MOMBASA COUNTY PRIORITY BUSINESS AGENDA

An Advocacy Tool for the Mombasa County Business Coalition

Creating Economic Prosperity for Investors in a Pleasurable Regional Destination
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Map Showing Mombasa County

Area: 212.48 Sq Km
No. of Constituencies: 6
No. of County Assembly Wards: 30
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Foreword

It is my pleasure to present to you the first edition of the Mombasa County Priority Business Guide.

This guide is a product of multiple interactions between the business community operating in Mombasa County under the auspices of the Mombasa County Business Coalition and the Mombasa County Government under the leadership of the duly elected Governor H.E. Hassan Joho.

The Mombasa County Guide is meant to act as a business advocacy tool for all Business Membership Organizations in Mombasa County. The guide will also be useful to the Mombasa County Government in identifying key initiatives and areas of improvement geared towards making Mombasa County the most attractive and competitive destination for investors in Kenya, and the wider East African Community region.

The guide adopts a sectoral approach in its identification of issues of interest to the business community. However, recommendations proposed in the guide cut across different thematic areas, while retaining a sectoral focus. The guide acknowledges that social issues are central to business, and as such, it dedicates several sections to cover and propose solutions to major social issues that have affected Mombasa County over the years.

This guide is divided into three parts. Part I lays a background of the County Round Tables in Kenya, and expounds on the expectations from the Mombasa Governor’s Round Table. Part II contains facts about Mombasa County and explores the issues that face various sectors in the County. Part III makes recommendations of the way forward on the identified issues, and highlights key issues that the county government can address immediately towards making a model county in Kenya. The guide concludes by emphasizing the importance of Public Private Dialogue and consistent collaborations between the county leadership and the business community in Mombasa County towards achievement of Kenya Vision 2030.

As the Chairman of Mombasa Business Coalition, I share the Mombasa County Government’s dream of making Mombasa County not only global tourist destination, but also the premier location for investors looking for economic prosperity while enjoying the pleasure of the magical white coastal beaches.

Mr. Munir Thabit, Chair, Mombasa County Business Coalition
Remarks by the Governor

The timing of the development of this Mombasa County Business Coalition is most opportune. It is in line with the vision of my government to ensure that Mombasa County is a vibrant and modern regional commercial hub, with a high standard of living for all its residents. To achieve this vision, my government aims to ensure inclusivity, accessibility, responsiveness and accountability in governance.

As such, the concept of a Public Private Dialogue (PPD) with the business community will be very critical to my government in the next five years as we are committed to working closely with the business community to ensure consultations and inclusion in decision making especially on matters that affect the business climate of Mombasa County.

To realize economic prosperity through the realization of some of Vision 2030 flagship projects including establishment of Special Economic Zones focusing on manufacturing, value addition, blending and packaging of fertilizer, coffee and tea, as well as processing of meat and fish, my government, through the specific county executives will coordinate with the private sector to get their views on how best to achieve a favorable business climate to facilitate the realization of these flagship projects. With the private sector grouped around broad thematic areas, that is, a) Infrastructure & Land; b) Environment & Water; c) Health; d) Education; e) Security; and, f) Trade & Business Levies, my government will seek constant dialogue and collaborations in policy development and implementation of our mandate.

To ensure seamless dialogue between stakeholders and my government, I strongly urge the business community in Mombasa to continuously document their views to ensure easier follow up and collaboration with my government. Specifically, during my tenure, I will ensure that my government facilitates Quarterly Round Table Initiatives for all private sector stakeholders in Mombasa to evaluate progress on issues identified in through direct meetings with stakeholders or memorandums presented on specific advocacy issues by the Mombasa County Business Coalition.

As the government, it is our objective, in collaboration with the private sector, to showcase Mombasa County as an economic center, in addition to being a global tourist hub it has always been known to be. My government will seek collaboration with all its stakeholders to put up necessary infrastructure aimed at boosting local investors in trade tourism through the modernization and diversification exercise of our tourism industry, with a target of creating a vibrant brand that is rich in culture and unique. Towards this end, my government will create policies that are friendly to investors and tourists. I therefore urge the business community to work in marketing Mombasa County as
the premier tourist destination. To do this, we need to adopt a unified approach to communicating our many assets and presenting a positive and united front to those who we seek to attract. Jointly therefore, we will organize a major investment forum to showcase key investment opportunities and incentives for promotion of economic growth in Mombasa County. This forum should act as an opportunity for already in place investors to showcase their products and also residents to market their products. As such, this is expected to open up a larger market for the Mombasa County products to the rest of the counties and to other countries at large. I therefore urge the business community from the county to endeavor and join relevant membership organizations so as to assist them promote trade and investment in the county, uphold standards, while encouraging the formulation, enactment and administration of sound policies that facilitate a competitive business environment and reduce the cost of doing business in Mombasa County, and in Kenya as a whole.

To realize our promise to the people of Mombasa County, my government realizes that it requires partnership and the good will of all stakeholders. I therefore urge the private sector to work together with the county leadership to create employment so as to reduce crime and drug abuse that is prevalent with our youth. Further, I urge the private sector to work with my government in establishing educational institutions at all levels in Mombasa County to curb the rising cases of students dropping out of schools. The private sector will also be our key partner towards the development of relevant skills for graduates from both TVET and other institutions of higher learning, including universities within the county, to facilitate the achievement of industrial development in Mombasa County.

Finally, my government recognizes the need to develop a checklist of issues that it intends to address in the next five years. However, we realize that some issues are critical and require our immediate attention. As such, the county government pledges to move with haste to ease traffic congestion in Mombasa City, along Bomu Hospital Road and the Makupa Causeway/Kibarani leading to the Port of Mombasa; address security issues in the Mombasa County by instituting regular police patrols by well equipped policemen; and, install an Enterprise Resource Planning (ERP) to facilitate efficiency, transparency and controls in the operations of the county including licensing and payment of fees and charges to the county government.

As I am deeply committed to the promises I made to the people of Mombasa County, I am equally convinced that sustained collaboration with the private sector, my government will spur economic growth, increase jobs and increase prosperity, thus transforming Mombasa County into a vibrant modern regional commercial hub.

H.E. Hassan Joho, Governor Mombasa County
Acknowledgements

The Mombasa County Priority Business Guide was prepared from views and presentations of various Business Membership Organizations from the Mombasa County.

Valuable input and reviews were provided by the Office of the Governor of Mombasa County.

The guide was compiled through concerted efforts of a dedicated team of my colleagues at the Kenya Association of Manufacturers including Kennedy Mohochi, Phyllis Wakiaga, Tobias Alando, Frida Mbugua, Susan Gitau , Paida Nyamakanga, under the guidance of Serah Kimani, a consultant.


I am grateful to BAF for both the financial and technical support accorded to this project. The preparation of this Guide would not have been possible without BAF’s support. I especially thank Mr. Clive Davis, the BAF Fund Manager for his dedication to the project and for his valued insights.

Ms. Betty Maina
Chief Executive Officer
Kenya Association of Manufacturers
# Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BAF</td>
<td>Business Advocacy Fund</td>
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<td>BMOs</td>
<td>Business Member Organizations</td>
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<td>BPOs</td>
<td>Business Processes Outsourcing</td>
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<td>CCTV</td>
<td>Closed Circuit Television</td>
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<td>CRA</td>
<td>Commission of Revenue Allocation</td>
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<td>EAC</td>
<td>East African Community</td>
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<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<td>ESMAP</td>
<td>Energy Sector Management Assistance Program</td>
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<td>FKE</td>
<td>Federation of Kenya Employers</td>
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<td>GDP</td>
<td>Gross Domestic Produce</td>
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<td>ICTs</td>
<td>Information Communication Technologies</td>
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<td>KAM</td>
<td>Kenya Association of Manufacturers</td>
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<td>KENFAP</td>
<td>Kenya National Federation of Agricultural Producers</td>
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<td>KEPSA</td>
<td>Kenya Private Sector Association</td>
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<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
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<td>KNCC</td>
<td>Kenya National Chamber of Commerce</td>
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<tr>
<td>KTB</td>
<td>Kenya Tourism Board</td>
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<tr>
<td>MICE</td>
<td>Meetings, Incentives, Conferences and Exhibitions</td>
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<tr>
<td>MTP</td>
<td>Medium Term Plan</td>
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<tr>
<td>NCPB</td>
<td>National Cereals and Produce Board</td>
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<tr>
<td>NEMA</td>
<td>National Environment Management Authority</td>
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<td>PPD</td>
<td>Public Private Dialogue</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>TVET</td>
<td>Technical and Vocational Education Training Institutions</td>
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<td>WRMA</td>
<td>Water Resources Management Authority</td>
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<tr>
<td>LAPSET</td>
<td>Lamu Port - Southern Sudan - Ethiopia Transport Corridor</td>
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PART I

Introduction

Background of County Round Tables in Kenya

With the concept of devolution firmly enshrined in The Constitution of Kenya, 2010, the private sector reckons the urgent need for reorganizing its advocacy approach to ensure that devolution works for businesses, without interrupting them or taking away from gains already reaped from previous business advocacy.

Armed with this realization, and appreciating the importance of solidarity in advocacy, Business Membership Organizations (BMOs) jointly\(^1\) organized a national consultative forum dubbed *Ensuring devolution delivers for business: Building Coalitions In Pursuit of Business Interest* on 18\(^{th}\) April 2013. This national forum resolved that “devolution must not interrupt business; it must deliver for business and the country at large.”

To ensure that devolution delivers for businesses, the national consultative meeting for Business Membership Organizations further resolved to adopt a new advocacy strategy for lobbying county governments. The BMOs agreed to formulate clear, structured and workable ways and channels of engaging county governments to ensure coherence and consistency in their advocacy. In line with this, BMOs in each county would create coalitions to pursue advocacy in county governments through well organized forums, preferably, county roundtables. The national meeting also resolved that BMOs in each region in Kenya would strive towards establishing a regional business agenda to avoid multiple and repetitive encounters with county leadership. This would in turn ensure coherent and consistent statement of business issues with a strong and united voice.

\(^1\) The meeting, held in Nairobi, was organized by FKE, KAM, KCCI, KEPSA & KENFAP, under the leadership of KAM.
Main Objectives of the BMOs’ Coalition

• To create a platform for advocacy to deal with business issues in the counties through frequent dialogue and engagement mechanisms;

• To better place the business community so as to influence county governments on business climate issues;

• To establish a platform for expanding a trade and investment framework in each county; and

• To provide stakeholders with an opportunity to critically participate in the governance and growth of the County as contemplated by Chapter Eleven of the Constitution.

Key Objectives of Mombasa County Governor’s Round Table

• To create a platform for advocacy on business related issues in Mombasa County through frequent dialogue and engagement mechanisms with the Mombasa County Government;

• To ensure that the business community in Mombasa County will be better placed to influence the county leadership towards the creation of a business friendly environment;

• To establish a platform for expanding a trade and investment framework in Mombasa County;

• To provide the stakeholders in Mombasa County with an opportunity to critically participate in the governance and growth of their County;

• To identify key flagship projects within Mombasa County in line with Kenya Vision 2030; and

• To discuss incentives that can be extended to investors in the County by county government.
In light of the resolutions from the BMOs’ national consultative meeting of 18th April 2013, Kenya Association of Manufacturers (KAM) mobilized BMOs from Mombasa County under the auspices of Mombasa Regional Business Agenda to organize the county round table on 23rd August 2013. The Mombasa County Governor’s Roundtable was attended by among others the County Deputy Governor, Executive Committee and the Mombasa Business community under the umbrella of the Mombasa Regional Agenda and other non affiliated business people.

Issues affecting the business community in the county, opportunities for investment in the county and governance issues were explored through presentations by both the business community and the county leadership. The private sector grouped itself under six thematic areas, chaired by nominated members of the county executive committee as well as other government officials as follows:

1. Infrastructure & Land;
2. Environment & Water;
3. Health;
4. Education;
5. Security; and
The contents of this guide reflect the outcome of discussions in these six thematic areas, and recommendations that were arrived at by each group. The way forward in this guide reflects the consensus arrived at by the county government and the private sector after each thematic group made presentations of discussions and recommendations for issues falling under each thematic area.

**Expectations of the Business Community from the Mombasa County Governor’s Round Table**

- That following the first round table in Mombasa County, a foundation for a lasting relationship between the business community and the County government will have been established, and that going forward, the Mombasa County Business Coalition will be able to actively engage the County Government during its 2013-2017 tenure.

- That the Mombasa County Business Coalition will co-ordinate and support efforts by the entire business community in Mombasa County to influence the County Government to implement business-friendly regulations that encourage investment, thus making Mombasa County the most competitive county in Kenya.

- That the issues identified in this guide will inform the development of a checklist of actionable issues by the Mombasa County Government for the next five years.

Despite the fact that some of the issues identified in this guide will evolve, with some being addressed within an year of the date of this guide or an even shorter period, it is the expectation of the business community in Mombasa that the county government will use this guide as a reference document in developing Mombasa County Integrated Plan as contemplated by the County Government Act.
PART II
Mombasa County Fact File

- Mombasa County, comprising of Mvita Island and Mombasa Mainland, is the smallest county in Kenya, covering an area of 229.7 Km² excluding 65 km² of water mass, with an estimated population of 939,370 persons. It is home to a cocktail of communities and nationalities due to its cosmopolitan nature.

- The County constitutes of four constituencies namely Changamwe, Kisauni, Likoni and Mvita.

- Mombasa County lies on the shores of the Indian Ocean along Kenya’s coastline. It is located on the South Eastern part of the Kenya Coast. It borders the Indian Ocean to the East and South East, Kilifi County to the North and Kwale to the West and South West.

- Mombasa City is the second largest city in Kenya is the county’s capital. It is a major trade centre and home to Kilindini Harbour.

- Mombasa Island is connected to the Mainland in the South by Likoni Ferry, to the North by Nyali Bridge and to the West by Makupa Course way.

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2 As per the national census of 2009, Kenya National Bureau of Statistics.
• Mombasa being the only seaport in Kenya, serves both Kenya and its landlocked neighbors. Its transport system features an international airport (Moi International Airport), a train system, a ferry system and a highway system making it well suited for its role as an import and export hub in the region.

• Mombasa County is the centre of coastal tourism in Kenya. Mombasa Island itself is not a main attraction, although many people visit the Old Town and Fort Jesus. The Nyali, Kenyatta, Bamburi, and Shanzu beaches are located north of the city. The Shelly, Tiwi, and Diani beaches are located south of Mombasa. Several luxury hotels exist on these beaches, while the less expensive hotels are located further away.

• Mombasa’s northern shoreline is renowned for its vibrant 24-hour entertainment offers, including family entertainment (water parks, cinemas, bowling, etc.), sports (watersports, mountain biking and go karting), culinary offers (restaurants offering a wide range of specialties from Kenya, China, Japan, India, Italy, Germany and other countries) and adult entertainment (bars, pubs, clubs, discothèques, etc).

• Mombasa County is Kenya’s second major industrial hub after Nairobi with many industries including mining, manufacturing, energy (oil refining).
Current Issues Affecting Mombasa County

Infrastructure

Mombasa County is home to the Port of Mombasa, one of the reason behind Kenya’s nickname, “Gateway to East Africa” serving the Eastern African hinterland countries of Uganda, Rwanda, Burundi, DRC and Southern Sudan. Noting that port success relies on the quality of inland transportation, the Port of Mombasa is linked to the hinterland in Kenya and Uganda by a railway line, and is reliant on the northern corridor, that is, Mombasa-Uganda-Rwanda-Burundi road network.

The advantage of the Port of Mombasa to this County notwithstanding, business people, especially importers, face major challenges of poor cargo off-take and delivery infrastructure at the Port of Mombasa. While commendable efforts are being made to modernize the internal infrastructure and business systems of the Port of Mombasa, there seems to be no equal effort in addressing infrastructure deficiencies outside the precincts of the port leading to inefficiency and ineffectiveness of service delivery at the port. Road transporters experience delays due to congestion and traffic jams outside the port as a result of poorly maintained roads and lack of sufficient parking spaces in the city, and around the port. Further, most of the physical infrastructure in the county including roads in residential areas, power supply, sewerage systems, water supply and drainage system, is in a bad state, with seasonal flooding wrecking havoc to lives and property during the rainy seasons.

Investment opportunities in infrastructure sector

Kenya’s investment in the Lamu Port - South Sudan - Ethiopia Transport Corridor (LAPSSET) presents many investment opportunities in Mombasa County infrastructure sector including construction of necessary infrastructure to facilitate the operations of the oil refinery, three airports, road, rail and oil pipeline connections, and three resort cities forecasted in this project. Opportunities exist for the County to partner with the private sector in the development and maintenance of key infrastructure in the county including an airport, roads, power supply grids and water supply and sewerage syste

Land

Since independence, land ownership, ownership documents and land disputes have posed consistent challenges to residents of Mombasa County. Main issues in this county include land ownership without titles, absentee landlords and community land ownership conflicts, and squatters. These issues are compounded by corruption in land registries. The land administration and management tools in this county are outdated, while the policies that govern land issues have been ineffective.

Poor urban town planning and unmanaged subdivisions (zoning) in the peri-urban areas pose challenges to land management in Mombasa County. Further, change of user of land in Mombasa County continues to pose challenges to effective zoning.
Investment opportunities in land sector

As Mombasa County is endowed with large tracts of land, some of which is along natural white beaches of the Indian Ocean, opportunities exist for the county to attract private investors to develop entertainment parks, conference facilities, luxury hotels and premier sports destinations. Towards this goal, the county ought to focus on developing laws that encourage high end tourism investments and to lobby the national government to fast track issuance of title deeds to land owners who would like to sell to investors.

Security

Security continues to pose a threat to a conducive business environment in Mombasa County. This problem is prevalent in urban areas due to terrorism, social intolerances, high unemployment and school dropout rates by the youth, drug addition, lack of lighting, corruption by enforcement officer, low morale on the part of law enforcement officers and lack of coordinated efforts in all sectors responsible for enhancing security.

Mombasa City, which has a high number of tourists from all walks of life, continues to experience frequent muggings along the streets, petty snatching, theft of side mirrors/indicators from vehicles, etc. Along Saba Saba – Nyali Bridge, there are increased incidences of robbing of motorists, even from vehicles which are in motion.

Tourism

The county of Mombasa boasts of numerous tourist attraction features and recreational facilities. The white beaches, hotel facilities and other fascinations make the county a tourist hub. Mombasa City, which is the capital of the county, is a major tourist resort town. It is estimated that about 40% of the county revenue collection is from tourism. As such, Mombasa County should endeavour to promote the sector to be able to reap maximum benefits from the sector.

However, tourism sector in the county is faced with myriad of challenges that have threatened to derail the sector. Insecurity in the county is touted as the major challenge largely because of the recent terrorist’s attacks. Poor infrastructures inform of roads is also a major challenge which need immediate handling by the county government. Other challenges take the form of social ills including harassment of tourists by beach boys. Lastly, lack of international franchise and diversification of local tourism has resulted in decreasing revenues from the sector. The sector has also stagnated.
Investment opportunities in tourism

- In a county where tourism facilities are strained, with demand outweighing supply, opportunities exist for investment in resorts, lodges, parks, golf, camps, motels and services apartments.
- To take advantage of the rich culture to create new and culture rich tourist products, including herbal medicine tourism.
- Take advantage of the Indian Ocean to invest in water sports and luxury cruises.

Economic Pillar of Vision 2030 identifies investment in hotels and conference facilities as one of the ways in achieving the Meetings, Incentives, Conferences and Exhibitions (MICE) flagship project.

Water

Despite the fact that Mombasa County borders a large water mass, the Indian Ocean, the county depends heavily on external water sources. The main sources of water in this county are Mzima Springs, Baricho Water Works and Marere boreholes which supply Likoni area. Generally, Mombasa County has a daily water demand of 200,000 cubic meters against the available 130,000 cubic meters. There is therefore a water shortfall of 70,000 cubic meters, about 35% of the demand, which is met by tapping the groundwater sources. In fact, 13,286 out of the 183,540 households in the County are almost permanently dependant on groundwater distributed as follows: - wells-6,245 households, boreholes- 6,941 households.

Water scarcity in the county results from many factors including physical scarcity due to exhaustion of supplies, drought, pollution, and saltwater intrusion caused by overexploitation and rising sea levels linked to climate change; lack of water supply infrastructure, vandalism of existing infrastructure and poor water governance; rapid urbanization and unregulated tourism development thus straining the scarce water resources and causing contamination of freshwater supplies due to deposits of untreated waste; increased population; Lack of water storage and harvesting facilities; and, unregulated sinking of boreholes and poor management of boreholes in the county.

The water shortage facing the tourist county in Kenya poses a real threat of residents contracting water borne diseases. This is compounded by the occasional seasonal flooding in Mombasa County which not only leads to displacement of people in parts of Kisauni, Mishomoroni and Changamwe, but to serious health concerns toilets and latrines overflowing and contaminating numerous water sources. Further, floods result in huge losses to the business community.

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3 (NWCPC, 2000).
4 (GOK, 1999).
Investment opportunities in water sector

To private investors, the above challenges present numerous opportunities to invest in water harvesting technologies, and water treatment and desalination plants, sewerage treatment plants and partnering with the county government to develop water supply infrastructure to ensure both formal and informal residences in Mombasa County have adequate and reliable supply of useable water.

Environment

Pollution and waste management including state of sewerage systems to pose a great challenge to Mombasa County. The factors that contribute to this problem include low-cost high-density housing and informal settlement areas, the use of communal septic tanks and soakage pits especially in the local Swahili housing residences, which are largely unplanned, comprising of permanent or semi-permanent houses with thatched or corrugated galvanized-iron sheet roofs, and are served by pit latrines sunk to the water table, resulting in contamination of ground water resources. For slum dwellings, pit latrines which are the only mode of human waste disposal are shallow and prone to flooding during the rainy season, posing a danger to health. Flying toilets which used by the homeless contribute challenges in management of the inorganic plastic and frequent blockages of the County’s poorly maintained sewerage infrastructure. In some residential areas, particularly Kiembeni and Kisauni, the sewage waste is discharged into a seasonal stream that drains into the Indian Ocean.

In parts of Mishomoroni, illicit alcohol brewers carry out their operations on the beach, polluting the ocean waters and the vegetation. Some beach establishments also contribute to environmental degradation by draining their liquid waste into the ocean, poisoning the marine organisms and posing serious health risks to consumers of sea foods and water users. However, some tourist hotels have installed their own sewage treatment plants. However, almost all the hotel establishments use the septic tank-soakage pit system for managing sewage, with septic tanks being emptied by the county government or private contractors, who in some instances use manual labor to clean sludge and transfer into bigger containers for disposal. However, it is not clear where the private contractors dispose of the sludge.

Other sources of pollution include air pollution from industrial, energy and transport sectors, use of wood fuel that has contributed to local deforestation, land degradation and loss of biodiversity, solid waste and poor sanitation that has created health and environmental hazards.

5 A common feature found in the Swahili houses that use pit latrines is the observation that almost all of them have shower rooms next to the toilet and all washings are directed to the toilet pit. This method of draining bathroom wastewater into the pit latrines leaves them in an almost permanent wet state, a condition that facilitates accelerated contamination of groundwater.

6 During the dry season, the stream dries up or its flow does not reach the ocean for discharge, the resultant stagnant wastewater being a potential contaminant to groundwater.

7 For example, in Kisauni, Severing Sea Lodge has installed a mechanised biological sewage treatment plant, while both Bamburi and Travellers beach hotels are making use of waste stabilisation ponds for treating their sewage. These hotels also use the treated wastewater for watering their flower gardens.
Investment opportunities in environment sector

- The proliferation of unmanaged waste in the county, especially in the urban areas, present opportunities for investors to set up waste management plants.
- There are opportunities for the county government to explore PPPs in water recycling especially from the hotels and furnished apartments establishments.
- The organic waste also portends potential for investment in a bio fuel generation plants.

Housing, Sanitation & Urban Planning

As the leading tourist destination in Kenya, and the home to the port of Mombasa, Mombasa County has experienced rapid urban population growth as a result of the numerous opportunities in these sectors, and other related and supporting sectors. This presents a challenge in meeting the housing needs of its residents.

As such, the County has experienced a proliferation of both formal and informal dwellings, resulting in straining an already stretched service infrastructure. Notably, Mombasa City is congested, with traffic jams being considered a normal phenomenon. Parking spaces in the City are few, and poorly managed.

The real estate sector in the county faces a myriad of challenges which adds to the housing menace. This has made home ownership in the coast province impossibility for majority of the residents. Challenges include high cost of mortgages, high interest rates, high stamps duty, legal, and appraisal fees and high cost of land due to speculative prices of property.

Investment opportunities in housing, sanitation and urban planning

- Development of modern affordable residential dwelling units.
- PPP with private sector to develop an efficient service infrastructure, including water supply and sewerage systems, parking spaces, etc.
- Urban planners and surveyors can offer professional services in planning of all urban areas in the County.

Social/Public Amenities Sector

Mombasa County has a large population, and its coastal climate lends itself to relaxation and entertainment. Further, the general public has an inherent right to access recreational facilities, including parks, nature trails, sports facilities, children playing grounds and beaches.

The county government has the primary duty to ensure its general populace has access to such facilities, notwithstanding the fact that similar facilities are available in private establishments including hotels, learning institutions and other commercial places.
which might be way too expensive for Mombasa residents. Lack of such important facilities has contributed to a new generation of digital children who are coach potatoes.

**Investment opportunities in social amenities**

- PPP with county government in establishment and maintenance of public facilities.
- Setting up county sports tournaments for youth to identify and develop talent while reducing instances of idleness and experimentation with drugs.

**Education Sector**

As already stated in this guide, Mombasa County is endowed with a high population, a sizeable percentage being children and the youth. Both the government and private sector are major players in providing early childhood, primary and secondary education.

However, the county lacks sufficient number of primary and secondary schools to accommodate this high population of children. More than 70 percent of primary school children in Mombasa County do not find admission to the limited number of secondary schools in the County. This has contributed to the high rate of drop-out in Kisauni, Mvita, Changamwe and Likoni Constituencies. Poor planning and lack of funding has been responsible for the inability to develop an infrastructure in the education sector in Mombasa County that is capable of marching the ever increasing number of students. The problem in the education sector is also attributable to several other factors including lack of a clear strategy on early childhood education in the county, lack of boarding facilities at primary level and high school dropout levels, and abuse of drugs at very early ages.

Further, there are insufficient institutions of higher learning to accommodate the students graduating from secondary schools and to meet the ever evolving needs of industry. The county also lacks sufficient relevant technical and vocational education and training (TVET) institutions focusing on inculcating skills that are relevant to the county specific needs in the development of energy, mining, manufacturing, fisheries, and tourism industries in Mombasa County.

**Opportunities in education sector**

- Investment in building and fully equipping new primary and secondary schools to accommodate the needs of Mombasa County.
- PPP with county government in establishing TVET institutions & specialization centers, developing curricula and impacting practical knowledge to students in such colleges/centers.
- PPP with county government in development and training peer educators on drug abuse.

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Health Sector

Health is an essential part of any community which intends to attain economic growth. Despite its size with a population of over 2.2 million, Mombasa County has one referral facility, 15 private hospitals and 25 public dispensaries. Many residential areas do not have access to a health facility, resulting to residents seeking the services of quacks in illegal pharmaceutical establishments and clinics.

The existing few are dilapidated with inadequate staff and outdated equipment. This increases the cost of medical care making health care inaccessible by the residents. The number and quality of medical facilities in Mombasa County is a source of major concern as evidenced by the congestion of the maternity ward at Coast General Hospital, the main hospital in the county, which has experienced cases of women delivering on wooden benches and sleeping on the floor thereafter.

Investment Opportunities in the sector

- Establishment of world class medical and health facilities
- PPP with the county government in strengthening the Coast General Hospital to offer specialized services.
- Establishing medical tourism facilities to leverage the visitors arriving at Mombasa County.

Youth unemployment, poverty and vulnerability to climate change remain the most critical development challenges facing Kenya. There are concerns in critical areas, including food security, governance and corruption.

Youth and Sports

Rising numbers of street children, drug abuse by the youth, rising incidences of children prostitution, unemployment of the youth, rising incidences of teenage pregnancies and child labour are some of the major problems that affect youth and children. It is estimated that approximately 15.85% of the population in Mombasa County consume hard drugs i.e. cocaine, heroin & bang. As already stated, the youth in Mombasa County lack public recreational facilities; organized forums to encourage community sports; unemployment; high levels of school dropouts; and a general lack of social support systems to make them grow into responsible and productive adults.

Investment opportunities in sports and youth development

- Establishing county sports tournaments
- Setting up sports training camps
- Establishing youth camps
- Setting up drug rehabilitation centers
PART III

Proposals on Way Forward in Each Sector

Infrastructure

• Expansion of the Kipevu - Changamwe - Miritini stretch into a dual carriageway. This will ease traffic flow during cargo off take and delivery at the Port and other loading points.

• Construction of truck marshaling yards within the vicinity of the Port of Mombasa. The marshaling yard will act as containment for trucks waiting to pick cargo from the port and mitigate roadside parking of trucks.

• Expansion and tarmacking of the adjoining feeder roads to provide alternative routes during heavy traffic. There is urgent need to expand Bomu Hospital Road.

• The County government should immediately erect a road signage to control flow of traffic.

• Develop and maintain an integrated, safe and efficient transport network which will ease transportation within and out of the county. Such a system should integrate information and communication technologies.

• The county government should consider alternative modes of passenger transport within the County and put up a commuter rail service.

Land

• As a starting point, the County government should install updated land administration and management tools in the county land registries to create transparency and controls.

• To eradicate corruption which is entrenched in the county land registries, corrupt officials should be sacked, so as to nip this cancer at the bud.

• It is important to zone the county and define residential areas, commercial/retail areas, industrial areas, agricultural areas and open spaces and public parks. Further, the county should review the physical planning systems currently in place, and engage qualified physical planners so as to curb the unnecessary land subdivisions and change of land use.

• There is need to develop necessary infrastructure in the county including roads and information communication technology.

• The administration needs to revise the prevailing land rates and charges to make them affordable to the business community.
• The corruption menace which has been eating away at the county land offices should be eradicated, preferably through computerization of records and operation systems.

• At the national level, there is need to remove ambiguities in the Land Act to ensure transparency, consistency, predictability, and enforceability.

Trade & Business Regulation

Despite Mombasa County being home to Mombasa City, the second largest business center in Kenya, the business levies and taxation processes in this county are untenable. Business regulation processes are expensive, complex and lengthy, which increase the cost of doing business in Mombasa County. The cost of goods and services in the county and the wider Kenya are further increased by the barriers in place along the northern corridor, including inefficiencies at the Port of Mombasa port, slow working weighbridges and the existence of numerous vehicle load regulations which are not harmonized to conform to the East African Vehicle Load Control Act.

Recent efforts by the Mombasa County Government to put in place laws that introduce new levies/charges/fees/rates by the county government pose a challenge to the business community. This is compounded by the exclusion of the business community in the decision making process in the county, especially the development of regulations and laws introducing new levies without prior consultations.

• In line with Vision 2030, the county should relook at its taxes as well as establishing a one stop shop for business licensing. The County will need modern, competitive business taxes which are less complex and have the least administrative burden. New levies at the county should be guided by the Statutory Instruments Act, 2013.

• Furthermore, the county should utilize ICTs and other e-technologies to facilitate online transactions thus reducing the risks associated with cash transactions.

• There is need to review and simplify regulations and licensing to make them more effective. Powers and practices of various regulatory bodies with overlapping mandates within the county should be streamlined in order to stop such institutions from imposing new charges which have an equivalent effect to taxes.

• The county government should aim at establishing a single licensing regime within a year into office.

• To make the management of County regulations easier, the County should consider developing a mechanism that will effectively communicate any new laws to all stakeholders. The private sector needs to be sensitized to facilitate easier compliance. Sufficient notice (proposed at three months) should be given to the business community for introduction of new and/or change of fees.
• The County government should collaborate with the national government and other counties along the Nairobi Mombasa Road in an effort to reduce the cost of transport northern corridor as an incentive for attracting investors by making the port of Mombasa more efficient, reducing the number of weighbridges and adopting the high speed ‘weigh in motion’ scales for faster movement and harmonizing vehicle load control regulations to conform to the East Africa Vehicle Load Control Act. Such an effort should promote use of cashless transactions along the corridors and eliminate the duplication of charges.

• Key Business should be represented in county government committees constituted to revise or introduce new fees/charges for infrastructure upgrades etc. Any recommendation on new levies/rates should be effected after wide consultation with all stakeholders. The acceptable fees should be gazetted and published in the county government websites and other media for wider reach.

• The County Government should incorporate business community’s key stakeholders in all committees formed by the office of the Governor of Mombasa County.

• The County government should develop criteria for grading businesses, and consequently classify the various businesses operating in Mombasa County. Each grade/class should indicate the type of license and levies payable, and the specific amount for each license. As a starting point, and for purposes of uniformity and fairness, the County Government should formulate the regulations that will inform the classification criteria.

Security

• Facilitating initiatives for the creation of youth employment to reduce poverty and idling in the county.

• Establish rapid response units within the county.

• Establish an effective County Police Authority in coordination with the national government.

• Promote community policing through formation of well-trained county community police units and a well-functioning county police authority.

• Provide improved surveillance through installation of CCTV cameras in all urban areas and known crime spots, and improved and consistent police patrols.

• Improve street lighting with street lights mounted on high masts – County government should repair damaged street lights and install new ones where none exist.

• County government to support and facilitate the police service in their work by providing patrol vehicles and other necessary equipment.
Tourism

- Improve the infrastructure to make Mombasa not only a vibrant tourist hub but also a trade, holiday & economic centre.
- Modernization and diversification of the tourism industry with a target of creating a brand that is rich in culture.
- Jointly with stakeholders, market Mombasa County as a global premier tourist destination.
- Address security issues especially around urban centers.

Water

- The county needs to explore all the available technologies for water harvesting to make Mombasa County self-sufficient with affordable water supply for all its residents. This will be beneficial to all the sectors that are key in supporting the county’s economic development. Further, affordable and reliable water supply will attract investors to the County, thus making it competitive.
- The county administration should explore other policy strategies to facilitate reliable supply of piped water to residents. These include the establishment of Mzima 2 (210 kilometers) parallel pipeline to Mombasa County; Laying a new pipeline from Marere springs to Changamwe reservoirs;
- Expansion of the water boreholes in Baricho and laying another pipeline to facilitate pumping of main water to Nguu Tatu Reservoirs to serve North coast and the Island.
- Develop more boreholes in Tiwi Aquifers and lay a parallel pipeline to Likoni.
- Construction and maintenance of water reservoirs, and the establishment of good and efficient water storage facilities in the county.
- Sinking of more boreholes in the county to ensure continuous supply of water to residents. However, the county government should work closely with Water Resource Management Authority and NEMA to ensure environmental and safety concerns.
- The county government should also create a proper treatment system of any water being supplied and used in the county. Public awareness will also be an important component of these efforts as well as legislations regulating water use and maintenance in the County.
- Develop proper infrastructure including drainage systems and sewerage treatment and disposal systems.
Environment

- Encourage investors to put up waste management plants in the County, especially in the main urban areas.
- Upgrade the sewerage infrastructure and disposal systems in the county.
- Improve drainage systems, by maintaining and upgrading the existing ones.
- Partner with the private sector in setting up proper facilities at the beaches. This will assist in managing waste generated by public and tourists who frequent the beaches.
- Improve garbage collection and disposal, and put in place strict penalties for defaulters.
- Develop policies requiring institutions to recycle water so as to ensure sufficient water supply and reduce the strain on existing water resources.
- The County Government to put in place strict guidelines for inspection, and collaborate with relevant institutions to ensure water quality standards are maintained at all times for both ground and piped water.
- County Government to execute an immediate crackdown, arrests and prosecution of the illicit brewers and traders along the beaches who have been accused of contaminating beach waters through wastes emanating from their illegal beer brewing activities.
- In collaboration with NEMA, the county government should investigate and take legal action against business establishment who drain their sewer into the open sea
- Educate the residents of Mombasa County on the importance of general cleanliness of their home, neighborhood and environment
- Prohibit roadside selling of siphoned fuel by demolishing the structures and instigate court proceedings against the owners. The county government should undertake regular surveillance and covert operations to nail culprits.

Housing, Sanitation and Urban Planning

- The County government should take measures including increasing the height of pavement and road curbs to forestall public service vehicles and other vehicles from veering off the road to overlap.\(^9\)
- Designate clear pedestrian pavements to avoid the prevalence of human traffic on roads. For example, the Road from City Mall to Shanzu requires a designated path for cyclists and tourists, with ample lighting so as to reduce incidences of crime. Further, to decongest the city, erect and maintain raised foot bridges at Kengeleni Junctions and Kipevu round about, and enforce usage.

\(^9\) Especially along Nyali Bridge.
• Increase public car parking spaces by introducing and enabling car parking spaces on the road dividers and angle parking on Haile Selassie Avenue, Moi Avenue.\textsuperscript{10} On a related but different note, it is noteworthy that some pedestrian pavements are very wide and need to be narrowed to create room for widening the roads to facilitate movement of vehicles. A case in point is the pavements along TSS Mosque road.

• The county government should eliminate the existing charges on beautification. This will go a long way in ensuring that the business community plays a role in keeping the city of Mombasa clean and beautiful, at no cost.

• Re-introduce and maintain modern traffic lights, and also introduce Mast Lighting Project in slums areas and other densely populated areas e.g. Bangladesh.

• Clearly mark main roads and streets to differentiate lanes.

• County government should enforce existing laws and crackdown on motor vehicles which are overloaded, not roadworthy, unregistered, flout traffic laws. Community policing in this enforcement effort will prove useful e.g. citizens can take clear photos or videos and pass these to the authorities.

• Construct and maintain proper road drainage system as some road in the county are impassible especially during the raining season due to the recurrent flooding menace in the County.

• The county government should introduce county standards to regulate the real estate sector of the county.

• In light of the proliferation of serviced apartments and other tourism accommodation facilities, some of them targeting locals, the County government should support initiatives aimed at sensitizing the general public and investors on laws regulating sectional properties.

**Education**

• To address the education problems in the county, the government should put in mechanisms to help address this perennial challenge within the county. These initiatives include but not limited to; strengthen vocational training to ensure that graduates are equipped with skills that are relevant to the market needs.

• Strengthen the inspections of educational facilities and curricula to ensure and uphold quality.

• Allocate a sufficient budget line to improve the existing educational facilities in the county.

• Enter into PPPs with industry players towards the establishment of TVET institutions and specialization centers in the county.

\textsuperscript{10} This proposal is informed by the fact that the centre divider on this road is wide and as such, it can allow the construction of one way angle parking facilities like the ones opposite Aga Khan Doctor’s Plaza.
• Partner with the private sector to develop practical internship programs.

• Developing sports academies to tap on the existing potential of the youth.

• Partner with foreign countries who have devolved systems of government to develop leadership training/exchange programs with for the students from the county to ensure exposure required for the development of the county

• Provide bursary and other assistances to subsidize educational expenses for the needy students, and have affirmative action for the girl child.

• Put in place a rigorous curriculum on drug abuse and establish peer educators programs

Health

• Revitalize the health infrastructure\textsuperscript{11} - in line with Vision 2030, the county should endeavor to provide efficient, equitable, affordable and high quality health care, by having a functional health delivery infrastructure in place. This will entail building new healthcare facilities and upgrading of those already in existence to ensure accessibility of affordable healthcare opportunities for the majority of the county residents especially the rural residents of the county in all the 30 wards, and initiating innovative programs such as a mobile clinics and medical camps and incorporating traditional birth attendants.

• Encourage investors to establish industries related to and with a direct impact to the health sector to serve the hospitals and health care centers within the county and the wider rift valley region e.g. setting up of a pharmaceutical plant in the county.

• Upgrading of existing health centres e.g. by raising the hospitals in the county to level 4 and level 5 hospitals so as to reduce congestion at the Coast General Hospital. In line with this, the county government should strengthen health services delivery in the county by putting in place mechanisms aimed at ensuring that the ratio of health workers to patients is appropriate to reduce the congestion that is being experienced in the few available healthcare facilities e.g. a medical workers’ volunteer program to help reduce the burden on the existing few health officers in the hospitals

• Strengthen the inspectorate arm of the county to also focus on government hospitals, as well as private clinics and herbalist.

• Partner with the private sector to establish world class medical and health facilities, including sports injury medical centers.

• The county government should review and implement more relevant preventive programs to reduce the rates of infection from preventable diseases like malaria, diarrhea, typhoid, TB etc.

\textsuperscript{11} Vision 2030 (Strategies to improve Health care)
- Make health care accessible and affordable by subsiding the costs of medication and healthcare.
- Partner with the private sector to set up drugs rehabilitation centers.

**Social and Public Amenities**

The recommended interventions through which the county government should intervene to promote access to recreational facilities include;

- The county government should set aside public land and put up at least one public recreational facility in each sub-county.
- Existing public access to the beaches opportunities must be retained, new or increased public access opportunities should be provided, and development must not be allowed to interfere with public access. Furthermore, beaches that provide access for water-oriented recreational activities should be protected and preserved for such uses.
- The public should be afforded full and fair access to beaches, which are public trust resources, by minimizing the possibility of imposition of entry impediments including private developments, subdivision or change of user, erecting obstacles, including gates, fences, hired security, misleading signage, rock walls, shrubbery or other blockages on public access rights to beach.
- Temporary public facilities, including parking areas, showers, bathrooms, changing areas and other amenities, should be made available at the public beaches in a manner that mitigates the adverse impacts of public access such as environmental degradation, drug abuse, and other social ills.

**Youth and Sports**

- Creating more public recreational facilities as this will ensure that the youth make use of their free time instead of indulging in criminal and drug abuse activities
- Encouraging inter-wards sports where youths from different county wards within Mombasa county can interact and realize their talents in sports
- Increase the number of vocational training institutions to cater for those who cannot afford higher education as they will be equipped with necessary skills for their economic empowerment
- Create support systems for the youth in every ward with peer leaders and mentors to encourage entrepreneurship among the young population
- Collaborate with the private sector in setting up a youth volunteers and apprentice program to ensure that high school graduates spend their time in constructive ways to reduce instances of experimentation with drugs.
• Develop a framework for identifying special abilities and talents. Utilization of these talents will in the long term be beneficial to the county in the form of revenue creation.

Women Empowerment

Gender disparity in Mombasa County is rife. Due to some prevailing cultural practices, women have traditionally been segregated in all economic activities. As such, many women in Mombasa County are faced with lack of fair income, disinheritance, inferior education, and unequal employment opportunities compared to their male counterparts. To address this issue, it is proposed as follows:

• Gender mainstreaming in county government policies, plans, budgets and programs will be key to support initiatives to enhance equality and participation of all members of the county thus breaching the inequality gap between all the genders and age brackets especially in access to opportunities in the county.

• Enhance the participation and representation of women and youth in wage employment, enterprise ownership and decision-making processes. This will entail affirmative action for women in public sector employment and appointments.

• Increase women representation at the executive level of Government and in the private sector. This will help minimize challenges associated with traditional and social practices, poverty and domestic violence.

• Support training programs to empower women and youth to cope with prevailing social challenges including drug abuse, crime, sexuality, violence and poverty.

• Provide opportunities of linkages for economic empowerment for young women in public institutions of higher learning

12 Vision 2030 Gender, Youth and Vulnerable Groups (flagship projects and initiatives)
Low Lying Fruits from the Way Forward

Decentralization of services

Further to the concept of devolution and the work of the Transition Authority, Mombasa County Government needs to put in place systems and capabilities to enable it take over functions, including the enacting the requisite legal framework to facilitate the exercise of such functions which have now been devolved.

Establishment of drugs rehabilitation centers

The drugs’ abuse menace continues to afflict Mombasa County. However, the county lacks sufficient rehabilitation centers for addicts and recovering addicts. Therefore, Mombasa County Government needs to partner with the private sector to establish such centers and to develop training and treatment programs for both the addicts and their family members. The county should also develop a sensitization program for residents of Mombasa County on drug abuse and re-absorption of rehabilitated addicts into society.

Establishment of an education awareness drive and a social policing unit

Mombasa County needs to embark on a major drive to educate its population, especially parents and adolescents, on the importance of attaining basic education. Further, the ministry of education in the county should develop a program for Volunteer Social Workers to patrol school and their neighborhoods in an effort to police any criminal activities and social ills in and around the primary and secondary schools, and report on them. Similarly, the Mombasa County Government should embark on a screening exercise of food vendors in the county as they (the vendors) have been known to be drug peddlers to school going children.

Development of a Public Private Dialogue Strategy

Pursuant to the requirements of the Constitution of Kenya, Mombasa County Government, in consultation with its stakeholders, needs to develop clear mechanisms to enable the private sector interrogate strategies, policies and regulations of the county government in a timely and measurable way. As a starting point, the county should enable the use of widely used technologies including emails, short text message services and print media. Also, the county needs to develop an online information portal for use by the private sector to track activities of the county government.

Addressing the water supply and sewerage disposal menace

To address the grave health hazards posed by the lack of functional water supply and sewerage disposal infrastructure in many residential areas in Mombasa County, the county government needs to move with haste to repair and/or install sewerage drains, manholes and establish safe water supply and sewerage disposal infrastructure in the
entire county. Further, approvals for new developments, including for tourist resorts and hotels, should only be evaluated after the sewerage menace has been addressed.

Development of a Mombasa County Master Plan

Noting that roads and all other necessary infrastructure in Mombasa were originally designed for a small population, there is urgent need for the county government to develop a Mombasa County Master Plan to address the planning needs for this bursting tourist city. To achieve this, the Mombasa County Government should partner with all relevant authorities and stakeholders in charting a way forward and developing the Draft Master Plan. Issues of parking in the Central Business District, parking areas for transportation trucks, widening of roads, encroachment of public land, zoning of residential, industrial and commercial areas and designation of public utility areas including beaches should be covered.
Conclusion

Mombasa County has a natural advantage due to its geographical location as tourism destination of Kenya and the gateway to the East African region through the expansive Port of Mombasa. This is coupled with a well established industrial capacity, financial services infrastructure and an emerging modern physical infrastructure to serve Kenya’s neighbors and service Kenya’s newly discovered natural resources. This portends immense potential for further economic growth of a county which is already positioned as the investment center for East Africa region. As such, going forward, constant and systematic collaboration and dialogue between the county government and the private sector will be crucial in devising strategies and frameworks aimed at realizing the full potential of this county. In light of the importance of consistent dialogue and collaborations, the formation of the Mombasa County Business Coalition spells a sound foundation to ensure that the Mombasa County Government, through the various members of the County Executive Committee, works closely with the private sector, thus ensuring consultations and inclusion in decision making on matters that affect the business climate of the county, as provided by the Constitution of Kenya.

In the 2013-2017 tenure of the current county leadership, public private dialogue will be achieved through quarterly round table meetings focusing on six broad thematic areas, that is: a) Infrastructure & Land; b) Environment & Water; c) Health; d) Education; e) Security; and f) Trade & Business Levies.

It is therefore important that Mombasa County Business Coalition, through the BMOs and business people whose business interests fall under these sectors, form thematic groups as forums for discussions of specific issues that affect their businesses. These groups will then collate and coalesce these views and channel them to the county government, through the specific county executives. This will facilitate easier follow up by the private sector and faster requests to the private for input and engagement by the county government and speedy response by the private sector.

Members of the business community in Mombasa County, including the youth, who are not members of any BMO, are therefore urged to pursue membership to relevant organizations to ensure their voice is heard and to strengthen the voice of business advocacy in the county.
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List of BMOs in Attendance

1. KENYA ASSOCIATION OF HOTEL KEEPERS & CATERERS
2. KENYA ASSOCIATION OF TOUR OPERATORS
3. EAST AFRICA TEA TRADE ASSOCIATION
4. MOMBASA COAST TOURIST ASSOCIATION
5. PUBS ENTERTAINMENT, RESTAURANTS ASSOCIATION OF KENYA
6. UJAMAA
7. KENYA NATIONAL CHAMBER OF COMMERCE & INDUSTRY
8. KENYA INTERNATIONAL FREIGHT & WAREHOUSING ASSOCIATION
9. MOMBASA COUNTY COMMUNITY BASED ORGANISATION
10. CONTAINER FREIGHT STATION ASSOCIATION
Key Photograph
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