MRX INTELLIGENCE · COUNTRY FILE

# The Kenya Country File

The operator's view of selling into Kenya: where the money is being spent, who signs, how you get paid, what it costs to land goods, and what stops deals.

> **EUR 250** · delivered in 10 working days · 25 to 40 pages, PDF
> Edition: September 2026 · every claim carries its source and date

## What this is not

It is not a market-size report. Population, GDP and import tonnage are available free everywhere and will not help you decide anything. You will not find them here.

It is not an introduction. This file gives you names, roles and the structure of the market. It does not include a meeting, a warm handover, or anyone from MRX approaching a counterpart on your behalf. That is a mandate, and it is a different product.

## Provenance, on every claim

A previous product in this market was sold with everything labelled "verified" and the customer left saying the information was inaccurate. We do not repeat that. Every claim in the full file is tagged:

- **[D] Desk** — public source, named and dated
- **[P] Pipeline** — our own sourcing, Reoon power-mode verified
- **[F] Field** — observed by our operators in market
- **[E] Estimate** — our calculation, method shown

> **About this sample.** It shows you what the file covers and how we think about a market. Section 2 is reproduced in full. Every operational figure, rate, deadline, margin and name is withheld, because that is what the file is for.

## What the full file contains

| # | Section | In this sample |
|---|---|---|
| 1 | What this file is, and what it is not | Included |
| 2 | The executive read: five things that decide a Kenya entry | **Full** |
| 3 | Buying centres, named: power, geothermal, housing, roads | Coverage only |
| 4 | Who actually signs, by buying centre | Coverage only |
| 5 | Getting paid: FX, instruments, and the FATF factor | Coverage only |
| 6 | The duty and levy stack, with a worked landed-cost example | Coverage only |
| 7 | The compliance gate: certification and standards marks | Coverage only |
| 8 | Distribution structure and real margin expectations | Coverage only |
| 9 | Named counterparts, verified | Coverage only |
| 10 | What blocks the deal | Coverage only |
| 11 | The five ways foreign exporters lose money in Kenya | Coverage only |
| 12 | The first move: a 90 day sequence | Coverage only |
| 13 | Setting up locally | Coverage only |
| 14 | Sources and dates | Coverage only |



## 2. The executive read *(reproduced in full)*

Five things decide whether a Kenya entry works. Everything else is detail.

- **The spend is public-programme led and it is real.** Energy transmission, affordable housing and road corridors are all in active procurement with named counterparties and committed finance.
- **You will almost never sell to a ministry.** You sell to the EPC contractor, the developer, the utility's prequalified supply chain, or the distributor who already holds the county relationships.
- **Compliance is the gate, not the tariff.** The duty stack is predictable and you can plan around it. Arriving without the right certificate is what costs you a percentage of customs value and weeks of demurrage.
- **Getting paid is now a documentation problem, not only an FX problem.** Kenya's current standing with international financial monitors means correspondent banks scrutinise thinly documented transfers, and the delay lands on your goods, not on the buyer's willingness to pay.
- **The incumbent distributor is the real competitor**, not the other foreign manufacturer. Displacing one requires either a category they do not hold or terms they will not match.

*That is the whole of section 2. The remaining thirteen sections turn each of these into the specific figures, dates, names and sequences you would act on.*

## What the withheld sections contain

Below is the shape of the file with the substance removed, so you can see exactly what your money buys.

### 6. The duty and levy stack

| Charge | Rate | Base |
|---|---|---|
| Import Declaration Fee | | CIF customs value |
| Railway Development Levy | | CIF customs value |
| Import duty | | CIF |
| Excise | | Varies |
| VAT | | Duty-inclusive value |

With each rate: its legal instrument, the date it changed, what it was before, and whether it is currently under challenge. Followed by a worked landed-cost example for a representative consignment into Mombasa, costed line by line to delivered Nairobi and one upcountry point.



### 7. The compliance gate

Which certificate your product needs, , who is appointed to issue it in your country, how far ahead the process must start, what the penalty is for arriving without it ( of customs value), and whether your product sits on the sensitive list requiring an additional mark.

### 8. Distribution structure and margins

Nairobi tier-one importers typically operate on while sub-distributors work at , against payment terms of asked and actually granted. Exclusivity in Kenya carries a specific and well-documented cost: .

## 3 and 4. Buying centres, and who signs

Four named programmes with committed budget, each with the counterparty that signs the purchase order, the person who writes the specification, and what the programme actually buys. Example structure:

| Buying centre | Who signs | Influence first |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

## 9. Named counterparts

| Company | City | Tier | Category |
|---|---|---|---|
| | Nairobi | Tier 1 importer | |
| | Mombasa | Tier 1 importer | |
| | Nakuru | Regional | |

*Published-role data only, verified before delivery. MRX client relationships never appear in a Country File.*



## 11. The five ways exporters lose money in Kenya

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## 12. The first move

A 90 day sequence with the long pole identified, what runs in parallel, and the one action that has to happen before a tender is published rather than after.

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