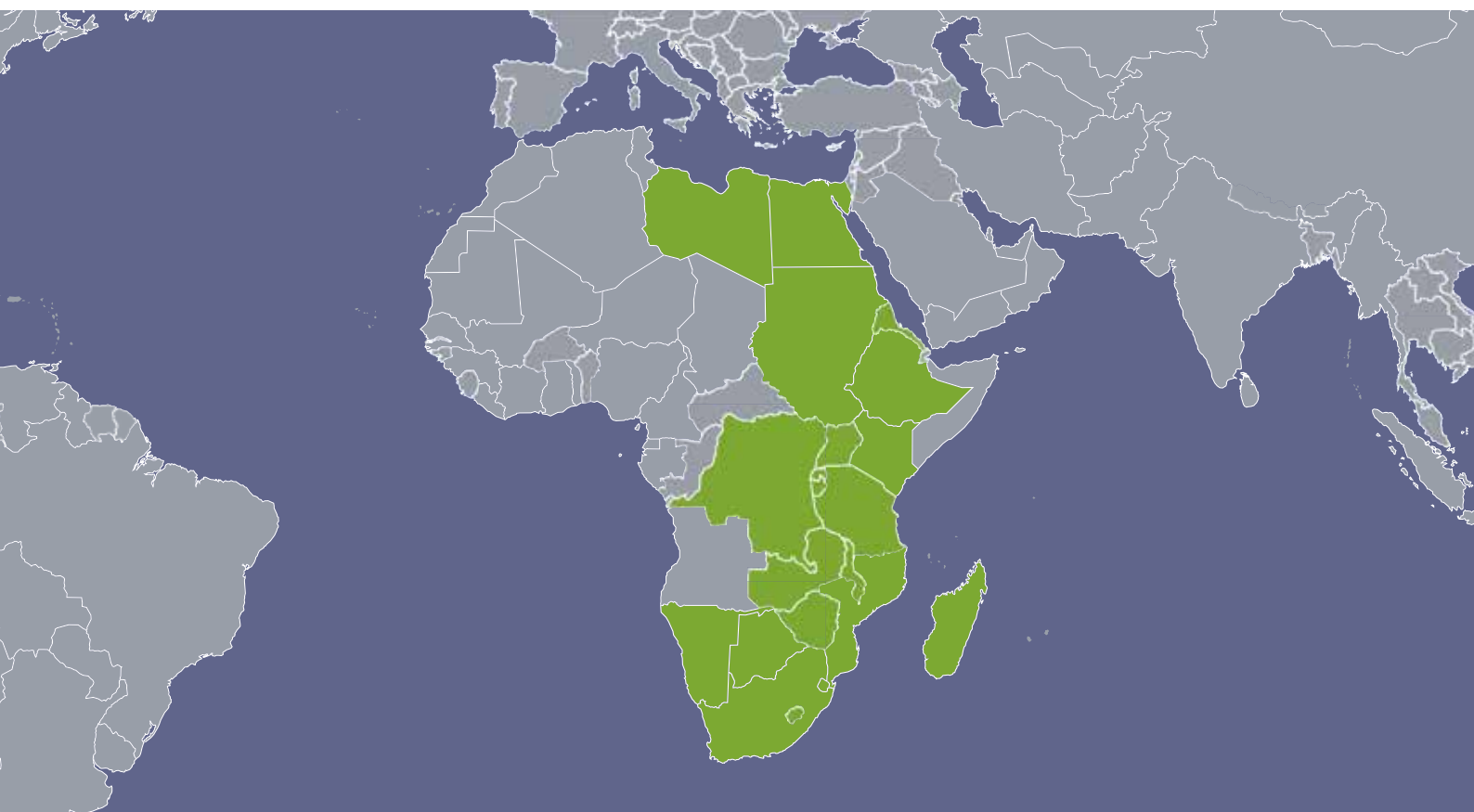
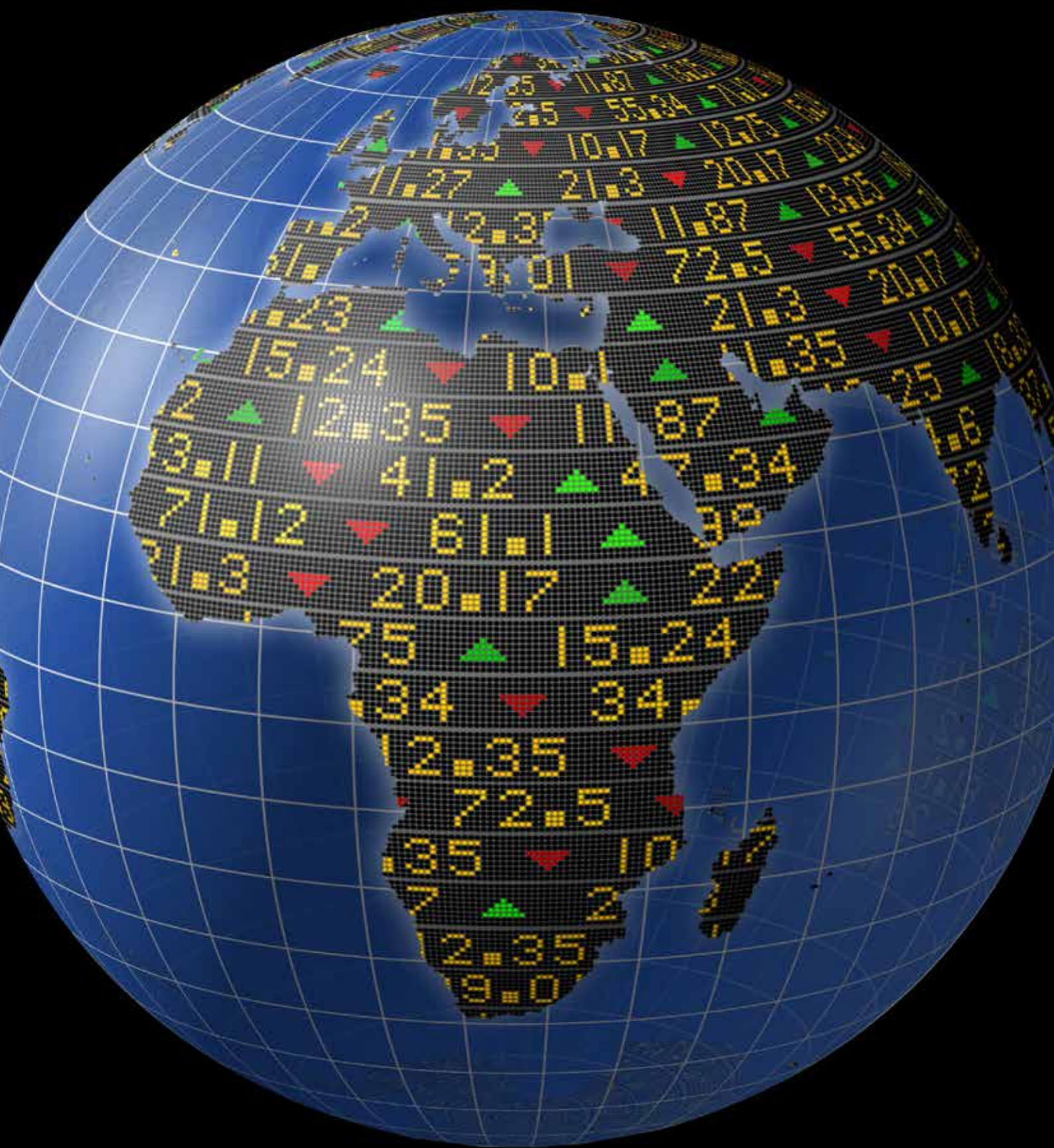


GUIDELINES FOR KENYA'S TRADE AND INVESTMENT MISSIONS



Theme: Powering Sustained Economic Growth through
Trade and Investment Promotion





CONTENTS

Executive Summary	4
1. Introduction	6
2. Current Situation Analysis	7
3. Rationale for the Development of a Trade and Investment Missions Guidelines	8
4. Objectives of Trade and Investment Missions	8
5. Factors Informing trade and Investment missions	9
6. Description of Trade and Investment Missions	9
7. Benefits of Participating in Trade Missions	13
8. Motivation for Trade and Investment Missions	14
9. Categories of Participants	15
10. Trade and Investment Missions Institutional Coordination	15
11. Key Performance Indicators for the Missions	21
12. How to Undertake Trade and Investment Missions	22
13. Steps in Preparing for a Trade and Investment Mission	23
14. Timelines for Trade and Investment Missions	24
15. State Visits and Business Forums	25
16. Procedure for Carrying out Trade Fairs and Exhibitions	25
17. Market Entry Requirements for Trade and Investment Missions	26
18. Steps in Organizing Buyer Seller Meetings	27
19. Criteria for Company Selection	29
20. Limitations to Trade and Investment Missions	30
21. Capacity Building Programme for Trade and Investment Missions	30
22. Budgetary Allocations for Trade and Investment Missions	30
23. Annexes	31
24. Reference	45

EXECUTIVE SUMMARY

Kenya has over the last five years grown to be a centre of attraction to many countries in the region and the world. Consequently, our nation has witnessed the largest ever number of incoming and outgoing trade and investment missions aimed at promoting our trade and investment opportunities. The State Department of Trade has, however, noted that the coordination and preparation of our participation in these events have been faced with a number of challenges including:

- i) Duplication of roles in the coordination of inward and outward missions by Government departments, Trade Support Institutions and the private sector;
- ii) Inadequate preparedness during inbound and outbound missions which leads to lack of common position from relevant stakeholders;
- iii) Institutional competition leading to disjointed missions that do not positively and holistically portray Kenya in a positive way;
- iv) Inadequate follow up mechanism on missions coupled with non-documentation of success cases;
- v) Lack of key performance indicators (KPIs) for participating institutions in trade and investment missions;
- vi) Nonexistence of a national brand that sells Kenya under one umbrella brand accepted and adopted by stakeholders;
- vii) Weak capacities on undertaking B2Bs and buyer seller meetings to enhance Kenya's goods and services presence both at regional and global levels;
- viii) Hurriedly organized outgoing and incoming missions often leading to little or no tangible success cases for the Kenyan delegates; and,
- ix) Nonexistence of a central financing pool to fully finance outbound delegations and inbound logistical support to both government and private sector players.

In order to bring sanity and provide direction in addressing the above challenges, the Principal Secretary, State Department of Trade appointed a Working Group with specific terms of reference to prepare guidelines with a view to ensure trade and investment missions are conducted efficiently and effectively to achieve the desired objectives of both the Government and the private sector. In particular, the Principal Secretary, State Department of Trade in consultations with the Chief Executives of select institutions

appointed a Working Group of senior experts in trade and investment from the following institutions to prepare the trade and investment missions guidelines that will act as reference documents for all trade missions and trade promotion activities:

- (i) Kenya Investment Authority (KenInvest);
- (ii) Export Promotion Council (EPC);
- (iii) Kenya Association of Manufacturers (KAM);
- (iv) Kenya Private Sector Alliance (KEPSA); and,
- (v) Kenya National Chamber of Commerce and Industry (KNCCI).

The technical team worked efficiently and on time to come up with this guideline that is now ready to be shared with institutional leaders as well as Government and finally to the cabinet for approval. The guideline will henceforth guide and create harmony and collaboration in the execution of the trade and investment mandate of our country, with all players making their contributions and making a difference for our country especially in relation to incoming and outgoing trade and investment missions. The theme of the guideline is 'powering sustained economic growth through trade and investment promotion'.

The guideline has been prepared to address the aforementioned challenges with a view to enhance Kenya's market access, create a brand image and profile our trade and investment potential, establishing procedures to facilitate structured engagement and execution of missions and harmonise participation in missions to ensure Kenya's quest for a balanced trade balance is achieved. Further, the guide is expected to strengthen institutional coordination and delivery of specific mandates on trade and investment missions jointly as a country. The guideline also proposes the establishment of trade and investment missions' fund that is expected to be aligned to the annual calendar for a more targeted market entry strategy derived from enhanced participation by the business community. Finally, these guidelines provide a framework for establishment and follow up of KPIs that will ensure value for our country through achievement and documentation of results such as enhanced market access, established business partnerships and joint ventures and the growth of exports to the region and the rest of the world.

1. INTRODUCTION

Trade and Investment has been identified by the Kenya Vision 2030 as key pillar of economic development of Kenya. The Kenya National Trade Policy and the Kenya Industrial Transformation Programme (KITP) focus on the need to enhance trade and investment in Kenya with a view to contribute to a sustained economic growth. Kenya is both a regional and continental investment, production and trade hub, yet her share of global trade is still low at about 0.04%. Evidence has shown that countries which experience trade surplus such as China, Korea and Japan over the years have their economies transform to high income economies. The National Trade Policy seeks to expand exports by focusing on domestic market development.

Market access remains priority focus of the Government with negotiations focusing on improving market access in the EAC, COMESA, TFTA and Africa continent. The objective is to enhance Kenya exports in the region. Other priority markets include the EU, AGOA, and the Indian Ocean Rim that are yet to be optimally exploited. Kenya, has attracted numerous incoming as well as outgoing trade and investment missions. In the recent past Kenya has hosted in 2015 and 2016 several high level conferences on trade and investment including World Trade Organization (WTO) ministerial conference, UNCTAD, TICAD and HLM2 Conferences which were attended by several Heads of States and Governments as well as key private sector players globally.

Several joint business forums have been held including those between Kenya and the following countries; Israel, Ethiopia, China, South Korea, South Africa, Botswana, Germany, Turkey, Tanzania and India. The Government signed trade and investment agreements to facilitate market access in these countries. Kenya has also participated in outbound missions to several countries including the above. However, of key interest is that most of Kenya's outbound missions are alongside state visits and not independent business forums.

In spite of participating in inbound and outbound trade and investment missions, there has been lack of performance indicators (KPIs) and proper coordination. KPIs needs to be developed both for public and private sector trade support institutions. This will ensure improved coordination and efficient delivery of the missions. This guide details the current status and way forward on how trade and investment missions shall be undertaken in Kenya. The guide seeks to provide procedures in organizing both incoming and outgoing trade and investment missions that will meet the expectations of the country.

2. CURRENT SITUATION ANALYSIS

Kenya has over the last five years grown to be a centre of attraction to many countries in the region and the world. Consequently, there has been numerous trade missions to Kenya coupled with trade fairs, expos, conferences and exhibitions aimed at promotion of trade and investments. The priority markets for trade and investment missions should be a product of stakeholder wide engagements. The State Department of Trade has however noted the existing challenges listed below. Consequently, both public and private organizations were engaged to address the identified challenges through the guideline. They include:

- i) Duplication of roles in the coordination of inward and outward missions by Government departments as well as private sector;
- ii) Lack of preparedness during inbound and outbound missions which leads to lack of common position from relevant stakeholders;
- iii) Institutional competition leading to disjointed missions that do not positively and holistically portray Kenya in a positive way;
- iv) Lack of a follow up mechanism on missions coupled with non-documentation of success cases;
- v) Lack of key performance indicators for participating institutions in trade and investment missions;
- vi) Nonexistence of a national brand that sells Kenya under one umbrella brand accepted and adopted by stakeholders;
- vii) Weak capacities on undertaking B2Bs and buyer seller meetings to enhance Kenya's goods and services presence both at regional and global levels;
- viii) Hurriedly organized outgoing and incoming missions often leading to little success cases for the Kenyan delegates; and,
- ix) Nonexistence of a central financing pool to fully finance outbound and inbound delegations covering both government and private sector basic requirements.

3. RATIONALE FOR THE DEVELOPMENT OF A TRADE AND INVESTMENT MISSIONS GUIDELINES

Trade and Investment Missions are important platforms through which Kenya's image and potentials can be enhanced. These platforms also help the country to present our investment potentials while at the same time seeking for investors to some of our priority sectors. In the recent past, the country has witnessed uncoordinated incoming and outgoing missions and hence the need for the guideline to harmonise our participations with a view to achieving the desired results. The guide aims at organizing the conduct of Trade and Investment Missions by establishing procedures to facilitate structured coordination and execution.

4. OBJECTIVES OF TRADE AND INVESTMENT MISSIONS

i) **The Main Objective**

The main objective of the Trade and Investment Missions is to increase linkages between Kenya and identified potential economies, both local and international markets with a view to enhancing and increasing sustainable economic growth and development.

ii) **The Specific Objectives**

The specific objectives of Trade and Investment Mission include:

- a) Promote Kenya as a trade and investment hub;
- b) Prioritize a coordinated approach for the promotion of investment opportunities, goods and services in target markets;
- c) Increase access to raw, intermediate and capital goods to enhance production;
- d) Promote the development of small and medium enterprises in Kenya;
- e) Initiate the Development of new goods and services for target markets;
- f) Promote business partnerships, subcontracting and partnership exchanges; and,
- g) Promote Kenyan image and brands abroad.

5. FACTORS INFORMING TRADE AND INVESTMENT MISSIONS

- i) Market intelligence by missions and Embassies indicating trade and Investment opportunities that need to be exploited;
- ii) Market surveys/researches highlighting the opportunities in an above, market dynamics, market entry requirements and support systems respectively in the target market;
- iii) Policy shift or direction from Heads of States and Governments or regional configurations; and,
- iv) Trade flow analysis.

6. DESCRIPTION OF TRADE AND INVESTMENT MISSIONS

During the missions, there are arranged meetings aimed at improving frameworks to stimulate trade and investments between countries and regions. The meetings include the following;

- i) **Government to Government (G2G):** The meeting is between Governments to discuss and agree on key areas of collaboration such as on trade and investment, health, agriculture and energy. The framework for collaboration is the Joint Commission for Cooperation (JCC) or the Joint Trade Committee (JTC) that details priority sectors for cooperation. This is done at bilateral, regional and multilateral levels. Kenya for example has JCCs with many countries and regions aimed at enhancing market access. Other agreements include the special status agreement, for example, with Ethiopia and the bilateral agreement with Nigeria where Kenya will gain market access with the capacity to contribute to trade and investment expansion. The G2Gs are also platforms to discuss taxation issues, treaties and agreements for the avoidance of double taxation. The outputs are the JCC, trade and investment agreements and agreements for the avoidance of double taxation among others.
- ii) **Business to Government (B2G):** This is a meeting of the business community with the host country's Government. This meeting is important especially in collecting information on the challenges facing trade and investment between the two countries and/or regions. B2Gs are also important in discussing trade and investment opportunities for the mutual benefit of the partnering countries or regions. The B2Gs are held at national level

as well as at the bilateral, regional or multilateral levels. The output of this meeting is a report on opportunities and challenges for trade and investment.

iii) Business to Business (B2B): B2Bs are business community networking platform to establish contacts and agree on trade and investment opportunities. This is the critical part where trade and investment mission's outputs are implemented. The B2Bs are organized aligned to sectors of the participating companies and areas of interests. The B2Bs are the most determining factor for the focus of trade and investment missions. The sustenance of B2Bs and B2Gs are anchored on establishment of joint business councils that are formal institutions for implementation of the agreement. For example, a Joint Kenya Nigeria Trade and Investment Council was formed towards implementation of the bilateral agreement. In addition, an agreement to promote agribusiness was signed in 2014 between the two countries Chambers of Commerce. Memoranda of Understanding form the critical parts of B2Bs between business member organizations of the participating countries or regions.

iv) Trade Fairs, Exhibitions and Expositions

These are Trade Promotion activities and comprise of Trade fairs, exhibitions, instore promotions, solo exhibitions, and world expositions respectively. These are platforms for introducing our iconic products to the rest of the world. They are either carried out on their own or embedded in trade and investment missions. They fall under the following categories;

a) Trade Fairs and Exhibitions: These are manifestations that are held either for three or more days while others can run even for two months such as the Kinshasa International Trade Fair. The focus of fairs is to bring buyers and sellers together to promote their goods and services. The main objectives of Kenya's participation are either to consolidate, expand or open new markets for our products. These platforms are also used to reinforce and take advantage of the gains made in past market development activities. While at these events, participating firms have opportunity to enhance their corporate and brand image not only in the target market but also in the entire region (as the case may be) in addition to interacting and networking with businesses in the market or region. The fairs are normally scheduled or can be occasioned by desire of the country to have a weeklong manifestation focusing on a particular nation or sector. Fairs & exhibitions are either multi sectoral (General fairs) or Single-Sector also referred to as specialized trade fairs. They are sometimes called industry fairs to distinguish it from consumer fairs.

According to ITC, guide on trade fairs for developing countries, Industry fairs is restricted to professionals of the sector, while consumer fairs are open to the public.

b) The ITC guide also gives other examples of trade shows as follows;

- i) **Commercial Exhibitions:** There are events organized by and for a representative number of companies and focuses on a specific target group of clients. Generally it does not take place recurrently, but is organized ad hoc to cope with specific marketing or industrial needs and objectives of the companies.
- ii) **A Private Exhibition:** This is a display of products or services of one supplier targeted to a selected clientele, for example for the launching of a new product or for the positioning of the supplier in a new market area.
- iii) **Buyers' Fair:** This is similar to the commercial exhibition, is an event organized to promote businesses and facilitate contacts between suppliers pertaining to a homogeneous range of products (e.g. processed food, apparel, etc.) and invited buyers (e.g. distributors and buying offices of department store chains).
- iv) **Trade Mart:** This is a sizable and fixed commercial establishment made of many showrooms to promote and sell products and services of one or many industries on a continuous basis.
- v) **Conference Fair** consists in a small trade show, mostly a display of a specific range of products that accompanies events whose main content are conferences and seminars.
- vi) **Market Fair:** At the lower end (intended in terms of scope and investment required) a Market Fair, where producers display and sell their products to visiting consumers, is a business promotion event that can have important return in the case of micro and small enterprises especially in developing countries. Often local in scope and based on agricultural products and their derivatives market fairs, can also have a national size and attract consumers from communities across the borders.
- vii) **Solo Exhibition:** This is a country focused manifestation where various sectors of the economy exhibit their products in a target market. They normally last for one week and provide a platform for introducing select

products and also seek to identify distribution networks or agents to facilitate continuous presences of the products on offer in the target market. This manifestation can also incorporate business forum to introduce policies relevant to business operations in either countries. Companies may sell on the spot, enter into contract agreements as well as appoint agents in the target market. These manifestations are important because they enable the target clients to focus on your products and seek to understand your market dynamics uninterrupted.

- viii) **Universal Exposition:** At the highest end the Universal Exposition (also called World Fair and World Expo) is the largest undertaking. A World Exposition, is a large public exhibition that is held in different parts of the world and usually last from three to six months. World Expositions are ingenious galleries of human inspirations and thoughts that have attained increasing prominence as grand events for economic, scientific, technological and cultural exchanges and serve as important platforms for displaying historical experiences and exchanging innovative ideas on sustainable development.



- ix) Within the above trade and investment shows, business community are motivated by the following;
- a) **Business tours:** A group of suppliers or exporters meet potential buyers or partners in selected foreign market(s). This can be a powerful means for business generation and knowledge building, provided that the programme and meetings are correctly targeted.

- b) **Promotion campaigns:** These may take various forms; from communication strategy pursued through international sector specialized publishers, to a campaign involving foreign trade promotion organizations and sectoral associations.
- c) **Buyer Seller Meetings:** This business generation approach aims at identifying trading opportunities in a systematic and methodological manner. Quite often of a regional dimension, it aims at bringing together potential trading partners from different countries who could take advantage of these opportunities. The buyer seller meetings attended by carefully selected enterprises, provide a platform for conducting concrete business negotiations. Buyer Seller meeting can be organized back to back to a trade fair, thus facilitating business matching and increasing the joint outreach.
- d) **Trade Promotion Website:** A sectoral website can be a powerful shop window for a national industry, provided that its indexing allows for easy traceability in internet. This is an essential collective support tool for the other trade promotion activities above at sector level, to enhance their sustainability and impact. The same applies for a trade fair, for which the availability of a website should be considered a must.
- e) **Investment and business forums:** This focuses on attraction of investments and sharing of investment opportunities in different sectors.

7. BENEFITS OF PARTICIPATING IN TRADE MISSIONS

- i) **Influencing Policy:** Most trade missions will include meetings with senior level government officials in industry relevant ministries;
- ii) **Understanding Competitors:** Ability to meet other firms interested in the same market.
- iii) **Create Synergies:** Synergies are often created between trade mission participants through their sharing of market information and valuable networking. A chance to network and exchange information with other missioners;
- iv) Opportunity to participate in pre-arranged group meetings, site visits and in-country briefings;

- v) Networking events to engage with local business people and clients.
- vi) One-on-one appointments;
- vii) Media coverage of the mission;
- viii) Logistical assistance from responsible organization, e.g. EPC mission manager and support/advice on markets;
- ix) Inclusion in mission email marketing, presentations and brochure(s) [circulated in advance of mission];
- x) Assistance with travel arrangements through appointed travel agent;
- xi) Shared logistical costs (for example, brochures, transport; and
- xii) Fully supported by in-country partner organizations.

8. MOTIVATION FOR TRADE AND INVESTMENT MISSIONS

The driving motivations for participation in a trade fair for an exhibitor is the opportunity to:

- i) Showcase its products or services and reach a targeted audience;
- ii) Create or reinforce the visibility and raise the awareness and interest about its supply capacity;
- iii) Attend to inquiries and disseminate information;
- iv) Identify new potential customers or strengthen relations with the existing ones;
- v) Establish backward and forward business linkages;
- vi) Identify agents;
- vii) Negotiate offers which may result in actual orders;
- viii) Develop the relationship network;
- ix) Meet potential partners that can lead to business alliances;
- x) Exploring market and observing the trends;
- xi) Exchanging experiences;
- xii) Gathering information e.g. keeping abreast of product and industry innovations;
- xiii) Knowing what competitors do;
- xiv) Learning latest sales and promotion techniques;
- xv) Comparing quality, price, and marketing mix performance;
- xvi) Attending technical sessions/conferences/symposia and other similar functions organized within the trade fair as side events;
- xvii) Visiting local industry; and,
- xviii) Having the opportunity for tourism and exposure.

9. CATEGORIES OF PARTICIPANTS

- i) Manufacturers;
- ii) Traders;
- iii) Agents;
- iv) Suppliers of industrial inputs;
- v) Suppliers of components and accessories;
- vi) Suppliers of services;
- vii) Research and training institutes;
- viii) Professional associations;
- ix) Business Membership Organizations (BMOs)
- x) Trade promotion organizations;
- xi) Technical cooperation agencies;
- xii) Relevant public and private Institutions;
- xiii) Donors;
- xiv) Importers;
- xv) Government Ministries; and,
- xvi) Media and/or press.

10. TRADE AND INVESTMENT MISSIONS INSTITUTIONAL COORDINATION

Institutions play a critical role in the delivery of trade and investment missions. Kenya is endowed with critical institutions that have a role to play in enhancing the efficiency and effectiveness of trade and investment missions.

The below matrix shows the key institutions that are instrumental for the delivery of trade and investment missions objectives for Kenya. The matrix also identifies the role for each institution.

No	Institution	Mandate	Role in Trade Missions
1.	Ministry responsible for Trade and Investment	Development of Trade Policies, initiating, market intelligence, organizing, coordinating, overseeing and participating in inbound and outbound trade and investment missions	<p>Take lead in Trade and Investment Mission. Creating efficient coordination of MDAs and private sector participation.</p> <p>Take lead in developing and guiding on annual incoming and outgoing trade and investment missions as well as developing SMART KPIs and ensuring stakeholder wide participation.</p>
2.	Ministry responsible for Foreign Affairs matters of Kenya / Economic Diplomacy	Coordination, protocol services, protection and furthering Kenyan foreign interests	<p>Take lead in Foreign Affairs matters including protocol, incoming presidents' calendars, and inter-governmental relations matters; Coordinate and ensure smooth and efficient flow of information; Jointly with the Ministry responsible for Trade and Investment ; and, Guide the Presidency on incoming and outgoing State functions - with Trade and Investment agenda being given due priority and adequate preparation.</p>

No	Institution	Mandate	Role in Trade Missions
3.	Exports Promotion Council (EPC)	Development and Promotion of goods and services through market research, building capacity of exporters through training on export development and assessing their export readiness, product development and adaptation, test market linkages to target markets, coordinating Kenya's participation in trade fairs, exhibitions, world expositions, provision of trade information and business counselling services to the business community	<p>Take lead to support the Ministry responsible for Trade and Investment to plan; execute and document successes and lessons learnt on trade fairs, exhibitions and expositions in Kenya and in the identified priority markets.</p> <p>Support the execution of trade and investment missions with a focus on market access and growth of Kenyan Exports in the region and in the rest of the World.</p> <p>Take lead to venture into emerging markets through targeted trade and investment missions.</p>
4.	Kenya Investments Authority (KenInvest)	Kenya Investment Authority (KenInvest) is a statutory body established in 2004 through an Act of Parliament (Investment Promotion Act No. 6 of 2004) to promote and facilitate investments for both domestic and foreign investors. KenInvest effects this mandate by coordinating investment promotion activities within the Country as well as in target markets outside Kenya.	Take lead to co-jointly support the Ministry responsible for Trade and Investment to execute and document successes and lessons learnt on inbound and outbound trade and investment missions in Kenya and in the identified priority markets.

No	Institution	Mandate	Role in Trade Missions
5.	Brand Kenya Board	Responsible for branding Kenya as a destination for trade and investment in the priority sectors of our economy	<p>Responsible for Branding inbound and outbound trade and investment missions</p> <p>Brand and strategically position Kenya as a Supplier of Choice, and an Investment destination during all incoming and outgoing Trade and Investment Missions.</p> <p>Brand Kenya Pavilions, Stands and during incoming and outgoing Trade and Investment Missions.</p>
6.	Exports Processing Zones Authority (EPZA)	Responsible for attracting investment into the zones and promotion of goods and services	Lead in attraction of local and foreign investors to the EPZA
7.	Special Economic Zones Authority (SEZA)	Responsible for developing special zones, attract investment and promotion of goods and services.	Lead in attraction of Local and Foreign Investors to the SEZA for exports production – Expansion of local Industry as well as new investments.
8.	Other relevant Ministries, Departments and Agencies (MDAs) of Government	Sectoral mandates on trade and investment promotion aligned to the National Trade Policy under MITC	Participate and support in respective sector specific trade and investment missions.

No	Institution	Mandate	Role in Trade Missions
9.	Kenya Private Sector Alliance (KEPSA)	<p>KEPSA is the voice of the private sector in Kenya as well as the umbrella body for private sector associations and corporate bodies in all sectors of the economy including trade associations. KEPSA speaks for multinationals, SMES and start-ups organized under different sector boards and working groups reflective of the 16 sectors of the economy. It provides a platform for the private sector to engage in Public Private Dialogue (PPD) at Local, National and International level. It also offers information, advisory and networking opportunities for members and is a key partner to government and other stakeholders in the formulation and implementation of policies and strategies geared towards spurring economic growth, wealth creation and national development. KEPSA has linkages to several international organizations geared towards spurring international trade.</p>	<p>Take lead in inbound trade and outbound policy and investment forums and also on cross cutting issues such as TICAD, GES, WTO, NCIP, USA Africa Summit, EAC Summit, COMESA Policy organs, Africa Union, IGAD and other international forums such as Japan CEOs visits etc. This will be done jointly with all relevant BMOs.</p>

No	Institution	Mandate	Role in Trade Missions
10.	Kenya National Chamber of Commerce and Industry (KNCCI)	KNCCI is a multi-sectoral BMO on the promotion of commerce and industry in Kenya. With a worldwide affiliations and nationwide (47 Counties) presence, the Kenya Chamber is strategically positioned in facilitating trade and investment missions within and without the country. KNCCI plays a lead role in Trade Promotion, Trade facilitation, and the issuance of Ordinary Certificates of Origin. The Chamber also advocates for creation of a favourable commercial, trade and investment environment that supports enterprise expansion	Take lead on inbound and outbound trade and investment missions for identified and agreed markets with counterpart Chamber presence

No	Institution	Mandate	Role in Trade Missions
11.	Kenya Association of Manufacturers (KAM)	KAM is a lead BMO advocating for the improvement of the manufacturing business environment in Kenya also with presence in 7 Counties in Kenya and with affiliates globally. KAM is also a leader in the Trade and Investment Missions with specific focus on the manufacturing and/or the Manufacturer's networks worldwide are very strong and are among the leading producer organizations driving industrial transformation.	Take Lead on inbound and outbound trade and investment missions of the manufacturing sector
12.	Other relevant Sectoral BMOs in Kenya	There exists other sector BMOs that have important mandates on trade and investment missions. They will be involved on sector specific missions.	Take lead to support trade and investment missions in relevant sectors

11. KEY PERFORMANCE INDICATORS FOR THE MISSIONS

The key performance indicators include the following;

- i) Business partnerships established, number of deals signed and Investments actualized;
- ii) Increased and diversified Kenyan exports;
- iii) Number of SMEs participating in trade and investment missions;
- iv) Quantities of products and services sold;

- v) Business contacts recorded and transformed into a Kenya Business Contacts Bulletin;
- vi) At least 80% of Trade and Investment constraints identified resolved within a year under review;
- vii) Established and fully functional joint Trade and Investment councils either bilateral or regional for Kenya's leading trading partners; and,
- viii) Signed and implemented JCCs and trade agreements.

12. HOW TO UNDERTAKE TRADE AND INVESTMENT MISSIONS

Institutional Structure of Missions

- a) The State Department for Trade of the Ministry of Industry, Trade and Cooperatives will be responsible lead institution for implementation of the guide, coordination of the trade and investment missions and providing oversight to ensure their effective and efficient delivery.
- b) Establish a **Standing Committee on Trade and Investment Missions** to be chaired by the Ministry. The Committee should be gazetted along the lines of the Trade Facilitation Committee of the WTO with specific and clear terms of reference. Some of the roles would include the following;
 - i) Prioritize Markets and develop a calendar of trade and investment missions in Kenya.
 - ii) Establish a monitoring and evaluation mechanism on trade and investment missions for Kenya.
- c) The private sector once informed of an in or outgoing trade and investment mission by the government will convene and build consensus on the lead organization on the basis of mandate, local and global affiliations. They shall hold a round table meeting and come up with a joint position on how best to engage as well as which organization will lead of which will be based on the most dominant participating sector, and also considering existing institutional framework and partnerships of similar private sector organizations in the two countries and/or regions. Private sector will then move to government with one unified position for implementation towards the effective coordination of the trade and investment missions

13. STEPS IN PREPARING FOR A TRADE AND INVESTMENT MISSION

A trade mission typically involves:



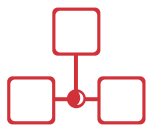
- 01 Market analysis to identify priority markets and the most advantageous trading opportunities;



- 02 Identifying priority sectors according to national exports strategy and sectoral policies;



- 03 Identify partners in the priority markets for example, a business membership organization (BMO);



- 04 Undertake inter-institutional planning sessions;



- 05 Identify members of the business community interested in the mission per identified sectors;



- 06 Develop catalogues and missions documentations to be shared among participants;



- 07 Undertake a pre-mission briefing;



- 08 Arrangement of B2B and one on one business meetings for attendees with relevant businesses;



- 09 Welcome briefing held upon arrival in the destination country courtesy of the Kenyan Mission abroad;



- 10 Participate in the business forum and B2Bs;



- 11 Company visits and presentations to enhance uptake of opportunities from B2Bs.



- 12 City tour(s);



- 13 End of mission group dinner or cocktail;



- 14 Prepare a report with all business contacts of both countries and publish a Trade Contacts Bulletin; and



- 15 Follow-up with prospects as documented in Missions Outputs template.

i) Criteria For Identifying Issues Facing the Business Community

- a) The Ministry shall engage the private sector as highlighted in 13.3 above to engage members on the trade barriers between the two countries and/or regions;
- b) Develop a national private sector position on tariffs and non-tariff barriers existing between the two countries and submit to Government a week before bilateral meetings to input in the Country Position Paper.

ii) Criteria For the Development of Country Position Paper

- a) Jointly develop an annual calendar of trade and investment missions for both inbound and outbound;
- b) Convene a preparatory meeting for the inbound or outbound mission at least two months before the mission;
- c) Solicit for inputs from both public private institutions on opportunities and challenges existing between the two countries or with the region;
- d) Study trade agreements between Kenya and the identified trading partner;
- e) Study the MOUs signed between the two countries' public and private sectors;
- f) Identify key sectors of interest for the two countries;
- g) Undertake analysis of export and import trade between the Countries and/or regions;
- h) Consolidate all inputs into a Country position paper;
- i) Hold a Permanent Secretary/Chief Executive Officers validation meeting for the position paper at least one week before the trade mission and get an update from the countdown of activities, and progress realized ahead of the Mission;
- j) Undertake a pre-mission briefing to the participating institutions;
- k) Execute the mission; and,
- l) Develop and execute a follow up mechanism for the mission.

14. TIMELINES FOR TRADE AND INVESTMENT MISSIONS

- a) There shall be a trade and investment missions annual calendar;
- b) A trade and investment mission should be organized at least within 3 months;
- c) Preparation for Trade and Investment Exhibitions and Conferences shall be done at least within 6 months.; and,
- d) International exposition to be organized at least within 2 to 3 years.

15. STATE VISITS AND BUSINESS FORUMS

State visits involves presidential trade and investment missions into the country or outbound to the rest of the world. There shall be established a classified calendar of State Visits for Kenya that would guide the presidency on the engagements with the rest of the world. The State Visits shall be adequately be pre-planned and ensure all outgoing and incoming missions are documented and executed with utmost consideration ensuring productivity and continuity. The respective private sector organization shall ensure the right number is achieved and the required members of the business community are available to the presidential functions. There shall be at most four (4) outgoing State Visits annually and at most six (6) inbound State functions to ensure effectiveness and efficiency. However, in case of more State Functions requests happening, they shall be conducted with the same efficiency and effectiveness as State Functions happening between two (2) to three (3) months of planning.

16. PROCEDURE FOR CARRYING OUT TRADE FAIRS AND EXHIBITIONS

The purpose of this procedure is to facilitate effective and efficient realization of national export objectives of market enlargement, consolidation and diversification. This will be achieved by providing opportunity for exporters to interact with potential buyers, gauge the competition, test-market their products, launch new products and give support to distributorship networks. In addition, the activities will help enhance product and corporate image and spur the exporters' business growth. These activities will help strengthen bilateral and multilateral trade relations; and contribute to economic community integration efforts. The procedure covers all trade fairs and exhibitions undertaken in line with the framework of Kenya National Export Market Development Program (KNEMDP).

The steps are as follows;

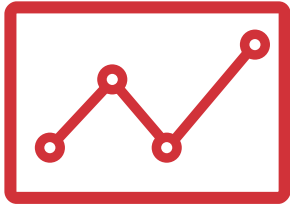
- a) Activity is scheduled and notification is received;
- b) Ascertain if there is budget for the activity;
- c) Appoint a committee or officer to spearhead preparations of this event;
- d) Book exhibition space and pay;
- e) Identify key activities that need to be undertaken;
- f) Identify or recruit target companies from sectors of focus;
- g) Decide on commitment fee;
- h) Arrange briefing meetings for exhibitors;
 - Provide list of hotels
 - Flight details

- Support for Customs clearance of cargo
- Solicit for information for event catalogue
- i) Once companies confirm prepare event catalogue;
- j) Identify service providers in the target market;
- k) Decide on branding and decoration;
- l) Pay for services in target market;
- m) Actual event – Press releases and updates to be shared continually during the event.
- n) Report – to be availed within 1 day after end of the event;
- o) Post mortem to be held 2 days after the event where presentation of the report will be done; and
- p) Follow up mechanism for the outputs from the mission.

17. MARKET ENTRY REQUIREMENTS FOR TRADE AND INVESTMENT MISSIONS

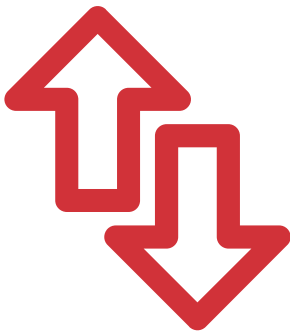
- ✓ Trade and Investment quantities and potentials;
- ✓ Distance of between Kenya and trading partner;
- ✓ Market categorization (Traditional, frontier and emerging);
- ✓ Existing trade and investment agreements;
- ✓ Language and cultural traits of trade and investment partners;
- ✓ Priority sectors for Kenya to be promoted;
- ✓ Availability of Kenyan companies interested in the identified markets;
- ✓ Participating members of the business community should provide information pre and post trade and investment mission;
- ✓ Existence of a partnering private sector organization in the market of interest to Kenya;
- ✓ There shall be media briefing and releases for every trade and investment mission;
- ✓ A deadline of confirmation will be a two weeks before the mission dates. A software for the determination of deadlines and for B2B or match making will be installed in a mission's website. This will enhance accuracy and success achieved;
- ✓ Availability of financial resources to take up promotional activities in the potential market; and,
- ✓ Conducive trade and investment environment.

18. STEPS IN ORGANIZING BUYER SELLER MEETINGS



1. Trade flow analysis

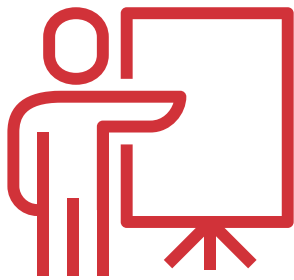
This entails one month of data collection and analysis of all products. This will be followed by one day product selection workshop. This entails one month for data collection, analysis and report writing per survey and product selected.



2. Supply and demand surveys

Based on the results of the trade flow analysis, the supply and demand surveys will be carried out. According to International Trade Centre, the main purpose of supply surveys is to provide information in form of profiles on the selected product available for export and the enterprises engaged in manufacturing and trading. These profiles should provide pertinent information on the company and the product, including its descriptions, technical features, packaging, export availability, prices, commercial conditions, that is, the information that is most likely to be of interest to potential buyers. In addition to the above, supply surveys are aimed also at the following;

- a) Describing the characteristics and structure of the sector or industry;
- b) Identifying obstacles to exports of that product;
- c) Assessing the potential for increasing supply capacity and for new investment opportunities in the product line; and
- d) Determining specific technical support requirements at the enterprise level in product development, packaging, sales promotion, joint export marketing, costing and pricing, training in marketing techniques among others.



3. Buyers/sellers meetings preparation

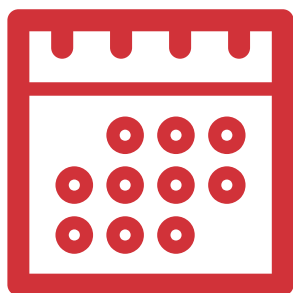
The preparations for the buyer seller meetings should take at least four months. The buyer seller meetings will be for 2 to three days. These meetings primarily serve the purpose of promoting business negotiations and transactions through direct personal contacts between importers and exporters. As the meetings focus on one product group at a time, they also provide an opportunity for identifying and analyzing existing obstacles to trade expansion in that product category and for proposing follow-up action. Of course, the success of these meetings depends on the ‘matching’ qualities of the participants. The supply and demand surveys are therefore important tools for ensuring that the most relevant enterprises are selected to attend. The surveys are also discussed in detail during the meetings, providing an excellent starting point for negotiations between potential business partners.

The various activities to be undertaken before, during and after the meetings are summarized below.



4. Preparing the buyers/sellers meeting

- a) Product prioritization;
 - b) Venue selection;
 - c) Promoting the event — company identification;
 - d) Programme preparation;
 - e) Selection and matchmaking of participating enterprises;
 - f) Invitations; and
 - g) Confirmation of participation of selected enterprises.
-



5. The meeting

- a) Registration;
- b) Confirmation of appointment schedules;
- c) Opening session;
- d) Individual business consultations;
- e) Company visit; and
- f) Evaluation and closing.



6. Reporting and follow-up

Reporting and follow up is the most critical part in actualizing sales and business deals. This is the most important part of the B2B and B2G meetings with results for the business community to increase sales and make profits for expansion. There shall be a report and directory of business contacts established to form part of the Kenya Trade and Investment Directory. The Directory will document all the opportunities with contacts of all engaged business people in Kenya and the partner country for every trade and investment missions.

19. CRITERIA FOR COMPANY SELECTION

- i) Size is important. There has to be a representation of small, medium and large enterprises
- ii) Sector the company is doing business
- iii) Product lines currently being produced and quantities
- iv) Market presence; local, export markets and target export market of interest
- v) Name and address of the Chief Executive of the company: contacts of the companies including telephones, emails and website
- vi) Company interest in the mission market (such as seeking agents, supply chain development, expand market, market survey)
- vii) Company issues faced in the course of doing business (such as non-tariff barriers, logistics challenges)

20. LIMITATIONS TO TRADE AND INVESTMENT MISSIONS

- i) Short notice notifications in organizing outbound and inbound missions.
- ii) Inadequate technical and financial resources.
- iii) Inadequate market intelligence.

21. CAPACITY BUILDING PROGRAMME FOR TRADE AND INVESTMENT MISSIONS

There shall be developed a capacity building programme annually for trade and investment delegates both from the public and private sectors. The capacity building programme will be aimed at ensuring the conduct of Kenya's trade and investment missions is enhanced with an increase in the results achieved.

22. BUDGETARY ALLOCATIONS FOR TRADE AND INVESTMENT MISSIONS

There should be a budget line to support the execution of trade and investment missions in Kenya. This fund can be enhanced through public private partnerships among the participating institutions but most importantly an allocation should exist with in government as seed funding.



23. ANNEXES

23.1 Count down of activities for Trade and investment Missions

Countdown of Activities for the Outgoing Mission

No	Activity	Responsible Action	/ Deadline	Status
1.	• Confirmation on the dates for the trade mission	Secretariat		
2.	• Planning meeting with internal Planning Committee	Secretariat		
3.	• Create budget for event	Secretariat		
4.	• Dispatch of invitation to members and business people	Communication		
	• Follow ups of confirmation			
5.	• Dispatch invitation to BMOs and county chambers soliciting members to apply	Secretariat		
6.	• Invite stakeholders for 1st preparatory Committee Meeting	Secretariat		
7.	• Deadline for receiving confirmations	Secretariat		
8.	• Dispatch personalized invitation for shortlisted companies	Secretariat		
9.	• Invite stakeholders for 2nd preparatory Committee Meeting	Secretariat		
10.	• Deadline for receiving payments	Accounts/ Communication		
11.	• Company profiling of participants	Communication/ Trade		
12.	• Initiate Procurement for printing Trade Mission Catalogue/Booklet and agent for Air Tickets, Hotel bookings	Procurement		
13.	• Preparation of Country Brief	Trade, Policy and Research		

No	Activity	Responsible Action	/ Deadline	Status
14.	• Send invitation to counterpart chambers to business forum list of with Sectors represented by Chamber	Secretariat		
15.	• Application of visas	Secretariat/ MFA		
16.	• Book travel arrangements	Procurement/ Accounts/ Communication		
17.	• Book hotels/Accommodation	Accounts/ Communication		
18.	• Dispatch Company Profiles to Kenya Mission abroad	Communication		
19.	• Book transport vans for Airport and Venue transfers	Procurement/ Accounts/ Communication		
20.	• Request Embassy to provide Volunteers to provide translation services	Secretariat		
21.	• Confirmation of leader of delegation	CEO / Trade, Policy and Research		
	• Prepare a programme for the mission leader / VIP. This includes briefing material for management.			
	• Speaking notes if making presentation			
22.	• Pre-conference Group briefing	Secretariat		
	• Share entire business itinerary			
23.	• Arrival of participants in France and transfer to accommodation Airport transfers to Hotel and Check in	Secretariat		

No	Activity	Responsible Action	/ Deadline	Status
24.	• Breakfast briefing meeting at 7:30am,	Secretariat		
	• Distribute Participants Badge			
25.	• Transfer to Business forum	Secretariat		
26.	• Kenya Business Forum	Secretariat		
27.	• Site visit Major Company XXX	Secretariat		
28.	• Breakfast briefing meeting at 7:30am,	Secretariat		
	• Distribute Participants Badge Distribution of participants badges			
29.	• Depart for Kenya	Secretariat		
30.	• Post - Mortem meeting with participants	Secretariat/ Organizer		
31.	• Reporting and Follow up	Secretariat		
32.	• Impact Assessment	Secretariat		

23.2 Work plan for international trade fair

		Months											
No	Activities	1	2	3	4	5	6	7	8	9	10	11	12
1.	Carry out opportunity Research												
2.	Access validity of project against alternatives												
3.	Identify local partners												
4.	Identify funding sources												
5.	Negotiate cooperation with donors												
6.	Identify sponsors												
7.	Negotiate cooperation with sponsors												
8.	Establish Theme of Trade Fair												
9.	Identify tentative side events												

		Months											
No	Activities	1	2	3	4	5	6	7	8	9	10	11	12
10.	Identify and screen contractors												
11.	Obtain estimations of service costs												
12.	Prepare marketing and market plans												
13.	Confirm Organizer												
14.	Form National Coordinating Committee												
15.	Appoint the management and Operations Team												
16.	Identify venue and determine dates												
17.	Meeting to present project to the domestic business community & stakeholders												
18.	Prepare Promotion campaign plan												
19.	Identify potential foreign organizations for promotion												
20.	Establish MOUs with foreign organizations for promotion												
21.	Establish MOUs for local partners												
22.	Establish MOUs for donors												
23.	Establish MOUs for sponsors												
24.	Prepare program of trade fair (and side events)												
25.	Book venue for trade fair (and side events, if separate)												
26.	Define logistics												
27.	Determine conditions for participation												
28.	Contract agency and develop visual identity												
29.	Prepare information and promotion materials												
30.	Brochure												
31.	Flier												
32.	Press releases articles in international magazine												

		Months											
No	Activities	1	2	3	4	5	6	7	8	9	10	11	12
33.	Ads for insertion in international magazines												
34.	Programme												
35.	Posters												
36.	Develop website												
37.	Launch website												
38.	Establish customer information bureau and brief staff												
39.	Soft promotion through articles in international magazines												
40.	Participation with stand in an international exhibition to promote the new trade fair												
41.	Compile mailing list for promotion												
42.	Finalize contracts with fairground authority and service providers												
43.	Establish finance, budget, and administration system												
44.	Ads in international magazines												
45.	Prepare information materials												
46.	Exhibitors guide												
47.	Visitor's guide												
48.	Application forms												
49.	Country guide												
50.	First direct mailing												
51.	Appoint overseas promotion agents												
52.	Meeting to present progress to the domestic business community and stakeholders												
53.	Registration												
54.	Second direct mailing												
55.	Additional ads in international magazines												
56.	Chart level of participation response												

		Months											
No	Activities	1	2	3	4	5	6	7	8	9	10	11	12
57.	If necessary, additional participation with a stand in an international exhibition to promote the new trade fair												
58.	Sales Blitz (e.g. through calls to prospect participants)												
59.	Review with fairground authority and contractors compliance with customers' requests												
60.	Review preparation of side events (with sponsors if available)												
61.	Meetings to present progress to the domestic business community and stakeholders												
62.	Inspect and check premises, logistics and readiness of service providers												
63.	Establish welcome desk at port of entry												
64.	Brief all staff involved												
65.	Prepare opening ceremony												
66.	Maintain relations with press and other media												
67.	Prepare trade fair catalogue and map												
68.	Implement the events												
69.	Carry out on-site exhibitors' and visitors' surveys												
70.	Complement surveys and extract statistics												
71.	Analyze surveys and extract statistics												
72.	Prepare a report on the trade fairs for stakeholders and partners												
73.	Prepare and make available press releases to national press and media and to international magazines												

No	Activities	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
74.	Thank you messages to stakeholders and partners, VIPs, exhibitors and visitors, foreign entities who participated in promotion, contractors, local press and other media, etc.												
75.	De-briefing with contractors												
76.	Meeting with the organizational parties, business community and stakeholders to review results												
77.	Analyze lessons learned												
78.	Start preparing next event												

Source: ITC, 2012

23.3 Work Plan for Buyers Sellers Meeting

Buyers/Sellers Meeting/ Workplan										
Activity	Month									
	1	2	3	4	5	6	7	8	9	
Carry out trade flow analysis; disseminate trade flow results; hold product selection workshop to establish list of products for intraregional trade promotion activities – e.g. define products to be covered by HS (Harmonized System) code; establish countries with complementary trading interests in the selected products for supply and demand surveys.										
Undertake detailed supply and demand surveys on the selected product and capture essential product and company data, to identify dynamic enterprises.										
Shortcut: Select product or product group for buyers/sellers meeting.										

Buyers/Sellers Meeting/ Workplan										
Activity	Month									
	1	2	3	4	5	6	7	8	9	
Select venue (city) and establish cooperation arrangements with counterpart organization in host country, if applicable.										
Shortcut: Request relevant trade promotion organizations, chambers of commerce and other business development organizations in the different countries to promote the event to their respective business communities through the dissemination of enterprise/product profile forms.										
Advertise buyers/sellers meeting via the media in the participating countries.										
Preparatory arrangements on the ground by organizing team, including identification and selection of meeting venue (conference site). Either the site should be equipped with the means of servicing the meeting or arrangements should be made to obtain equipment (computer, printer, telephone, photocopier, etc.) for the organizing team's office.										
Prepare an overview of the regional/South-South market for the product concerned – to be disseminated prior to the buyers/sellers meeting and other documentation for the meeting.										
Shortcut: Final due date for enterprise/product profile forms.										
Screen and process profiles and make a final selection.										
Match selected participants on the basis of indicated priority interests.										
Finalize the programme on the basis of indicated priority interests.										
Invite selected enterprises to participate in the buyers/sellers meeting.										
Confirm participation and finalize arrangements on the ground.										
Buyers/sellers meeting.										
Prepare and disseminate the final report.										
Workplan covering stages 1 and 2.										

Source: ITC, 2012

23.4 Trade Missions Aspects and Their Indicators

Export Involvement Process	Key Strategic/Tactical Questions	Decision Focus	Information Acquisition Through Trade Mission
Planning Exporting	What export market opportunities exist / What effort is needed to meet the challenge	<ul style="list-style-type: none"> • Export involvement • Market set selection • Market involvement • Preparation 	<ul style="list-style-type: none"> • Experience of others • Role of mission as information source
New Exporter	How should market be developed / What effort is needed to access effective demand	<ul style="list-style-type: none"> • Market entry • Evaluation of approach and opportunities 	<ul style="list-style-type: none"> • Hands-on information on markets, products, competitors • Personal contacts – agents, industry, government • Experience exchange with other participants
Expanding Exporter	How to systematically expand export opportunities / What effort is needed to expand markets and market share	<ul style="list-style-type: none"> • Expansion and method of commitment • Resource allocation 	<ul style="list-style-type: none"> • Experience new market environments • Evaluation of distribution, sales in target markets

Export Involvement Process	Key Strategic/Tactical Questions	Decision Focus	Information Acquisition Through Trade Mission
Established Exporter	How to integrate exporting into overall operations / What effort is needed to reduce or control internal and external inhibitors	<ul style="list-style-type: none"> • Integration of exporting into overall business activity • Systematic opportunity scanning and pursuit 	<ul style="list-style-type: none"> • Re-evaluation and reinforcement of opportunities • Ongoing learning and knowledge renewal through regular contact

Source: Nikolai Oudalov, 2013: How Trade Missions Work

23.5 B2B forms templates

(1) B2B/B2G Meeting Request Form

An official will contact you by email or phone in response to your request

Name			
Company/ Organization			
Sector			
Address	Zip Code	City	
Country of Origin			
Telephone	Cell		
Email			
Website			

Description of Request:

Please add any specific request:

Kindly fill in the form and send it back to:

For questions and/or comments please do not hesitate to contact us.

Source: KenInvest, 2017

(2) B2B Appointment Scheduling Form

Company Name and contacts	Sector	Date and Day	2.15-2.30	2.30-2.45	2.45-3.00	3.00-3.15	3.15-3.30	3.30-3.45	3.45-4.00

Source: KenInvest, 2017

(3) B2B Output Summary Form**1. Name of Trade Mission:**

2. Host Company:

Name of Company:

Position held in Company:

Email:

Telephone:

3. Guest Company:

Host Company:

Name of Company:

Position held in Company:

Email:

Telephone:

4. Sector(s) of Business:

5. Sectors of Interest for trade and investment:

6. Brief Summary of Discussions:

Agreement Reached.**Yes/No**

Source: SDT Own Construction for Mission Outputs, 2017

(4) Back to Office Report Template

1. Background Information of the Mission	
Mission title:	
Lead Public Institution	
Lead Private Sector Institution	
Mission Type (Inbound or outbound)	
Mission Host Country	
Trade Mission Budget	
Background of the Mission	
Date(s) and Location	
Number of the people reached/ involved.	
Staff involved; Head of Mission; Other staff in the mission; Rapporteur:	
2. Objectives and Outputs of the mission	
Objective as per the Mission	
Expected output of the Mission	
Actual outputs of the mission	
Variations between expected and actual outputs	
3. Workshop/Activities/social media reports (Attached)	
Attached reports/ presentations	

Media Releases	
4. Lessons Learnt and Challenges	
Lessons learnt (Best Practices)	
Challenges encountered during the mission	
5. Action Items for Institutions	
Action for the State Department for Trade	
Actions for the Private Sector organizations	
6. Videos and Photos (Shared)	
Photos	
Videos	
Signatures	
Signed by Rapporteur:	
Reviewed by Head of Mission:	
Reviewed by the PS and CEO:	

Source: Derived from KAM and EPC BTOR templates, 2017

24. REFERENCE

1. Information shared by EPC, KenInvest, KNCCI, KAM and KEPSA.
2. Background paper developed jointly by KEPSA and KAM, 2017.
3. Basics for Organizing Trade Fairs; A guide for Developing Countries, ITC, 2012.
4. Comments from Working Group on Trade and Business Delegations Working Group in Kenya appointed by the State Department for Trade (SDT).
5. Business Generation Methodology, Technical Paper, ITC, 2011
6. How Trade Missions Work, An Exploratory Study, 2013



Ministry of Industry, Trade and Cooperatives

State Department for Trade

Teleposta Towers

P.O. BOX 30430-00100

GPO, Nairobi,

Kenya

Tel: +254 20-2731531 l Fax: +254 20-2731511

Web: www.industrialization.go.ke