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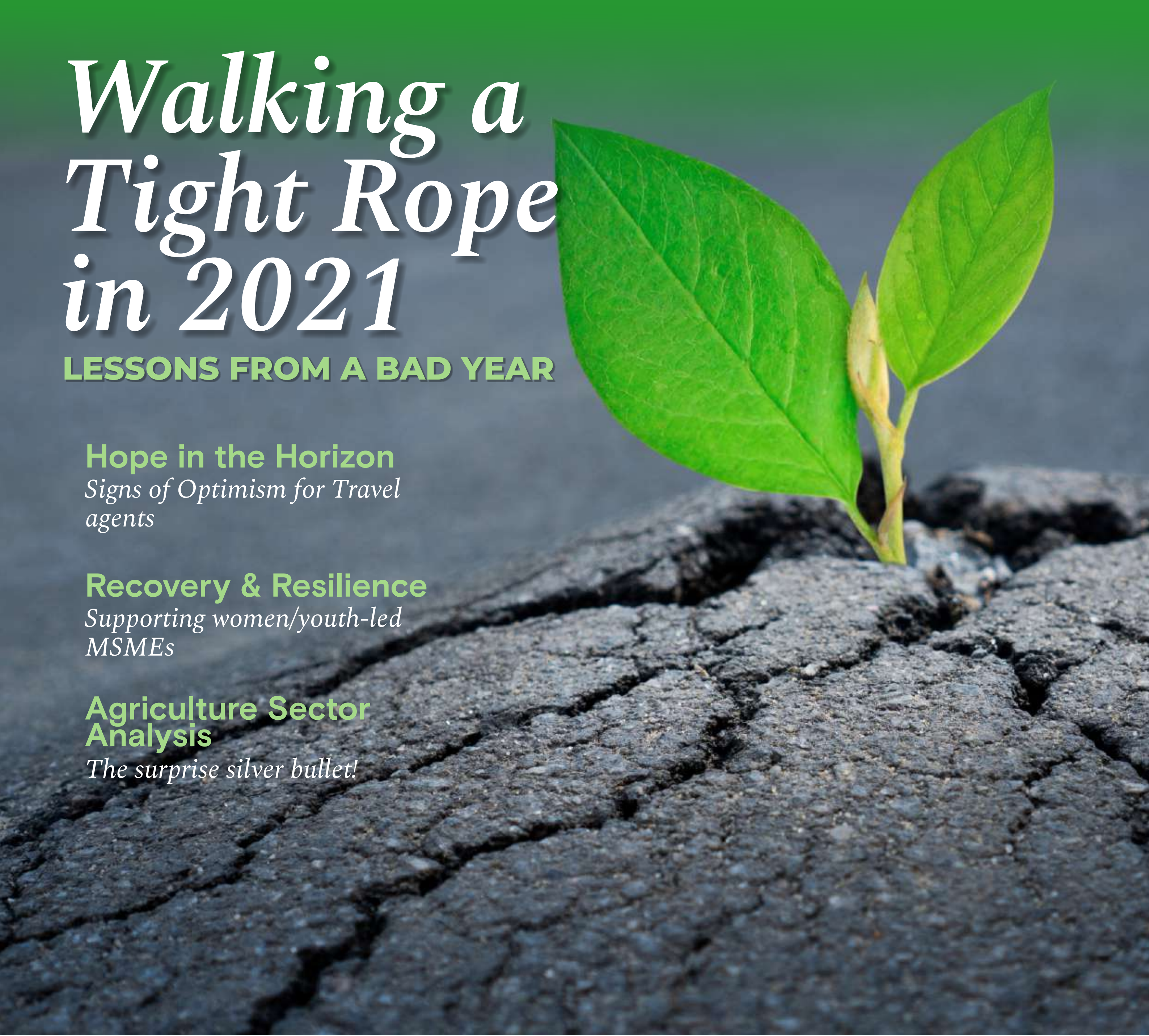
KENYA BUSINESS CHANNEL

The Voice of KEPSA

A KENYA PRIVATE SECTOR ALLIANCE PUBLICATION

JAN - JUN 2021



Walking a Tight Rope in 2021

LESSONS FROM A BAD YEAR

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KENYA BUSINESS CHANNEL

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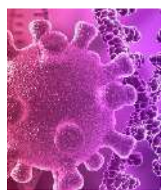

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Foreword

Looking back at the past year, we learn some key lessons from the pandemic that will shape our future and determine how fast businesses will recover in 2021. Most businesses were caught off-guard by the Covid-19 pandemic with major supply chain disruptions, market access challenges, reduced consumer demand, high cost of operations and declining revenues which prompted majority to scale down operations or close down. Some innovated, adopted use of technology or reviewed their business strategies to stay afloat or capture new opportunities revealed by the pandemic. This magazine captures the lessons and experiences by different businesses to help inspire others in the recovery process.

To mitigate the negative impacts and contain spread of the virus, KEPSA mobilized private sector contributions and developed an Economic Management Framework for Covid-19 Response. The framework identified key priority proposals for government intervention to cushion businesses and ensure continuity during the pandemic. Government responded by rolling out economic stimulus measures (both fiscal and monetary) and eased some of the restrictions to enable resumption of economic activities. However, by now it is clear that business will never be the same again; therefore, businesses must adapt to the new normal, innovate and chart a new path into the future rather than aiming for return to pre-Covid status.

Notably, the pandemic revealed the main weak-points in our social and economic frameworks creating an opportunity for strengthening. This includes our health-care systems, social protection and safety nets, development of local and regional value chains to build self-sufficiency and cushion against future disruptions or shocks in the market, as well as business contingency planning. It also created new opportunities such as production of PPEs and sparked a new digital revolution with increased adoption of technology and innovative business solutions.

Going forward, KEPSA is now focusing on five key thematic areas to accelerate economic recovery and emerge stronger together as a country. These include strengthening governance (for political and macro-economic stability), improvement of Kenya's global competitiveness (business environment), business resilience and recovery strategies with strong focus on SMEs, youth and women, promoting green economy and sustainable development, as well as economic diplomacy for increased trade and investment.

For SMEs, the main priorities include access to affordable financing, capacity building programs, market access linkages and enabling regulatory environment. Intensified advocacy through KEPSA PPD platforms and ongoing projects such as the MSME COVID-19 Recovery and Resilience Program in partnership with MasterCard Foundation, E-Commerce Booster programme, weekly training and mentorship sessions for women and youth entrepreneurs, Ajira Digital project, among others will be very crucial in this regard.

Carole Kariuki Karuga MBS, HSC
CHIEF EXECUTIVE OFFICER
KENYA PRIVATE SECTOR ALLIANCE

Message from Chairman

Nicolas Nesbitt

CHAIRMAN
KENYA PRIVATE SECTOR ALLIANCE

> *The first quarter of 2020 recorded 5.4% growth before Covid-19 hit in March*

In the beginning of the year 2020, KEPSA's main focus under the new Business Strategy (the Simba Era) was continued advocacy for business environment reforms to enhance the role private sector in driving economic growth and transformation in this last decade towards achievement of the Vision 2030 and the Sustainable Development Goals (SDGs).

All indicators pointed to a more vibrant economy with projected GDP growth of 6.1% in 2020 compared to 5.4% in 2019. The first quarter of 2020 recorded 5.4% growth before Covid-19 hit in March and impact of the restrictions adopted by government led to GDP growth contraction of -5.5% and -1.1% in the second and third quarters of the year respectively compared to 5.1% and 5.8% in similar period in 2019. The worst hit sectors include tourism, education, professional and support services, wholesale & retail trade, manufacturing, transportation and storage. Key sectors that anchored the economy over the period include agriculture, mining and quarrying, construction, ICT, finance and insurance health and real estate.

Generally, the year was tough for most businesses especially in the second and third quarters due to the Covid-19 restrictions imposed by the government and the ripple effect from lockdowns in major international markets. GDP growth in 2020 is expected to be -1% with strong recovery projected in 2021 to about 6.4% (National Treasury) while the World Bank forecasts a more robust growth of 6.9. Roll-out of vaccines and relaxation of restrictions in key markets, reopening of schools and resumption of normalcy in most sectors, good weather patterns and increased adoption of technology are some of the factors that will boost the recovery process. However, some risks abound such as the roll-back of Economic Stimulus measures amid rising costs of operation, introduction of new tax measures (e.g. minimum tax), fiscal stability concerns with rising public debt, political environment uncertainty, etc.

KEPSA will continue to engage government to address these issues and facilitate enabling environment for faster recovery, business growth and investment attraction.

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WALKING A TIGHT ROPE

Lessons From a Bad Year

In 2020, the world witnessed one of the most economically destructive pandemics in history, Covid-19. A steady flow of goods, services, incomes were slashed as businesses closed down - with many taking huge losses. To help anchor the Kenyan economy, KEPSA worked tirelessly to find interventions that would pivot businesses against total devastation.

We developed the Economic Management Framework for Covid-19 response and successfully championed economic stimulus measures – both fiscal and monetary, as well as interventions on operational issues such as cross-border logistics, air cargo freight, re-opening of the economy and business continuity.

In response to the Government call, KEPSA mobilized members to contribute resources towards Covid-19 mitigation. Significant contributions that were made include the provision of food, water, soap and disinfectants, water tanks and hand washing stations, thermal guns, ventilators, sanitizers, PPEs, mattresses, umbrellas to the Police, e-learning platforms, and training, digital resources, telecommunication support, advertising, and communications.

The Safe Hands Initiative

Over 30 companies collaborated under the Safe Hands Initiative to distribute free soap, sanitizer, and face masks to vulnerable communities. KEPSA, in conjunction with Kenya Healthcare Federation (KHF), mobilized the private sector to deploy resources to combat COVID-19, providing a suite of donations worth KES 16 Million. KHF also partnered with the Ministry of Health to procure over 35,000 COVID 19 test kits from Roche.

Other areas that were a priority for KEPSA in support of the Membership were;

- Issuance of Essential Stickers to facilitate movement during curfew hours and across restricted areas.
- Support to new Associations as they built capacity i.e. ASNET, Film Exhibitors and Distributors Association of Kenya (FEDAK), ICC Kenya, Digital Lenders Association (DLAK), Online Professional Workers Association of Kenya (OPWAK), and International Relations Society of Kenya.
- Organizing webinars to coach businesses on leadership, and building resilience during the Covid-19 period.
- Partnering with Google to offer Digital Training for Entrepreneurs with support for Online Business Profiles setup and verification at no cost.
- Partnership with SME Founders Association to offer 15 scholarships for MSME' members. The program continues to offer Strategy Clinics that sensitize SMEs on the development of plans to adapt, pivot, and thrive.
- KEPSA / UK-Kenya Tech Hub partnership that provided SMEs direct linkages with tech start-ups that offer innovative solutions.

Interventions

The Presidential Roundtable (PRT) in March 2020, allowed us the opportunity to present proposals on interventions to cushion businesses during the Covid-19 pandemic as part of the Economic Management Framework for Covid-19 Response. This led to the unveiling of Economic Stimulus Measures such as:

Reduction of VAT from 16 to 14 percent, Corporation Tax from 30 to 25 percent, PAYE from 30 to 25 percent and 100 percent waiver for those earning less than 24,000

Reduction of Turn-over tax from 3 to 1 percent

Expedited payment of pending bills and VAT refunds (Ksh 25 Billion paid by end of June 2020)

Reduction of Central Bank Rates from 8.25 to 7 percent and Cash Reserve Ratio from 5.25 to 4.25 percent that injected liquidity worth Ksh 35 billion. This enabled banks to continue with lending to businesses

The government also followed up with Ksh 56.6 billion budget allocation for different sectors under an 8-point Economic Stimulus Programme and began phased re-opening of the economy from July 2020 among other interventions.

We continue to engage with all stakeholders in this season of an unprecedented crisis that has shown us how quickly things can change and believe that we shall *Build Back Better* once we are out of the woods with Covid-19.

COVID-19 PANDEMIC: A Surprise Silver Bullet For A Prosperous Sector

As we indomitably stay optimistic, trusting that sooner, Kenya and the region at large shall overcome the Covid19 pandemic, it's probably too early to tell what is yet to come. Many are expecting 2021 to be the recovery year though this may not be the case. The impact of the pandemic from negative economic growth, loss of jobs, and overstrained healthcare support have been real. Disruptions in international markets that have constrained the export of agricultural produce, as well as imports of agricultural inputs, has not gone unnoticed.

The agriculture sector is the backbone of economic growth in Kenya, accounting for about 33% of the national GDP and impacting over 65% of Kenyans who earn their income from the sector. Kenya takes pride in being along the equator hence production is all year without enormous weather effects. This, however, doesn't preempt the fact that the sector sometimes faces challenges for example inadequate rains leading to drought, locust invasion, floods amongst others. The players in the sector continue to strive to ensure that the sector remains sustainable.

Surprisingly, the agriculture sector performed very well in 2020 despite the fears of the effects of covid19. In the first and second quarter of the year, when Covid19 knocked into the Kenyan boundaries leading to the cessation of movement and curfew, the sector was shaken especially due to logistical challenges. The exported produce was the most affected with no flights available nor market to sell to. This also had a massive impact on the local market especially when the hospitality industry and even education institutions who are major consumers were forced to close. There was massive destruction of the economy in terms of GDP decline and job losses.

According to the Kenya National Bureau of Statistics, GDP from Agriculture in Kenya decreased to 308,367 Million KES in the second quarter of 2020 from 351,514 Million KES in the first quarter of 2020.

However, amid this pandemic and the surrounding economic implications, several opportunities arose in specific sectors and many of the companies in these fields are experiencing unprecedented growth. However, it's uncertain whether this surge is temporary or whether it will lead to more sustainable and longer-term adoption of behavior. Many are seeing a growth in demand. There has been a surge in demand for example in the dairy sector where consumption increased with more and more people staying indoors and practicing social distancing. Demand for long-life milk was higher than the fresh milk.

Despite the lockdown in many countries and flight cancellations, horticulture produce from Kenya luckily reached the destined markets after cargo flights were allowed to operate.

What next?

Given Kenya's smallholder production nature, the value chain approach will be noble if structured marketing infrastructure is put in place. Different methodologies need to be adapted for the sector to remain sustainable. For example, increasing the production of certified seeds.

This calls for support from the Government by way of giving incentives to seed companies to produce seeds. The introduced e-voucher system is expected to enhance smallholder farmers' access to subsidized seeds, fertilizer, and pesticides from agrovets. The high production cost of agricultural produce has been blamed on the high cost of farm inputs. If successful, the e-voucher system will give an incentive for smallholder farmers to produce more through subsidized farm inputs.

The government continues to introduce or review bills/policies for different value chains. The inputs from the private sector should be highly regarded and considered since the actors are the ones who bear the consequences of either a good or bad bill. The private sector remains a very important actor in the agriculture sector through investment along the value chains and its views are critical in the development of different priority value chains.

Moreover, in July 2020, Kenya and the United States launched trade agreement negotiations. This is key for Kenya and the success of the negotiations will impact massively on the private sector more specifically the agriculture sector in terms of trade, job creation, and poverty alleviation, economic and sustainable development. However, the Free Trade Agreement (FTA) should work for the mutual benefits of the two countries. Critical to the success of the FTA is having a strong public private partnership that will see the private sector continually engaging with the government in policy formulation and implementation and enhance agricultural sector coordination and consolidation of efforts. Local producers will need cushioning and risk mitigation to have a level playing ground with their USA counterparts.

On the other hand, UK-Kenya FTA, once signed, will guarantee tariff-free access to both markets. The FTA was initialed in November 2020, laying a foundation to expand the trading relationship between Kenya and UK. UK imports a lot of Kenya's tea, coffee, vegetables, and flowers.

The government launched the County Government's post-Covid-19 socioeconomic recovery strategy that will be implemented in three years. The Kshs 132 billion recovery plan has prioritized agriculture as one of the anchor sectors that will help Counties to recover from the effects of Covid-19. The resource benefits are expected to trickle down to smallholder farmers.

Public-private partnerships play a very key role in the facilitation of business. It is in this spirit that the dream and voice of the Kenyan agriculture sector was realized through the launch of the Agriculture Sector Network (ASNET). ASNET is the umbrella body of the agriculture private sector in Kenya formed through a partnership of Kenya Private Sector Alliance (KEPSA), Kenya National Chamber of Commerce and Industry (KNCCI), Sustainable Development Goals (SDGs) partnership platform of the United Nations with support from BAF, Elgon Kenya Limited, like-minded business associations, private sectors partners and other stakeholders. It was launched in February 2020. ASNET draws its membership from business associations across all value chains in the agriculture sector, corporates, MSMEs, development partners, academia and research institutions, NGOs/ Civil society, Finance institutions, Cooperatives, and Farmers (both smallholder and large scale).

ASNET endeavors to be the lead entity in advocacy for a competitive and enabling environment for the sector at the county, national, regional, continental and global levels. This is envisaged to be achieved through strong partnerships with National & County Governments and development partners and other stakeholders to revolutionize the agriculture sector leading to growth, inclusive wealth, and ultimately the creation of jobs.

The Agricultural Sector Transformation and Growth Strategy (ASTGS) 2019 – 2029, was developed as a steering guide for the agriculture sector over the next ten years. ASNET will play a crucial role in collaborating with national and county governments, the private sector, and development partners to implement the ASTGS.

The private sector is a huge investor in the agricultural value chains and its involvement will greatly enhance the efficiency and development of the value chains. Coming together of BMOs in the agricultural sector through ASNET gives the private sector a united voice in advocating for better formulation and implementation of agricultural policy to improve the sector and enhance its competitiveness at the county, national, regional, and international level.

Important to the mandate of ASNET will be working with different stakeholders to develop strategies that will provide incentives for smallholder farmers to produce more to fight food and nutritional insecurity in Kenya. Smallholder farmers remain critical to the food security in Kenya but their potential has not been fully exploited.

Source – Agriculture Sector Network (ASNET)

Agnes Mucuha

TRAVEL AGENTS IN KENYA BRACE FOR TOUGH TIMES AS HOPE FOR RECOVERY LINGERS IN THE HORIZON

The first reported case of the novel coronavirus (COVID-19) was confirmed in a wet market in Wuhan, China in November 2019. From there, the virus spread throughout the world in a blur, earning itself the notorious pandemic status.

The COVID-19 pandemic has caused upheaval around the world, leaving a trail of devastation in the travel sector. At the onset of the pandemic, the World Tourism Organization (UNWTO) warned that travel sector players could be staring at massive losses in revenue based on the "latest developments regarding quarantine measures, travel bans, border closures and the patterns of previous crises." UNWTO also indicated that international travel could fall 60-80 percent by the close of 2020 due to continued border shutdown by major travel destinations as a measure to curb the spread.

According to its report on COVID – 19 Related Travel Restrictions, UNWTO indicated that by 20th April 2020; all worldwide destinations had introduced travel restrictions in response to the pandemic. About 45 percent of the world's destinations totally or partially closed their borders for tourists, 30 percent totally or partially suspended international flights, and a further 18 percent banned entry for passengers from specific countries of origin. The resultant effect was total disruption and paralysis of the international travel sector worldwide.

This grim outlook is also painted by the World Travel and Tourism Council (WTTC) which warned that the COVID-19 pandemic could cut a million jobs in the travel and tourism sector, as travelling was expected to drop by up to 80 percent worldwide in 2020 compared to 2019.

Issues Travel Agents in Kenya have dealt with amid COVID-19 pandemic

Travel agencies in Kenya already took a big hit from the first wave of the pandemic stemming from the travel bans, shelter in place orders and a surge in cancellation of flight and hotel bookings that saw a drastic contraction in their business volumes.

That's not all. They also faced a lot of challenges in their initial effort to address cancellations, refunds and rebooking, with little or no compensation. Many of them complied with compensating their customers with the hope that – by intervening for their clients with airlines – they will have demonstrated their value to customers who will be eager to travel when restrictions allow it.

As the second wave of the virus continues unperturbed, the scale of the crisis in the travel industry has continued to worsen. The second wave of the pandemic also resulted in aggressive lockdown measures in October/November of last year and led to the re-introduction of quarantine rules in some destinations. Many travel agency businesses are likely to find themselves in the woods after exhausting their financial reserves in keeping their businesses afloat during the first wave that lasted about 5-8 months.

There was also little prospect of a pick-up in overseas leisure and business travel during the first quarter of 2021. Reasons include; the fear of travelers contracting the virus while traveling and uncertainty over the safety of destinations. Fears are thus growing that many businesses in the travel sector will not survive if something is not done – and fast!

Revenue streams for hundreds of travel agents have, since early March 2020, dried up. As the agents painstakingly watched their income grind to a halt, they were forced to take drastic cost-cutting measures such as sending employees on unpaid leave and sustaining a skeleton staff on pay cuts. With this, there is also a looming reality of job losses that is bringing real and profound worry to thousands of families in Kenya and the region.

It is important to note that the travel industry is an extremely labor intensive industry, and in Kenya, it is an indispensable and significant source of employment. If the pandemic prolongs further into the larger part of 2021, we might witness mass layoffs in the industry.

This has been an area of concern for travel agents as they have been caught in a catch 22. On one hand, they can barely afford to sustain their employee numbers, while at the same time, they cannot keep employees on unpaid leave forever. On the other hand, they cannot part with their employees on grounds such as redundancy because this is a costly exercise, and most of them currently struggle to even keep the lights on.

Another thorny issue for the travel agents has been the introduction of the 1% minimum tax that took effect on January 1, 2021. The Tax Laws (Amendment) Act, 2020 amended various tax laws and was aimed at responding to the COVID-19 pandemic that saw the introduction of the minimum tax. As stipulated in the Finance Act 2020, the minimum tax will be charged on the gross business turnover.

This is an issue for travel agents. They essentially sell on behalf of their principals! They simply earn service fees on services provided to travelers. The cash they collect for the air ticket sales is disbursed to the International Air Transport Association (IATA) less their service charge fees. So, the million-dollar question is, why should travel agents pay a minimum tax on a gross turnover that isn't a true reflection of their gross earnings?

Applying the minimum tax to travel agents without considering the nature of their business will drive many of them out of business even before their first payout.

Going Forward

Travel agents in Kenya navigated multiple crises in the year 2020 that was a ripple effect of the pandemic. They watched as their businesses faced insolvency, their employees going for months without pay, and they faced evictions from landlords; but they have remained resilient through it all.

With the future of travel still cloudy, travel agents in Kenya are predicting that they may not be able to sustain their businesses past the first quarter of this year without government financial support. However, they are fully aware that this could be a far cry in Kenya and are thus formulating new ways and adjusting their business models for a post-pandemic recovery.

As the pandemic's second wave sweeps across the world, studies show that travelers will even be more unwilling to travel this year. They are taking a “wait-and-see” approach before firming up any travel plans that they had for this new year. Already, this "wait-and-see" approach resulted in about a 73 percent decrease in business volume in the fourth quarter of 2020.

The recent news about Moderna's, and Pfizer and BioNTech's COVID-19 Vaccine meeting all primary efficacy endpoints could be the silver lining for the travel industry to recover to the 2019 numbers, but it is not the magic bullet.

Even if the vaccine becomes freely available, travelers will most likely remain cautious of health issues going forward. This shift in traveler behavior calls for clever marketing strategies to get people to travel again. For the next few years, travel agencies must continue to openly promote their value through creative marketing.

KEPSA DEPUTY CEO MS. MARTHA CHERUTO SPEAKING TO DELEGATES DURING THE KEPSA-UNDP COVID-19 PROTOCOLS WORKSHOP FOR BUSINESS OPERATORS IN TOURISM AND HOSPITALITY IN MOMBASA

COVID-19 PROTOCOLS WORKSHOP FOR BUSINESS OPERATORS IN TOURISM AND HOSPITALITY SECTOR (MOMBASA) - FEBRUARY 17, 2021

TOURISM IS ONE OF THE SECTORS THAT HAS BEEN GREATLY AFFECTED BY THE COVID-19 PANDEMIC

Further on into 2021, travelers will be faced with uncertainty on how to navigate the changing landscape. Many travelers are still anxious about travelling again and will be looking to trusted travel agents for information on safety, destinations, which hotels have implemented enhanced hygiene measures, and how travel agencies will advocate for them if something happens before, during or after their trip.

The role of the Travel Agents will become even more valuable and vital in assisting them to make informed decisions.

In a nutshell

Going forward, for most travelers, safety will be the center-hold on whether or not they will travel again and therefore, travel agents must ensure that they create enough awareness of good practices in health and hygiene. It is also important to note that in the next few months, travelers will remain wary about the possibility of future outbreaks and their containment measures.

KATA is confident that the power of human connection will not be washed down, even with this pandemic. We strongly believe that the prospects for travel agents in the long-term is more promising than ever; but travel agents must know and understand their clients' needs and provide tailored support.

Agnes Mucuha is the Chief Executive Officer at Kenya Association of Travel Agents (KATA)

Contact KATA for any inquiries about travel trend for 2021 in line with COVID-19 protocols or dealing with KATA certified travel agent on info@katakenya.org

Mega Industries: How We Survived

No one will forget the year 2020. And certainly not those of us in the garment manufacturing sector. As the Covid-19 tide swept Asia by storm in December 2019, little did the rest of the world imagine the magnitude of the disaster that lay ahead. Just like the hospitality and airline industries, which were left exposed and rudderless, the situation was similar for the garment manufacturing sector. It has been said that the economic repercussions of Covid-19 come second to those felt in the wake of World War II.

The Global Fashion Index had predicted that 2020 would be a slowdown and was to be on high alert. However, all the strategies that were put in place to curtail that were made redundant a few months into the year, as the Covid-19 pandemic struck almost every nation. Events in the fashion world changed dramatically – the predicament in the apparel sector around the globe was suddenly much bleaker, leaving leaders and garment factory owners disorientated.

Even as the duration and ultimate severity of the pandemic remains unknown, leaders in the fashion industry believe that the struggle for our sector is just the beginning. The apparel sector globally has suffered immensely from both the supply and demand side; lockdowns were imposed in rapid succession in most countries around the world, leaving garment factories juggling crises on multiple fronts simultaneously. At Mega Industries, we are privileged to have been one of those companies to have survived the economic challenges brought about by the pandemic.

The year 2020 has been survival mode for our company. As we observed the international markets, and our industry in particular, we had to do what any industry has to do in a "recession scenario". We implemented cost cutting measures by reducing our expatriate head count and trained more Kenyans for technical jobs such as pattern making, 3D and other more intricate/specialized machine operations.

We also invested more in technology such as the automated fabric laying/spreading and cutting machine, and the automated label and button attaching machines. This has helped us to reduce our overall workforce, thereby reducing our overheads. In addition, we worked out much better payment terms with our vendors – documents against payment 45 days from bill of lading, instead of an advance telegraphic transfers (TTs) or sight letter of credit. This has markedly helped our cash flows.

> *We implemented cost cutting measures by reducing our expatriate head count and trained more Kenyans for technical jobs*

Reinventing our business model was the second strategy for self-preservation this year. We realized that the garment manufacturing business was fractured, with too much reliance on raw material inputs from Asia, thus affecting lead times. We therefore decided to focus more on sourcing from within the region, to allow for more flexibility, reduce lead times and reduce our raw material transportation cost. One way was by introducing a leaner inventory carrying software and re-emphasizing 'Just in Time' principles.

Innovation has been a major contributing factor to our survival since the Covid-19 outbreak in Kenya. We immediately analyzed the market, and switched our production to manufacturing cloth masks, Personal Protective Equipment (PPEs) and scrubs, since all our contracts with foreign buyers were put on hold until further notice.

Our core product has always been dress pants, with 90% of our capacity focused on this particular product category. However, with Covid-19, and the shift to virtual work places and meetings, the demand for our products declined. To remain afloat, we began our transformation towards manufacturing tops, thereby having less reliance on dress pants. Although we are still transitioning, we have observed a massive difference for the better with just one switch in product. We are almost there!

As the fashion trends changed to casual wear over the course of the year, we observed a large market for athleisure since no one was going to the office anymore. This has really helped us to remain relevant during this unstable period. We have also added neckties to our product range (since this demand has remained because of virtual meetings), as well as polo piques and t shirts. These innovations have hugely contributed to our survival.

> *Our primary goal is to ensure we survive beyond the recessionary period, which has been predicted to last between 12-18 months*

Crisis management has played a key role in our survival. When Kenya registered its first Covid-19 case, we immediately established an internal crisis response committee at Mega Industries, for a brainstorming session with all our key stakeholders. Everyone was asked to list down as many questions and thoughts to "what if" scenarios. We addressed them collectively as a team and came up with two to three responses for each scenario. We also created an internal communications team. The purpose of this was to ensure our entire workforce was duly informed of all our critical decisions which might affect operations - Covid has been a huge disruptor to our regular work schedule.

Contingency planning has been vital to our strategy in 2020, and our business continuity plan was set up to implement the various measures. Our continuity plan analyses the 4 P's: people, partnerships, processes and profit. We assessed each of the "P" under a microscopic lens and created "what if" questions for each, and then studied how the worst-case outcome would affect our business continuity plan. For instance, in the event of a lockdown, or if a key customer goes bankrupt, or in the unfortunate event of several associates contracting covid-19, etc.

Our plan for 2021, is to steer the same course we began in 2020. As global markets prepare for a recessionary period, we must prepare for the same, and protect our business throughout the second phase of the disaster. Our primary goal is to ensure we survive beyond the recessionary period, which has been predicted to last between 12-18 months, in the aftermath of covid-19. We will continue with our contingency and business continuity plans, and our crisis management team will remain as we observe how 2021 and beyond unfolds. We will continue to keep a very watchful eye on global fashion trends, so as to ensure we can quickly diversify into new product categories, should we see the demand for it.

For restart and recovery, this will be an ongoing exercise. Currently, we are reflecting on some areas to focus on internally: digitization - more technology, more 3D, blockchain; modular lines - smaller production lines with more flexibility; fewer suppliers - have less suppliers with tighter/better associations; more clients and more diversified categories; protecting cash flow - having more insurance policy in place to protect against delayed client payments. We initiated leaner efficiency operating models, specifically cut to pack, which have worked for us so far: it's resulted in less workforce, less costs and greater efficiency in production. It has proven to have stronger controls making it easier for us to continuously monitor and improve our efficiency. We intend to replicate this same method across all our departments in 2021.

Across the value chain, financial hardship and joblessness looms over like a tempest. While a cloud of uncertainty prevails as we wait for the dust to settle during the recessionary period in the aftermath of Covid-19, one thing we are sure of, is as long as we navigate along the same course we undertook in 2020, Mega Industries will emerge strong in the post-recession phase.

Source - Mega Industries

Boniface Mutinda

A Breath of Hope!

Recovery and Resilience Program for businesses during Covid-19 pandemic

ABOUT THE PROGRAM

The Kenya Private Sector (KEPSA) in collaboration with the Mastercard Foundation launched the COVID-19 Recovery and Resilience Program in August 2020. The program aimed to support women/youth led or owned micro, small and medium enterprises (MSMEs) whose operations have been adversely affected by the Covid-19 pandemic.

Through this program we received a total of 710 applications by January 31st, which was the deadline of submitting the loan applications. These applications are at different stages of review with 101 MSMEs having already benefited from a total of over Kshs 40 Million in form of interest free short-term loans ranging between Kshs 100,000 to Kshs 1.5 million without any collateral. The benefitting business has to be a member of KEPSA or a through current subscription to a KEPSA-Member Association and also demonstrate the capability to repay the loan within a period of six months.

The program also responds to specific gender needs by addressing challenges related to access to financing, which affects women, mainly young women in business. To enhance future evidence-based programming, the program has also supported a study that sought to examine the impact of COVID-19 on SMEs in Kenya. Further, with this partnership a Gender Policy has been formulated, which seeks to enhance the integration of gender perspectives in the sector's programs and initiatives; thus, contributing to the achievement of SDG 5 on gender equality and women empowerment.

THE ACHIEVEMENTS

Among the beneficiaries of this program is One Beat Music Kenya, an audio-visual production studio in Obama area, Nairobi is one of the businesses that benefited from this initiative. Speaking to KEPSA communications, the studio Director, Mr. Paul Ayalo explained how Covid-19 pandemic affected his business and the impact the funds had on his business.

"When the first case of Covid-19 was reported in the country, business went on a low, customers stopped producing music and events were stopped by the government. It has been a very difficult year for us in the entertainment industry" said Paul, expressing his optimism that business will boom in the year 2021.

"We used the funds we received from KEPSA to equip our studio by purchasing new equipment and also entering into new partnerships which will bring more revenue to the business."

WAY FORWARD -TRAININGS & MENTORSHIPS

Beyond the interest-free loans, in January 2021 KEPSA and Mastercard Foundation through the same program, launched virtual Training and Mentorship sessions for 500 MSMEs whose businesses have been affected by the COVID-19 pandemic in Kenya.

The program will enable them to be resilient and recover during and post COVID-19 and also enable them to maintain their business, find new business opportunities, preserve existing jobs as well as increase their revenues which in turn will increase employment opportunities for young people.

The program involves online Mentorship and Training sessions for the MSMEs by some of the most experienced business leaders. During the Mentorship sessions, the mentor speaks on topical issues followed by an interactive question and answer session between the mentors and the attendees, whereas the Training sessions seek to impart business continuity skills to the participants.

ONE BEAT MUSIC FOUNDER PAUL AYALO WITH FELLOW ARTISTS IN HIS STUDIO DURING A RECORDING SESSION.

> *60 MSMEs have benefitted from Kshs 24 Million in interest free short-term loans*

During the launch, KEPSA's Chair for the Gender and Youth Sector Board, Ms. Eva Muraya thanked the Mastercard Foundation for extending this opportunity through KEPSA and encouraged the MSMEs to attend the planned sessions to listen, learn, and draw valuable lessons from the lined-up training sessions, as well as the business leaders who are scheduled to be mentors.

Dr. Bimal Kantaria, the Managing Director, Elgon Kenya who was the mentor for the session held on 29th January 2021, which had over 400 participants encouraged the participants to always associate themselves with people of integrity and to exercise humility at a personal level to succeed. He also encouraged participants to empower their staff members to run their businesses effectively.

"Money and wealth are a function of time. Save as much as you can, as long as you can, and as early as you can. It takes time to build wealth. Be a person of integrity, and patience," said Dr. Kantaria.

Dr. Kantaria took the participants through his entrepreneurial journey highlighting some of his challenges and successes, with the hope of mentoring the MSMEs in attendance. He particularly underscored how his company Elgon Kenya managed to grow significantly during the pandemic.

Through this program, KEPSA and the Mastercard Foundation intend to assist young people with maintaining their jobs and livelihoods, as well as supporting youth- and women-led MSMEs to:

- Identify new business opportunities.
- Ensure business and supply chain continuity.
- Prioritize the health and safety of employees, communities, and health care workers.
- Reduce Gender-Based Violence.

"MSMEs are the backbone of the economy and they need support more than ever. Through the Mastercard Foundation COVID-19 Recovery and Resilience Program, we are working with our partners to deliver tailored support to MSMEs that helps them sustain their activities and continues to provide opportunities for dignified work." Said Daniel Hailu, Mastercard Foundation Regional Head, Eastern and Southern Africa.

KEPSA remains committed to its mandate of promoting, coordinating, monitoring and evaluating private sector activities in pursuit of an enabling business environment in the country.

Ebenezer Amadi

Impact of Unsustainable Waste Disposal and The Role of The Private Sector

The world is increasingly dealing with the impact of human activities that are generating a lot of by-products generally seen as waste and discarded of. This waste subsequently finds its way into water bodies, landfills and air as pollution. With a growing population, industrialization and rapid urbanization; the volume of waste generated by modern societies is dramatically growing. Furthermore, the surge in economic activities, food consumption, as well as changing lifestyles are now considered a challenge for most developing countries; as the volume of domestic waste continues to rise by day.

Solid waste management is a major environmental threat to cities worldwide. A considerable percentage of urban waste in developing countries end up on the road(sides), unapproved open dump sites, in drainage systems or is openly burnt; adversely affecting the environment. The effects go further to pose various threats to public health, as micropollutants often find their way into food chains and human bodies. Naturally, small amounts of dissolved elements such as calcium, magnesium and zinc are found in water. Under normal circumstances, these quantities are considered safe for human consumption and use. However, the water is considered as having being polluted when these quantities exceed threshold limits.

Another common problem associated with unmanaged waste is the risk to marine life, especially with plastics. It is saddening to see marine animals like turtles, whales and fish get entangled or feed on the plastics that we carelessly dispose of in oceans; in most instances causing the death of their species. The environment is getting chocked with plastic and at some point, the oceans will no longer support marine life, while land will be unable to support plant growth. This necessitates proactive measures to safeguard marine species against extinction. Unless we change our waste management ways, our current waste disposal trends will ultimately kill our natural forests and agricultural production.

Solid waste management begins at the household level. From waste segregation at source, to collection frequency, willingness to pay for waste management services, adapting to the shifting trends such as refusing single use plastics, public awareness and participation.

Role of The Private Sector

The private sector is increasingly becoming involved in the efforts to curb the issue of poor solid waste management. The contributions that the private sector present are vast. Among them is increased investment in infrastructure development, leading to increased access to sanitation. Often, the low-income towns and cities are neglected, and the local governments lack adequate capacity to manage solid waste sustainably. Growth of private industries and waste collection companies is ensuring a larger reach in the provision of waste management services.

The Private sector also boasts of advanced technology and innovative solutions that go a long way in complementing government efforts in dealing with waste management. Private-public partnerships are therefore key in ensuring that waste management projects are completed on time and within the budget provision.

The role of the private sector is further elaborated in the amount of jobs created especially among the youth. This is often the case where young people are officially employed to provide services in waste collection, sorting and logistics. In other cases, private organizations have gone a step further to provide specialized training and mentorship in sustainable waste management processes, thus encouraging Kenyans to take up green jobs both as employees and as entrepreneurs.

In 2020, Sustainable Inclusive Business, under the Kenya Private Sector Alliance conducted a training for 101 women and youth in Mombasa county, with an aim to create opportunities and alleviate poverty through sustainable trade. From the training, 13 business cases were developed and funded under the PISCCA Fund from the French Embassy in Kenya; ranging from waste management, to upcycling. This initiative has not only created employment for these youths, but has also elevated their living standards, since they can now earn a living in the waste management value chain.

Conclusions

The benefits of proper waste management go far and beyond. It is about creating a safe and healthy environment for us to live in and for the future generations to inherit. Our actions as individuals, businesses and governments should not only focus on short-term profitability; but also, on long-term environmental, social and economic gains. To make progressive impact on this war against waste pollution, public-private partnerships are crucial.

About Sustainable Inclusive Business Kenya

Sustainable Inclusive Business Kenya is a knowledge Center established under the KEPSA Foundation through a fruitful partnership between KEPSA Foundation and MVO Nederland with the support of the Embassy of the Kingdom of the Netherlands in Kenya.

Sustainable Inclusive Business is driving and catalyzing change through inspiration, initiative, facilitation and connection. We bring companies and their stakeholders together to share knowledge and good practices and set goals to create a sustainable and inclusive economy and futureproof businesses with positive impact on People and Planet.

Ebenezer A. Amadi is the Program Manager at Sustainable Inclusive Business.

Karin Boomsma

Challenges Facing the Plastic Recycling Sector in the Waste Management ECOSYSTEM

Kenya generates an estimated 22,000 tons of waste per day with per capita waste generation standing at 0.5 kilograms, according to the Japan International Cooperation Agency (JICA). Of this waste, plastic pollution remains one of the gravest threats to the environment; with effects being seen in rainforests, landfills, oceans and lakes. Due to their nature, plastics especially Single-Use (SUPs) make their way into waterways and slowly break down into smaller particles known as micro-plastics, which are then consumed by fish and livestock, ultimately ending up in our food chain. When water levels in our lakes and rivers rise, they sweep across land, carrying with them disposed plastic waste from open landfills, drifting offshore. Others end up onshore and clog urban sewer systems leading to flooding during periods of heavy rainfall.

9%

total plastic waste that has been recycled

79%

amount of plastic waste that sits in landfills

60%

population of Kenyans without waste management services

Kenya has made tremendous efforts in reducing plastic pollution, by establishing and implementing several policies and regulations including the 2017 ban on plastic bags and the 2020 single use plastics ban in all protected areas. However, while efforts to recycle SUPs have improved over the years, challenges hindering recycling still linger. Only a meager 9% of plastic ever produced has been recycled, while 12% has been incinerated and 79% sits in landfills. Globally, about 14% of plastic is currently recycled. What are some of the challenges facing the plastic recycling sector in the waste management ecosystem?

Segregation at Source:

About 60% of Kenya's population does not receive waste management services; most of which is generated from informal settlements in major cities. These areas are characterized by low income and lack any or proper waste collection systems. The lack of methodical waste segregation at source and the recovery of recyclable items like papers, glass, metals and plastics is done by informal groups that mostly recover the materials directly at the dumpsite. Limited awareness on the need to separate waste at source, lack of proper infrastructure, and a loose regulatory framework have collectively contributed to this significant challenge. The high portion of organic waste makes the recovery of valuable fractions difficult. Additionally, due to moisture and dirt, the value of the fractions is lowered further, affecting the economics of segregation.

Logistics:

The value of the potentially recycled plastic in its unprocessed form is often insufficient to cover the aggregated costs of collection, segregation and transport; due to the low volume-value ratio. Recovered plastics often have to be transported over far distances to certain hubs to be fed into the recycling value chain; facilities for upfront baling or shredding are missing. Only the areas around Nairobi and, to a more limited extent, Mombasa offer possibilities to recycle all main fractions (not to speak of completely missing value chains for certain fractions); whereas logistics have to be organized in order to ship certain fractions over larger distances.

Licensing / Regulatory Framework:

Legal frameworks affecting plastics and general solid waste movement are largely loose. Currently, the biggest hurdle for the recycling value chain are licenses that are required for moving waste, i.e. secondary materials. The attributed costs and frequent time-delays in obtaining these licenses damage the economics of transporting waste. Furthermore, there is limited clarity on whether the same licenses also apply to secondary resources. With the Extended Producer Responsibility (EPR) Regulations 2020 coming into effect, it is hoped that more alignment will be realized leading to scaling and sustainable plastic management in Kenya.

Awareness/ Education:

Lack of better awareness and education are identified as key hurdles for better waste management in Kenya. Littering in public at a small scale or the irregular disposal of waste on a larger scale is still practiced widely and spans multiple generations. Some programs and activities in schools and the general public are undertaken; drivers of those are non-profit organizations, private companies including those in the recycling value chain as well as the public sector especially led by the Ministry of Environment. Despite these numerous efforts, education on waste management lacks a clear base in the school curricular. Nevertheless, the current lack of a proper recycling infrastructure also creates limits for better education on managing waste; despite some behavioral changes when it comes to littering, polluting water bodies and similar related activities. More intensive efforts are needed to create sustainable awareness in both the private and public spheres; on the need for behavioral change in proper waste disposal, from the very household level that includes separating waste at source.

> *The Kenya Plastic Action Plan proposes a national growth recycling plastic target of 6% annually*

Product Design:

With certain criteria taken into consideration when designing product packaging, recycling processes can be significantly eased. Currently, some products contain an unfavorable mixture of material which lowers the recycling value. Additives like filling chemicals, partially applied in rigid plastics, are difficult to identify for the collector and likewise the recycler and may only be noticed by the customer of the secondary product (usually the converter). By then, all costs within the recycling value chain have already been incurred whereas no value has been created. The change of material for a certain packaging, e.g. from HDPE to PET, can also distort the recycling value chain as casual collectors and workers are not aware of the respective differences. For many fractions, different colors imply different value. For instance, the recycling value for colored PET is currently significantly lower than the already marginal one for clear PET. Manufacturers must innovate to ensure that the plastics they produce are designed for reuse and recycle.

Secondary Market:

The current plastic recyclers are small companies processing relatively small volumes of plastic waste, thereby usually building the transition point between the informal and formal sectors. Both recyclers and, subsequently in the value chain, the converters; face a number of hindrances to scale up operations and increase recycling. Two main factors are unpredictable and unreliable: mass flows and the quality of the input material.

The efficient utilization of fixed assets like shredding machines, can only be assured if the input material (plastic) is available. Due to the largely informal collection structures that are sensitive to price changes, larger-scale investments bear a certain risk of not recovering their costs.

The oftentimes low quality of input materials is rooted in fundamental sorting practices, unfavorable composition of fractions (e.g. through filling material or different colors) and the lack of waste segregation at source. The use of recycled plastics is therefore limited to a narrow range of applications that only require low qualities, which is why the recycling sector almost exclusively practices "down-cycling" towards end-of-life solutions. Recycled material therefore faces stiff competition with virgin material – in regards to price, quality and availability. Thus, the vast majority of business models for the Kenyan recycling sector are disabled at this moment.

In Conclusion

The Kenya Plastic Action Plan, an industry led initiative to mainstream the EPR regulations among its members, has an ambitious proposed national growth recycling plastic target capped at 6% annually. The plan predicts a plastic recovery and recycling regime that would grow at an annual rate of 6% to reach 30% by 2030, through operationalizing a joint industry and government led Producer Responsibility Organization (PRO) as well as policy and legal frameworks to enhance the plastics recycling gains made progressively over the years. With more concerted efforts and public-private partnerships, then we can collectively enhance innovations around single-use plastic compositions to make the process less energy-intensive and easy to recycle.

Karin Boomsma is the Project Director – Sustainable Inclusive Business

OUT WITH THE OLD IN WITH THE NEW

There is a concept that has permeated ancient scripture, modern development, and popular culture, which seems particularly relevant today. This is the concept of the Jubilee year. The term has been interpreted to mean an amnesty of sorts; a new beginning from which to start afresh. The year 2020 was known as a year to be forgotten, and one that put everyone, across the world, through some form of tumult or hardship or another. However, if we were to approach it from a different angle, we could see it as offering a Jubilee year, one where we start afresh, tabula rasa, an opportunity to do things differently and see things in a new light.

First, let us not fall into the trap of thinking that anyone could have entirely avoided the ill fate that befell many businesses, individuals, and organizations in the year 2020. The global health catastrophe that has shrouded the entire world in a cloud of unpredictable illness and uncertainty could not have been avoided by any simple measures, and it is unproductive to dwell on 'what might have been'. But, what we can do is learn from 'what can be.' and how we can enhance our resilience and adaptability for future shocks to come. One approach to this is to put all preconceived notions on the back burner and think of the new ideas and approaches that could be explored to prepare against and weather future storms, starting today.

As the Africa Digital Media Institute (ADMI), we were incredibly hard hit when schools and offices were closed. Our entire business model rests on our campus in Nairobi's CBD, our state-of-the-art digital media equipment, and our expertise, tried-and-tested curricula and industry-leading teaching staff. For almost ten years now, we have been delivering training and skills development to thousands of young people, and from one day to the next, this was no longer possible. We immediately pivoted to online teaching, and all our teaching staff were fast-tracked through online teaching qualifications to be best placed to deliver content in a new and innovative way.

This helped us to continue almost uninterrupted, with content delivery and new enrolments. All existing students sat for their exams (online) on time; we have had two subsequent enrolments of new students, 100% online, and we have even conducted virtual internships for our Diploma students that have to undertake a compulsory industry internship before they graduate. Not to mention, we also had a virtual graduation for the first time in our history. As much as the numbers fell lower than what we had predicted for 2020, before COVID-19 and the subsequent economic downturn hit, we have traversed the tightrope, holding our breath, and we can now breathe a sigh of relief that we survived the year 2020, as a team.

Claire Baker

We immediately pivoted to online teaching...

It's not only been moving online that has allowed us to weather the storm. We also looked to other 'new' ventures: new products, new services, new partnerships, and new funding sources.

New products

It seems that every day at ADMI, someone comes up with a bright idea for a new course, new outreach, or new project to further our mission. Whilst in previous years they might have been batted down with a gentle 'let's just focus on the core of our business'; 2020 was all about the new ideas, and looking at how to complement existing revenue streams with new ones that could tap into new audiences and markets.

We launched our virtual youth camps to reach children that are learning from home. We have also launched a series of new professional boot camps for businesses, and we're even exploring new courses that are in high demand from our target market, amongst other projects.

Whilst some of these may not come to fruition or become resounding successes, they have allowed us to explore new ways of doing things, and think beyond what we've considered our main activities since inception. This is more important now than ever, with a clear need to diversify revenue streams to increase resilience and identify new opportunities arising in a fast-changing marketplace.

New services

It may seem like this is a repetition of the point above, but there is a very clear distinction - where a business has solely been providing products for many years, now is the time to look at how the provision of services can come in to fill a sales shortfall. The opposite can also be true; a service-driven industry can look to also providing products as a way to complement its offering.

ADMI primarily offers services (in the form of diplomas and certificates) as products, but last year our content production arm, delivered through the Africa Digital Media Studios, has come to the fore in providing creative content as a product. With ever greater demand for digital content, this need was identified by the Africa Digital Media Group and pounced on by our savvy business development team.

New partnerships

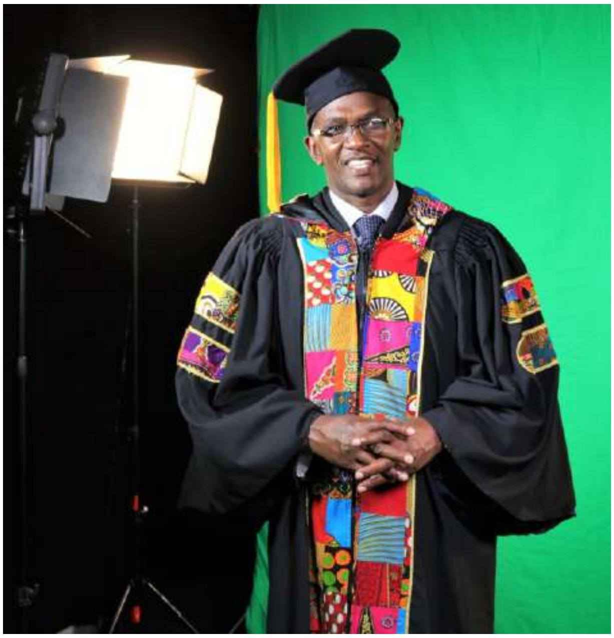
ADMI has always been a firm believer in partnerships, even before the Sustainable Development Goals made it popular with Goal 17, 'Partnerships for the Goals'. One of the major positive developments of 2020 has been a global, local, and individual sense of solidarity amongst humankind, and a feeling of togetherness. We need to capitalize on this to forge meaningful partnerships that strengthen each party, and lay the foundation to achieve far greater impact, profit, and change than either party could do alone. At ADMI, we have seen some phenomenal new partnerships that we are both proud and in awe of.

Our partnership with Rubika, the leading French school for design and animation, has brought game-changing new curricula to Kenya; while our partnership with HEVA Fund has uncovered some startling fresh animation talent through our animation incubator. We are soon to launch a creatives gig platform through our partnership with Baraza Media Lab, just to name a few. These initiatives would either not have been possible alone, or would have been on a smaller scale and taken longer to come to fruition. And so, by working hand-in-hand with peer organizations, and recognizing the strengths of each and capitalizing on them, we go further, and faster. This concept may not be revolutionary, but in 2021, it is crucial and can be the difference between organizational life and death.

New funding sources

To recap this article so far, the main point is NOT to stick to what we know. The same applies to funding sources. There is a wealth of new grants, loans, and other innovative financial opportunities out there, and just as with the products and services, we should not fall into the trap of saying 'no' too early. Many of these loans are zero interest or are designed specifically for working capital, with fewer administrative and due diligence hoops to jump through as compared to traditional loan facilities. When it comes to grants, consider applying as a consortium if your organization is not familiar with philanthropic funding or recoverable grants, which, much as we're led to believe, are not the sole reserve of non-profit organizations.

There is no neat conclusion to this train of thought; matters are still evolving, and we have a whole new adventure ahead of us. It remains to be seen whether these 'new' measures will get us through the battles in 2021; but we feel confident, united, and open-minded in approaching the times ahead.



Ken Mugambi

POST COVID-19 LESSONS: A South Sudan Perspective

The advent of COVID-19 saw East African governments institute various border control measures to minimize the spread of the disease. As a result, landlocked countries like South Sudan that rely on neighboring countries for transit of key commodities such as petroleum products have inevitably experienced significant delays in receipt of these commodities. For Trinity Energy, besides the shutdowns occasioned by the control measures to contain the pandemic in our main market of South Sudan, there was also significant logistical challenges in importing petroleum products in South Sudan due to border shutdowns. Most of our refined product supplies are sourced from Kenya and trucked to our storage depot in Nesitu for domestic distribution.

The peace agreement in 2018 and the subsequent formation of the Government of National Unity in February 2020, has heralded a lot of promise for this young country. In January 2020, the International Monetary Fund (IMF) had projected South Sudan to have Africa's fastest growing economy with a growth rate of 8.2% per annum. However, like everywhere else in the world, the COVID-19 pandemic has set the country back in the economic progress. In addition, the sharp decline in global oil prices also had a huge impact on the national revenue. These economic and operational challenges have impacted businesses in South Sudan.

> *In Jan 2020, South Sudan had a projected growth rate of 8.2% per annum*

This notwithstanding, Trinity Energy has continued to make tangible steps in various areas towards our ambition of becoming an integrated pan-African energy player. Apart from that, we have been able to reach two key milestones; having attained the ISO 9001:2015 Certification and joining the UN Global Impact initiative; becoming the first indigenous South Sudanese company to achieve these two milestones. These achievements will define our journey moving forward, giving greater focus to enhancing standards of our offering to our customers but also injecting more sustainable practices in our business.

While the Covid-19 pandemic has definitely impacted our business, the supply disruptions brought about by the delays in the borders with our neighboring countries has also reaffirmed the need for a refinery in South Sudan to ensure the country's security of supply. Trinity Energy is therefore even more committed to see through its refinery project in Paluoch, South Sudan.

During this pandemic, we have also committed to help cushion the public from the impact of the pandemic on household incomes. In line with this, Trinity Energy also took a bold decision to extend discounts to the members of the public to ease their burden.

The crisis has also helped to shape our Corporate Social Investment (CSI) agenda moving forward through giving greater focus to health-related initiatives as well as supporting the communities we work with to empower them economically. During this pandemic, the company has invested close to USD 600,000 in supporting the South Sudanese government's efforts in fighting the COVID-19 pandemic.

Trinity Energy has demonstrated its understanding of the importance of sustainable business practices as well as offering support to relevant stakeholders in contributing to the overall development of the communities in which we operate. As we pursue our growth and expansion strategy in East, Central, and Southern Africa regions, Trinity Energy is positioning itself as a reliable regional energy player offering indigenous solutions to Africa's energy access challenges.

It is easy for companies to be distracted during uncertain times such as those that we continue to face. However, these uncertainties also offer opportunities for us to recalibrate our plans with a focus not only on safeguarding the bottom-line but also driving overall socio-economic transformation of the societies in which we operate.

Ken Mugambi is the Deputy CEO, Trinity Energy Ltd, an integrated Energy Company headquartered in Juba, South Sudan.

NAVIGATING THROUGH COVID-19:

A RISK MANAGEMENT PERSPECTIVE

by Sospeter Thiga

The COVID-19 global pandemic has hurt numerous sectors around the world and Kenya's pension industry has not been an exception. As the crisis continues to evolve, organizations around the globe are struggling with the multi-dimensional set of risks it has unleashed. While the safety and well-being of workers affected by COVID-19 remains a primary priority, companies have also been forced to triage other essentials, such as; optimizing risk management to ensure organizational resilience in the course of the crisis; leveraging the implementation of Business Continuity Plans (BCPs) to counter the current disruption and redefining the role of risk professionals - to fortify organizations against similar future occurrences.

The COVID-19 crisis has significantly affected financial markets, and market risk remains one of the heavily impacted areas. Stock markets have declined sharply and volatility has increased. Treasury bond yields have reached record lows and credit-default-swap indices have been surging, reflecting concerns of increased corporate defaults. For many assets and liabilities, fair values may have changed significantly, reflecting changes in cash flow forecasts, greater uncertainty and elevated risks. With regard to pension and retirement savings, the COVID-19 crisis has set the stage for a retirement crisis in Kenya as the pandemic continues to portend bad times for the retirement sector in the next couple of years; owing to the fact that most Kenyans are now hard-pressed to meet daily upkeep expenses.

As a key player in Kenya's Pension sector, the CPF Group put in place a robust enterprise risk management framework that incorporates a Business Continuity Management System (BCMS) as well. The BCMS is managed by a Crisis Management Committee (CMC) that has been proactive in mitigating the current pandemic. Several actions were taken once the risk level for the pandemic was heightened by the risk function including holding weekly CMC meetings; Lockdown testing drills; Equipping staff to work remotely; Revision of essential staff list and reducing office premises attendance; and Revision of budgets as a cost-containment measure, among others.

By the time the pandemic had hit a fever pitch, the CPF Group was resilient enough to manage without the need for a radical scale-down of its staff or operational components. It is important to mention that the BCMS was regularly tested over the years to keep it functional in the event of an actual incidence, and the Covid-19 pandemic unexpectedly presented that incidence.

As the old adage goes, 'No Man is an island'. It is during crisis times that like minds should come together. Case in point, the leaders of risk in the financial services within Kenya usually congregate using a WhatsApp forum and regular webinars designed to share ideas on how to manage the current pandemic. This group was an eye-opener as leaders brainstormed on various pertinent issues that were implemented successfully in different organizations. From quick policy templates to COVID-19 protocols, isolation strategies, mass testing proposals, Board paper issuance, lockdown planning - you name it. All these were discussed with fresh ideas always being brought up. It is therefore advisable for professionals to connect and brainstorm over current problems affecting the industry because, in sharing, organizations can build their resilience better.

Business Continuity Plans (BCPs) were designed for shorter-term disruptions, and as such, most practitioners have been forced to go back to the drawing board to relook at their BCPs in light of the protracted COVID-19. Having said that, companies with BCPs were better prepared and focused to deal with COVD-19 than those without. As you may be aware, most companies have either massively downsized or closed shop altogether. BCP's enable Organizations to better plan for the unforeseeable future with its volatility.

These enablers could include documented steps to be taken in the event of a disruption, setting up a capital reserve that can cushion an organization during dark days, succession planning among other measures. BCPs should not just be neat policies to show off to stakeholders on-demand, they should be regularly and rigorously tested year in and year out to establish their efficacy. The acceptance of the BCP by the top leadership of an organization ensures its adequate resourcing and increases its probability of success.

Moving forward, it is unlikely that we shall see things the same way we did before; from normal working routines, working hours, physical offices, travel, performance management and even risk management. In fact, I foresee a future where employee contracts will be output-based as opposed to being based on a retainer salary. In line with this, employees will have much more flexibility to work in a diverse manner including offering their skills to multiple organizations at the same time. More and more people are likely to move from the hustle and bustle of city life to more serene environments that are also affordable, less stressful and healthier. The Education system is also likely to change radically to suit the market demands of people who need to think outside the box. Schools are likely to explore homeschooling and move beyond traditional geographical boundaries. Any organization that does not adapt will definitely 'die'.

This has been a critical season for the Risk Profession as Organizations looked to them to help to steer and navigate through the tide of COVID-19. Risk leaders are expected to be proactive in enabling their organizations to identify future risks of uncertainty such as the current one. Proactivity will therefore translate to scenario-building, benchmarking with other events in the world as well as regular testing of continuity assumptions and plans to prove their functionality.

Additionally, risk leaders shall be expected to remain key advisors to their Boards and Senior Management teams. Advisory needs to remain independent, objective and well informed. This means that risk leaders need to keep abreast with the most current information and changes in public policies. Moreover, risk leaders are also expected to raise red flags on anything that could go wrong so that it can be nipped at the bud on time. The survival of most organizations may actually rest on the role of risk leaders during this volatile season.

Sospeter Thiga is a Risk Management practitioner and is currently the CPF Group Head of Risk and Compliance.

THE FUTURE OF WORK:
PUTTING THE COVID-19 CRISIS TO GOOD USE

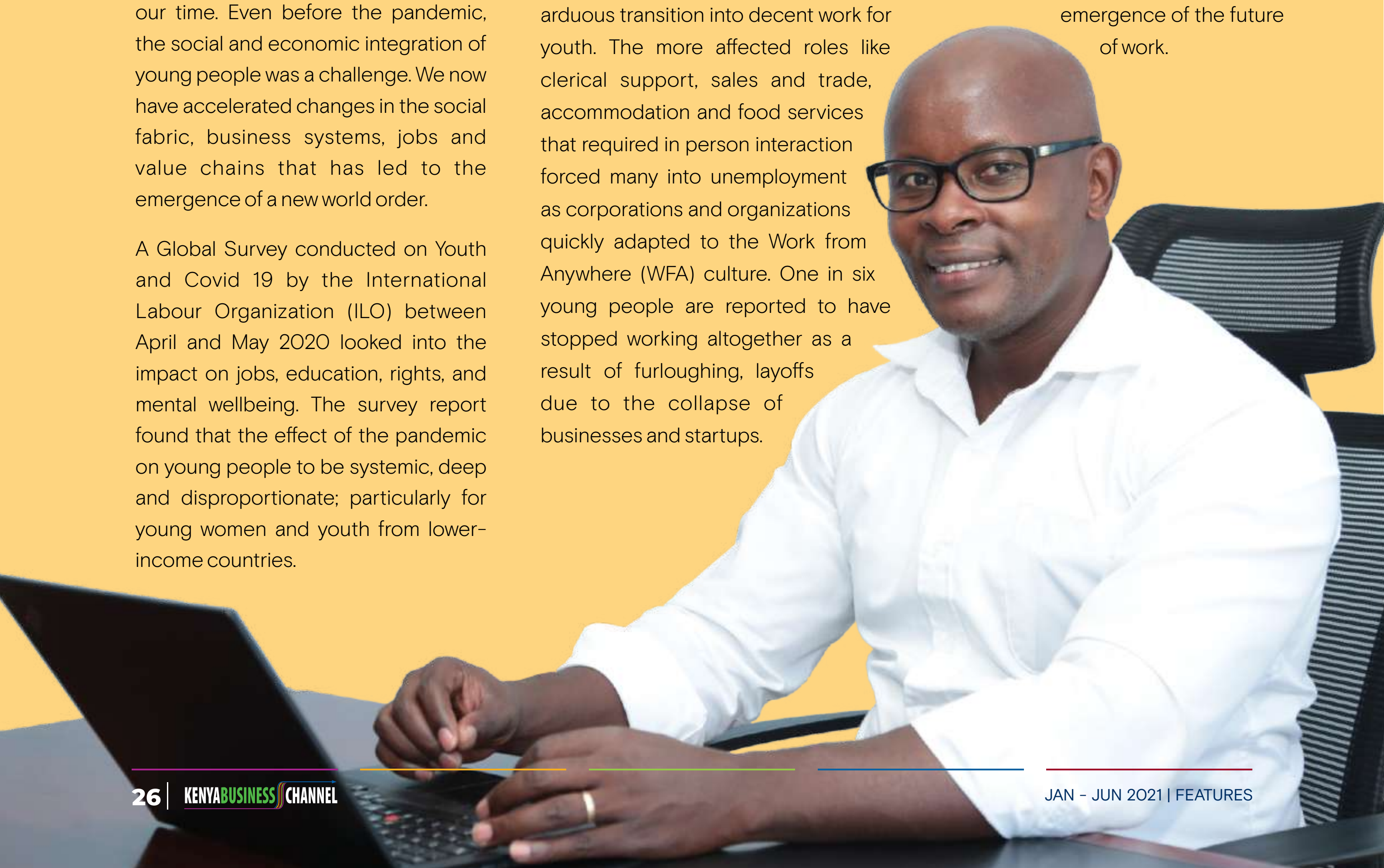
by Dr. Ehud Gachugu

The world has been disrupted in ways that we never expected or even imagined. The past year has been a reality check on how connected we are as humans on earth. A global pandemic - Covid - 19, has been the greatest disruptor of our time. Even before the pandemic, the social and economic integration of young people was a challenge. We now have accelerated changes in the social fabric, business systems, jobs and value chains that has led to the emergence of a new world order.

A Global Survey conducted on Youth and Covid 19 by the International Labour Organization (ILO) between April and May 2020 looked into the impact on jobs, education, rights, and mental wellbeing. The survey report found that the effect of the pandemic on young people to be systemic, deep and disproportionate; particularly for young women and youth from lower-income countries.

Disruption is not a new concept in business strategy. However, the Covid-19 disruption has been unique due to the breadth and depth of its impact to both lives and livelihoods. The shifting work structures and amended working hours present a longer and more arduous transition into decent work for youth. The more affected roles like clerical support, sales and trade, accommodation and food services that required in person interaction forced many into unemployment as corporations and organizations quickly adapted to the Work from Anywhere (WFA) culture. One in six young people are reported to have stopped working altogether as a result of furloughing, layoffs due to the collapse of businesses and startups.

On the flip side of it, in a bid to survive disruption of business systems that led to shrinking bottom-lines; disconnected supplier chains; new terms of engagement with employees and customers led some organisations to pivot digital platforms – an emergence of the future of work.



A Good Crisis

During the bleakest times of World War II, Sir Winston Churchill made a profound statement, “Never let a good crisis go to waste”. In his observation, that perfectly fits our current 'new normal', change inevitably brings new insight and points to opportunities for growth.

The 'lockdown generation' (age 18-29) are digital natives that come after the Millennials (born between 1980 and 1996), and they know the world of disruption too well. They are digitally connected (majorly in urban centers), generally innovative, outspoken people that want autonomy in work life balance.

They are at the forefront of campaigning for the global 'Build Back Better' initiative for sustainable, resilient recovery after the pandemic. They have a device (phone) in their pocket that is capable of accessing the entirety of human knowledge and use it to interact and argue with strangers online. They are the future of work.

The 4th Industrial Revolution

The situation may feel gloomy but it's not all negative. Things that held digital transformation back in the past were challenged. Five years' worth of transformation was realized in three months as organisations swiftly moved to the digital space when Covid -19 accelerated the adoption of the 4th Industrial Revolution. Technology saved the day.

Imagine if our current situation happened in 1980 when the 4th generation of computers were just emerging. In a world where Cloud computing, Artificial Intelligence (AI), high speed 4G and now 5G networks have allowed business continuity at global scale, it's unfathomable.

Digital Growth and Demand

A Digital Intelligence Index Survey by Mastercard and Fletcher School at Tufts University ranked Kenya top in digital growth and demand within the Eastern African region, majorly due to a high digitally driven population. In turn, this means that employers are increasingly looking for employees that are skilled in working with increasingly automated tasks, and on demand tasks in a highly digital environment.

The past year has seen evident change in the models of work and work structure and this trend will continue to gain popularity, particularly in Kenya where there is an increased uptake by youth in upskilling for virtual assistance, transcription, digital marketing, data entry and content writing roles. Youth are enrolling onto free online courses both locally - evidently through the Ajira Digital Platform - and on international learning centers. Equally, there's an emerging crop of digitally run platforms that are offering work to young and ambitious people.

Covid-19 propelled us forward to Industry 4.0 technologies. We are lucky, to have the framework and infrastructure in place. 5G is now in parts of Kenya, AI is working behind the scenes to influence our behavior, Cloud Computing allows us to work and learn from anywhere.

We are still transforming and these trends will define the future of work with young people at the center of the shift to social and economic possibilities. They are the creators and owners of the gig, tech and digital economy. We cannot let this crisis go to waste.

Dr. Ehud is the Director, Ajira Digital and Youth Employment Program at Kenya Private Sector Alliance (KEPSA)

STEMMING THE HEALTH, ECONOMIC & ENVIRONMENTAL IMPACTS OF COVID-19 ON VULNERABLE URBAN RESIDENTS

The COVID-19 pandemic is affecting nearly every aspect of our lives and has demanded abrupt changes in the status quo. With cities being the epicenter of this crisis, urban residents have been particularly vulnerable to the health and economic impacts of COVID-19. Nairobi and Mombasa, two of Kenya's biggest cities, have accounted for nearly 70% of confirmed cases, and with the implementation of COVID-19 cessation of movement, about 1.7 million Kenyans have been forced out of jobs. At the same time, COVID-19 has helped bring to light the existing gaps in our systems; particularly those that concern equitable health care, hygiene and sanitation services.

The Kenyan government, along with the private sector, corporate and non-governmental organizations have responded rapidly to slow down the spread of COVID-19 and support the recovery of Kenya's economy. Sanergy has supported these efforts by developing robust adaptive solutions such as provision of essential sanitation services and hygiene supplies that build the resilience of urban residents living in the informal settlements, which are categorized as COVID-19 hot spots.

Endorsed as an essential service by the Ministry of Water, Sanitation and Irrigation, Sanergy has accelerated the delivery of safe sanitation services. Operating a network of more than 3,000 container-based toilets that serve more than 100,000 residents of Mukuru and Mathare, we have continued to distribute sanitation units to residential areas of slums and to provide valuable waste management services, ensuring that urban residents can safely shelter in place.

At the same time, building the capacity of our toilet operators has proven critical as is the first line of defense against COVID-19 in protecting their families and the larger community. In doing this, we have collaborated with local programs such as Safe Hands Kenya and National Business Compact on Coronavirus to distribute hygiene supplies such as safety face masks, hand washing stations, soap, and hand sanitizers. To date, over 56,300 bars of soap, 13,000 masks, 500 sanitizers and 250 hand washing stations have been dispatched.

Sanergy also continues to implement strategies that preserve the jobs created throughout our value chain. By enhancing the safety of our team for continuity of operations, we have ensured that all our customers: urban residents, farmers, and sanitation providers have access to our services at all times.

To build healthy, prosperous, sustainable and climate resilient communities and cities, we are now strengthening our capacity to scale sanitation and waste management services beyond Nairobi. We are making headway towards building partnerships with the public and corporate sectors that enable scale of private sector solutions and also, lead to improvement of the sanitation and waste management regulatory framework.

Throughout this pandemic, we have seen numerous private sector players contribute greatly to the critical role of serving citizens. Also, our biggest take-away has been that there is a need for more collective investments towards building resilient systems for safe sanitation and waste management. Currently, one third of Kenya's population does not have access to drinking water and nearly two-thirds lack basic sanitation; both of which are critical in the fight against infectious diseases such as COVID-19.

At Sanergy, we therefore renewed our commitment to scale our solutions and reach one million urban residents by 2025 - starting with Nairobi and Kisumu. To support our efforts, we call for wider co-ordination and collaboration between the private and public sectors to leverage increased resources and advocacy for safe and inclusive sanitation and waste management in cities. We are safe only when all of us are safe.

Source - Sanergy

MOAD CAPITAL

LEADING THE HOMES OF THE FUTURE

> *"The circular economy of designing and constructing housing entails a shift towards renewable energy through the superior design of materials to reduce damage to climate and biodiversity.*

Moad Capital, one of Kenya's real estate development companies has introduced an innovative housing design technique that will see the country adopt green housing through a circular economy approach. Moad plans to set up a multi dwelling unit called Tungo Place consisting of two- and three-bedroom houses in Kibichiku on a 5.4-acre piece of land that will be the first gated community within Kenya to adopt this construction system.

Kariba Moko, managing partner at Moad Capital says green housing is a concept that is already widely used in other parts of the world and has proven effective in not only reducing carbon emissions during the construction process but also eliminating waste and reducing the cost of housing.

"The circular economy of designing and constructing housing entails a shift towards renewable energy through the superior design of materials to reduce damage to climate and biodiversity. This is a futuristic design method that will change the way housing is set up by offering more affordable and green housing to persons of all ages. Our construction model will save return a saving of not less than 20% for each house compared to the normal style of construction," Says Kariba Moko.

Moad Capital hopes to democratize home ownership in the country using the circular economy and green housing strategy to make home ownership accessible and affordable for Kenyans from the age of 25. The innovation by the company will realize savings from water, energy and materials used in the construction process, which will then be passed on to the potential buyers. The company, which is part of the National Securities Exchange (NSE) Ibuka programme is looking to realize a reduction of between 60-70% in savings on the cost of constructing the Tungo Place housing project through green innovation; and make it the first sustainable green housing project in Kenya.

Circular economy in construction exists before and after the actual construction, Kariba explains. "The construction phase, while being more visible, is only a small part of what the circular economy entails. It stretches down to building maintenance and management making the design a key entry point and the foundation of the circular economy in construction. The houses use recycling systems for such things as water heating, cooling, and processing of waste which helps to reduce emissions and contributes to a circular system within the whole building."

Tungo place will see this innovation in play by replacing the 'take, make and dispose' model with one in which resources circulate. It will adopt renewable energy, mainly solar as the main source of energy within the building in place of fossil-based energy and close the consumer gap by bringing social engagement closer to the residents through innovation, green construction material and the internet of things. Moad Capital's approach is learned from the World Bank's Edge Programme which looks to design and construct houses at present that will be futuristic, working with entrepreneurs to set up housing models that will be relevant up to 2050 and make green housing and circular economy a worthwhile investment both for long run high gain investors and homeowners.

Source - Moad Capital

RISK-BASED APPROACH:

How Polucon Services Adapted Aptly During The Pandemic

Polucon Services (K) Limited is an ISO 9001 Certified company that over the years, has been offering third-party technical support and solutions to manufacturers and processors of consumer goods. This has always been successfully done through our state-of-the-art ISO/IEC 17025 Accredited testing laboratory, coupled together with our ISO/IEC 17020 Accredited inspection and verification services.

The company supports both imports and exports market to Kenya and other parts of the world. Since the emergence of COVID-19, Polucon has made deliberate efforts throughout its processes to enable it to continue to offer the much-needed technical infrastructure to the business community; especially in matters quality and safety of consumer goods.

As an ISO 9001:2015 certified company, we already had in place our risk – based approach for our internal processes as well as our external business transactions; and this greatly enabled us to react and adapt aptly in planning for present and projecting for the unexpected and unforeseen situations.

Key among the measures taken was to stagger reporting times for key technical staff, to allow social distancing while executing their work. This ensured that we had lowered the risks of contracting the virus among the staff which may have seen some operations halted hence affecting our role of quality assessment and verification in food production.

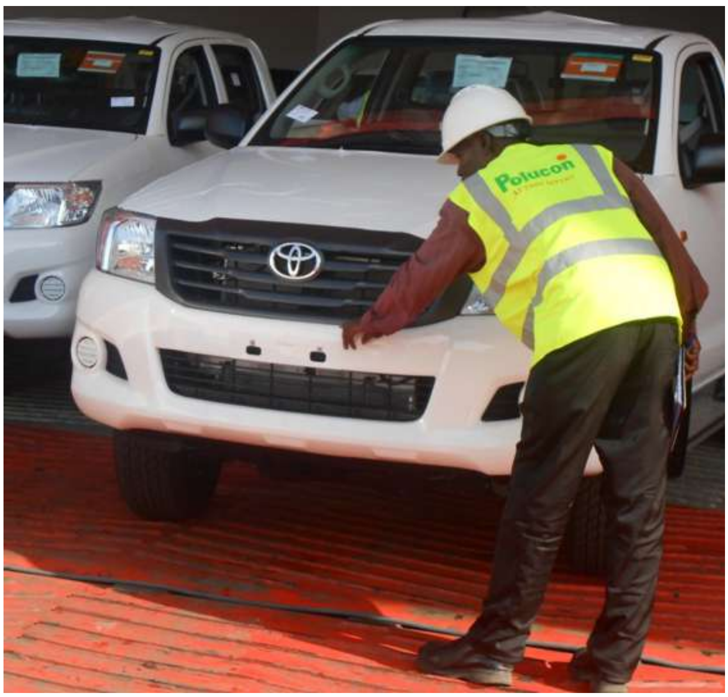
Polucon also drew a lot of strength from its hygiene monitoring unit which is a wing within the main laboratory. The Hygiene Monitoring unit always ensured that it kept abreast with the Ministry of Health guidelines as well as using its expertise in verification and hygiene audits to conduct internal assessments on a weekly basis. This included formulating sanitizers from the chemistry laboratory for internal use as well as conducting efficacy testing for all the hygiene related supplies sourced from third party. These efforts were seamlessly coupled together with those from the company's fumigation and pest control department which ensured it conducted regular disinfection of the premises as well as sanitization of high touch surfaces.

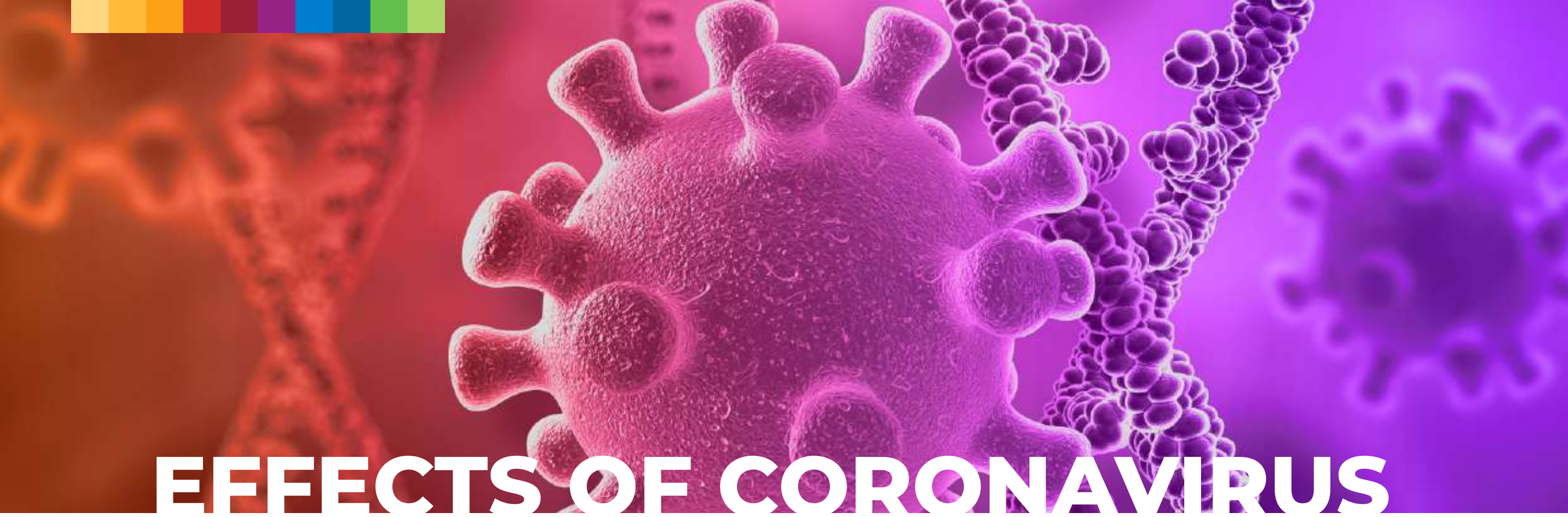
The company also switched onto online platforms to conduct digital marketing as well as undertake technical support to its clients remotely, hence avoiding in person contact where possible. For our personnel who had to attend to their duties at clients' premises, we ensured that they were provided with adequate trainings on how to protect themselves from contracting COVID-19 as per the ministry of health protocols as well as ensuring they were provided the appropriate PPE's for use in the field.

On the bright side, the pandemic has enabled us to strengthen our relationships with both clients and suppliers as well as other key stakeholders. This is through our resilience and consistent reliability even in the unforeseen tough times.

Generally, there have been valuable lessons learnt throughout the different phases of the pandemic, and some of the innovative ways we have adopted to ensure safety and efficiency will undoubtedly be retained in the Post COVID -19 era.

Source - Polucon Services (K) Limited





EFFECTS OF CORONAVIRUS
On Business Activities In Kenya

By Christine Makena

When Covid-19 was just another vision from nightmares, Kenya's economy was on an upward scale, growing each day. By now, we all know the devastating hit that the virus has brought to our health sector and more importantly to our economy. There is little doubt that many businesses had been affected massively. We have just come from a bad year and the main question on our minds is: can we recover from this hit this year? We also have to ask ourselves if we have the know-how to mitigate and prevent more damage to our businesses in case the pandemic is here to stay.

I now believe that no one is ignorant about the seriousness of the virus. We also know that there have been significant losses in our industries. The most hit industries are the airlines, hotels and entertainment sectors. A worldwide research has shown that for the last year, the airlines globally lost a total of $30BN, with small contenders having been forced out of business.

Slowly, we see the global businesses understanding and coming up with adaptation measures concerning the current reality. We all have to prepare for the vast loss of profits in our businesses. These are the main ways covid-19 has strangled our businesses:

Shortage of Labor

Workers are a resource to companies. The pandemic has hit the most important resource of all in the business industry. Many are forced to stay at home. Self-isolation has become a mandatory law in many countries, and this has broken the chain of production across many sectors of the economy.

Supply & Demand Shortages

Lockdowns in many countries have cut short the supply-demand chain. Every sector of the economy has been hit differently by the pandemic. Depending on the industry, business people have had to consider that when the demand for goods goes down, similarly, the supply goes down.

A Downturn of The Economy

To this day, many industries rely on each other for them to produce high-quality products. For instance, raw materials are imported either from China, Spain or India. The advent of Covid-19 meant that some of the raw materials became inaccessible or unavailable due to border closures among other restrictions. In turn, production rates decreased, leading to low supply of final products. As a result, the pandemic has created havoc in many production and manufacturing companies, and the larger Kenyan economy.

Changing Consumption Trends

While most industries have had to deal with derailing impacts of the pandemic, some have experienced positive impacts. For instance, the meat market is doing fairly well in Kenya while in some other countries, per se in China, it's diminished. Pay attention to such trends.

REAPING FROM THIS PANDEMIC

Mining gold from the pandemic seems like a bland idea. The assumption is that somehow; the pandemic will be over sooner. Yet, we must put in place contingencies that will effectively work through 2021 and that will help our businesses and economy become future-proof. With the right mindset, your business could flourish. Take advantage of some of the positive results of the pandemic.

1. Cost-effective

With staff working from home, your business has had to invest in training and employee incentives to motivate them. On the other hand, organizations have registered reduced operational and maintenance costs; as they adopted smaller working spaces thus less rental, electricity among other costs. Adopting virtual meetings and events also helped to cut down on fuel and travel costs usually incurred from physical meetings. The cost-effectiveness varies from one company to another.

2. Have a response team

The Health and safety of employees is a mandatory benefit extended to every worker before they can resume their duties. Prior to the pandemic, some organizations had not put in place a response team to oversee emergency cases that would affect the company's workforce. Covid-19 has seen teams of dedicated personnel formed to maximize the implementation of this clause, and in most cases led by a CEO or a senior manager.

3. Build a contingency plan and ensure liquidity

Any variable that can affect the profit of a company should be dealt with immediately. Identifying a variable that can trigger financial losses before it could happen is difficult but also necessary. The scenarios made up could then be used to counteract the losses by following the contingency plans that will be drafted by considering different outcomes.

4. Making the supply chain stable

To immediately make the supply chain stable, businesses will need to book their raw materials early, check their freight capacity and use the bridge provided by the after-sale stocks. To ensure that this stabilization stays long-term, companies must ensure that their supply-demand network is flexible and make plans for consumer demand pattern changes.

5. Stay "in touch with" consumers

Covid-19 has taught us that companies must keep their customers reassured and engaged. Incentives like discounts, free samples and special offers will attract customers in the short-term. Long-term stability means companies should diversify their market targeting to include groups that were once never considered. The pandemic has brought out different consumer needs that must be met, specially to ensure their safety. This increases the companies' growth opportunities and their ability to remain afloat.

KEPSA HEAD OF PRA & PPD MR. VICTOR OGALO, MS.ABIGAIL BUNDI - CEO AMARI CONSULTING, CAS IN THE MINISTRY OF INDUSTRIALIZATION MR. DAVID OSIANY, TMEA COUNTRY DIRECTOR MR. AHMED FARAH AND KEPSA CEO MS. CAROLE KARIUKI KARUGA DURING THE LAUNCH OF KEPSA E-COMMERCE BOOSTER PROGRAM. THE PROGRAM SEEKS TO TRAIN AND ON-BOARD BUSINESSES TO E-COMMERCE PLATFORMS.

6. Try table-top "practice planning"

Firms should conduct table-top meetings where they play out scenarios that might arise in the course of doing business activities. The response team must, for various phases of response, make definitions of activation protocols and identify the main decision-makers.

7. Having a sense of purpose

With a pandemic that has affected the human race across the world, a big lesson for businesses and companies is that at the end of the day, it's not just about turning profits and capital gains; but it's also about the impact your organization makes on the environment and most importantly on the people around you – employees, customers, partners in the supply chain, and members of the communities in which you operate among others. Keeping a sense of hope during times of distress, will keep us going strong.

THE RESPONSE, RECOVER, RENEW MODEL

For all businesses wishing to transverse the coming tsunami of business re-inventions and recovery of lost profits, they will need a whole new plan. Many businesses are becoming resilient and inventing ways to stay afloat in 2021. For your business to be in a competing medium, you will need to re-invent your strategy. These are some of the ways to re-invent business models for a profitable future.

1. Assess what your competition is doing

Pay attention to changes on their websites, their messages on social media and make evaluations on the content that they promote.

2. Focus on digital communities

Digitalizing your business and moving it to an online platform helps with the sales and helps reach out to a wider customer base. For instance, you can make deliveries on pre-ordered goods to the buyer's preferred location.

3. Be bold

Re-invention means supporting bold new ideas that might be risky. The emergence of such ideas will test product viability by either survey or use of advisers. For the travel and tourism business, I would recommend keeping the local market streaming.

4. Focus on differentiation

If the business cannot be differentiated from how it looks now and how it was before, then there's no need for re-invention. For instance, the hospitality industry should digitalize everything. Not just the websites they use for bookings. I mean that everything goes digital. This creates a no-contact zone. The menus, the hotel check-ins and brochure should be found digitally.

5. Don't discard the things that already work

Do not throw out the whole business model. If a system works well, adapt it to your newest model. This means maintaining operations that work best, improve your communication with departments that support the new endeavor.

Covid vaccine update. Why do we need a vaccine?

The vast majority of people are still vulnerable to coronavirus. A vaccine would teach our bodies to fight the infection by stopping us from catching coronavirus or at least making Covid less deadly.

Having a vaccine is "the" exit strategy that will help in paving the way for restart and recovery of businesses in 2021.

11th Presidential Roundtable (PRT) On The Economic Response Framework On Covid-19
March 20, 2020

KEPSA's Flowers Of Hope Campaign Launch
March 30, 2020

A freshly painted classroom at Blue Star Academy in Umoja, Nairobi, a beneficiary of the KEPSA MSME Interest Free loans

Africa Queen of Energy Awards 15th - 17th December 2020

BBPC Training Of Agro-processors
January 28, 2021

Role Of The Aviation Sector In Economic Recovery Post Covid-19 Breakfast Meeting - December 9, 2020

Press Briefing On Coronavirus Report - March 10, 2020

KEPSA - CBK Governor Roundtable - February 24, 2020

ICC Kenya Training Workshop On Incoterms 2020 - February 28, 2020

Multisectoral Forum Press Briefing - January 23, 2020

Launch of The Agriculture Sector Network (ASNET) on 11th December, 2020

Education Ministerial Stakeholders Forum - February 19, 2020

KEPSA Meets IG Mutyambai On Business Operation During Curfew - March 27, 2020

AJIRA Programme Launch Meeting - January 29, 2020

KEPSA Energy _ Extractive Sector Board Meeting February 20, 2020

KEPSA Webinar With Brazilian Investors January 30, 2020

KEPSA Membership Induction - March 5, 2020

KEPSA CEO and Chair During The 2020 Annual General Meeting

KEPSA Leadership Meeting With Nairobi Metropolitan Service (NMS) – July 2, 2020

Eswatini-Zimbabwe Delegation To KEPSA - January 22, 2020

KEPSA CEO Meeting With The Chief Of Party At USAID-CLEAR - February 3, 2020

KEPSA BUSINESS ASSOCIATIONS

1	African Women in Agribusiness Network - Kenya Chapter (AWAN)	19	Chartered Institute of Arbitrators-Kenya	37	Institute of Internal Auditors
2	Agricultural Council of Kenya	20	Clean Cooking Association Of Kenya	38	Institute of Quantity Surveyors of Kenya
3	Agricultural Employers' Association	21	Creative Society of Kenya	39	Institution of Engineering Technologists and Technicians
4	Agriculture Sector Network	22	Delegation of German Industry and Commerce of Kenya	40	Institution of Engineers of Kenya
5	Agrochemicals Association of Kenya	23	Domain Registrars Association of Kenya	41	Institution of Surveyors of Kenya
6	American Chamber of Comerce of Kenya	24	East Africa Petroleum Transporters Association	42	Inter-County Young Entrepreneurs and Professionals Association
7	Architectural Association of Kenya	25	East Africa Private Equity & Venture Capital Association	43	International Relations society of Kenya
8	Association of Consulting Engineers of Kenya	26	East African Tea Trade Association	44	Kenya Agribusiness and Agroindustry Alliance
9	Association of Gaming Operators - Kenya	27	Eastern Africa Grain Council	45	Kenya Association of Air Operators
10	Association of Kenya Feed Manufacturers	28	Electronic Cargo Tracking Sysems Providers Association of Kenya (EPAK)	46	Kenya Association of Independent International Schools
11	Association of Kenya Insurers	29	Environment Institute of Kenya	47	Kenya Association of Manufacturers
12	Association of Practitioners in Advertising	30	Event Managers Association of Kenya	48	Kenya Association of Pharmaceutical Industry
13	Association of Public Relations and Communications Management	31	Federation of Kenya Employers	49	Kenya Association of Travel Agents
14	Association of Women in Energy Extractives	32	Federation of Women Entrepreneurs Associations	50	Kenya Association of women Business Owners
15	Automobile Association of Kenya	33	Film & Exhibitions Distribution of Kenya	51	Kenya Association of Women in Tourism
16	British Chambers of Commerce Kenya	34	FundiTech Co-operative Society	52	Kenya Auto Bazaar Association
17	Business Ireland Kenya Association (BIK)	35	Institute of Certified Public Accountants of Kenya	53	Kenya Bankers Association
18	Car Importers Association of Kenya	36	Institute of Certified Secretaries	54	Kenya Biogas Stakeholders Network

KEPSA BUSINESS ASSOCIATIONS

55	Kenya Chamber of Mines	73	Kenya Tourism Federation	91	Petroleum Outlets Association of Kenya
56	Kenya Forex & Remittance Association	74	Kenya Transporters Association	92	Pharmaceutical Society of Kenya
57	Kenya Green Building Society	75	Kenya Water Industry Association	93	Protective Security Industry Association
58	Kenya Healthcare Federation	76	Kenya Women Teachers Association	94	Public Relations Society of Kenya
59	Kenya Institute of Planners	77	Laikipia Farmers Association 2014	95	Retail Trade Association of Kenya
60	Kenya Institute of Supplies Management	78	Law Society of Kenya	96	Roads & Civil Engineering Contractors Association
61	Kenya International Freight & Warehousing Association	79	Leasing Association of Kenya	97	Safaricom Dealers Association
62	Kenya Motor Industry Association	80	Marketing & Social Research Association	98	Seed Trade Association of Kenya (STAK)
63	Kenya Motor Repairers Association	81	Marketing Society of Kenya	99	Shopping Centres Association of Kenya
64	Kenya National Association of Private Colleges	82	Meat and Livestock Exporters Industry Council of Kenya	100	SME Founders Association
65	Kenya National Federation of Jua Kali Associations	83	Music Associations Alliance of Kenya	101	Social Enterprise Society of Kenya
66	Kenya Oil & Gas Association	84	Nairobi Institute of Technology	102	Society of Crop Agribusiness Advisors of Kenya
67	Kenya Private Schools Association	85	National Association of Private Universities in Kenya	103	Technology Service Providers of Kenya
68	Kenya Property Developers Association	86	National Potato Council of Kenya	104	The Kenya Flower Council
69	Kenya Renewable Energy Association	87	National Society For Women Entrepreneuers Kenya	105	Town and County Planners Association of Kenya
70	Kenya Security Industry Association	88	Oil and Gas Contractors Asociation	106	Trade Link Association of Kenya
71	Kenya Ships Agents Association	89	Organization of Women in International Trade (Nairobi Chapter)	107	United Business Association
72	Kenya Tea Growers Association	90	Petroleum Institute of East Africa	108	Women in Business Community Network

KEPSA CORPORATE MEMBERS

1	Abraham Energy Limited
2	Accurite Diagnostics
3	Actis Kenya Limited
4	Adrian Kenya Limited
5	Africa Digital Media Institute
6	Africa Practice East Africa Limited
7	Africa Social Financing Centre Holding Limited
8	African Management Initiative
9	Afro Siri Limited
10	Agri Experience
11	Agrisolve Farmcare Enterprises
12	AIG Kenya Limited
13	Air Paradise
14	Airtel Kenya Limited
15	Akiira Geothermal Limited
16	Alex Gabriel Photography
17	All for Cars International Limited
18	All Stars Mtumba Kenya Limited
19	Alternatives Africa Limited
20	Amazon Web Services
21	A-Motor Centre Enterprise
22	Amsale & Amresh Supplies Enterprises Limited
23	Anchor Marketing
24	Apec Consortium Limited
25	APP 4 Jobs Limited
26	APT Commodities Limited
27	Ardhi Lords Real Estate
28	Artroid Design World Arts
29	ASAL Frontiers Limited
30	Asame Pride Tours And Travels
31	Associated Battery Manufacturers (E.A) Limited
32	Astral Aviation Limited
33	ATC Kenya Operations Limited
34	Aviation& General Security Con
35	Avidel Enterprise Limited
36	Ayanna Shea Africa Orgarnics
37	B. Braun Medical (K) Limited
38	B2B Africa Limited
39	Bamburi Cement Limited
40	Base Titanium Limited
41	Bata Shoe Kenya PLC
42	Bayer East Africa
43	BDP International Limited
44	Beaurick General Supplies Ltd
45	Bechtel-BNT Construction & Engineering Kenya Limited
46	Bedi Investments
47	Belabry Luxury Square
48	Beldina's Delicacies
49	Belfrics Kenya Limited
50	Benchmark Distributors Limited
51	Beyond Borders Limited
52	Bidco Africa Limited
53	Biogas Holdings E.A. Limited
54	Bismart Insurance Agency
55	Biznegize Limited
56	Blackberry House Limited
57	Blue Nile Rolling Mills Limited
58	Blue Sky Films (EPZ) Limited
59	Blue Sparkles Services Limited
60	Bluechip Items Traders
61	Bluewave Insuarance Agency Limited
62	BOC Kenya PLC
63	Bollore Transport & Logistics (K) Limited
64	Boston Consulting Group
65	Bramex Courier Services
66	Brands and Beyond Limited
67	Bridge International Academies Limited
68	Bridgenet Global Consulting Limited
69	Bridotty Group Limited
70	Brigan Solutions Limited
71	Bright Vision Media Limited
72	Brightermonday.com Limited
73	British American Tobacco Plc
74	Brookside Dairy Limited
75	Bumblebee Sports and Fitness Limited
76	Career Directions Limited
77	Carepay Limited
78	Ceer Processing Limited
79	Cekeha Enterprises Limited
80	Centum Investment Company Limited
81	Cerberrus Engineering Limited
82	Cetros Company Limited
83	Chandaria Group
84	Chawang Engineering Enterprises Limited
85	Chipukizi VOD Coperative Society
86	Christ Community Community
87	Citibank N.A
88	Citrus Labs Limited
89	City Drop Ventures
90	Clarance Enterprises
91	Clique Solutions Limited
92	CMA CGM Kenya Limited
93	CMC Motors Group Limited
94	Coca Cola East & Central Africa
95	Codesign
96	Coffea Arabica Limited
97	Comps Venture Limited
98	Computer Pride
99	Control Risks East Africa Limited
100	Cooper-K Brand Limited
101	Copia Kenya
102	CPF Group
103	Craft Barrels Limited
104	Crafts With Meaning Limited
105	Crestwood Marketing& Communications-
106	CrossBoundary Energy Kenya Limited
107	Custody and Registrars Services Limited
108	Dalberg Global Development Advisors
109	Dallas Technoprises
110	Danco Capital Limited
111	Darda Taxyrides Limited
112	Davis & Shirtliff Limited
113	Davmac International Limited-joining
114	Dawa Limited
115	Decapoli Engineering
116	Dee & Dee Royal
117	Deep Valley Frontiers Limited
118	Deloitte Limited
119	Desra Ventures Limited
120	Devachi Technologies Limited
121	DHL Worldwide Express Kenya Limited
122	Dial A Home Limited
123	Dik Dik Property Limited
124	Dorfkem Limited
125	Dorion Associates
126	Doshi & Company (Hardware) Ltd

KEPSA CORPORATE MEMBERS

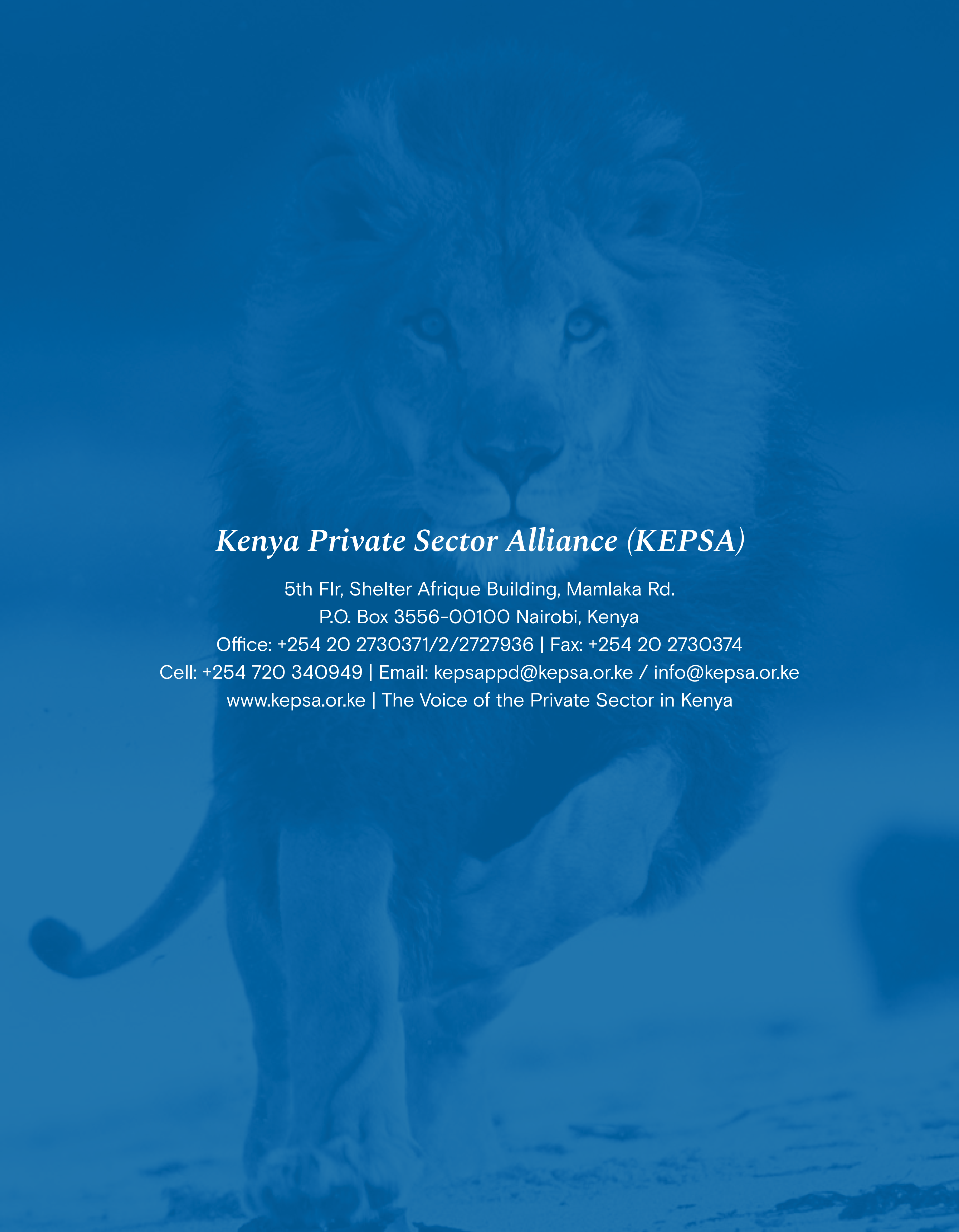
127	Dow Chemicals East Africa Limited	169	G-Ajiri FieldtechsLtd	211	Ignite Trade Africa Limited
128	Duka Technologies Limited	170	Gambi International Limited	212	Incentro Africa Limited
129	E- moto Limited	171	Ganatra Plant & Equipment Limited	213	Industrial & Commercial Development Corporation
130	East African Breweries	172	Gateway Clean Energy (Africa) Limited	214	Infinity Development Limited
131	Easy Duka Limited	173	Gatto Commodities Limited	215	Integrall Group Limited
132	E-Cart Services Limited (Jumia Ltd)	174	GE East Africa Services Limited	216	Intercity Secure Homes Limited
133	Ecobank Kenya Limited	175	Gems Skills Kenya Limited	217	Interintel Technologies Limited
134	Econome	176	Genghis Capital Limited	218	Internet Solutions Kenya Limited
135	Elecster Kenya Limited	177	Genie Telkom	219	Ipsos Limited
136	Elgon Kenya Limited	178	Gennis Consulting Limited	220	Isuzu East Africa
137	Elimu Digital Media	179	GeoNet Communications Limited	221	Jamii Telecommunications Limited
138	Emerging Leaders Foundation	180	GEPS Consultancy	222	Janpro Limited
139	Emobilis Technology Academy	181	Gertrude's Children's Hospital	223	Jawabu Interiors
140	Empire Feeds Limited	182	Gervia Advocates LLP	224	JC Solutions Limited
141	Enel Green Power Kenya Limited	183	Global & Rapid Services	225	Jijenge Credit Limited
142	Engie Eastern Africa Limited	184	Global Forensic Services Limited	226	JNO Advocates LLP
143	English Press Limited	185	Globeleq Kenya Limited	227	Jobsikaz Afrique Limted
144	Eselle Group	186	Go Gaga Experiential Co. Limited	228	Johnson & Johnson
145	Esri Eastern Africa Limited	187	Godel Limited	229	Jooqwah Limited
146	Esskip Limited	188	Good Testimony Junior School Limited	230	Juza Africa Limited
147	Esteem Group Limited	189	Google Kenya Limited	231	Kakia Oils Limited
148	Euro-Fresh Exotics	190	Gotabet Nurseries Company Limited	232	Karanja Njenga, Advocates
149	Expertise Global Consulting	191	Governance Solutions Center Limited	233	KaziRemote Limited
150	Express Communications Limited	192	Grain Industries Limited	234	Kazmar Limited
151	Facebook	193	Grandlens Company Limited	235	KEEKAPU Grocers Limited
152	Fairmont Hotels and Resorts Kenya	194	Grant Thornton Management Limited	236	Kelatex Designers
153	FAPCL Group	195	Greenlight Planet Kenya Ltd	237	Kenchic Limited
154	Farm Africa	196	Guardnow Security Group (K) Limited	238	Keneji Enterprises Limited
155	Fashion Eden	197	Guava Well-being Partners Limited	239	Kenergy Renewables Limited
156	Fifi Fresh	198	Halal Premier International Limited	240	Kengas Logistics Limited
157	Firstfin Africa Direct Ltd	199	Haleki Enterprises	241	Kenwest Cables Limited
158	Flamingo Horticulture Kenya Limited	200	Healthy U Two Thousand Limited	242	Kenya Bus Service Management Limited
159	Flomsa Limited	201	Hellena Salon And Cosmetics	243	Kenya Markets Trust
160	Fouth Generation Capital Limited	202	Hirsi & Harrods Limited	244	Kenya Pipeline Company Limited
161	Framine Limited	203	Home-Run Holdings Limited	245	Kenya Power & Lighting Company
162	Freight Forwarders Kenya Limited	204	Hope Tech Plus Limited	246	Kenya Tea Packers Limited
163	French Society in Kenya	205	Hospitality Systems Consultants Limited	247	Kenya Wine Agencies Limited
164	Frontier Investment Management Africa Limited	206	Huawei Technologies (Kenya)-2020 Membership	248	Kijani- Eco Solutions Limited
165	Funditech Cooperative Society Ltd	207	Human Capital Synergies Africa (HCS) Limited	249	Kikambala Wellness Center
166	Fushia Kenya Limited	208	IBL International Limited	250	Kilimall International
167	Fusion Capital Limited	209	IBM East Africa	251	Kilimo Taalam
168	G4S Kenya Limited	210	Iden Enterprises Limited	252	Kiptinness & Odhiambo Associates

KEPSA CORPORATE MEMBERS

253	Klen Gas Suppliers
254	Koko Networks
255	Konza Technopolis Development
256	KPMG Kenya
257	KTDA Management Services Limited
258	Kulamawe Poultry Farm Limited
259	KUSCCO Limited
260	Kwale International Sugar Company Limited
261	Lactacare Kenya Limited
262	Laeteon Wealthy Management Service
263	Laeteon Wealthy Management Service
264	Lafemme Salon Spa & Gym
265	Lawyers Hub Kenya
266	LeahBells Enterprises
267	Legend Mekari Business Solutions Limited
268	Leud Chemicals
269	Liaison Group (I.B) Limited
270	Lineplast Group Limited (Plast Packaging Industries Limited
271	Linvest Consultancy
272	Liquid Telecommunication Kenya
273	Little Einsteins East Africa
274	Longitude Finance
275	Lori Systems Limited
276	LRMG Proprietary Limited
277	Ludique Works
278	Lued (A) Chemicals Ltd
279	Lukenya High School Limited
280	Lydia Agency Twenty
281	Mabati Rolling Mills Limited
282	Madison Group Limited
283	Maersk Kenya Limited
284	Mafleva International-
285	Maghreb Investment Limited
286	Makkflex Systems Limited
287	Malta Group Limited
288	Mama Sam Dressmaking
289	Maramoja Transport Limited
290	Maris Kenya Limited
291	Mars Wrigley Confectionery Kenya Ltd
292	Marubeni Corporation
293	Mckinsey & Company
294	Mega Garments Industries Kena (IPZ Limited
295	Meltivated Farms
296	Melvin Marsh International Limited
297	Merican Limited
298	Microcity (K) Limited
299	Microsoft East and Soutern Africa
300	Millenial Speak
301	Milush Enterprises Ltd
302	Mini Me Kids
303	Miriam Kanya & Associates
304	Mitsa Elengos Limited
305	MK Light Africa Right Limited
306	M-KOPA Solar Kenya Limited
307	Mobisoko Solutions Limited
308	Modern Safaris Limited
309	Momentum Credit Limited
310	Monets Limited
311	Msingi East Africa Limited
312	Mtenders Africa Limited
313	Muhoya-Tetu Limited
314	Mukiri Global Advocates
315	MW & Company Advocates LLP
316	Mwembe and Mwembe Associates
317	Mycredit Limited
318	myfugo Innovations Limited
319	Nairobi Inland Cargo Terminal
320	Nairobi Securities Exchange
321	National Society For Women Entrepreneuers Kenya
322	Nave Trade Investment
323	NCBA Bank Kenya Plc
324	Nemsi Holdings Limited
325	Netcore Links Limited
326	Nexton Limited
327	Ngamia Haulers Limited
328	Nickel Marketing Limited
329	Norkan Beauty Boutique
330	Nouveta Limited
331	Nurse in Hand
332	Nutri You Farm & Shop Limited
333	Oakar Services Limited
334	Oaktree Capital Limited
335	OBG Company Limited
336	OCP Kenya Limited
337	OCS (Ojiambo Consulting Services)
338	Ogilvy Public Relations
339	Ogutu & Associates Advocates
340	Ohana Family Wear Limited
341	One Acre Fund
342	One Sky Garden Limited
343	Openworld Business Africa
344	Optiven Limited
345	Oracle Corporation
346	Osho Chemical IndustriesLimited
347	P&G Distribution East Africa Limited
348	P. Kamau & Kamau Advocates LLP
349	Pacific Africa Group Limited
350	Panafrican Equipment (Kenya) Limited
351	Passion Food Limited
352	Paytree Group Limited
353	Pearltek Kenya Limited
354	Perisquare Company Limited
355	Philafe Engineering Limited
356	Pinnacle Productions East Africa Limited
357	Pippy Leather Works
358	PK Group Production Limited
359	PKF Kenya
360	Planon Solutions Limited
361	POA Internet Kenya Limited
362	Polish Investment & Trade Agency - Nairobi Office
363	Pollucare Cleaners
364	Polucon Services (K) Limited
365	Premier Academy
366	PricewaterhouseCoopers Limited
367	Prideinn Hotels & Investments Limited
368	Primavera Farms Limited
369	PTG Travel Limited
370	Purple Valley Limited
371	Raino Tech4impact Limited
372	Ravenswood Limited
373	Raziel Group Limited
374	Redhouse Group Limited
375	Rentco East Africa Limited
376	RentWorks East Africa Limited
377	Rescue Integrated Intiative Limited
378	Resolution Health Limited

KEPSA CORPORATE MEMBERS

379	Resorts & Cities	418	Spaceman Warehouse	457	Trulink Solutions Limited
380	Rexe Roofing Products Limited	419	Spart Freight Logistics Limited	458	Tullow Kenya B.V
381	Riara Group of Schools	420	Springyield Services Limited	459	Tungatunga Hcraft
382	Rift Valley Institute of Business Studies	421	St. Nicholas Junior Academy- Embakasi	460	Turea Limited/Dr. Mattres
383	Riwarki Limited	422	Stanbic Bank	461	Twiga Chemical Industries Limited
384	Royal Floral Holland Kenya Ltd	423	Standard Chartered Bank Kenya Limited	462	Twiga Foods Limited
385	RSM Eastern Africa LLP	424	Star Beam Venture	463	UAP OLD MUTUAL GROUP
386	RWK & Associates CPA(K)	425	Starture Enterprises	464	UBA Kenya Bank Limited
387	Sachi General Supplies	426	Sunculture Kenya Limited	465	Uber Kenya Limited
388	Safaricom Limited	427	Sunvine Africa	466	Ultravetis E.A. Limited
389	Saillon Pharma Limited	428	Suruvi Homecare services	467	UNAIDISA Services Limited
390	Samnaks Investments	429	Synergy Industrial Credit Ltd-2020 Membership	468	Urembo Hub Limited
391	Samrut Traders	430	T3 EPZ LIMITED	469	Valentine Trader
392	Saola Maternity Home	431	Tata chemicals Magadi	470	Vantage Homes Limited
393	Sarova Hotels Limited	432	Tawi Milele Springs Limited	471	VAS Consulting Limited
394	Savannah Cement Limited	433	Taxify Kenya Limited	472	Vegemark Limited
395	Sayani Investments Limited	434	Tech Innovators Network Think Tank Ltd	473	Vehicle & Equipment Leasing Limited (VAEL)
396	Scania East Africa Limited	435	Tecnofin Kenya Limited	474	Vermarc Limited
397	Schneider Electric (K) Limited	436	Telescope Medical Technologies	475	Victory Farms
398	Senaca East Africa Limited	437	Telesky Limited	476	Villagio Travel and Tour Limited
399	Sensei Institute of Technology	438	Tembea Africa Tours and Travel Limied	477	Vintage Baby Kenya Limited
400	Seven Seas Technologies Limited	439	Tetra Pak Limited	478	VISA CEMEA Holdings Limited
401	SGS Kenya Limited	440	The Antlia Company	479	Vision on the Go
402	Shammah International Agency Limited	441	The Helios Group Limited	480	VitalRay Health Solutions
403	Shammah Rown Group Limited	442	The Karen Hospital Limited	481	Viva Africa Consulting LLP
404	Sharlton Security & Private Investigation Service	443	The Nairobi Hospital	482	Vivo Energy Kenya Limited
405	Sheth Naturals Limited	444	The Qibanda Solutions	483	Waste Electrical and Electronic Equipment Centre (WEEE Centre)
406	Shop 39 Naabui	445	The SME Support Centre Limited	484	Waysouth Company Limited
407	Silikon Consulting Group Limited	446	The Standard Group Limited	485	Wells Fargo Limited
408	Simba Corporation Limited	447	The Village Creative Limited	486	Wellwise Healthcare Solutions Ltd.
409	Simplyme Speciality	448	Tilan Investments	487	West Kenya Sugar Company Limited
410	Sinclair Enterprises Limited	449	Tilisi Developments Plc	488	Whathepop company Limited
411	Sky Lane Safaris Limited	450	Tira Studio Limited	489	WildlifeDirect Kenya Limited
412	SLO Industrial and Projects Limited	451	Tokoyasu Solutions Limited	490	Wowzi Technologies Limited
413	Snetor East Africa Limited	452	Trans Business Machines Limited	491	Yasura Entreprises
414	Solidaridad Eastern and Central Africa Expertise Centre	453	Transend Media Group	492	Yusudi Limited
415	Soni Technical Services Limited	454	Trevmak Construction Company Limited	493	Zenka Finance Limited
416	SOWITEC Kenya Limited	455	Trinity Energy		
417	Space and Style Limited	456	Trinity Magnolia Printers		



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