

The Republic of Kenya
SEZ Authority (SEZA)

**TECHNICAL ASSISTANCE FOR
MOMBASA SEZ (DK SEZ)
DEVELOPMENT PROMOTION**

Final Report (Main Report)

January 2022

Japan International Cooperation Agency (JICA)

Nippon Koei Co., Ltd.
JIN Corporation

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Units

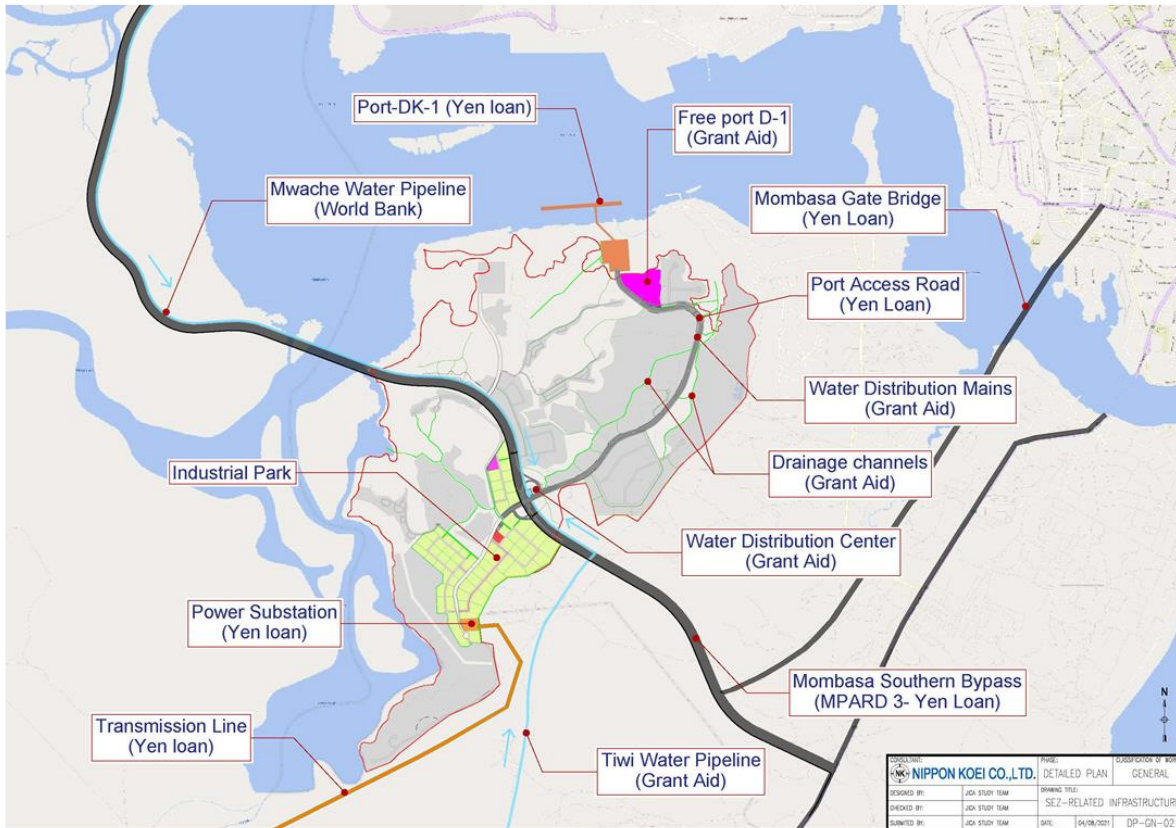
Acre (ac)	1 ac = approx. 4,046 m ² or approx. 0.4046 ha
Foot (ft)	1 ft = approx. 0.3048 m

Exchange rates (as of December 2021)

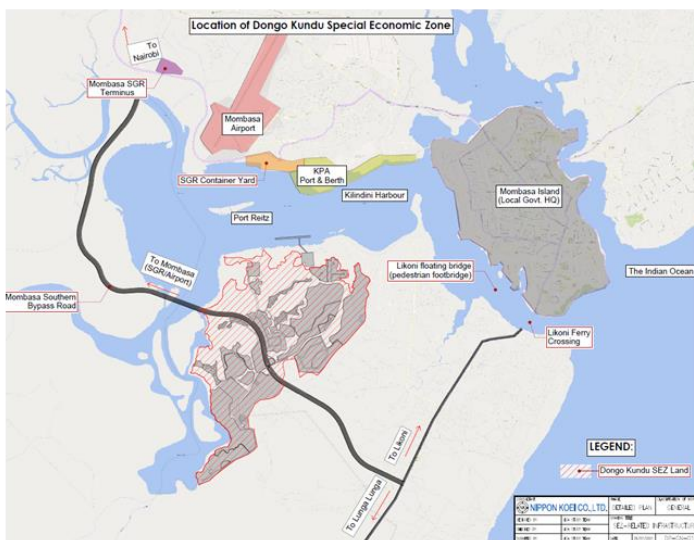
Source: Kenya Central Bank

1USD	=	112.4882 JPY
1KSH	=	0.9987 JPY

Location of Project Site



Dongo Kundu SEZ and Industrial Park



Dongo Kundu SEZ and surrounding area

Abbreviations

BOQ	Bill of Quantity
CEO	Chief Executive Officer
CS	Cabinet Secretary
DK	Dongo Kundu
EPZA	Export Processing Zones Authority
HHTP	Hoa Lac High Tech Park
IPDC	Industrial Park Development Corporation
IP Zone	Industrial Park Zone
JICA	Japan International Corporation Agency
JV	Joint Venture
KEBS	Kenya Bureau of Standards
KenGen	Kenya Electricity Generating Company
KeNHA	Kenya National Highway Authority
KETRACO	Kenya Electricity Transmission Company Limited
KPA	Kenya Port Authority
KPLC	Kenya Power & Lighting Plc.
KRA	Kenya Revenue Authority
MoITED	Ministry of Industrialization, Trade and Enterprise Development
Mombasa WSSC	Mombasa Water Supply Sanitation Collaborative Council
MoU	Memorandum of Understanding
MSBR	Mombasa Southern Bypass Road
NCA	National Construction Authority
NEMA	National Environment Management Authority
ODA	Official Development Assistance
OM	Operation and Management
OSC	One Stop Center
OSS	One Stop Service
PPSEZ	Phnom Penh SEZ
PS	Principal Secretaries
RAP	Resettlement Action Plan
RSEZA	Rwanda SEZ Authority
SEZ	Special Economic Zone
SEZA	Special Economic Zone Authority
SOP	Standard Operation Procedure
SPSEZ	Sihanoukville Port SEZ
TICAD	Tokyo International Conference on African Development
ToR	Terms of Reference

Chapter 1: Project Outline

1.1 Background

In Vision 2030, Kenya Government declared “economic development” as one of its three action pillars. The government aims to transform the country to middle-income status by accelerating economic development by 2030. “Construction of Dongo Kundu (DK) freeport” and “Development of Special Economic Zone (SEZ)” are targeted as priority projects.

Also, for the development of Mombasa SEZ or DK SEZ which is the target site of this project, Kenya and Japan have concluded mutual joint development agreement at Tokyo International Conference on African Development (TICAD) VI in 2016. It is considered that DK SEZ has high potential due to its location close to Mombasa city and Mombasa port which aim to develop manufacturing, trading, tourism and service industries and is expecting high growth especially in manufacturing and trading industries.

Currently, Japan ODA loan project and Japan Grant Aid Project including development of freeport and related infrastructures are being prepared. These are related to infrastructure of Industrial Park (IP) Zone A developer for the IP Zone; however, it has not been confirmed as of January 2020. Therefore, it is necessary to proceed with formulation of regulations and coordination aiming at operation of IP in a timely manner.

Considering the development of SEZ and IP Zone inside Kenya and the intensification of competition, the technical assistance of SEZA is worth strengthening the capacity of SEZA itself as a supervising body and implementing entity of DK SEZ to be able to contribute to the future economic growth of Kenya.

1.2 Objectives

The goal of the project is to compile clear direction on business execution of DK SEZ to achieve the following targets:

- To promote development and investment of DK SEZ
- To strengthen management and structure of Special Economic Zone Authority (SEZA)
- To strengthen planning capacity of IP Zone located in the south of DK SEZ

1.3 Target area

Mombasa County, Kwale County

1.4 Counterpart

Implementing agency: Special Economic Zone Authority (SEZA)

Related organizations: Ministry of Industrialization, Trade and Enterprise Development (MoITED), Presidential Office, National Treasury and Planning, Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, Kenya Port Authority (KPA) and Mombasa County, and others.

1.5 Project Scope

This report summarizes the activities and outputs until December 2021. The main scope of the project consists of “Examining operation strategy and implementation organization of SEZA as a supervising body” and “Examine and propose functions, relationships with related organizations required to develop and operate One Stop Services (OSS)” and those activities focused on the areas shown in the figure below.

Task: Capacity building of SEZA for development of DK SEZ

Items	Area
(1) Examine operation strategy and implementation organization of SEZA as a supervising body.	DK SEZ
(2) Examine and propose function, relationship with related organizations required to develop and operate One Stop Services (OSS).	
(3) Support to establish Standard Operation Procedure (SOP) of OSS	

Task: Planning capacity of SEZA for DK SEZ development

Items	Area
(1) Coordinate and compile common facility in Industrial Park in Mombasa .	Industrial Park (120ha)
(2) Review of tender documents for facilities in Industrial Park including administration building	Industrial Park (120ha)
(3) Support preparing road map for Priority area of Phase 1 development area	Phase1, Including Industrial Park (120ha)
(4) Support marketing for priority area of Phase 1 development area.	Phase1, Including Industrial Park (120ha)
(5) Introduce case study on SEZ management and tasks, promote understanding of personnel, know how, budget, authority for direct management	
(6) Support making promotional material of Industrial Park (CG of Industrial Park, Brochure)	Industrial Park (120ha)

* Target area of Phase 1 will be selected in this project and subject to receive agreement from related organizations.

*All the area is approximate figure.

Task : EAC SEZ Survey

Items	Area
(1) Desk work review	EAC partner states
(2) Analysis of the extent to which existing SEZ firms compete with domestic firms in order to address the sales threshold issue	
(3) Identify backward and forward linkages of the SEZs in the EAC Partner States	

Source: JICA consultant team

Figure 1-1 Diagram of Structure of Main Tasks

1.6 Report Structure

This report consists of 7 Chapters.

- Chapter 1 outlines the background and objectives of this work and the items to be implemented.
- Chapter 2 summarizes the work undertaken during the period up to the preparation of this report, as well as the contents and results of consultations with SEZA and other counterpart organizations.
- Chapters 3, 4 and 5 describe the specific results and progress of the work items.
- Chapter 6 describes elaboration and lessons learned in the project, and sustainability of DK SEZ development.
- Chapter 7 summarizes the recommendation for the future DK SEZ development.
- The annex compiles the documents such as meeting minutes of regular meeting with SEZA and other stakeholders, documents for OSS, technical report of detailed planning for IP, promotional material for IP and deliverables of EAC SEZ Survey

Chapter 2: Summary of Work During the Report Period

This chapter describes the overview of the activities of this project and discussion result with counterparts on the project. In the period of this report, the Japanese experts of Team Leader/ SEZ Implementation (1) stayed in Kenya since January 2021 and other Japanese Experts who are in charge of Deputy Team Leader/ SEZ Implementation (2)/ SEZ Management and Stakeholder Coordinator engaged in the site work in Kenya with short trips after January 2021. For the rest of the time, the Experts carried out the work remotely from Japan, utilizing national staff. Records of meetings with counterpart organizations are summarized in the annex.

2.1 Overview of progress

The table below summarizes the contents of the work compiled in Interim Report 1, 2, Draft Final Report (DFR) and Final Report (FR).

Items	Activities Compiled in ITR1	Activities Compiled in ITR2	Activities Compiled in FR	Final Outcome for FR
Capacity building of SEZA for development of DK SEZ				
Examine operation strategy and implementation organization of SEZA as a supervising body				
(1) Discussion of case studies of SEZs in other countries and application to DK SEZ	Already examined and proposed to SEZA	/	Final output will be compiled with OSS part as SEZ management.	Compiled in Annex 3 as document on OSS
Examine and propose function, relationship with related organizations required to develop and operate One Stop Services (OSS)				
(1) Organization of major OSS functions required in DK SEZ and confirmation OSS implementation and operation system	Already examined and proposed to SEZA	/	Final output will be compiled with OSS part as SEZ management.	Compiled in Annex 3 as document on OSS
(2) Organization of necessary personnel, budget and office space for OSS operation	Already examined and proposed to SEZA	/	Final output will be compiled with OSS part as SEZ management.	Compiled in Annex 3 as document on OSS
(3) Study of procedures and processes up to the establishment of OSS, preparation of an implementation plan specifying the schedule and the	Already proposed to and confirmed with SEZA about OSS procedures, processes and schedule	/	Necessity of establishment of preparatory organization will be discussed. Collaborate with Tatu City SEZ which also tries to	Compiled in annex 4 as SOP

Items	Activities Compiled in ITR1	Activities Compiled in ITR2	Activities Compiled in FR	Final Outcome for FR
person in charge of each work item, and preparation of a “proposal for the establishment of an OSS preparation organization.			operate OSS	
(4) Draft OSS agreement, and support to acquire agreement	Already drafted MoUs with KRA, NEMA and Immigration	In addition to the 3 organizations in the left, MoU with KEBS was drafted, and already replied to the comments from KEBS	Compile as SEZ management together with OSS	Draft MoU was compiled by reflecting the comments from partner organizations
(5) To support to formulate SOP (Standard Operation Procedure)		Already drafted the table of contents of SOP	Final output will be compiled with OSS part as SEZ management.	Draft SOP was finalized
Planning capacity of SEZA for DK SEZ development				
Coordinate and compile common facility in Industrial Park in Mombasa				
(1) Industrial Park area topographic map preparation support	Already assisted SEZA to start the survey work	Surveyed, discussed and confirmed with SEZA		
(2) Confirmation of DK SEZ latest land use and relevant plans	Already examined and proposed to SEZA	Interchange plan were reflected	Keep updating the progress of other projects	Consultation with KETRACO and Kenya Power were held, and information of RAP was shared to SEZA
(3) Confirmation of Industrial Park off-site infrastructure status	Already examined and proposed to SEZA	Change of power supply plan was confirmed	To be summarized based on related infrastructure	Consultation with KETRACO and Kenya Power were held
(4) Industrial Park land use plan preparation	Already examined and proposed the initial land use plan to SEZA	Updated based on new information such as survey data,	To be summarized based on topo map, substation locations, inter change design	No significant changes since ITR2.

Items	Activities Compiled in ITR1	Activities Compiled in ITR2	Activities Compiled in FR	Final Outcome for FR
		interchange plans, and substation locations		
(5) Infrastructure demand forecast	Already examined and proposed the initial plan to SEZA	Updated the draft infrastructure demand forecast	To be summarized based on discussion with stakeholders	No significant changes since ITR2, consultations with KETRACO and Kenya Power were held
(6) Industrial Park preliminary on-site infrastructure development plan	Already examined and proposed the initial plan to SEZA	Updated plan to match survey data	To be summarized based on discussion with stakeholders	Consultations with KETRACO, Kenya Power and Mombasa County Government were held, Meeting minutes with County Government is attached in Annex 2
(7) Preliminary Cost estimation	Discussed with SEZA and confirmed the work contents	Preliminary unit price information was collected	Extract the quantity and calculate the development cost based on the latest infrastructure plan	No significant changes since ITR2
(8) IP detailed plan development schedule and workflow	Discussed and confirmed with SEZA	Updated the schedule according to the surveying process	To be summarized based on the updated implementation schedule	Implemented as planned
Support for procurement of Administration block in Industrial zone and related facilities	Discussed and confirmed with SEZA.			
Support for preparing road map for Priority area of Phase 1			To be prepared based on discussion with stakeholders	Compiled based on the progress of related projects

Items	Activities Compiled in ITR1	Activities Compiled in ITR2	Activities Compiled in FR	Final Outcome for FR
development area				
Support for Phase 1 (priority area) marketing	Explained the work contents	Discussed and confirmed with SEZA.	To be supported in line with financial analysis, promotion material	Technical assistance was implemented through the financial analysis and promotional material making
Introduce case study on SEZ management and tasks, promote understanding of personnel, know how, budget and authority for direct management	Considered and proposed to SEZA			
Support making promotional material of Industrial Park (CG of Industrial Park, Brochure)		Under discussion with SEZA	To be prepared together with other promotion material that SEZA plans to prepare	Examined based on the related documents such as investment guideline and other promotional materials, the soft copy of the brochure is compiled in Annex 7

Source: JICA consultant team

2.2 Regular meetings with SEZA

In principle, regular meetings between SEZA and the JICA consultant team were held every week until the end of December, 2020. Since relationship between SEZA and JICA consultant teams has developed and the Team Leader has been stationed in Nairobi, frequency of the regular meeting has reduced to every other week on Wednesday. Discussions on each work item were held a total of 46times. The list of meetings is as follows.

Table 2-1 List of Regular Meetings with SEZA

No.	Date	Agenda of the Meeting
Kick-off	19 June 2020	- First introduction between SEZA staff, JICA staff, and ICA survey team - Explanation of project outline

No.	Date	Agenda of the Meeting
1	15 July 2020	<ul style="list-style-type: none"> - Presentation of the contents of work (OSS functions and organizations, detailed plan of the IP Zone) - Comments on the functions and arrangement of supervision by JICA consultant team - Confirmation of how to implement activities remotely
2	22 July 2020	<ul style="list-style-type: none"> - Confirmation of the status of topographic survey - Confirmation with SEZA on OSS functions and organizations - Introduction of OSS cases in other countries
3	29 July 2020	<ul style="list-style-type: none"> - Confirmation with SEZA on OSS functions and organizations - Explanation of case studies and discussion of the concept of IP development
4	5 August 2020	<ul style="list-style-type: none"> - Final confirmation with SEZA on OSS functions and organizations - Explanation of case studies and discussion of the concept of IP development - Explanation of basic concept of the detailed plan of DK SEZ
5	12 August 2020	<ul style="list-style-type: none"> - Review of the Enterprise license application process for OSS functions - Comments on the IP TOR prepared by SEZA
6	19 August 2020	<ul style="list-style-type: none"> - Review of the Enterprise license application process for OSS functions - Preparation of stakeholder meetings - Explanation on TOR for preparation of detailed plan for IP in DK SEZ
7	2 September 2020	<ul style="list-style-type: none"> - Proposed roadmap for establishment of OSS - Preparation for the second meeting with KenInvest - SEZ management - Report on the results of discussions with McKinsey
8	9 September 2020	<ul style="list-style-type: none"> - Preparation for the second meeting with KenInvest - Explanation of SEZ management and exchange of opinions on SEZA's intentions
9	16 September 2020	<ul style="list-style-type: none"> - The level of transfer of authority of the agency stationed at OSC with KenInvest Manager - Necessity of Memorandum of Understanding (MoU) for OSS operation
10	23 September 2020	<ul style="list-style-type: none"> - Case studies of SEZ management structure and operational methods in other countries - Explanation of points of SEZ operation and preliminary financial analysis results
11	30 September 2020	<ul style="list-style-type: none"> - Confirmation of the contents of the thematic meeting with the Mombasa County Government - Organize relevant laws for the development of DK SEZ
12	14 October 2020	<ul style="list-style-type: none"> - Summary of the 2nd and 3rd thematic meetings - Distributed staffing of OSS functions in Nairobi and Mombasa - Reconfirmation of support content for this work
13	21 October 2020	<ul style="list-style-type: none"> - Proposal and draft table of contents of Draft OSS agreement between SEZA and relevant organizations - Legal Framework for the Operation of the Mombasa SEZ
14	28 October 2020	<ul style="list-style-type: none"> - Discussion on the consensus document for OSS with SEZA - Change of the ramp layout of the Mombasa Southern Bypass
15	4 November 2020	<ul style="list-style-type: none"> - Status of the OSS agreement (name, legally binding, etc.) - Introduction of work from the JICA consultant of the Yen Loan Project - Confirmation of ramp layout and access road alignment changes for the Mombasa southern bypass and its impact on the detailed plan of IP
16	11 November 2020	<ul style="list-style-type: none"> - Objective and structure of the OSS agreement - Detailed plan for the IP Zone reflecting the proposed ramp layout for

No.	Date	Agenda of the Meeting
		Mombasa Southern Bypass and the proposed alignment changes for the access road
17	18 November 2020	- Objective and structure of the OSS agreement - Contents of Draft agreement with KRA
18	25 November 2020	- Objective and structure of the OSS agreement - Contents of Draft agreement with KRA - Discussion on detailed plan for the IP Zone reflecting the proposed ramp layout for Mombasa Southern Bypass and the proposed alignment changes for the access road
19	2 December 2020	- Contents of Draft agreement with NEMA and Immigration -Draft revised plan of detailed plan for the IP Zone reflecting the proposed ramp layout for Mombasa Southern Bypass and the proposed alignment changes for the access road
20	9 December 2020	- Discussion on Draft agreement with NEMA and Immigration - Report of site visit Athi River EPZ for IP plan - Information for relevant infrastructure development with related organizations
21	16 December 2020	- Contents of the draft OSS agreement - Proposed infrastructure cost for the IP Zone which reflects the proposed ramp layout for the southern bypass and the proposed alignment changes for the access road - Draft BOQ
22	6 January 2021	-Progress of comments on Agreement Documents for NEMA, Immigration and KRA -Status report of collection of unit cost for Proposed land use and infrastructure plans
23	13 January 2021	-Confirmation of review status of Agreement Documents with KRA, NEMA -Progress of cost estimation for land use &Infrastructure Plans -Current status of collecting data for IP plans
24	20 January 2021	-Current status and further steps for OSS Agreements -Cost estimation on road plans compared with data by Rural Roads Authority -Draft BOQ compared with balanced estimation
25	3 February 2021	-Meeting with Dr. Meshack (CEO, SEZA) on project progress and proposed inclusion of KEBS as a major stakeholder in OSS -Report of site visits to Naivasha SEZ and Athi River EPZ for IP plan -Current situation of collecting and compiling info for IP development
26	17 February 2021	-Report of site visit to DK SEZ by JICA consultant team -Overview of KEBS and what role they will play in OSS in SEZ -OSS agreement with KRA(Tax) and overview of tax incentives to SEZ entities
27	3 March 2021	-Reflection on public hearing on renewed SEZ regulations, specifically on issues related to KEBS and National Construction Authority (NCA) -Overview of KEBS roles and their relation to OSS within SEZ -How KRA incentivized taxes are treated in SEZ entities and exemption procedures. -Progress of cost estimation in IP which are preliminary
28	17 March 2021	-Approval of topo survey in DK SEZ by PS -SEZ Enterprise license -Discussion on the main roles of KEBS in SEZ, and SEZA to invite KEBS for Thematic meeting -Further discussion on tax heads incentivized by SEZ program

		-Report on draft proposal of the implementation schedule of the IP, and preliminary infrastructure costs
29	31 March 2021	-Confirmation that topo survey team is ready to begin topo survey -Preparation of Thematic meeting with KEBS, and expected result -OSS: Investigation on Tax incentives; Discussion on when goods are considered domestic and when foreign, and which tax applies for each stage -IP: Update on preliminary infrastructure costs
30	14 April 2021	-Report of activities undertaken for the preparation of the topo survey -Confirmation of discussion with KEBS and result of additional consultation after the meeting -Proposal to conduct interview to EPZ and KenInvest to identify the role of KEBS in these organizations. -Proposal for investigation of international practices in terms of the standards introduced in OSS of SEZs in different countries
31	28 April 2021	-Report of activities undertaken in the topographic survey -Confirmation of areas of collaboration with KEBS and proposal to draft MoU with KEBS. -Updated finalized customs flow chart of goods and implementation of taxes process which are to be attached in SOP
32	12 May 2021	- Progress of draft MoU between SEZA and KEBS and progress of review of KEBS roles in OSS -IP: Update on infrastructure developments plans and the drainage plan with reference to topo data.
33	2 June 2021	- Recap of outcomes of KEBS Thematic meeting - Confirmation of KRA customs inspection process of consignments, for exporting and importing - IP: Progress update of activities since conclusion of topo survey - Discussion on KETRACO substation location in IP - Discussion on challenges of Resettlement Action Plan (RAP)
34	16 June 2021	-Progress update on status of KEBS draft MoU and Port Inspection research -Update on ongoing tasks in IP infrastructure and land use plans -Schedule of consultant team
35	14 July 2021	- Discussion on draft table of SOP - Update of project implementation costs and progress of generating quantities -Promotional material: Draft schedule of DK SEZ shared
36	28 July 2021	- Update of clearance of cargo, work permit & EIA review for SOP - Update on IP plan and related work
37	13 August 2021	- Follow up of SOP -IP: Update of IP land use and infrastructure and discussion on garbage collection facility -Promotional Material: Progress of draft contents and its layout
38	25 August 2021	- Discussion on preparation of meeting with Mombasa County Government - Update on compilation of SOP - Progress of Promotional Material and outcome of sectoral meeting
39	9 September 2021	-IP: Discussion on operation and management in SEZ -Reflection of the meeting with Mombasa County Government -OSS: Update of ongoing progress of compilation of information -Promotional Material: discussion on the contents
40	22 September 2021	-OSS: SOP Update on SEZ tax frameworks and environmental permits -Discussion of basic concept and structure of the compilation of IP Technical

		Committee -Update of layout and contents of Promotional material
41	6 October 2021	- Presentation of updated SOP document - Progress of 3D making images to be shared to SEZA to get internal confirmation, discussion on data of Mombasa lifestyle and costs
42	27 October 2021	-Recapture of a SEZA- KPLC Meeting -Recap of site activities in DK SEZ -Recap of Sectoral meeting on promotional material and other updates
43	10 November 2021	- Status of MoUs with KRA and KEBS -SOP Update: Outcome of Thematic meeting with KRA customs on cargo handling -Promotional Material: Discussion on the outcome of 3D images in DK SEZ and IP, discussion on the brochure style and colors
44	26 November 2021	- Update on the amended draft SOP document, Report of the technical review meetings held with KRA - Brief of site visits to Tatu City SEZ, Naivasha ICD and Athi River EPZ - Promotional Material: Discussion of updated 3D images, Progress of brochure design work. - Financial Analysis (Condition and Preliminary Result)
45	8 December 2021	- SOP Update: Revisions in relevant sections of SOP reflected -Promotional Material: Progress of work of 3D image preparation and confirmation of items for brochure design work - Discussion on condition and preliminary result, revenue source, land lease condition, profit and loss, marketing and revenue cost for financial analysis
46	22 December 2022	- Report to CEO of SEZA and SEZA staff the final output of the activities

Source: JICA consultant team

Besides the regular meeting, after October 2021, meetings for specific theme were held for SOP for OSS, promotional materials, and financial analysis. The meetings were conducted both face-to-face and online. A total of 7 consultations were held. The summary is shown in the table below.

Table 2-2 List of Sector Meetings with SEZA

No.	Date	Invited organizations	
1	12 October 2021	OSS	- Outline of the contents and layout of Promotional Material - Discussion on the contents of brochure
2	14 October 2021	OSS	- Outline of the contents and layout of draft SOP - Comments on compilation of Government operations in the SEZ Framework -Plans to do a clear process mapping with customs and KEBS
3	28 October 2021	OSS	- Discussion and confirmation of tax incentive framework - Discussion on freight forwarding in SEZs and doing process mappings -Preparation of thematic meeting with KRA Customs Bonded Facilities
4	11 November 2021	Promotional Material	-Confirmation of comments from SEZA for the layout and contents of brochure, CEO message, 3D building images and brochure style
5	23 November 2021	Promotional Material	-Follow up of progress on comments from SEZA on brochure making and selection of 3D images for IP zone
6	30 November 2021	Promotional	-Discussion of the contents of the first draft of brochure making

		Material	and way forward
7	8 December 2021	Financial Analysis	- Explanation of conditions for financial analysis and discussion

Source: JICA consultant team

2.3 Thematic meetings with stakeholders

In addition to the regular meetings with SEZA, when required, further discussions and consensus building with partner organizations were held. JICA consultant team invited participants and held thematic meetings. Mainly topics about the establishment of OSS, draft Memorandum of Understanding (MoU) with partner organizations and management issues of infrastructures in DK SEZ were discussed. The outline of the meetings are as follows.

Table 2-3 List of Thematic Meetings with Counterpart Organizations

No.	Date	Invited organizations	Agenda of meeting
1	26 August 2020	SEZA, KenInvest, KRA, EPZA, KPLC (not attended)	<ul style="list-style-type: none"> - Outline of the project - Proposed function of OSS in SEZs in Kenya - Introduction of OSC by KenInvest - Discussions on OSS preparation by SEZA
2	6 October 2020	SEZA, KRA, Immigration, NEMA (Manager level officers from each organization attended)	<ul style="list-style-type: none"> - OSS Plan for Mombasa SEZA - Duties of seconded staff in OSC by KenInvest - Personnel management (goal setting, performance evaluation, trainings etc.)
3	8 October 2020	SEZA, Mombasa County Government (Total 4 officers from Department of Investment, Environment & Waste Management, Infrastructure, and Lands, Planning & Housing)	<ul style="list-style-type: none"> - Procedures for development and construction application in the Mombasa SEZ - Possibility of collaboration in OSS for DK SEZ
4	6 April 2021	SEZA, KEBS (Total 7 officers from Department of Quality Assurance & Inspection, Standards Development and Trade, Market Surveillance, Metrology & Testing, Planning & Strategy.	<ul style="list-style-type: none"> - Rationale of SEZ Program - Outline of the current project - Establishment of OSS in SEZs - KEBS collaboration in operationalizing OSS.
5	19 May 2021	SEZA, KEBS (Total 4 Officers from Department of Quality Assurance & Inspection, Metrology & Testing, Standards development and Trade, Human Resource & Administration)	<ul style="list-style-type: none"> - Revised proposed KEBS roles in OSS and collaboration areas between KEBS and DK SEZ - Draft MoU to be shared to KEBS for their review - Proposal to have SOP too with KEBS, in the next stage
6	30 August 2021	SEZA, Mombasa County Government (Total 12 Officers from Department of County secretary, Trade, Tourism and Investment, Water, Sanitation and Natural Resources, Environment, Waste Management, Solid waste, Urban Development and Planning, Infrastructure and Public Works.)	<ul style="list-style-type: none"> - Information sharing on the IP plan - OSS: Status of establishment of OSS - Role of Mombasa County Government (construction permits, water sewerage and solid waste)

No.	Date	Invited organizations	Agenda of meeting
7	3 Nov 2021	SEZA, KRA Customs Bonded Facilities (Total 2 Officers) KRA Resident Officer- SEZ Tatu City	-Presentation of the draft SOP Document on Fiscal Incentives and Cargo Handlings -Explanation of information collected so far on customs, and discussions -Comments were received from the customs team, which have been reflected on SOP
8	22 Nov 2021	SEZA, KRA: Domestic Taxes (Total 4 officers), Policy & International Affairs- Customs Boarder Control (6 officers), Strategy, Innovation and Risk Management (2 officers) and SEZ Tatu Resident officer	-Introduction of the overall program of SEZs in Kenya -Presentation of the DK SEZ project, and the outline of the project. -Presentation of the SOP draft document particularly on the issuance of an SEZ license, Fiscal Incentives and acquisition of an Import & Export code -Discussion and comments, and way forward

Source: JICA consultant team

2.4 Other activities in Kenya (Field work)

As technical support to SEZA, JICA consultant team engaged in the following activities.

(1) Field work in DK SEZ

- Survey period: 5 - 7 February 2021
- Participant: SEZA Engineer, JICA Expert (SEZ Development Advisor), JICA consultant team
- Summary of survey:
 - The construction progress of the Mombasa Southern Bypass Road was confirmed on ground.
 - Due to the change in the interchange design between the Mombasa Southern Bypass road (MSBR) and the DK SEZ Access road, a change in location of the proposed SEZA administration building was confirmed on ground. SEZA Engineer suggested that the access road (under the ODA loan project) can be extended in length to ensure that it reached the administration building at its new location.
 - SEZA Engineer suggested that stakeholders (the consultant team & the state departments of lands & urban planning) meet on site before the finalization of planning to take note of such existing infrastructure.
 - It was noted that there were residents (squatters) in multiple sections of the proposed SEZ, including in the location of the Industrial Park.
 - It was observed that the natural water spring inside Kaya is relied upon by the locals for water supply.



Photo 2-1 Kibundani Interchange (Adjoining to existing highway) [MSBR]



Photo 2-2 Ongoing Earthworks (Culverts on right hand side foreground) [MSBR]



Photo 2-3 Existing Settlements in the IP Zone

Source: JICA Consultant Team



Photo 2-4 Natural Water Spring with Community-built Reservoir inside Kaya

(2) Site meetings with contractors, consultants for planning purposes in Naivasha SEZ land

- Survey period: 29 April 2021
- Participant: Kenya National Highway Authority (KeNHA) Engineers, SEZA, Contractors, and National staff of JICA consultant team
- Summary of activity
 - As SEZA moves towards implementation of slope protection works, roadworks & bridge works, water works etc., there is much to be done in conducting site meetings and consulting for additional planning. On 29 April 2021, site meeting with the contractors carrying out roadworks, construction of the admin building and slope protection works was conducted to this effect to review progress, evaluate proposals and address on-site challenges with the rest of the technical team.
 - For infrastructure development that has already been designed and procured, support has facilitated the initiation and continued review of these projects. The SEZA admin block plot has been demarcated, and slope protection works are ongoing.



Photo 2-5 Site Meeting between KeNHA Engineers, SEZA, and Contractors to Review Technical Proposals



Photo 2-6 Inspection of Ongoing Protection Works in a Gully Crossing through Naivasha SEZ Land

Source: JICA consultant Team

(3) Discussion on substation location with KETRACO (Kenya Electricity Transmission Company Limited)

- Assistance period: May- June 2021
- Summary of survey:
 - As KETRACO prepares for the establishment of a power substation to serve the DK SEZ and its environs, SEZA was involved in the planning process as the authority responsible for DK SEZ land.
 - A meeting between KETRACO and SEZA was held on 12th May at the SEZA offices to discuss technical requirements for locating the substation. During this meeting, the consultant team offered support in the form of data previously acquired from the site (photos and topographical survey data).
 - From the meeting, the preliminary proposals were discussed between SEZA and the consultant team to assess the technical requirements by KETRACO for the size of the land, slope, shape of the plot and proximity to the main highway. The discussions allowed a counter-proposal to be made by SEZA with support from the consultant team. The new proposal was fitted to the IP land use plan to ensure that the location did not take up unnecessarily high-value factory land but still satisfied the KETRACO conditions for locating a power substation.
 - Additional support to SEZA was offered by the consultant team in the review of the final proposal. This included review of the plot area requested by KETRACO, identification of the option that fit all requirements, and the final agreement on the location suiting both parties. Final confirmation for this location was made by SEZA on 12 July 2021.

(4) Site visit to resettlement site (Mwea and Olkaria)

- Survey period: 26 to 28 May
- Participants: KPA (7), JICA Kenya Office (3), JICA Expert (SEZ Development Advisor), JICA consultant team (1)
- Site visit schedule:
 - 26 May: Mwea Irrigation (National Irrigation Authority)
 - 27 May: Olkaria Geothermal (Kenya Electricity Generating Company (KenGen), Kenya Electricity Generating Company)
 - 28 May: KPA, JICA discussion
- Mwea Irrigation project:
 - The residents subject to the relocation have land title.
 - Coverage of compensation: Personal assets, elementary schools, water supply facilities, access roads, electricity
 - Others: Support for capacity building (financial management) and community involvement
- Olkaria Geothermal project:
 - The residents subject to the relocation have no land title.
 - Coverage of compensation: Relocation site development, access road, school, community hall
 - Other: Relocation is "involuntary", so compensation more than the asset value is required (livelihood, social license), always listen to the residents.
- KPA, JICA Protocol:
 - Through the site visit, KPA showed willingness to take action on the relocation of residents increased.
 - It was agreed, at the participant level, to develop a relocation site within Mombasa SEZ.
 - In collaboration with the grant team, materials that can be considered for relocation by KPA will be prepared in June (selection of potential relocation sites, changes in past land ownership, action to be taken, etc.).



Photo 2-7 Water supply facilities at the relocation site (Mwea)



Photo 2-8 Renovated elementary school at the relocated site (Mwea)



Photo 2-9 Housing complex at the relocation site (Olkaria)

Source: JICA consultant Team



Photo 2-10 Communal water faucet at relocation site (Olkaria)

(5) Site visit to construction area of administrative building in DK SEZ

- Survey period: 11-12 August 2021
- Participants: KETRACO, SEZA, Contractor, National staff of JICA consultant team
- Summary of site visit
 - Confirmation of substation site by KETRACO and IP plan
 - Confirmation of administration building and IP



Source: JICA consultant Team

Photo 2-11 Site Survey by KETRACO, SEZA, National Staff

Chapter 3: Capacity Building of SEZA for Development of DK SEZ

This chapter summarizes the results of the work carried out to support the establishment of SEZA's implementation system for the development and operation of DK SEZ.

3.1 Examine operation strategy and implementation organization of SEZA as a supervising body

DK SEZ is planned to be managed by SEZA directly, and JICA consultant team introduced examples of SEZ management (e.g. SEZ outline, SEZ management organizations, human resources, types of management) in other countries and examined the possible management structure of SEZA:

- Managed by public entity: Sihanoukville Port SEZ (SPSEZ) in Cambodia; Industrial Parks Development Corporation (IPDC) in Ethiopia, and Hoa Lac High Tech Park (HHTP) in Vietnam
- Managed by public and private partnership (managed by public-private joint venture): Thilawa SEZ in Myanmar
- Managed by private company: Phnom Penh SEZ (PPSEZ) in Cambodia

3.2 Examine and propose function, relationship with related organizations required to develop and operate One Stop Services (OSS)

- (1) Organization of major OSS functions required in DK SEZ and confirmation OSS implementation and operation system

Necessary OSS functions and responsible organizations were confirmed with SEZA through regular meetings. The first thematic meeting with KenInvest was held to confirm One Stop Center (OSC) managed by the agency: e.g. OSS functions, steps and actions taken for establishment of OSC, authorities given to seconded officers, etc. The second thematic meeting was organized to invite Kenya Revenue Authority (KRA), Department of Immigration Services and National Environmental Management Authority (NEMA); after a presentation was made on DK SEZ in general and process to establish OSS, participants discussed expected OSS functions and roles for respective organizations. The third thematic meeting was held with Mombasa County Government to brief an overview of DK SEZ, and to exchange views on the role of the County government in the development of DK SEZ.

In addition to the three organizations (i.e. KRA, NEMA, Immigration), consultation on OSS with Kenya Bureau of Standards (KEBS) started in January 2021, upon request from Acting CEO of SEZA. The fourth thematic meeting was organized (the first meeting with KEBS) to explain DK SEZ in general and process for establishment of OSS, and participants brainstormed expected OSS functions and roles of KEBS. During the fifth thematic meeting (the second meeting with KEBS), discussion covered details such as expected OSS functions and responsibilities, staff and other conditions. In parallel with this, SEZA requested cases of standards in other countries, and JICA consultant team introduced examples from Thailand, Vietnam and Cambodia. The consultant team also collected public documents on harmonization of cargo logistics, since several government agencies, including KEBS and KRA as lead agencies, are involved in physical inspection of cargos at ports of entry.

For KRA in particular, the content of the SOP was confirmed through stakeholder meetings because of the complexity of the procedure.

(2) Organization of necessary personnel, budget, and office space for OSS operation

In the first stakeholder meeting, it was confirmed with KenInvest to agree on conditions with KRA, NEMA and Immigration for OSC; e.g. number of seconded staff, roles and responsibilities, necessity of trainings and other human resource development programs, etc. Based on the above discussion, JICA consultant team discussed and confirmed with SEZA OSS functions, number of staff and other conditions necessary for operation of DK SEZ.

(3) Study of procedures and processes up to the establishment of OSS, preparation of an implementation plan specifying the schedule and the person in charge of each work item, and preparation of a "proposal for the establishment of an OSS preparation organization

JICA consultant team drafted a roadmap for establishment of OSS in DK SEZ. The draft roadmap is designed that, before operation OSS services are mainly provided by OSC in Nairobi in collaboration with KenInvest, then necessary OSS functions are gradually established in the medium and long term.

(4) Draft OSS agreement (MoU)

It was confirmed with KenInvest that the agency signed MoU with their partner organizations rather than Service Level Agreement (SLA), as the former is legally non-binding. After consultations with SEZA, it was agreed to use MoU for DK SEZ as well for the time being.

JICA consultant team made the first draft MoUs with KRA, NEMA and Immigration, revised them based on the comments by SEZA via regular meetings and in writing, and finalized the documents. In early December 2020, SEZA forwarded the draft MoUs to the three organizations for review and comments. Later SEZA and JICA consultant invited KEBS to the stakeholder meetings, and the first draft of MoU was forwarded to KEBS.

Status of draft MoUs is as follows:

- KRA: suggested revision and comments were forwarded by KRA in November 2021, and SEZA's counter-comments were sent to KRA in December 2021.
- NEMA: confirmed in January 2021
- Department of Immigration: confirmed in January 2021
- KEBS: final version with revision was forwarded by KEBS in November 2021

3.3 Outcomes of capacity building of SEZA for development of DK SEZ

(1) SEZ operation and management

The OSS operation and management were summarized in terms of functions required for OSS, related organizations and their roles, service locations of OSS (Nairobi and Mombasa), and roadmap for establishing OSS. Details are attached in annex 4.

(2) Draft MoU

The draft MoU on OSS was prepared for four organizations: i.e. KRA (tax and customs), NEMA (environmental permit), Department of Immigration (work permit), and KEBS (standards), after a series of consultations with respective organizations. Details are attached in Annex 3.

(3) SOP

The Standard Operating Procedure (SOP) was developed to (1) serve as a guiding reference to SEZA on OSS programme in SEZs, and; (2) to provide SEZ enterprises with detailed processes and procedures of licenses and permits which are expected to be provided by OSS. This SOP document consists of two parts. The first part introduces an overview of OSS programme, such as positioning of OSS in SEZs, necessary OSS functions, and roadmap for establishment of OSS. In the second part, SOP compiles governmental process and procedures of: company registration and import-export code, tax incentive for SEZ enterprises, environmental permit, work permit and freight forwarding; this comes with application forms, relevant laws and regulations, manuals and guidelines. Details are attached in Annex 4.

3.4 Results of technology transfer to SEZA

(1) Technical transfer for SEZ operation

JICA consultant team introduced SEZ management (e.g. SEZ outline, SEZ management organizations, human resources, types of management) in other countries: i.e. Sihanoukville Port SEZ (SPSEZ) in Cambodia (managed by public entity), Industrial Parks Development Corporation (IPDC) in Ethiopia (managed by public entity), Thilawa SEZ in Myanmar (managed by public-private joint venture), Hoa Lac High Tech Park (HHTP) in Vietnam (managed by public entity), and Phnom Penh SEZ (PPSEZ) in Cambodia (managed by private entity).

JICA consultant team discussed with SEZA the operation of DK SEZ in detail, including OSS establishment and IP detailed plan preparation. Through discussions with officials of planned SEZ (e.g. Naivasha SEZ), Tatu City SEZ which is in early period of operation, and Athi River EPZ/EPZA with long years of operation, JICA consultant team assisted SEZA to understand the actual situation of SEZ operation.

During a process of SOP development, consultations were conducted with relevant organizations, including a resident officer from KRA at Tatu City SEZ who updated SEZA on operational situation the SEZ; in particular, SEZA manager confirmed operational challenges on the handling of duty-free imported products and customs duties.

(2) Technical transfer on OSS

Regarding OSS, JICA consultant team assisted SEZA in identifying necessary OSS functions for SEZ operation, concretizing phased establishment of OSS based on the progress of SEZ development, and developing a roadmap for OSS establishment including a collaboration with One Stop Center (OSC) managed by KenInvest in Nairobi. A series of consultations were conducted with key OSS organizations (i.e. KRA, Department of Immigration, NEMA, KEBS), and based on the discussion results SEZA with technical assistance of JICA consultant team prepared and presented draft MoUs. After confirmation and consultation with respective organizations, the draft MoUs were finalized.

In addition to the above, JICA consultant team supported SEZA to compile licenses and permits that the above four organizations are responsible for (i.e. company registration and import export code, tax incentives for SEZ enterprises, environmental permit, work permit, freight forwarding) into Standard Operating Procedure (SOP).

With support of JICA consultant throughout the project implementation period, SEZA will become familiar with a process of establishing OSS, service locations at different stages of OSS operation, and consensus-building with partner agencies on OSS; it will be helpful in facilitating consultations and coordination with the partner organizations through stakeholder meetings, e-mails, etc.

It should also be noted that by engaging SEZA officials in a process of SOP development, ownership of SEZA on SOP will be nurtured; and through a series of consultations with relevant organizations, SEZA and counterpart organizations agreed to continue discussions on OSS operation.

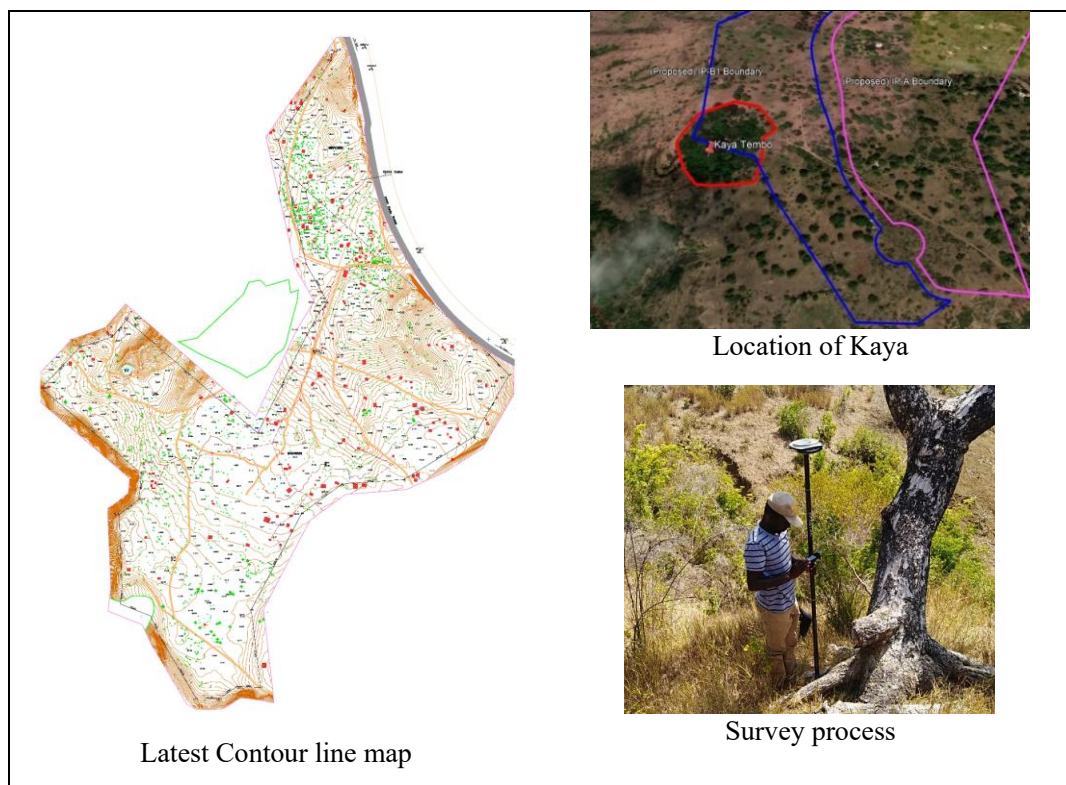
Chapter 4: Planning Capacity of SEZA for DK SEZ Development

This chapter summarizes the results of the work carried out to strengthen SEZA's planning capacity for the operation of DK SEZ.

4.1 Coordinate and compile common facility in Industrial Park Zone in DK SEZ

(1) Industrial Park area topographic map preparation support

JICA consultant team supported to prepare topographic survey ToR for SEZA. Then, the survey was completed on 24 April 2021, and local engineer from JICA consultant team who followed the survey process reported the result to SEZA. Since Kaya (sacred forest shrine) was found in the IP Zone during the survey. Land use plan and infrastructure plan were revised to remove the Kaya area from IP plan. In addition, contour line data for the entire IP site was created, and the IP boundary line, existing natural conditions and structures on the site were confirmed on site.



Source: JICA consultant team

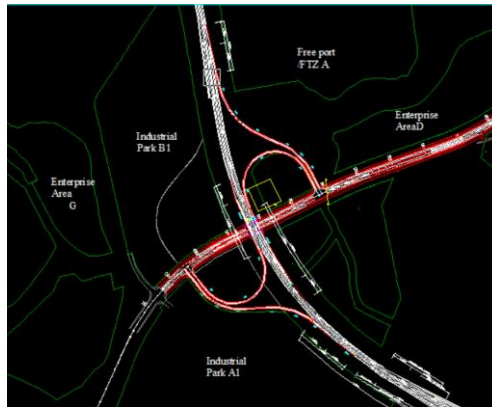
Figure 4-1 Topographic Survey

(2) Confirmation of DK SEZ latest land use and relevant plans

Regarding the land use plan, the following three points were implemented.

- Confirmation of the latest land use plan information updated in the 2019 JICA Mombasa Special Economic Zone Development Project Preparatory Survey Project.

- Reflect the Interchange ramp layout of the Southern Bypass and access road plan to IP plan.
- Prepared a land use plan for the Industrial Park zone and proposed it to SEZA.
- The latest Mombasa Southern Bypass ramp layout plan and elevation data were confirmed and reflected to the IP plan as shown in the figure below.



Latest Interchange Ramp Plan



Change interchange ramp in IP Plan

Source: JICA consultant team

Figure 4-2 Design Change of Interchange Ramp

(3) Confirmation of Industrial Park off-site infrastructure status

The following Off-site infrastructure information was confirmed.

- Road: Main entrance location (KeNHA)
- Stormwater drainage: Rainwater drainage discharge destination (SEZA)
- Clean water: WDC supply status (KPA / Mombasa Water Supply Sanitation Collaborative Council (WSSC))
- Sewage: Sewage treatment plant BOT status (Mombasa WSSC)

Regarding the substation that was being confirmed last time, KETRACO proposed four locations to SEZA as shown in the figure below (left). It was discussed with SEZA and presented the following figure (right) as a counter proposal to KETRACO from the following viewpoints.

- The substation site does not affect the existing IP plan.
- The high-voltage transmission tower and transmission line plan to the substation does not affect the IP plan.
- Interchange ramp Placed in a location other than high value-added land.

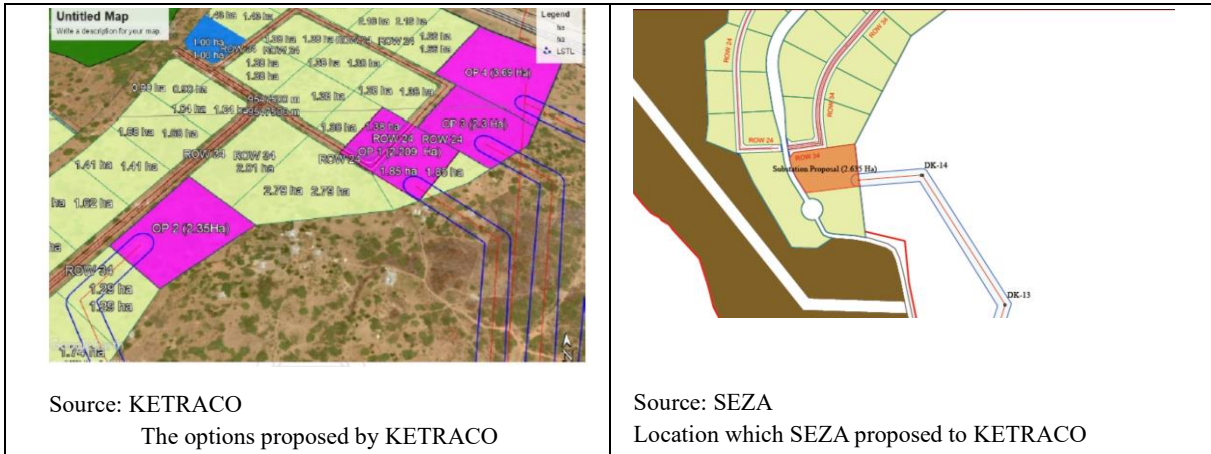


Figure 4-3 Location of Substation

(4) Industrial Park land use plan preparation

All necessary functions required by Industrial Park, such as industrial land, utility land, administration building, etc. were proposed and confirmed with SEZA. Also, the team explained to SEZA about the width of the road (Right of Way) including the placement of utilities. The land use plan map is shown in Figures 4-4 and 4-5 below.

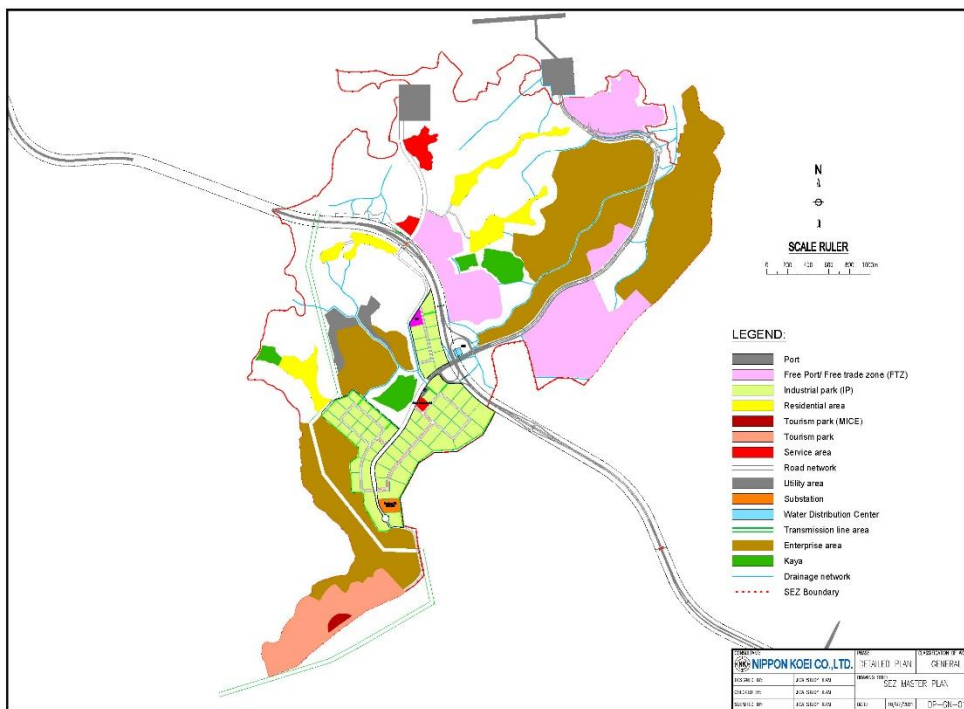
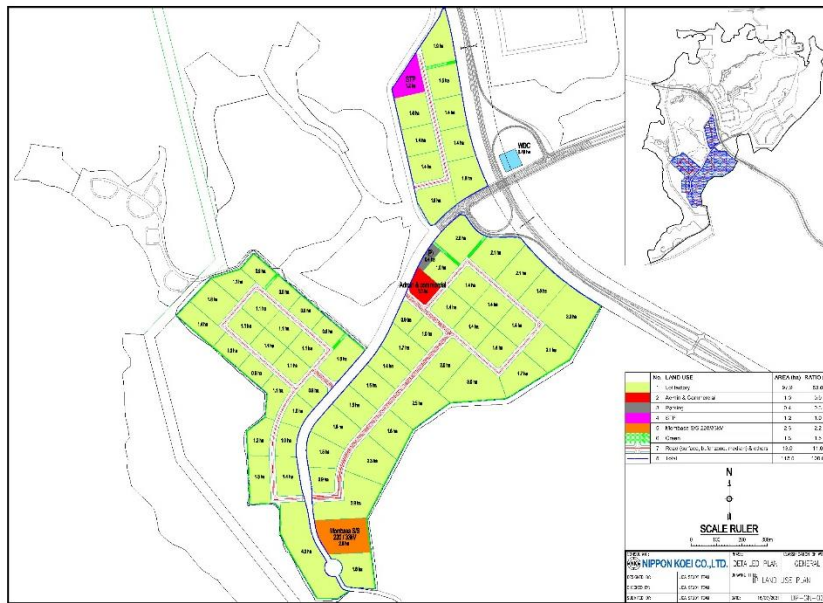


Figure 4-4 IP Land Use Plan in Overall DK SEZ



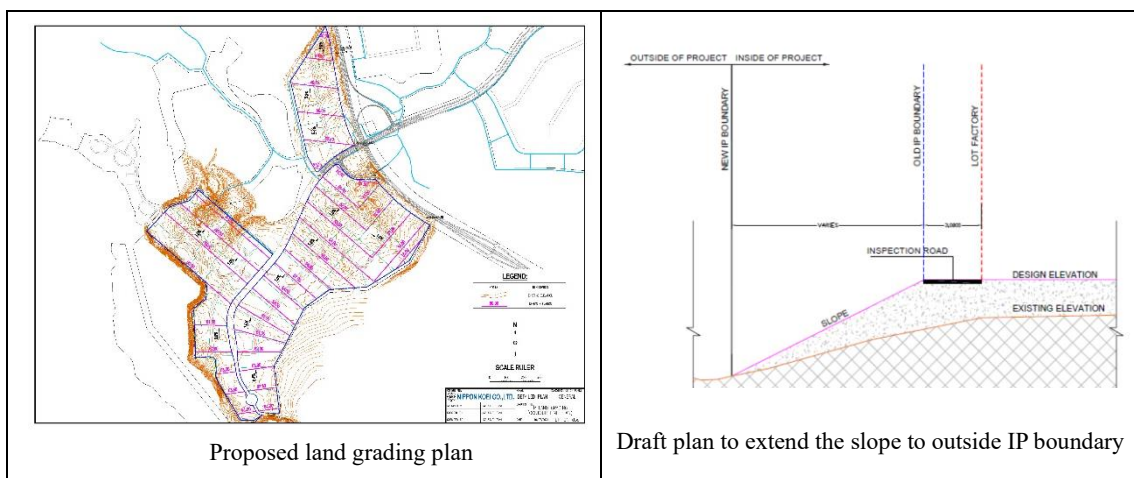
Source: JICA consultant team

Figure 4-5 Figure IP Land Use Plan

Based on the latest survey data, an overall preliminary land grading plan was proposed for the IP zone, taking into consideration the following items.

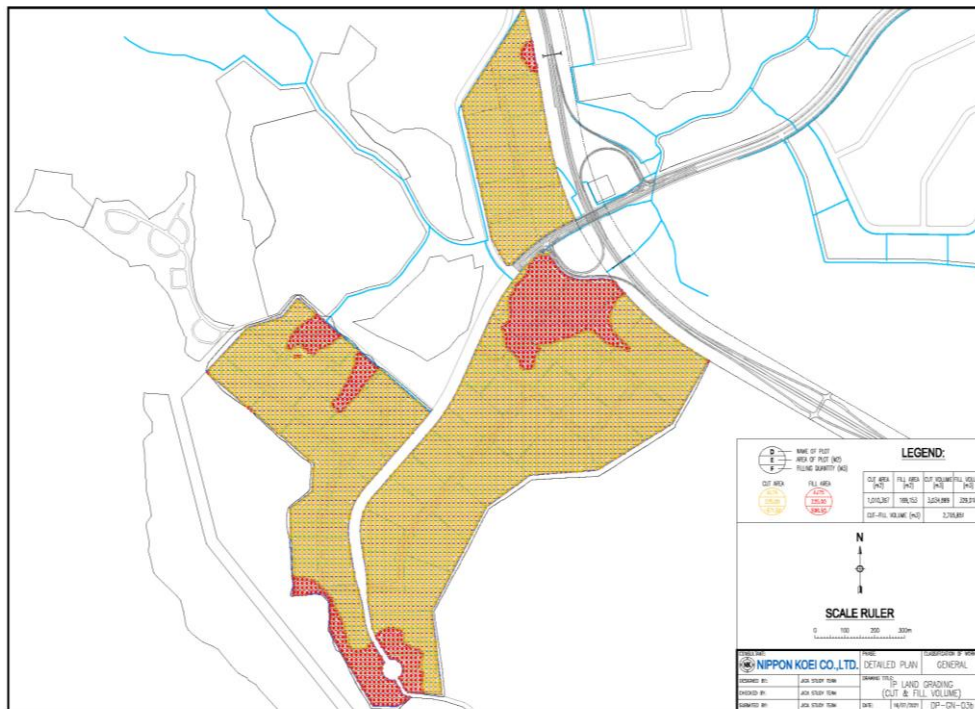
- Elevation around the Interchange ramp and elevation around the boundary
- Balance of soil volume in the entire SEZ
- A gentle slope suitable for future factory site construction
- In order to maximize the factory lot of the current plan, the slope around the boundary will be extended to the outside of the boundary

In addition, the policy for the extra cutting soil allocation and its management were discussed with SEZA.



Source: JICA consultant team

Figure 4-6 Figure IP Land Use Plan



Source: JICA Study team

Figure 4-7 Cut-Fill Plan

(5) Infrastructure demand forecast

The basic unit demand was set with reference to the Mombasa SEZ Master Plan, and the demand forecast for each infrastructure (electricity, waste, clean water, sewage) was prepared and explained to SEZA.

The demand forecast based on the updated land use plan has been revised. Updated the demand forecast for each infrastructure is shown in in the table below.

Table 4-1 Utility Demand Forecast

Functions	Net Area (ha)	Ratio of land	BCR	Floors	Floor area	Estimated workers	Electricity		Solid Waste			Water Supply		Sewage	
			(%)		(ha)	1/50m2	Unit Demand (kVA/ha)	Demand (MVA)	Unit generation	Unit	Demand (ton/day)	Unit Demand	Unit	Demand (m3/day)	80% of water supply
Industrial area (Factory lot)	97.9	83%					300	29.4	135	ton/ha/y	55.1	40	m3/ha/d	3,916	3,133
Admin & Commercial	1.0	1%	60%	4	2.2	300	600	0.6	0.6	kg/c/d	0.18	6	liter/m2/d	130.9	105
Unit lity area (STP, S/S)	3.8	3%				20	140	0.5	0.6	kg/c/d	0.012	200	liter/c/d	4	3
Road (buffer zone, median, green)	15.3	13%					30	0.5	30	kg/c/d	-	0.5	liter/m2/d	76.5	61
Total	118					220		31			55			4,127	3,302

Source: JICA consultant team

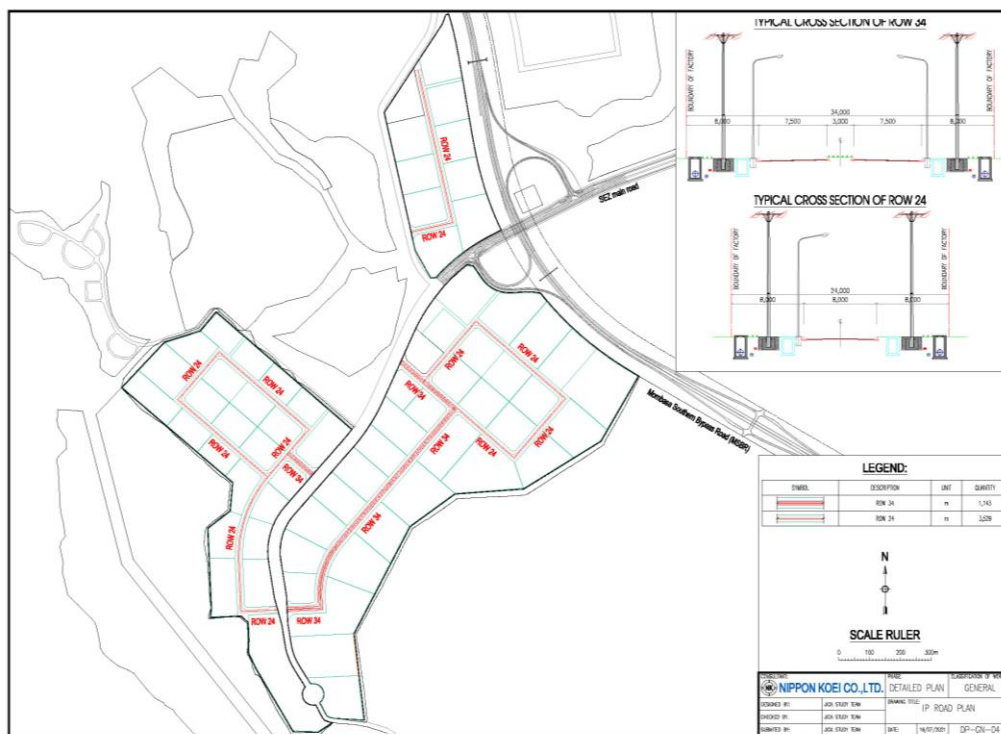
(6) Industrial Park preliminary on-site infrastructure development plan

Regarding the infrastructure in the IP zone, the following items were examined and explained to SEZA.

- Road standard cross section
- Stormwater drainage plan
- Water supply plan

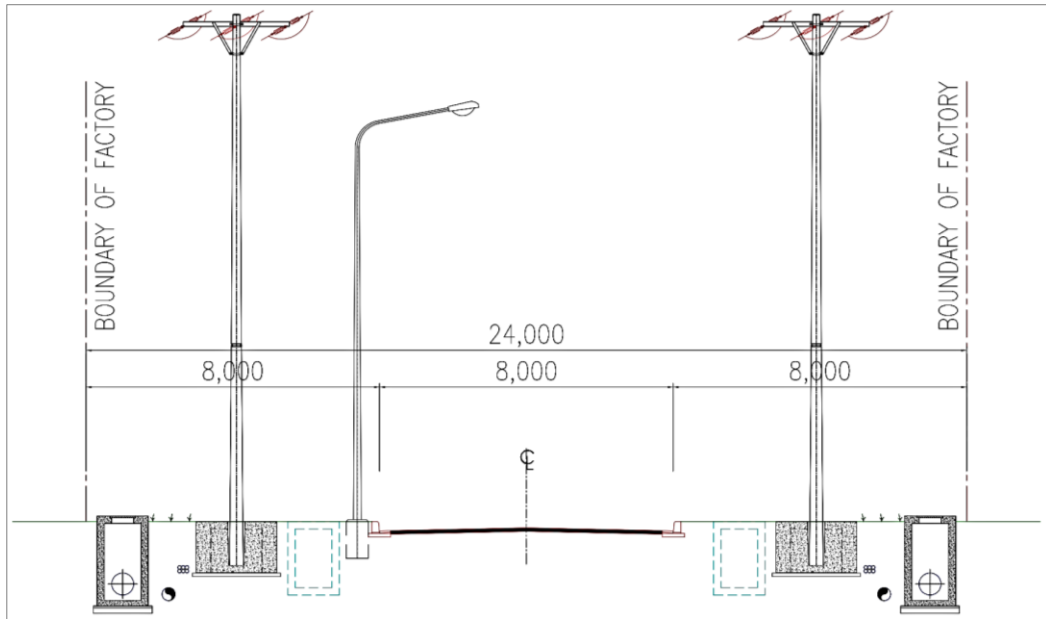
- Sewage plan
- Power supply plan
- Communication plan
- Waste management plan

Each infrastructure plan was updated according to the latest survey map and development plan. Detailed drawings are shown below.



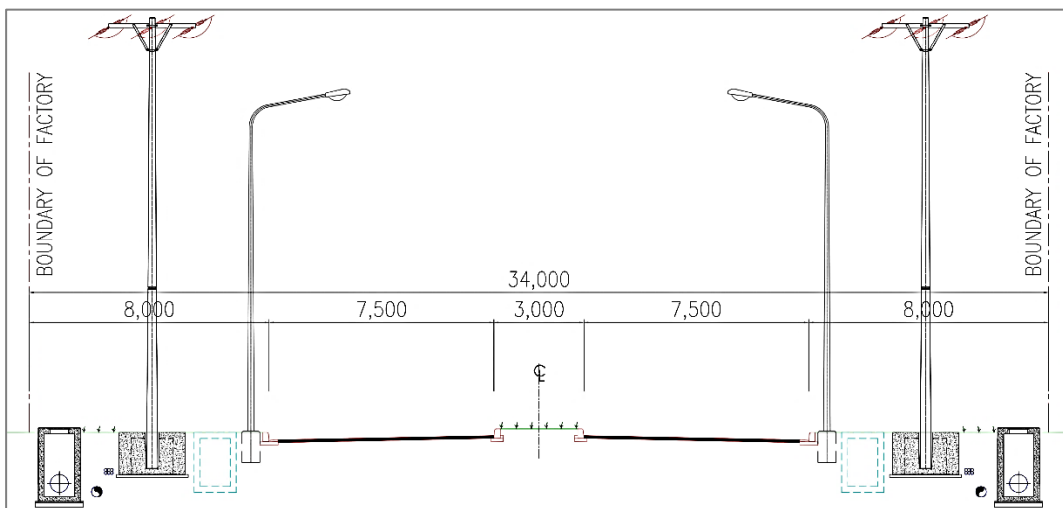
Source: JICA consultant team

Figure 4-8 Road Plan



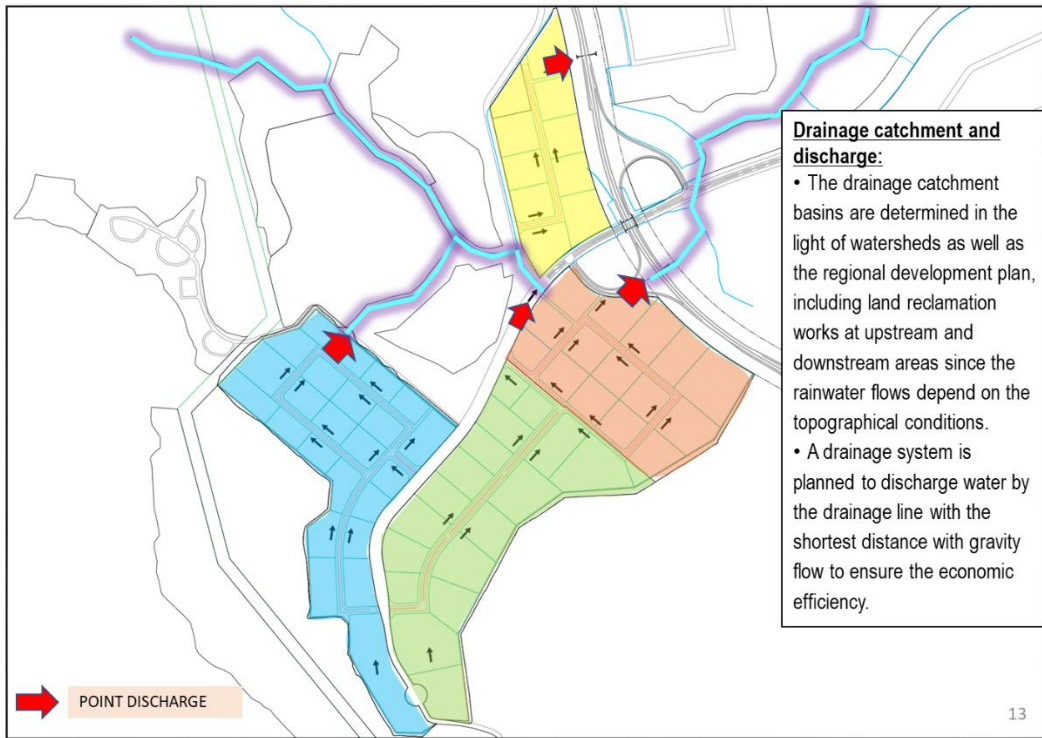
Source: JICA consultant team

Figure 4-9 Road Cross Section Plan (ROW 24m)



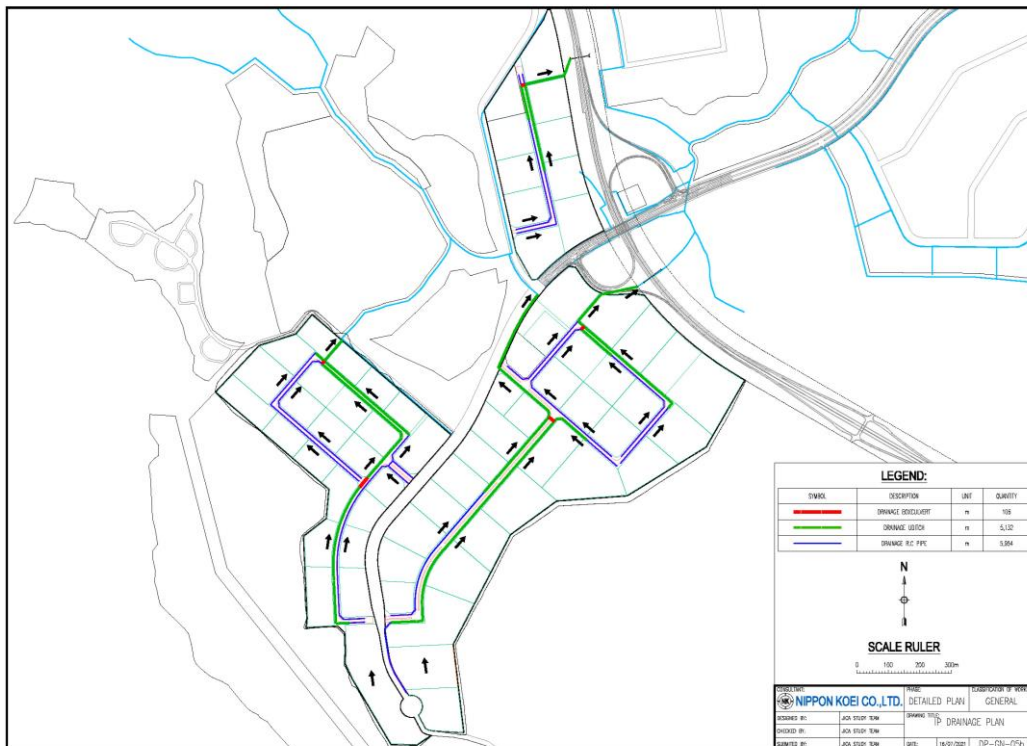
Source: JICA consultant team

Figure 4-10 Road Cross Section Plan (ROW 34m)



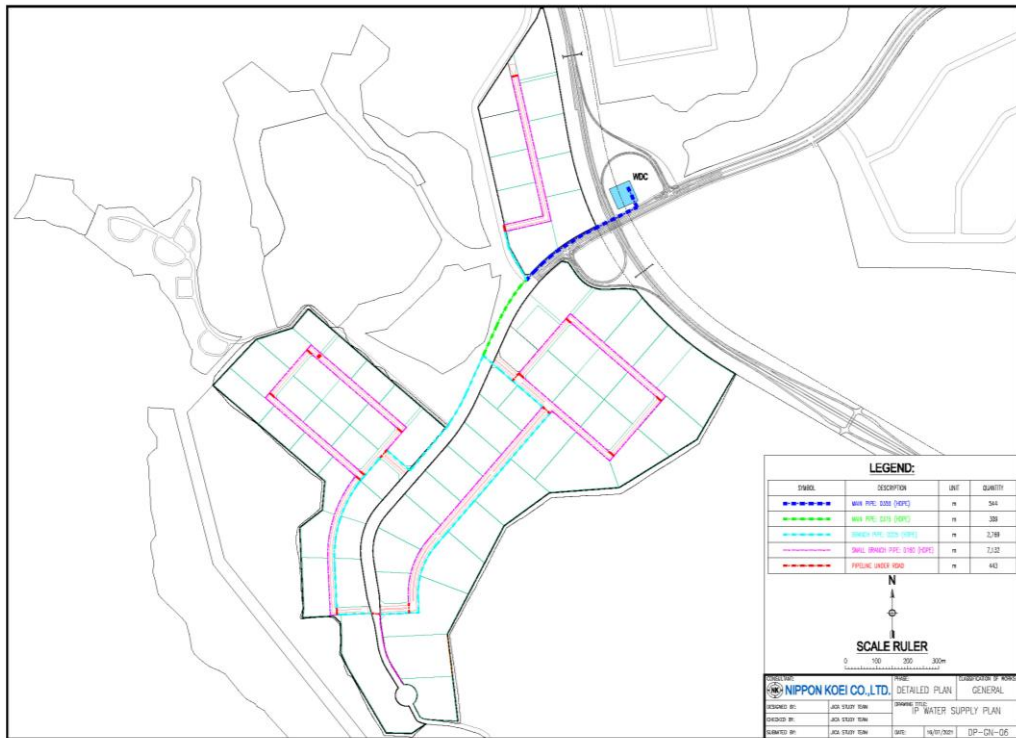
Source: JICA consultant team

Figure 4-11 Drainage Catchment Area Plan



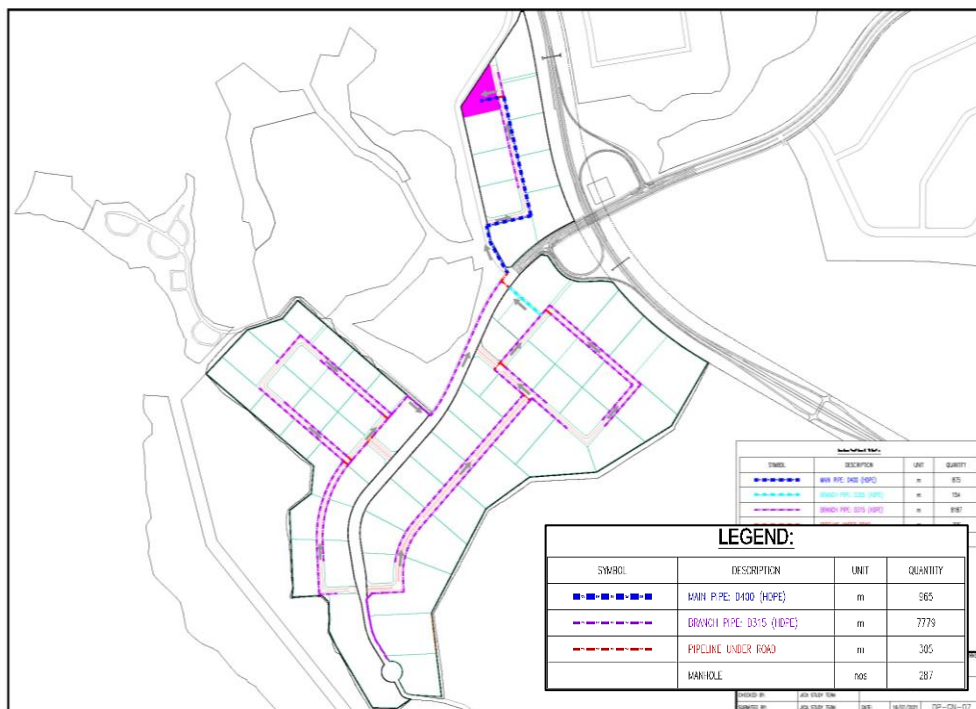
Source: JICA consultant team

Figure 4-12 Wastewater and Drainage Network Plan



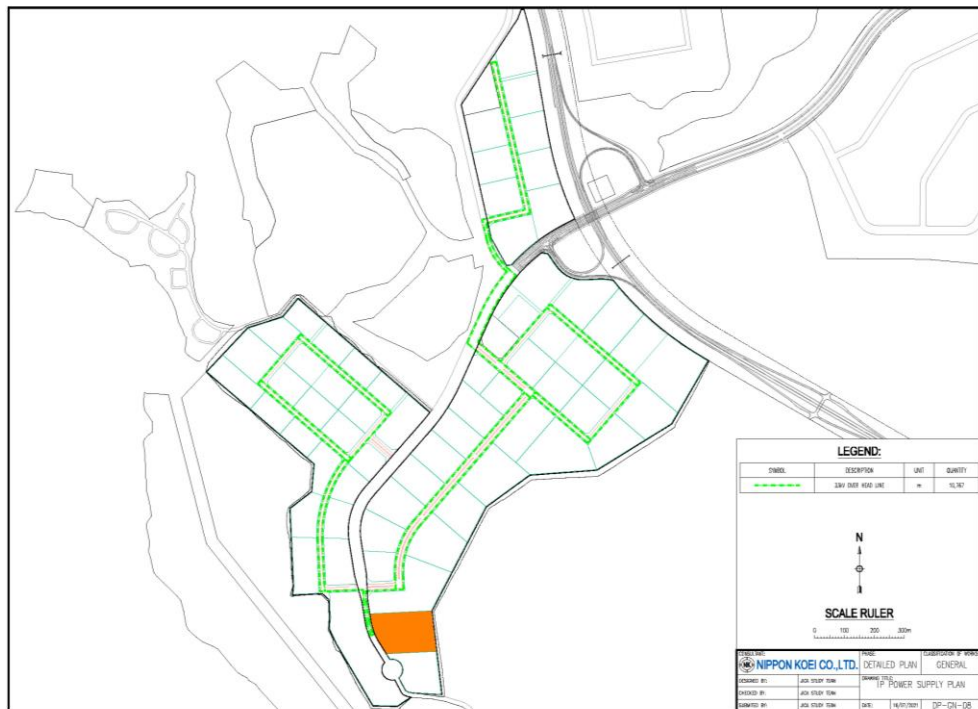
Source: JICA consultant team

Figure 4-13 Water Supply Network Plan



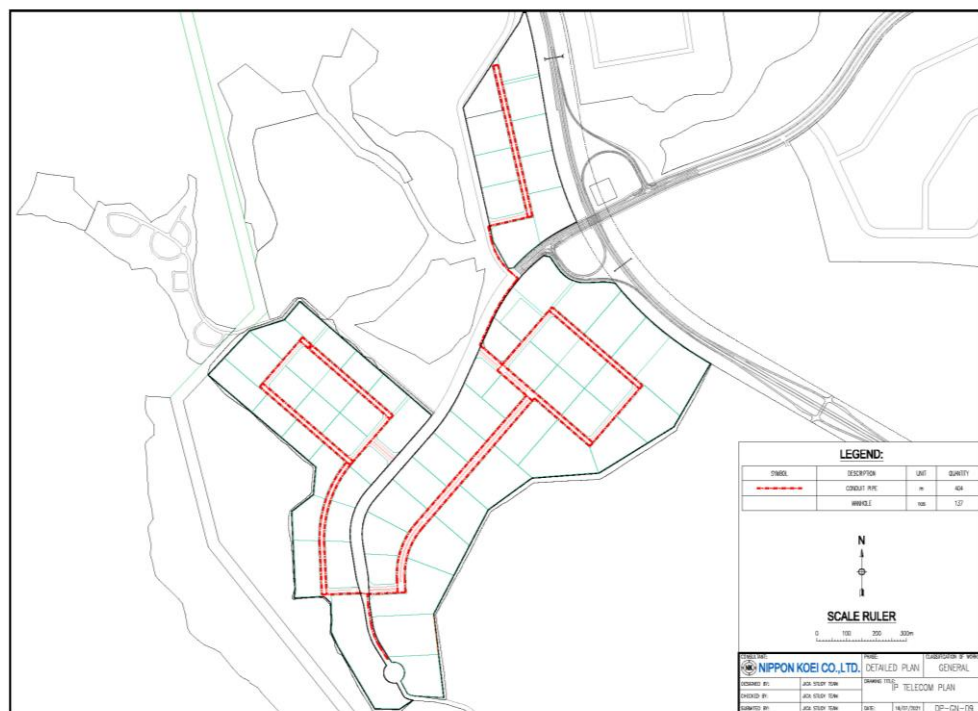
Source: JICA consultant team

Figure 4-14 Sewerage Plan



Source: JICA consultant team

Figure 4-15 Power Supply Plan



Source: JICA consultant team

Figure 4-16 Communication Plan

(7) Preliminary cost estimation

Bill of Quantity (BOQ) for preliminary cost estimation was prepared.

A unit price list was created with reference to the unit price of Mombasa-related projects and the unit price announced by the Ministry of Industry of Kenya. The construction cost and consultant cost of the sewage treatment plant were confirmed. Preliminary cost estimation is shown in below Table 4-2.

Table 4-2 Preliminary cost estimation for IP development

No.	Description of work	Unit	Combined Unit price	Quantities	Total Cost
			(USD)		(USD)
1	Land grading work				
	Cutting	m3	6.0	3,034,869	18,209,214
	Land filling	m3	3.0	329,018	987,054
2	Road work				
	Row 34	m	1,772.2	1,143	2,025,623
	Row 24	m	907.1	3,529	3,201,306
3	Drainage work				
	Box culvert	m	796.0	106	84,376
	U-ditch	m	300.0	5,132	1,539,600
	R.C pipe	m	100.0	5,954	595,400
4	Water supply work				
	D355	m	165.0	544	89,760
	D315	m	114.0	309	35,226
	D225	m	71.0	2,769	196,599
	D160	m	61.0	7,132	435,052
	Pipe under road	m	272.0	443	120,496
5	Sewage work				
	D400	m	399.0	875	349,125
	D355	m	244.0	154	37,576
	D315	m	192.0	8,187	1,571,904
	Pipe under road	m	272.0	306	83,232
	Manhole	no's	651.0	297	193,347
	Wastewater treatment plant	m3	500.0	3,274	1,637,000
6	Power supply work				
	33kV overhead line	m	49.6	10,767	533,700
	Street lighting pole	no's	509.0	226	114,791
	Lighting underground cable	m	72.6	11,680	847,810
7	Telecommunication work				
	Conduit pipe	m	60.0	404	24,215
	Manhole	no's	650.0	137	89,079
8	Gate work				
	Gate	no's	55,800.0	4	223,200
9	Fence work				
	Fence	m	246.5	9,836	2,424,082
10	Total Construction cost				35,648,767
	Management cost			20%	7,129,753
	Contingency			10%	3,564,877
	Engineering consultancy fee			5%	1,782,438
	Overall total project cost				46,343,397
	Average cost per m2			USD/m2	39

Source: JICA consultant team

(8) IP detailed plan development schedule and workflow

JICA consultant Team summarized all work contents and schedule in creating a detailed plan for the IP and explained it to SEZA. In addition, at the request of SEZA, a ToR was created and explained to SEZA on the general IP development flow and the implementation method of the detailed plan.

While confirming the actual work contents and procedures with SEZA, the flow of the development plan for the IP zone and the implementation method of the detailed plan were explained.

4.2 Support for procurement of Administration Block in Industrial Zone and related facilities

In line with the procurement procedure for the administration building in the SEZA industrial park zone, the JICA consultant team reviewed the layout of the administration building site and the facility layout according to the functions of the administration building and explained it to SEZA.

Considering the access from the interchange ramp, the function of the administration building, and the land use plan for the entire IP, the location of the administration building was advised to SEZA and the location was decided. The location is shown in the above IP land use plan Figure 4-5, and the area is planned to be about 1 ha as requested by SEZA.

4.3 Support for preparing road map for Priority Area of Phase 1 development

With consideration of investment efficiency, for overall 188ha IP area development, it is recommended to be carried out in one phase. The overall implementation schedule is assumed as shown in the table below.

Table 4-3 Implementation schedule for IP area development

ROAD MAP FOR IP AREA IMPLEMENTATION		2021	2022	2023	2024	2025	2026	2027
Work items	Action by							
1 Detailed Master Plan Preparation	SEZA/JICA	■						
2 Master Plan Approval	SEZA		■					
3 RAP Approval	NLC/Cabinet	■	■					
4 Resettlement relocation	SEZA		■	■				
5 Off-Site water supply & reservoir	CWWDA	■	■					
6 Off-site power supply & power substation	KETRACO		■	■				
7 Mombasa Southern Bypass Road	KeNHA	■	■					
8 Tender for consultancy service for design works	SEZA		■	■				
9 Basic design & Detailed design for IP area	SEZA			■	■			
10 Tender for selection of contractors	SEZA				■	■		
11 Land grading works	SEZA					■	■	
12 Road works	SEZA						■	■
13 Utility works (Drainage, water, wastewater, power, telecom etc.)	SEZA/authorities						■	■
14 Administration Building construction	SEZA		■	■				
15 Marketing for investors	SEZA		■	■	■	■	■	■
16 Completion of IP area infrastructure development	SEZA							■

■ Flexible period ■ Tender works

Source: JICA consultant team

4.4 Support for Phase 1 (priority area) marketing

With a view to the participation of private companies, information necessary for marketing was provided to SEZA.

- Points to keep in mind in SEZ management,
- List of items of financial balance affecting SEZ management
- Marketing idea based on land use plan

- Administration building location based on convenience and safety of tenants (SEZ Enterprise)
- Fence and gate planning
- Development of each infrastructure
- Idea and sharing of Operation and Management

Technical assistance on the marketing to SEZA was also carried out through the activities to produce promotional material in conjunction with the revised IP plan.

Financial analysis of IP

The financial analysis of the DK SEZ development were examined based on the detailed plan and cost estimates of IP. The conditions and results of the financial analysis are presented below.

(1) Condition of the analysis

- Conduct cash flow analysis taking into account of revenue and expenditure
- Project term: 50 years

(2) Condition of the revenue

- Revenue source: land lease, office rental fee, management fee
- Land lease (leasable area 97 ha): Divide the industrial zone into 4 zones and start leasing from the area where the development has progressed, contract for 2 sections / year in each zone
- Office rental (rentable area 1,432 m²): Three floors of the administration building are used as rental space, occupancy rate: 70%

(3) Condition of the expenditure

- Expecting 3-year development, the construction fee was divided into each year
- O&M cost: expected to be 3% of the construction fee

(4) Analysis result

- In both cases where the construction cost is included in the analysis and where it is not, the revenue cannot cover the expenditure.
- Since the purpose of SEZs is to promote industry and create employment, public funds are required for development.
- It is also necessary to update land prices (including price increases) and review O&M expenses in line with demand.

4.5 Introduce case study on SEZ management and tasks, promote understanding of personnel, know how, budget and authority for direct management

Similar development cases in Cambodia, Ethiopia, Vietnam, and Myanmar were introduced to SEZA, including the organizational structure, methods of private sector participation, and sources of financing. In response to SEZA's request, JICA consultant team also introduced the details of the industrial park in Ethiopia, especially on its size, feature, and services.

4.6 Support making promotional material for Industrial Park (CG of Industrial Park and brochure)

JICA consultant worked with SEZA to make promotional material for IP. The presentation by JICA consultant team and discussions in the meetings were held with SEZA. The process was the following:

- Identify the target, purpose of brochure, standing point of brochure compared with other publications by SEZA and KenInvest
- Analyze the marketing points of IP based on the result of detailed plan and JICA Master Plan study
- Set the layout and design which is appropriate with the corporate image of SEZA
- Instructions to the design company

4.7 Outcome of the Planning Capacity of SEZA for DK SEZ Development

(1) Technical report of Detailed Plan for Industrial Park Development in Dongo Kundu SEZ

Technical report of detailed plan for IP Development in DK SEZ was formulated. This report was prepared for the development approval process of SEZA. The report summarizes the background and objectives of the project, related organizations, detailed plan, project implementation and maintenance. Details are given in Appendix 5.

(2) Manual for Industrial Park Development in DK SEZ

The manual for Industrial Park Development in DK SEZ was formulated based on the detailed plan. This document compiles the following points. Details are given in Appendix 6.

- The process of master plan, design, and construction management of IP and the considerations for each
- Types and accuracy of drawings required at each stage of development
- Procedures for detailed plan formulation
- Guidelines for detailed plan: concept of land use (zoning, lot allocation), concept of infrastructure, maintenance and management of facilities
- Marketing and finance
- IP management

4.8 Result of technology transfer of SEZA for planning capacity of DK SEZ development

In previous stage, JICA consultant Team introduced the scope of work and process for IP plan to SEZA and assisted in the preparation of the ToR. The team also explained the principles of land use plan and case studies of best practices to SEZA and worked to prepare Draft land use plan.

In this stage, based on survey data, land use plan and infrastructure plan for each sector were prepared and explained to SEZA. In a regular meeting, JICA consultant team also introduced the planning principles on each planning item, especially discussion on land grading plan were carried out several times.

Based on the results, SEZA develops plan of Naivasha SEZ (including commissioning the preparation of the SEZ plan).

Chapter 5: EAC SEZ Survey

In order to promote the development, operation, and commercialization of DK SEZ, it is necessary to understand the SEZ situation in the EAC countries and establish a common policy for SEZ operation within the EAC. JICA consultant team supported conducting a survey on SEZ situation in EAC countries. The objective of the survey is to understand the current SEZ situations in the EAC Partner States; and also to promote operation of DK SEZ; and collect basic information that will assist in establishing a common policy for SEZ operation in the EAC. This chapter highlights the progress and remaining activities until the end of the project.

5.1 Outline of the study

The overall outline of the survey is compiled in the Inception Report that was submitted to EAC Secretariat in April (Appendix 8). The outline of the survey is as follows:

(1) Survey period

The survey period was three months from April to June 2021 but there was a delay in conducting the questionnaire survey due to delay of three weeks in seeking concurrence with the EAC secretariat on the developed questionnaires for the survey. This delay led to sending the questionnaire to the stakeholders during the respective EAC Partner States National budgetary phase leading to further delay in receiving response on the completed questionnaires. It is therefore expected that the questionnaire survey would be completed by end of July 2021 and revised draft SEZ policy for EAC be prepared and final report be submitted before 15 August 2021. Since the response on the questionnaire was further delayed, the survey had continued until the end of November, 2021.

(2) Output of the survey

The work includes to compile the following outputs.

- Situational analysis report;
- Comparative analysis report of the status and gaps of SEZ in the Partner States;
- Draft final report;
- Final report; and
- Revised draft SEZ policy for EAC.

(3) Target countries

The study's target countries are the EAC Partner States i.e. the Republic of Kenya, the Republic of Uganda, the United Republic of Tanzania, the Republic of Rwanda, the Republic of Burundi, and the Republic of South Sudan.

(4) Work schedule and items

The items of the survey are shown below.

Item 1	Desk Work Review
Item 2	Questionnaire survey and web-based interview survey
Item 3	Analysis of the extent to which existing SEZ firms compete with domestic firms in order to address the sales threshold issue
Item 4	Assessment of economic impact of SEZs in the Partner States in terms of investments, exports and employment, nature of SEZs in the EAC Partner States and whether investments are local or foreign
Item 5	Identify backward and forward linkages of the SEZs in the EAC Partner States
Item 6	Final Report preparation

5.2 Points of the survey

(1) Discussion and consultations with EAC Secretariat and JICA Expert

The kick-off meeting of the study was held on 7 of April with EAC Secretariat and JICA Expert (SEZ Development Advisor) and JICA consultant Team continued discussion on the survey method and implementation. The outline of the meetings are as follows.

Table 5-1 List of Meetings for EAC SEZ Survey

No.	Date	Invited organizations	Agenda of meeting
1	7 April 2021	EAC Secretariat, JICA Expert	- Self-Introduction - Presentation of draft inception report
2	6 May 2021	EAC Secretariat, JICA Expert	- Introduction - Situational Analysis report - Questionnaire Survey
3	22 June 2021	JICA Expert	- Progress of work - Current challenges

Source: JICA consultant team

(2) Desk work review

The desk work review was carried out as per the schedule and various documents were reviewed including some of the available secondary data. The questionnaire was drafted based on the work derived from the desk work review. The summary of the situational report is as follows:

- The context of the SEZ in EAC:

SEZs in this context implies the SEZs as defined by laws/policy/regulation of Partner States but also implies the following free trade zones, export-processing zones, industrial parks, economic and technology development zones, high-tech zones, science and innovation parks, free ports, enterprise zones, and ICT Parks.

The outline of establishment of the SEZ in the EAC is as follows:

- Burundi has had a free trade zone since 2001 and by the end of the year 2014 a special economic

zone was established.

- Kenya has had a working Export Processing Zone (EPZ) under the Act Cap 517 since 1990. In 2009 Kenya started walk towards SEZ, which led to formulate SEZA under Act 2015.
- Rwanda established SEZ law in 2011 and Rwanda SEZ Authority (RSEZA) manage the country's SEZs.
- Tanzania established EPZ in 2002 and later established Special Economic Zones in 2006.
- In 2015, South Sudan Investment authority set up an EPZ and thereafter established SEZ.
- Uganda developed their free zone in 2014 with the aim of creating an enabling environment purposed for export-oriented industrial activities.

Key Stakeholders for SEZ in the EAC were also identified and the figure below is a summary of the stakeholders' frameworks.

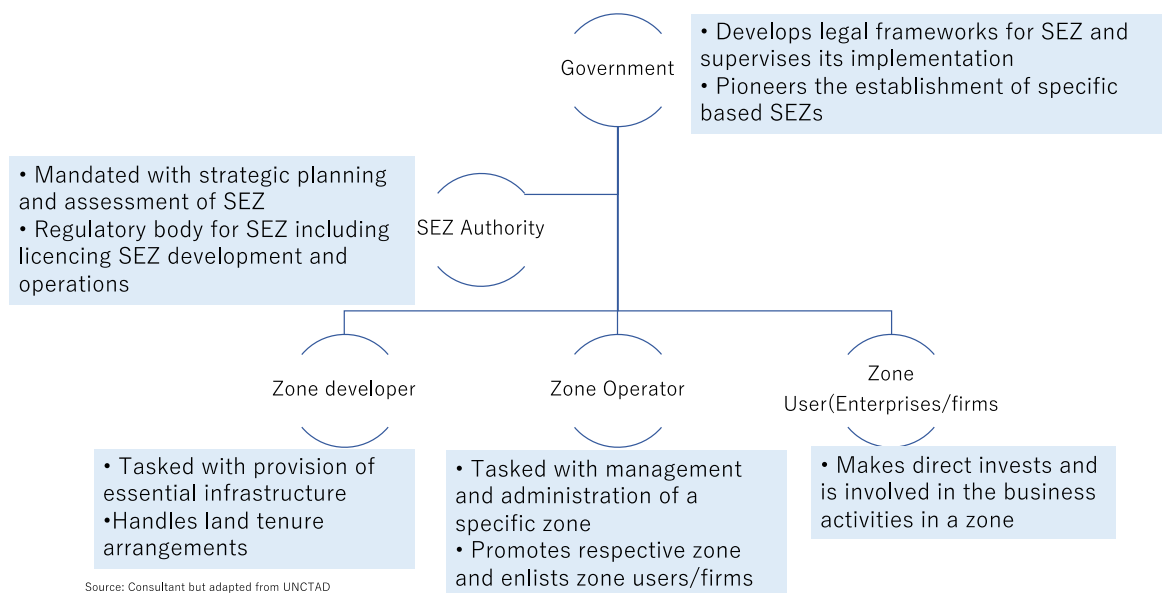


Figure 5-1 Stakeholders' Frameworks for SEZ in EAC

(3) Questionnaire survey and web-based interview survey

The questionnaire was drafted targeting the key stakeholders and therefore three types of questionnaires were drafted as follows:

- Questionnaire targeting government/SEZ authority
- Questionnaire targeting SEZ developers and operators
- Questionnaire targeting SEZ Users/Enterprises

The outline of the questionnaire is as follows:

- **PART A: About the respondent:** This section seeks information on the respondent and their contact information for follow up. It also seeks to understand the company's mandate as relates to

special economic zones.

- **PART B: Special Economic Zones' laws, policies and regulatory framework in partner states:** This section seeks to establish the existing legal, regulatory and policy framework for special economic zones.
- **PART C: Registration, taxation and licensing of companies in special economic zones:** This section seeks to establish the existing practice relating to registration and taxation to operate businesses in the EAC member partner states.
- **PART D: Special Economic Zones Data:** Establish the existing data on special economic zones including the information collected.

(4) Challenges for implementation

There were two management challenges in the implementation of the survey. JICA consultant team managed and implemented survey based on the lessons from this period.

- Data collection in Tanzania
 - There was a delay in the collection of interview responses from Tanzania stakeholders, hence it became necessary that researcher visit the stakeholders directly and follow up for the interview. Since Tanzania has its administrative capital in Dodoma while the commercial capital is Dar-es-Salaam, it took time to bring on board all the stakeholders for questionnaire survey.
- COVID-19 and lock down in Uganda
 - Increased COVID-19 infections in the EAC region leading to lock-down in Uganda and stringent restrictions in the Partner States leading to slow response and completing of the questionnaire by the stakeholders.
- Could not receive statistical data
 - Expected data was not available by the first questionnaire survey. Questionnaire survey was conducted again by selecting a few intended data (sent in August and response was received in September), and compilation work continued until October.

5.3 Outcome of the activities

(1) Survey report

The results of the survey were summarized in a report and submitted to the EAC Secretariat via JICA Expert (SEZ Development Advisor). The following is a summary of the survey results.

- There is a common understanding for SEZ in the region and the laws and policies of the Partner States. Notably the SEZs are clearly defined in the laws/policy/regulation of Partner States and implies: free trade zones, export-processing zones, industrial parks, economic and technology development zones, high-tech zones, science and innovation parks, free ports, enterprise zones, and ICT Parks are also encompassed.

- Regarding Impact Assessment of SEZ in EAC this Study noted that there was a significant impact of the SEZ in the EAC especially the EPZ which started earlier than the other forms of preferential types. Notably SEZ has been gaining prominence in the region as witnessed with the steady growth and impact of SEZ in Kenya, Rwanda and Tanzania while Uganda has maintained the Free Zones and Industrial Parks with positive impacts.
- The major gap for SEZ was that most of the governments have not harnessed the growth of SEZ by integrating it into local economy and enhancing knowledge and technology transfer. This Study thus notes that SEZ is an opportunity that presents investors with a more attractive investment opportunities that has additional benefits like improved security, support for local financial intermediation, improved access to serviced land and/or buildings and protection of land rights, catalysing the rebuilding of the business environment, linkages to local economies, and reliable electrical and water supply.
- The SEZs potential can be maximized when SEZ interact with local SMEs by either encouraging them to enter the zone directly by lowering entry costs or facilitating these local companies to become suppliers to firms in the zone by making procurement processes easier and more competitive. Notably therefore, SMEs can become catalysts for a broader entrepreneurial culture.

(2) Revision of the Draft SEZ Policy for the EAC

Based on the study, revision of the Draft SEZ Policy was proposed. The outline is as follows.

- Creating Synergies for Trade and Investment:
 - EAC as a Regional Organization has made great stride towards a common market and therefore there is need for a platform that creates synergy with SEZ policy frameworks for the Partner States. This may include lowering barriers to regional trade and facilitating the potential for realizing scale economies in regional production, and creation of opportunities for specialized zones, like logistics or cross-border trade. Consequently, EAC member states need to take a collaborative approach to harmonize their SEZ programs.
- Revise the Manual for EAC Rule of Origin (RoO):
 - It is recommended that the manual for EAC RoO be revised to include a special rule on the products originating from SEZs of EAC member states.
- Harmonization of SEZ regulations in the region:
 - The regulations of fiscal and non-fiscal incentives for SEZ for EAC member states and this can be achieved through establishing strategic frameworks in the region for example joint marketing of region as investment destination.
- Creation of industrial linkages among SEZs in EAC region:
 - It is recommended that the backward and forward linkages that strengthens the regional economy be enhanced that will enable industrial growth in the region.
- Leverage on the comparative advantage of the region:
 - EAC region as a whole is a huge market with estimated population of 177 million people and

endowed with natural resources and therefore EAC should develop SEZ frameworks that capitalizes and leverages the comparative advantage of the region.

- Harmonization of export processing zones programs in EAC:
 - It is recommended that the already established common regulatory framework on EPZ in the member countries be improved in view of the SEZ principles and goals.

Chapter 6: Elaboration, Lessons Learned and Sustainability of DK SEZ Development

In the technical support for this work, lessons learned were acquired from the discussions with SEZA (Chapter 2) and activities (Chapter 3-5). This chapter summarizes the elaboration, lessons learned and sustainability of DK SEZ development.

6.1 Capacity Building of SEZA for Development of DK SEZ

(1) Examination of structure for DK SEZ development and operation

SEZA intends to operate SEZ by itself and to make necessary arrangements for establishment of OSS and relevant system. However, since its staff deployment plan is still pending approval at the Public Service Commission, SEZA cannot employ its own staff; under this situation SEZA feels it premature to consider an organizational structure for OSS operation.

Although JICA consultant team periodically confirmed the progress with SEZA, the team also recognized the necessity to keep providing necessary information and advice so that the SEZ management can start smoothly once the implementation system of SEZA is ready.

Since there were more interactions with DK SEZ stakeholders such as other SEZ (e.g. Tatu City SEZ) and KETRACO, especially after January 2021, JICA consultant team assessed the intentions of stakeholders through the finalization of the draft MoUs and SOP, and it provided more detailed support to SEZA for establishment of SEZ management system.

Lessons Learned: Even the staffing plan has not been approved officially, so they should continue to work with the person in charge at that time and be ready to move immediately after approval.

(2) Support to finalize OSS agreement

JICA consultant team has assisted SEZA in drafting MoUs with KRA, NEMA, Department of Immigration and KEBS, and made revisions to them based on the comments received from the above organizations. Since confirmation and discussions on draft MoUs were done by technical officials at the convenience of the counterpart organizations, there were some cases that it took time for SEZA to receive comments from them.

Lessons Learned: As mentioned in (1) above, since these consultations were held with technical officials, it is better not to push too much, but rather remind them at the meetings. As a result, JICA consultant team were able to receive comments from all organizations. As of December 2021, SEZA and JICA consultant team compiled counter-comments and forwarded them.

(3) Support to formulate SOP

Regarding OSS, JICA consultant team first showed an overview of necessary OSS functions for DK SEZ, and it shared with SEZA a clear picture of OSS establishment that it needs to be set up in a phased manner and in line with IP development schedule. Once priority OSS functions were identified, the consultant team assisted in consultations and coordination with partner organizations (i.e. KRA, NEMA, Immigration and KEBS) and drafting MoUs.

Based on the outcomes of the above activities, JICA consultant team assisted formulation of SOP of OSS, which will be a necessary guide for SEZA once OSS is established and ready to be operated. Originally the SOP document was designed to focus on DK SEZ, but after confirming SEZA's intention, JICA consultant team made its contents applicable to other SEZs as well. In fact, an image of OSS establishment, as well as governmental procedures and necessary documents are applicable to other SEZs. Thus, this SOP can be used as guiding reference for SEZA to operate OSS in respective SEZs. During the formulation of SOP, a KRA staff who is dispatched to Tatu City SEZ consulted SEZA on the handling of duty-free imported products and customs duties. Since these issues were related to the contents of SOP, the information from Tatu City SEZ was reflected in the document.

SOP is a working document, thus it needs to be updated when relevant laws and regulations on OSS are newly developed or amended. With this in mind, JICA consultant team tried to ensure engaging SEZA in confirming and discussing on SOP development, thereby foster their ownership of this document. It should also be noted that through consultations and coordination with partner organizations on SOP, SEZA and its counterpart organizations agreed to continue necessary discussions on OSS in the future.

JICA consultant team also consulted with JICA Expert (SEZ Development Advisor) on necessary support to SEZA after the completion of this project, so that SEZA continues to take initiative for consultations on OSS with stakeholders.

Lessons learned: It is necessary to enhance versatility of SOP by making the contents applicable to other SEZs, with due consideration of actual situation and challenges faced by SEZ under operation. For sustainability of activities, it is important to enhance ownership of SEZA by engaging them in a series of activities, and to consult and agree with JICA Expert (SEZ Development Advisor) on necessary activities after the completion of this project.

6.2 Planning capacity of SEZA for DK SEZ development

- (1) Possible revision of detailed plans due to changes in the design of JICA Yen Loan Project and Topographic survey

JICA consultant team kept close communication with Japan ODA loan project team on Mombasa Southern Bypass interchange ramp and access road design change. When revising the IP plan, the JICA consultant team obtained the latest information on design and reflected it in the plan.

Lessons learned: Due to budget matters, topographic survey schedule was delayed. To smoothly implement project, ensuring the related authority understanding the critical path of project and advice on schedule management of counterpart side is very important.

- (2) Information sharing with partner organizations

Regarding location change on sub-station by KETRACO, JICA team shared the latest land use plan, and based on that, potential location for sub-station within IP were discussed. In addition, KPA start to plan resettlement location for residents JICA consultant team also proposed potential resettlement location within SEZ to SEZA for IP area residents.

Close communication with related authorities is important for SEZ development. JICA consultant team frequently exchanged information with SEZA through regular meetings. Also, the information received from SEZA was shared with other related projects (ODA, Non-ODA) when necessary.

Lessons learned: The DK SEZ has a number of projects being implemented in parallel. Therefore, confirming information on related projects and sharing the information with SEZA was effective in carrying out activities. In particular, IP plan needs to be understood by SEZA well because it involves management of water, electricity, and access roads.

6.3 EAC SEZ survey

The SEZ survey in the EAC countries had difficulties to collect expected responses because the survey items covered a wide range of topics, including investment, taxes, logistics, and business expenses, and because some of the items were difficult to disclose. In addition, there were limitations in collecting information remotely in some countries such as collection of hard copy materials, follow-up environment for responses, and level of cooperation of respondents.

Lessons learned: When conducting a survey, it is important to simplify the survey items, make full use of the national surveying staff in the target countries, and obtain the cooperation of the EAC Secretariat.

6.4 Project management

Due to the impact of COVID-19, most of the activities of this project were conducted remotely. The lessons learned from the remote activities are listed below.

(1) Regular meeting with SEZA

Regular meetings were held once a week to discuss SEZA and its contents. At the beginning of the project, these meetings were effective as a forum for discussion and to have a common understanding of how to achieve results. It also contributed to building a relationship between the project team and SEZA. Once the activities got underway, the regular meetings sometimes became a formality (it took time to prepare materials for the meetings); therefore, the purpose of the regular meetings was changed not to hold discussions but to report on activities, and the frequency of the meetings was changed to once every two weeks, during which time JICA consultant team held internal meetings to continue its activities.

Lessons learned: It is important to change the method of consultation and technology transfer by paying attention to the progress of work and the relationship with counterparts and their intentions.

(2) Utilization of National Staff

National staff of JICA consultant team worked effectively in conducting business remotely. They were essential not only in assisting with operations but also in communicating with counterparts and stakeholders. Particularly for SEZA that lacked staff, national staff also provided support for SEZA operations, which ultimately contributed to more efficient operations (e.g., support for Naivasha SEZ also applied to Mombasa SEZ; operational issues in Tatu City SEZ could be reflected in SOPs).

Lessons learned: Collaboration between the project team, counterparts, and national staff are beneficial to both the project team and counterparts.

Chapter 7: Conclusions and Recommendations

This chapter summarizes the conclusions and recommendations of the project.

7.1 Capacity Building of SEZA for Development of DK SEZ

(1) Examination of structure for DK SEZ development and operation

JICA consultant team supported formulating draft MoUs and SOP of OSS. The draft MoUs were prepared based on consultations with four OSS-related organizations. Since the consultations on this matter were mainly at the technical level of both SEZA and counterpart organizations, it is necessary to consult with the above organizations again before the OSS operates in the future, and confirm the contents of draft MoUs together with the decision-making level before finalization and signing. Regarding SOP, the document should be updated based on the new developments of relevant laws and regulations concerning OSS. It is also required for SEZA to continue discussions with OSS-related stakeholders, thereby strengthen the partnership with them.

With support from JICA's Expert (SEZ Development Advisor), it is expected that SEZA takes initiative to continue OSS-related activities after the completion of this project.

(2) Capacity building for SEZA

Based on the outcome of the support mentioned above, discussion materials used during the SEZA regular meeting were compiled, which is expected to be used as reference for the SEZ management.

7.2 Planning capacity of SEZA for DK SEZ development

(1) Formulation of detailed plan

Through its activities, JICA consultant team have provided technology transfer for IP detailed plan. It is expected that new SEZs will be established in Kenya in the future. It shall be applied for the future reference for technical and operational and management activities.

(2) Support for preparing road map for Priority area of Phase 1 development area

The development of IP is related to the development of related infrastructure such as water, electricity, access roads. Therefore, it is necessary to collect information on related infrastructure development on a regular basis and review the schedule of IP development.

(3) Support for financial examination for IP Zone

JICA consultant team supported examination of the financial condition based on the cost estimated based on the IP plan.

Since the details of the development of IP have not yet been decided, the conditions for financial analysis were set based on the current situation. Considering that the SEZ is intended to promote industrial development and create employment in Kenya, it is necessary for the government to bear the project cost. In addition, considering the management of IPs, it is essential to apply the know-how of the private sector. It is necessary to convey the attractiveness of IP management and to consider the possibility of

private sector participation. In addition, it is necessary to examine the details of the conditions when the IP development is in progress.

(4) Support for creating promotional materials for IP Zone

In order to promote the IP Zone, CG and brochure of the IP were prepared. This includes information on the outline of OSS and its services and detailed plans for the IP Zone. In preparing this document, JICA consultant team shared information and exchange opinions with SEZA periodically so that SEZA can consider effective marketing methods for enterprises.

The brochure and CG are designed to be used for a long time even after IP is developed. The curated data and development images of IP have basic information and motivating the investors. It is expected that SEZA distributes the brochure and utilizes the CG for further marketing and public relations.

7.3 EAC SEZ Survey

Regarding the survey, the report and a proposal for updating the draft EAC policy were prepared and sent to EAC stakeholders via JICA Expert (SEZ Advisor). It is necessary to follow up with the EAC Secretariat to take the lead in updating the SEZ policy in the future.

Annex

Annex-1. Meeting minutes of regular meeting

Annex-2. Meeting material of thematic meeting

Annex-3. Proposed SEZ management and OSS (MoU)

Annex-4. SOP for OSS

Annex-5. Technical Report of Detailed Planning for Industrial Park Development in DK SEZ

Annex-6. Manual for Industrial Park Development in DK SEZ

Annex-7. Promotional Material of Industrial Park

Annex-8. Deliverables of EAC SEZ Survey (Comparative Analysis and Impact Assessment of SEZ in EAC Report, questionnaires to governments in EAC countries and Draft EAC SEZ Policy)