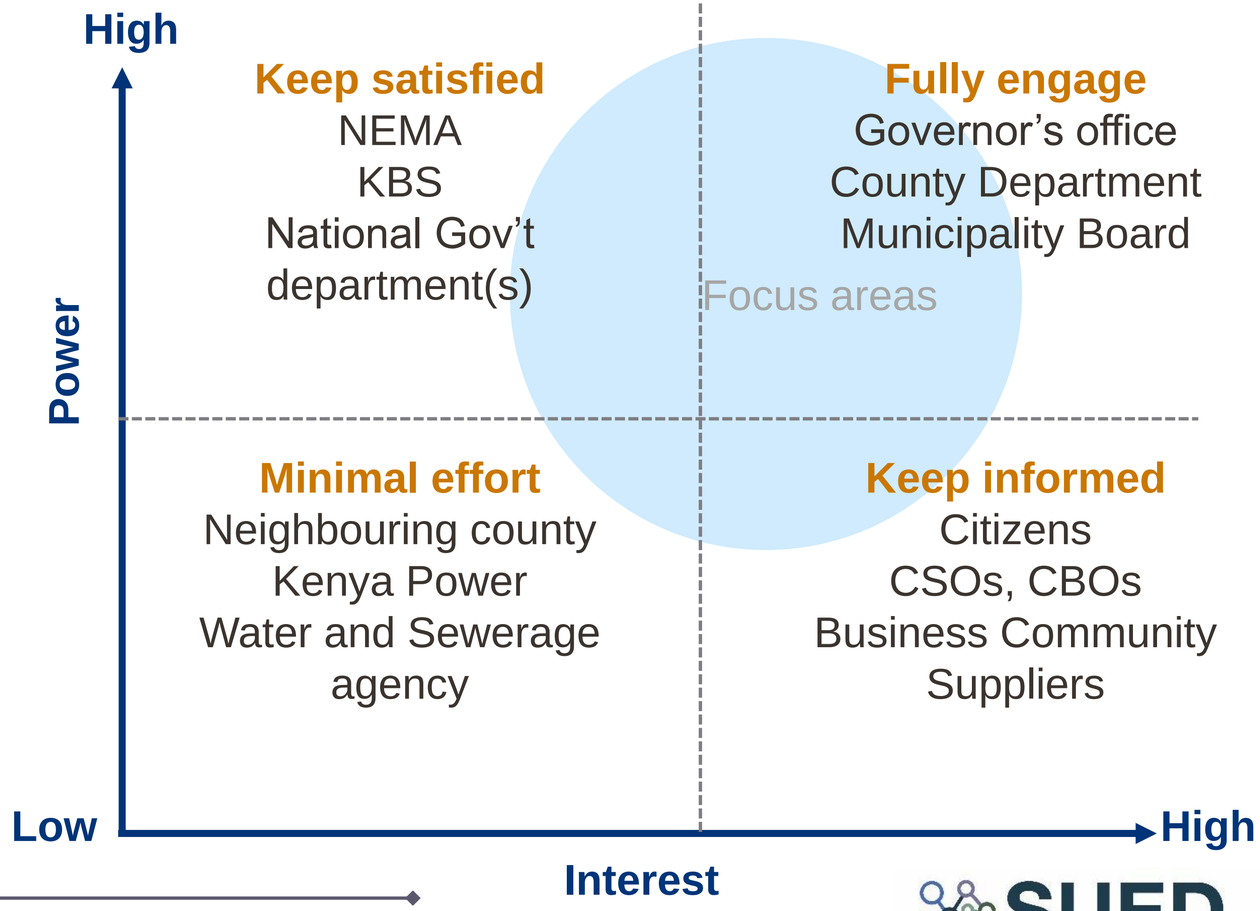

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Questions?

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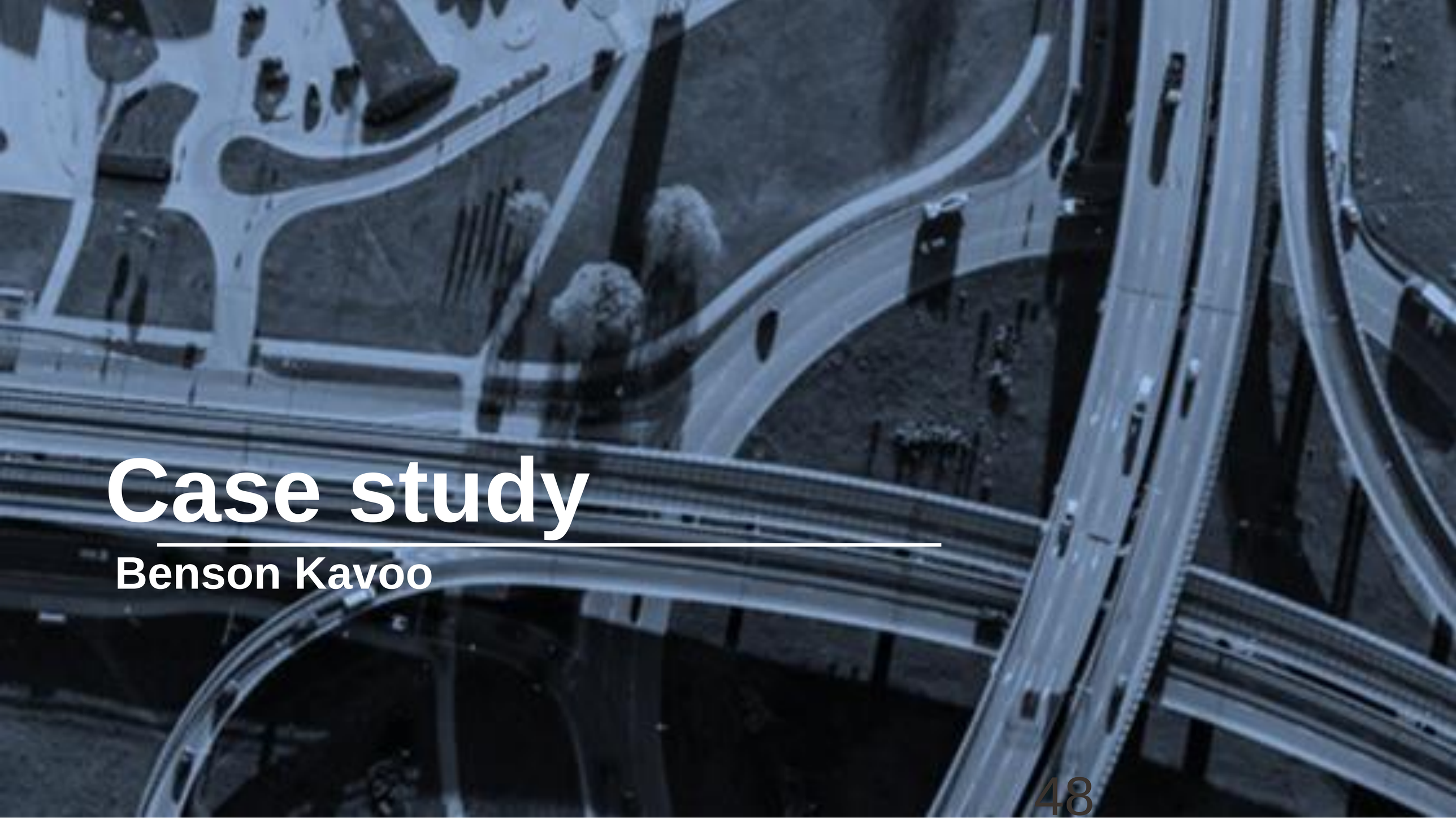

Case study

Benson Kavoo

Let’s apply the concepts learnt today using a case study

Formalisation of waste collection project

Project summary	
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Intervention

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- Hence, would like to formalise waste collection by increasing the number of trucks collecting garbage in your municipality and to separate the various forms of solid waste for recycling but had limited funds for an extensive collection operation
- The municipality wants to approach an investor to fund a project but to prepare would like to define and assess the project operations and enabling environment

Activities to be done before next session

Specific questions to answer:

Using the case study on waste management project:

- Build the operations of the waste management project for Municipality Z based on the six criteria used in assessing projects

Key points to note:

- Participants will be expected to review the case study and work on the activities as a group in their respective municipalities
- In the next session, each Municipality will be given ~5 minutes to present their work
- Each Municipality is expected to use the next two slides to answer case study and share them by **mid-day on Thursday, 29 October 2020**
- Details of the case will be provided after this workshop
- For any questions on workshop, reach out to Benson (+254 722 456 428) or Keru (+254 703 930 584)

Case: Assessing project operations

Potential ownership/ management team structure	Outline a potential ownership structure
Operational processes	Outline the value chain / operational process
Inputs needed and relevant market information	List the technology needed for operations

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Case: Assessing project operations

Infrastructure feasibility	List the infrastructure requirements for operations
Site requirements and potential location	Highlight land requirements for this project
Assessment of operational risks	List two potential risks to the operations of the project

Resources you can use

1. Market Links on benefits of business environment reform: Link
2. World Bank & UNCTAD on creating an enabling environment: Link
3. USAID on creating enabling environment for power projects: Link
4. Development Initiatives on creating enabling environment for private sector development: Link

Feedback on session

Benson Kavoo & Maurice Njoroge

Have your expectations for the workshop been met?

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Provide feedback on the session using the poll provided

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Closing remarks

Rachel Levenson

www.suedkenya.org

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+ 254 20 2710484/5