

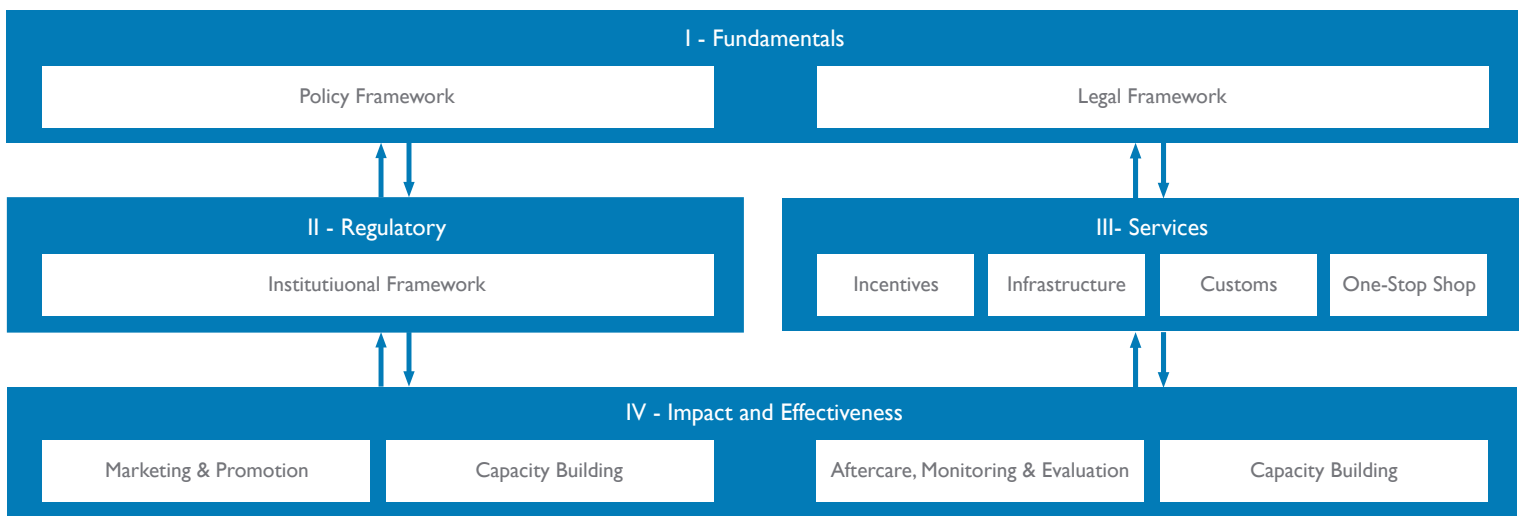
FREE ZONES

Free Zones: Responsible and Responsive

Investment Consulting Associates understands that locations are strategic assets. Every site brings different strengths and liabilities for a company that determine the competitiveness of the business environment and the capability of attracting investments. The last decade has witnessed a proliferation and specialization of Free Zones. To stay competitive in the global arena of investment attraction, authorities need to optimize their Free Zones and shape their investment policies to attract more high-quality investments.

We use our global Free Zones experience and our knowledge of corporate site selection to help authorities and policy-makers better understand current and future business needs when developing Free Zones. We show how these opportunities can help our clients enhance their Free Zones whilst simultaneously designing Free Zones responsive to the location-specific opportunities and business environment. We make Free Zones responsible for sustainable economic growth in an accountable and prudent manner.

ICA's Four Key Pillars



Does your Free Zone face one of the following challenges? ICA can support optimizing your Economic Zone to generate short-term static gains and long-term dynamic benefits.

- Is your Free Zone policy aligned with unique local comparative advantages and do your target industries reflect these comparative advantages?
- Is your Free Zone strongly connected and anchored within the local economy?
- Are you considering to set up a digital or physical One-Stop Shop?
- Is your regulatory authority well-equipped to professionally deal with investor enquiries, complaints and applications?
- Does your Free Zone attract investments that provide high-quality employment opportunities and technology transfer?
- Are your incentives aligned with the exact needs and requirements of (foreign) investors and are they effective?
- Has your Free Zone an attractive marketing and investment promotion strategy that communicates the unique benefits of your Free Zone?
- Does your Free Zone comply with international labour and environmental standards and does it comply with WTO requirements?
- Are you looking to increase private sector engagement in developing, managing and owning Economic Zones?
- Is your Free Zone a sustainable instrument for future trade and investment promotion given the rapidly shifting economic context?

Client Credential

OECD, MENA

Request: The Organization for Economic Co-operation and Development (OECD) commissioned ICA to produce a handbook on Free Zone practices with a focus on the Middle East & North Africa region.

Deliverable: Based on numerous best-practice and worst-practice case studies as well as data on economic gains, ICA constructed the first three chapters on the handbook on effectively designing Free Zones in the context of resource-rich MENA economies.



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