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Kenya:

Country Private Sector Diagnostic

EXECUTIVE SUMMARY



SEPTEMBER 2026

About the Country Private Sector Diagnostic

The private sector is an engine of long-term economic growth and a catalyst for global social and economic development. When functioning well, it promotes innovation and entrepreneurship, improves access to and the quality of economic opportunities, and supports the sustainable use of natural resources. In developing economies, the private sector creates the vast majority of jobs, generates tax revenue, and accounts for significant investment.

The Country Private Sector Diagnostic (CPSD) reports seek to unlock private investment and job creation through policy action to remove impediments to private investment. Prepared jointly by the institutions of the World Bank Group, each report analyzes specific sectors of the economy in which increased private investment could accelerate growth if appropriate policy and regulatory issues are addressed.

Designed from the perspective of an investor or entrepreneur, CPSDs seek to identify untapped private investment opportunities and the barriers that stand in their way (earlier reports can be found [here](#)). Subsectors of the economy are chosen based on their potential to attract private investment, create more and better jobs, generate domestic revenue, and foster sustainable, inclusive growth in response to targeted policy action. The report aims to help policy makers prioritize impactful actions that can be taken in the near term to remove disincentives to private investment, while delivering on broader development goals.

The CPSD is a core country diagnostic of the World Bank Group produced to guide the design and implementation of country strategies, public and private investment projects, budget support operations, advisory services, and other analytical work. It is intended to be of interest to domestic and foreign investors, government officials, Bank Group staff and management, civil society, and other development partners.

CPSDs are a central instrument of the World Bank Group's jobs agenda as articulated in the 2025 Development Committee (DC) Paper on *Jobs: The Path to Prosperity*, which emphasizes translating private sector development into large-scale employment opportunities. CPSDs support this agenda by providing country-level, sector-specific diagnostics that help identify systemic barriers to private investment critical to job creation. They also align with the DC's three-part approach to private sector development and job creation: investing in human capital and infrastructure to establish the basic preconditions for job, supporting business-enabling policies, and mobilizing private capital at scale to help firms create more and better jobs.

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Executive Summary

The Country Private Sector Diagnostic (CPSD) identifies sectors of the economy that could attract significant private investment over the medium term if well-identified constraints can feasibly be addressed by public policy action in the near term. It takes an investor's perspective in identifying constraints that discourage private investment. Sector selection follows a rigorous, systematic process based on quantitative and qualitative indicators and stakeholder consultations, including interviews with private investors, companies, technical experts, policy makers, and development partners. Because the process involves judgment, the selection is not exhaustive; it is intended to facilitate focused analysis and concrete recommendations.

Kenya's strategic location, international connectivity, and natural resources position it as an economic gateway to East Africa with strong potential to compete in global markets. Targeted reforms that address sector-specific constraints to private investment can yield tangible results while deeper structural reforms advance.

Country Context

Kenya, one of Sub-Saharan Africa's largest and most diversified economies, has strong fundamentals for private sector-led growth. The country has a population of over 50 million, a diversified economic base, strong regional connectivity through the Port of Mombasa, a relatively skilled workforce, and significant agricultural, renewable energy, and tourism assets. Over the past decade, Kenya recorded steady economic growth, driven largely by public investment. However, this growth has not produced sufficient private investment, productivity gains, export growth, or formal job creation. Private investment remains low, foreign direct investment (FDI) inflows lag those of peer countries, exports have declined as a share of gross domestic product (GDP), and only a small fraction of the 1 million annual labor market entrants find formal employment.

Infrastructure and access to inputs are among the factors that discourage private investment in potentially productive sectors. Although Kenya has made progress in transport infrastructure through expressways, port modernization, and the development of Lamu Port, firms continue to face high utility costs and unreliable services. Electricity tariffs, at around US\$0.26 per kilowatt-hour, are among the highest in the region, and 75 percent of firms report frequent outages. Water access is also a significant constraint: more than 37 percent of firms reported insufficient water in the 2025 World Bank Enterprise Survey, compared with 17.2 percent for lower-middle-income countries. Insecure land tenure and outdated land records further raise transaction costs and deter investment, particularly in land-intensive sectors.

The business-enabling environment is constrained by regulatory uncertainty, high compliance costs, and governance weaknesses. While corporate income tax rates are broadly aligned with regional peers, investors face multiple national and county-level levies, frequent tax changes, cumbersome administration, and perceptions of unequal treatment. Business licensing also remains a concern, with 25.3 percent of firms identifying licensing and permits as a major or very severe constraint in the 2025 World Bank Enterprise Survey. Governance weaknesses further undermine investor confidence: Kenya ranks in the bottom third of the Transparency International Index, and one-third of firms report that they received requests to pay bribes.

Devolution has created opportunities to strengthen local economic development but has introduced complexity for firms operating across counties. County governments have an expanded mandate in licensing, taxation, investment promotion, spatial planning, and service delivery, but this mandate is not always matched by adequate resources or enforcement capacity. County-level taxes, fees, and regulatory requirements are also often applied inconsistently, creating an uneven business environment and increasing compliance costs.

Access to finance is a major constraint despite a relatively sophisticated financial system. Government borrowing has crowded out private sector credit, reducing the capital available for productive investment. Credit to the private sector declined from 36.7 percent of GDP in 2015 to 29.1 percent in 2024, while micro, small, and medium enterprises face an estimated financing gap of over K Sh 2.5 trillion (more than US\$19 billion). The limited availability of long-term finance further constrains private sector expansion across sectors, especially for firms requiring patient capital for investment, modernization, and scale-up.

Climate change is a growing risk. Recurring droughts and floods disrupt agricultural production, supply chains, transport networks, and critical infrastructure, resulting in substantial economic losses and increased costs for businesses across sectors.

Addressing these foundational constraints requires a long-term economywide reform agenda. In parallel, sector-specific policy action can generate medium-term gains. This CPSD focuses on these sector-specific actions. Together, sector-specific actions and structural reforms would help reduce the cost and uncertainty of doing business and strengthen the country's ability to attract private investment and create jobs as envisioned in Kenya Vision 2030.

Sector Deep Dives

The Kenya CPSD focuses on three sectors: avocado and mango, medical consumables manufacturing, and coastal tourism. The sectors were selected based on their private investment potential if existing constraints are removed (assessed based on the scale of unmet demand, Kenya's competitive advantage, commercial viability, and scope for private participation), development impact, and the feasibility of unlocking investment through policy actions in the near to medium term. The selected sectors align with the tourism, agriculture, and manufacturing priorities under Vision 2030, and the recommendations illustrate how sector-specific actions can help accelerate progress while deeper structural reforms advance.

The analysis identifies significant untapped potential across the three sectors. With complementary public investment and reforms, the recommendations could help unlock up to US\$1.5 billion in incremental private investment and create 80,000 more and better-paid direct jobs over the medium term, relative to a business-as-usual scenario. The employment estimate captures the combined gains from additional jobs and higher earnings associated with increased private sector activity.

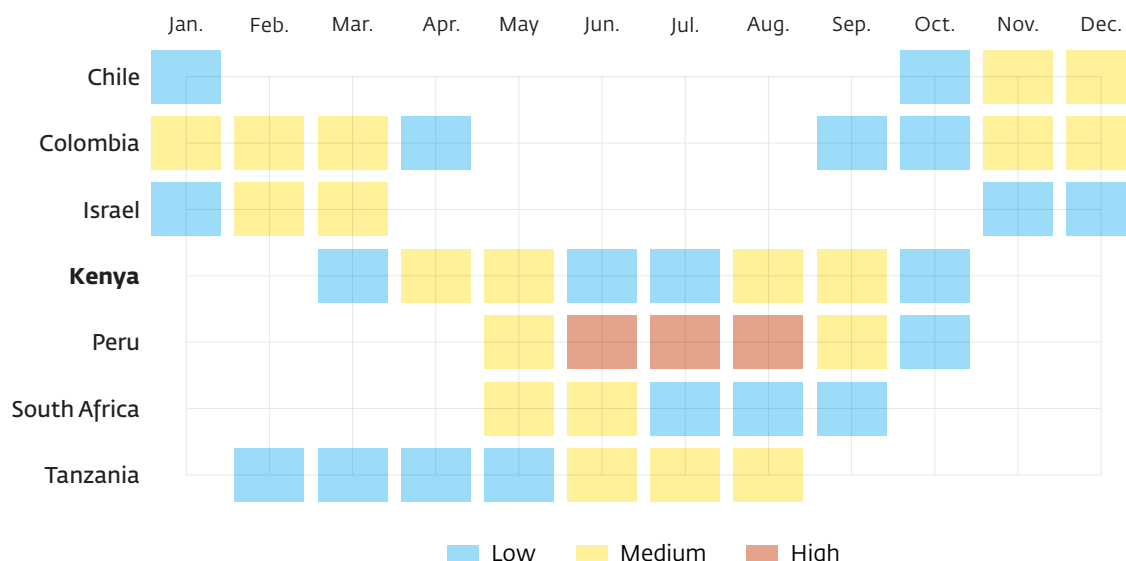
Avocado and Mango

Kenya is Africa's largest avocado producer and fourth-largest mango producer. Kenya has a well-established export market for avocados, but its mango exports are limited. Output and export earnings from fresh avocados roughly tripled over the past decade, reaching 585,000 metric tons (MT) and US\$162 million, respectively, in 2024. Mango production reached 783,000 MT in 2024, produced by nearly 800,000 farmers. However, only 10 percent of mango production is processed, while 3 percent is exported.

Potential investment opportunities in fresh avocado production and exports are significant. Fresh avocado exports to Europe could grow because Kenya's counterseasonal harvest windows (figure ES.1), high per fruit values, and low production costs allow

Figure ES.1

Kenya's Counterseasonal Harvest Windows Support Expanded Avocado Exports to the EU-27



Source: Calculations based on UN Comtrade for market structure and CBI (2025) for seasonality calendar.

Note: EU = European Union.

exporters to fill market gaps before major competitors such as Peru enter peak harvest periods. Avocado oil processing, the main processing channel for avocado, has substantial excess capacity, limiting near-term investment opportunities.

Mango pulp processing for sale to domestic and regional juice manufacturers also has investment potential. Kenyan processors can offer buyers shorter lead times, more flexible order fulfillment without bulk minimums, and taste profiles better suited to African markets than those of global competitors such as India.

Kenya has not realized its investment potential in either commodity due to constraints related to quality, pest management, and value added tax (VAT) refund delays on imported processing equipment. The country's inspection and enforcement systems fail to ensure market-ready export quality and standards, damaging Kenya's reputation and creating incentives to export substandard fruit. Inadequate pest management undermines fruit quality and compliance with phytosanitary requirements in export markets. Although Kenya's export zero-rating regime allows exporters to claim VAT refunds for export value chains, delays in processing refunds create cash-flow constraints for processors.

Targeted reforms have the potential to remove impediments to private investment (table ES.1). Mandating robust export consignment-level inspections at packhouses,

as a first step toward full farm-to-port traceability and inspections in the long run, and establishing sequential export clearance controls for the relevant authorities on the current digital platform would align incentives for quality across the value chain and improve perceptions of Kenyan exports. Clarifying responsibilities for pest management and aligning emergency response plans by passing an improved Plant Protection Bill, enacting implementing regulations, and prioritizing proven location-based approaches to pest management would reduce harvest losses and market access risks and increase per-unit earnings. Deferring import VAT on processing equipment would improve cash flow for investors. These measures build on the government's Bottom-Up Economic Transformation Agenda and the value chain strategies of the Ministry of Agriculture.

As part of a broader package of public investments and reforms, the recommendations could help unlock up to US\$167 million in incremental investment and 36,000 more and better-paid jobs over 10 years, relative to a business-as-usual scenario.

The estimate of more and better-paid jobs captures the combined gains accruing from both an increase in the number of jobs and higher wages earned from participation in export value chains.

Coastal Tourism

Supported by large demand pools, established visitor flows, and distinctive natural and cultural assets, Kenya's coastal tourism has significant untapped private investment potential. Stretching more than 600 kilometers along the Indian Ocean, the coast combines white-sand beaches, marine assets, golf, cultural heritage, and proximity to wildlife parks for integrated bush-and-beach itineraries. Yet Mombasa receives only about 134,000 European arrivals, compared with 2 million from the same markets at comparable long-haul beach destinations, highlighting a substantial untapped market. Kenya also attracts around 1 million international visitors who participate in wildlife viewing annually, but fewer than one in five visitors from high-spending safari source markets visit the beach, and fewer than one in ten of the 644,000 meetings, incentives, conferences, and exhibitions (MICE) travelers add a beach stay. Converting even a modest share of these segments, supported by annual growth of 4 to 5 percent in regional and domestic travel and rising demand for business and leisure ("bleisure") and experiential travel, could materially increase coastal arrivals and visitor spending.

Recent performance suggests Kenya's coastal tourism potential is translating into real market momentum. International arrivals through Mombasa have rebounded strongly since the COVID-19 pandemic (figure ES.2), coastal bed-nights in 2024 exceeded prepandemic levels by about 25 percent, and peak season occupancies are nearing

capacity, supported by the return of package tourism, new European markets, and growing domestic and MICE demand. Yet this recovery has not produced a comparable increase in supply: investment remains concentrated in Nairobi and safari circuits, coastal hotel development is limited, much of the existing stock is outdated, and Zanzibar's lead in international arrivals continues to widen.

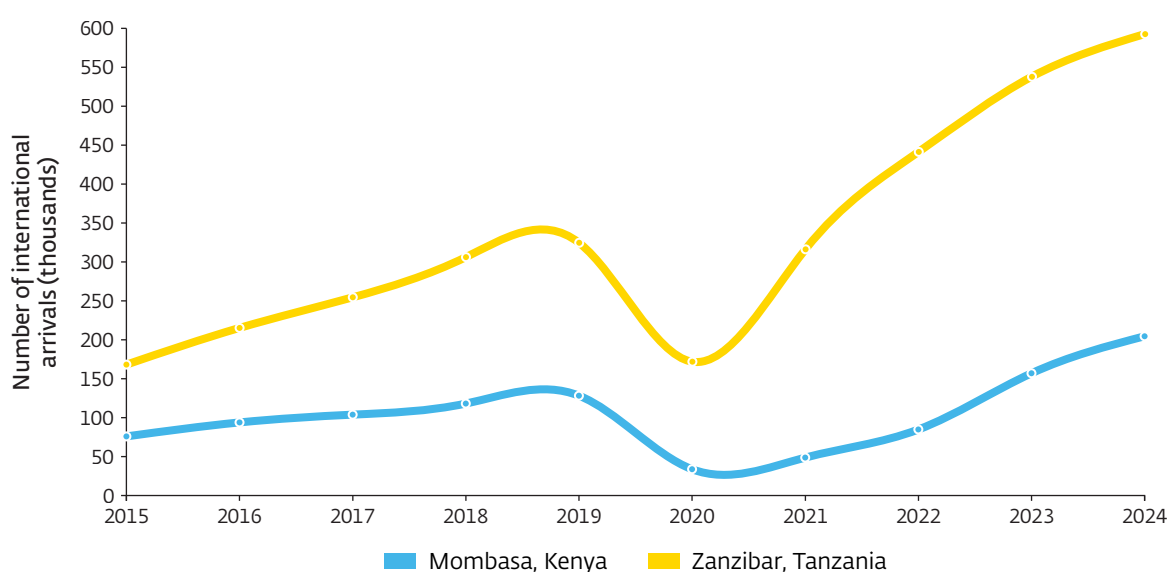
Private investment in coastal tourism accommodation is discouraged by insufficient spatial planning and fragmented destination governance. Investors cannot be certain that land adjacent to tourism assets will remain compatible with tourism, and weak management of beach and marine assets erodes the quality of the tourism product and potential returns. Investment is further constrained by land market dysfunction in beachfront properties that limits land availability in select high-value areas, limited direct international flights that restrict access for some traveler segments, and tax complexity and policy unpredictability that affect cash flow and commercial viability.

Attracting private investment in coastal tourism would require reducing uncertainty for investors. Kenya can build on ongoing efforts to revise the national tourism strategy

Figure ES.2

Coastal Kenya Is Recovering but Still Lags Main Competitor Zanzibar

International visitor arrivals by airport



Source: Calculations based on OCGS Zanzibar Statistical Abstracts and annual tourism releases; CBK (2017, 2018); and Kenya Tourism Research Institute tourism sector performance reports for 2018–24.

Note: Figures show direct international visitor arrivals through Zanzibar (ZNZ, Abeid Amani Karume International) and Mombasa (MBA, Moi International) airports.

and prepare new marine and national spatial plans. Priority reforms include establishing clear coastal tourism zones and designated beach parks, coordinating management of those zones, strengthening incentives to develop leasehold land, expanding digitization of title registries, and increasing transparency in international air access decisions. These reforms will require closer coordination among sector entities and greater authority for the affected counties.

As part of a broader package of public investments and reforms, the recommendations could help unlock US\$380 million to US\$560 million in private investment in coastal hotels and related services over the medium term, relative to a business-as-usual scenario. This additional investment could support up to 14,000 more and better-paid job equivalents. The estimate captures the combined gains that may accrue through additional employment and higher earnings as the sector expands and shifts toward higher-value tourism products. Given tourism's extensive linkages to local suppliers and service providers, the broader employment impact could be substantially larger once indirect effects through supply chains are included.

Medical Consumables Manufacturing

Kenya has potential to attract private investment and expand its medical consumables industry as demand grows domestically, regionally, and globally.

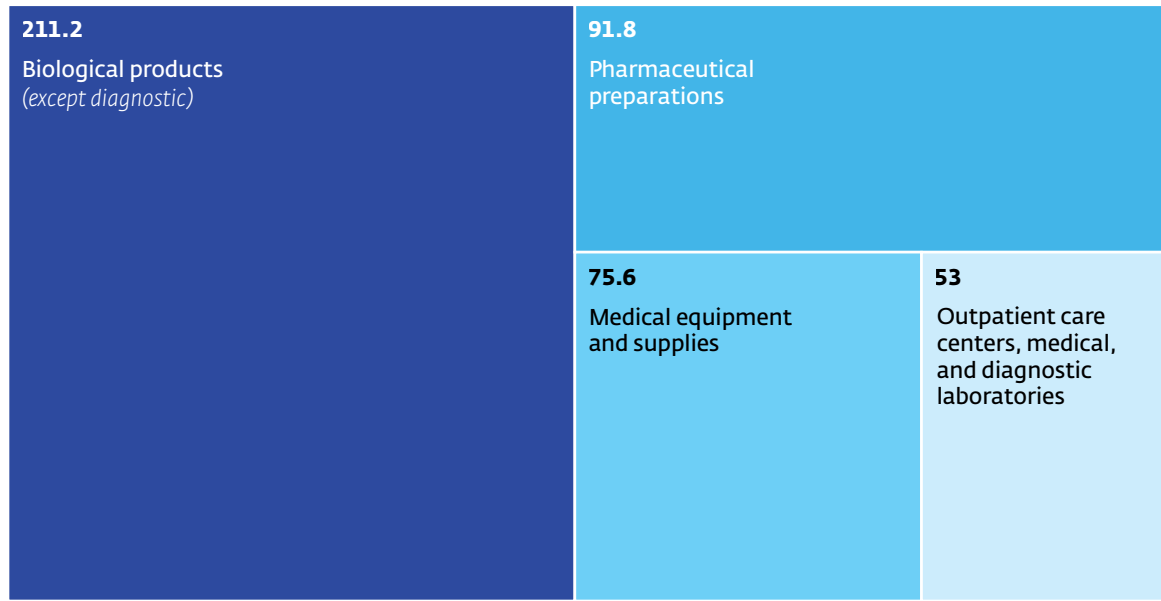
Demand for medical consumables is rising due to population growth, increasing disease burden (driven by noncommunicable diseases alongside persistent infectious diseases), expanded health coverage, and growing demand for private health care. In Kenya, the market reached US\$430 million in 2025 and is projected to grow at a compound annual growth rate of 4 percent to US\$540 million by 2030. Kenya's market is part of a much larger African market, estimated at US\$4.8 billion and projected to grow by around 10 percent annually over the medium term, similar to projected global growth. Demand is concentrated in high-volume disposable products, such as gloves, intravenous kits, gauze, and syringes, that health care facilities use frequently and the region largely imports. Kenya could serve larger markets by expanding sales in Ethiopia, Somalia, South Sudan, Tanzania, and Uganda while tapping into the broader regional and global market.

Kenya has attracted investment in medical consumables manufacturing for exports to developed markets such as the European Union (EU) and the United States. While local procurement preferences seek to strengthen domestic production and reduce the supply chain vulnerability of Kenya's health care system, the country also attracts investors seeking to serve external markets. Kenya is among Africa's top recipients of health-related FDI announcements (figure ES.3). Its competitive advantages include a workforce with

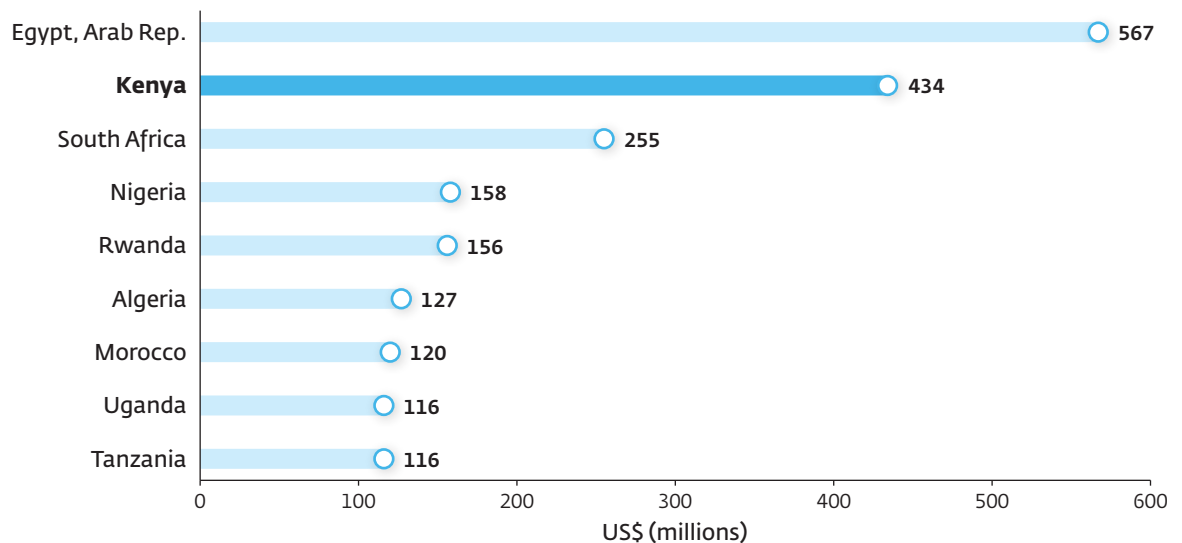
Figure ES.3

Kenya Is a Top Recipient of Health-Related FDI in the Region, with 40 Percent in Medical Consumables Manufacturing

a. Health-related greenfield investments into Kenya by sector, 2020–25 (US\$, millions)



b. Top 10 African destinations of health-related FDI announcements, 2020–25



Source: fDi Markets 2025.

Note: FDI = foreign direct investment. Values represent announced capital expenditure and may not reflect actual expenditure. Capital expenditure is aggregated by destination country and sector or subsector.

strong foundational skills, relatively low wages, proximity to key African markets, strong logistics, and preferential access to major export markets such as the EU and the United States. These strengths could help Kenya become a regional hub for medical consumables.

Regulatory complexity and uncertainty reduce the commercial attractiveness of private investment in the sector. Worldwide, the medical consumables industry is highly regulated. In Kenya, the regulatory burden is greater than in comparator markets because requirements overlap, approvals are slow, and processes for obtaining authorization to manufacture products subject to more stringent standards are unclear. Poor harmonization with standards in export markets beyond the East African Community also limits opportunities for export growth.

Investors face demand uncertainty from procurement practices and VAT treatment that disadvantage local manufacturers relative to importers. Although the public sector is not the main source of demand for medical consumables, public procurement remains the most important policy-controlled demand channel and a key lever for competitiveness and market development. The domestic public market could serve as an anchor customer for new entrants and provide a pathway for the larger private sector, donor-funded, and export markets that collectively account for most demand. Public procurement can also influence market outcomes through local preference policies, tender design, quality standards, and payment practices. Public procurement is fragmented, demand forecasting is weak, payments are delayed, county practices vary, and procurement is uncertain. These problems make demand difficult to predict, while payment delays create cash-flow pressures that smaller firms have limited capacity to absorb. Importers of medical consumables do not pay VAT, but domestic manufacturers must pay it on some inputs, increasing their costs and placing them at a disadvantage.

Kenya can unlock additional investment in medical consumables by streamlining compliance processes, improving the visibility of domestic demand, and correcting policies that weaken manufacturers' cash flow. Priority regulatory reforms include adopting a simplified, tiered, reliance-oriented framework aligned with models from the International Medical Device Regulators Forum and the World Health Organization. Under this framework, the Pharmacy and Poisons Board (PPB) would require market authorization from only *one* reference regulatory authority. Kenya should also enact subsidiary legislation to accelerate PPB's attainment of WHO Maturity Level 3 for pharmaceuticals and medical consumables and pursue bilateral agreements for standards harmonization in the short term while working toward longer-term harmonization within the Common Market for Eastern and Southern Africa and elsewhere in Africa.

To improve demand visibility and payment predictability, national and subnational entities should consolidate domestic public demand and ensure timely payment for

supplies sold to the government. This would include linking the e-procurement system to the Integrated Financial Management System to facilitate automatic digital recognition of liabilities and payment, and amending the Public Financial Management Act to redirect the flow of funds within the health financing system to the Kenya Medical Supplies Authority. Kenya should also amend the applicable VAT legislation to zero-rate a defined list of locally produced medical consumables, restoring input VAT recoverability.

Because medical consumables manufacturing presents relatively manageable environmental risks—primarily related to waste, chemicals, water, and energy use—embedding strong environmental standards and circular-economy principles from the outset will help Kenya build a competitive and sustainable industry.

As part of a broader package of reforms, the recommendations could help unlock up to US\$780 million in incremental private investment and 33,200 more and better-paid direct jobs over 10 years, relative to a business-as-usual scenario. This estimate captures the combined gains accruing from both an increase in the number of jobs and higher wages earned from participation in export value chains as Kenya closes the export gap with peer exporters. Compared with many other light industries, medical consumables offer higher margins, better-paid jobs, and greater health security benefits. Strong linkages to other sectors could create additional indirect jobs.

Table ES.1

Summary of Constraints and Recommendations

Constraints	Recommended actions
Avocado and mango	
<i>Rationale</i> • High yields, counterseasonal harvest windows relative to competitors, and low production costs. • Major employer, especially in rural areas.	
1. Inadequate inspection and enforcement systems of quality standards permit the export of immature fruit, damaging the reputation of Kenyan fruit and reducing demand.	1a. Replace sporadic inspections that use exporter-selected fruit samples with universal, consignment-level inspections at packhouses using independent, risk-based sampling, as directed by the Horticultural Crops Directorate (HCD). <i>Responsible public sector entity:</i> HCD 1b. Establish sequential enforcement of control points for avocado export clearance under a single digital platform, the National Horticulture Traceability System. <i>Responsible public sector entities:</i> HCD, Kenya Plant Health Inspectorate Service (KEPHIS), and Kenya Revenue Authority
2. Fragmented institutional responsibilities for pest detection and management leave outbreaks unmanaged and expose investors to production losses.	2a. Amend and pass the draft Plant Protection Bill 2025 to provide a statutory cofinancing mechanism for pest detection and emergency response. <i>Responsible public sector entity:</i> Ministry of Agriculture and Livestock Development (MoALD) 2b. Publish implementing regulations under the Plant Protection Bill in the government gazette, establishing a codified protocol for emergency pest response. <i>Responsible public sector entities:</i> MoALD, in consultation with KEPHIS and county governments
3. Public spending on pest management remains dispersed across individual farm-level interventions rather than concentrated in proven, areawide approaches.	3. Establish additional areas of low pest prevalence in priority mango- and avocado-production counties. <i>Responsible public sector entities:</i> MoALD and county governments
4. Delays in value added tax (VAT) refunds for imported processing equipment tie up mango processors' working capital and discourage investment in value addition.	4. Establish a VAT deferment regime for fruit processing equipment through an amendment of the Finance Act. <i>Responsible public sector entity:</i> National Treasury

(Table continues next page)

Table ES.1

Summary of Constraints and Recommendations (*continued*)

Constraints	Recommended actions
Coastal tourism	
<i>Rationale</i> • Diverse coastal tourism assets with significant untapped investment potential. • Opportunity for hotel upgrading and new investment as travel preferences evolve.	
1. Kenya's coastal tourism areas lack adequate spatial and beach management plans, leaving investors uncertain about surrounding land use and the preservation of tourism assets.	1a. The State Department for Lands and Physical Planning (SDLPP) should recognize tourism as a distinct land-use category in the Kenya National Spatial Plan and the Physical and Land Use Planning Handbook. <i>Responsible public sector entity:</i> SDLPP 1b. County governments, in coordination with the national government, should designate coastal tourism zones for beach-adjacent land in Diani, Mombasa, Kilifi, Watamu, and Lamu that define preferred land uses and establish subdivision controls to prevent further fragmentation. <i>Responsible public sector entities:</i> SDLPP, Ministry of Tourism and Wildlife, and coastal county governments 1c. The Ministry of Tourism and Wildlife (MoTW), together with the relevant county government and Kenya Wildlife Service (KWS), should formally designate selected high-value beaches as "beach parks," guided by the International Union for Conservation of Nature classification framework and Kenyan legislation on protected areas. <i>Responsible public sector entities:</i> KWS, MoTW, and coastal county governments
2. Coastal tourism destinations lack coordinated management to enforce rules and implement planning decisions.	2. For each designated coastal tourism zone, the relevant county should establish a management entity. <i>Responsible public sector entities:</i> SDLPP, MoTW, KWS, and coastal county governments
3. Existing requirements that leasehold land be developed within two years or revert to the government are not enforced, undermining incentives to develop or transfer land to more productive users.	3. The SDLPP should amend the Land Act to authorize an idle-land rent premium of at least 5 percent on leasehold public land where development conditions have not been met within the stipulated period to incentivize the leaseholder to develop, release, or sell the land. <i>Responsible public sector entities:</i> SDLPP and coastal county governments
4. Incomplete digitization of coastal freehold and leasehold land records makes it difficult for investors to distinguish parcels with clear title from those requiring administrative rectification or judicial resolution.	4. To reduce title insecurity along the coast, the SDLPP, supported by the National Land Commission and the relevant counties, should extend Ardhisa coverage into Kwale and Kilifi counties. <i>Responsible public sector entities:</i> SDLPP

(Table continues next page)

Table ES.1

Summary of Constraints and Recommendations (*continued*)

Constraints	Recommended actions
5. Lack of transparency around the criteria for granting airline access to the airport in Mombasa and the content of bilateral service agreements reduces the predictability of future connectivity for prospective carriers and tourism investors.	5a. The State Department for Aviation and Aerospace Development (SDAAD), in coordination with the Kenya Civil Aviation Authority (KCAA), should publish clear and objective decision-making criteria used by the Technical Evaluation Committee for granting airline access to applicants. <i>Responsible public sector entities:</i> SDAAD and KCAA 5b. The SDAAD should publish Kenya's bilateral air service agreements. <i>Responsible public sector entity:</i> SDAAD
Manufacturing of medical consumables	
<i>Rationale</i> • Strong and growing domestic, regional, and global demand for medical consumables. • Competitive advantage due to strong skill base, geographical proximity to an expanding market, and low wages. • Strong likelihood for reforms to meet the government's objective of creating a regional hub for medical manufacturing.	
1. An uncoordinated public procurement process undermines demand predictability, discouraging investors.	1. The Kenya Medical Supplies Authority (KEMSA) should consolidate and publish government procurement data for medical consumables to use public purchasing power more effectively and enhance demand predictability for investors. <i>Responsible public sector entities:</i> KEMSA and NT
2. Local manufacturers are not paid on time for supplies to the government, negatively affecting cash flow and business viability.	2a. The National Treasury (NT) should link the e-government procurement system to the Integrated Financial Management Information System to facilitate digitalized, real-time processing of payments. <i>Responsible public sector entities:</i> NT, counties, and KEMSA 2b. Amend the Public Financial Management Act to redirect funds within existing health financing channels to KEMSA and enable automatic, timely payments to domestic manufacturers. <i>Responsible public sector entities:</i> KEMSA, MoH, and NT
3. Firms face overly stringent requirements for reliance-based regulatory approvals for products already marketed internationally.	3a. The Pharmacy and Poisons Board (PPB) should require approval from only one reference regulatory authority before granting reliance-based marketing authorization, consistent with World Health Organization (WHO) good practice. <i>Responsible public sector entity:</i> PPB 3b. PPB should include China's National Medical Products Administration and WHO-listed African national regulatory authorities in its reliance framework. <i>Responsible public sector entity:</i> PPB

(Table continues next page)

Table ES.1

Summary of Constraints and Recommendations (*continued*)

Constraints	Recommended actions
4. PPB's Maturity Level 2 status limits export market access for products manufactured locally.	4. The Ministry of Health (MoH) should gazette subsidiary regulations under the Kenya Health Products and Technology Regulatory Authority Bill to establish adverse event reporting, postmarket surveillance, and enforceable registration timelines required to progress toward Maturity Level 3 status for both pharmaceuticals and medical consumables. <i>Responsible public sector entities:</i> MoH and PPB
5. Dual regulatory gatekeeping by PPB and Kenya Bureau of Standards (KEBS) inflates the compliance burden for local manufacturers and deters investment.	5. The MoH and Ministry of Investment, Trade, and Industry (MITI) should issue a cross-ministerial directive to suspend the KEBS certificate of conformity requirement for PPB-registered medical devices. <i>Responsible public sector entities:</i> PPB, MoH, KEBS, and MITI
6. Certain medical consumables are VAT exempt, preventing local manufacturers from claiming VAT refunds on their inputs.	6. Amend the VAT system to zero-rate a clearly defined list of locally manufactured consumables. <i>Responsible public sector entity:</i> NT

Note: HCD = Horticultural Crops Directorate; KCAA = Kenya Civil Aviation Authority; KEBS = Kenya Bureau of Standards; KEMSA = Kenya Medical Supplies Authority; KEPHIS = Kenya Plant Health Inspectorate Service; KWS = Kenya Wildlife Service; MITI = Ministry of Investment, Trade, and Industry; MoALD = Ministry of Agriculture and Livestock Development; MoH = Ministry of Health; MoTW = Ministry of Tourism and Wildlife; NT = National Treasury; PPB = Pharmacy and Poisons Board; SDAAD = State Department for Aviation and Aerospace Development; VAT = value added tax; WHO = World Health Organization.

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