

+ Building a Sustainable Future through Innovative strategies
Creating Change Through Sustainable Entrepreneurship: The Timao Group Experience

UNLEASHING GLOBAL COMPETITIVENESS THROUGH INNOVATIVE BUSINESS STRATEGIES

+ Profitability and sustainability nexus
A blueprint for business success in an ever-changing world

+ Embracing Innovation As A Tool For Global Success
Innovation drive empowering Kenyan businesses for global success

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THE CEO'S FOREWORD

Carole Kariuki
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As the CEO of the Kenya Private Sector Alliance (KEPSA), it is with great pleasure that I introduce this foreword, which explores the profound impact of innovative business strategies on enhancing global competitiveness. In today's rapidly evolving global environment, the pursuit of competitiveness has emerged as a fundamental objective for businesses striving for sustainable growth and long-term success. The need to innovate and adapt to dynamic market conditions is no longer a choice but a strategic imperative for organizations looking to not just survive but thrive in an increasingly competitive landscape.

Innovation lies at the heart of global competitiveness, acting as a potent force for differentiation, value creation, and market leadership. Globally, companies that invest in innovation consistently outperform their peers. For instance, the top 50 companies highlighted in the 2023 Most Innovative Companies report exceeded the MSCI (Morgan Stanley Capital International) World Index in shareholder return. In Kenya, the technology sector has witnessed significant growth, with startups such as M-KOPA Solar and Twiga Foods leading the charge in revolutionizing industries through inventive solutions. By fostering a culture of creativity and continuous improvement, businesses can unlock a wealth of new opportunities, enhance operational efficiency, and elevate customer experiences to unprecedented levels, positioning themselves as industry frontrunners.

Strategic thinking plays a crucial role in guiding decision-making processes and shaping long-term success in the pursuit of global competitiveness. Companies that embrace a strategic mindset are better equipped to identify emerging opportunities, manage risks, and align resources effectively to achieve their goals.

58% - 66%

The number of companies planning to increase spending on innovation

Agility is essential in today's dynamic business landscape; for instance, the shift from 58% to 66% of companies planning to increase spending on innovation showcases the importance of adaptability. In Kenya, companies like Safaricom have demonstrated strategic agility by diversifying their offerings and embracing digital transformation, enabling them to adapt swiftly to market disruptions and capitalize on emerging trends, underscoring the importance of adaptability in driving competitive advantage.

While the path to global competitiveness presents obstacles, it also presents a host of opportunities for forward-thinking organizations. Companies that prioritize innovation and collaboration are well-positioned for success. In Kenya, government support for innovation hubs like iHub and Nailab has nurtured a thriving ecosystem for startups and SMEs to flourish. The notable increase in companies globally planning to enhance innovation spending reflects a positive trend toward embracing change and customer-centric approaches. By embracing innovation, fostering collaboration, and adopting a customer-centric ethos, companies can establish themselves as industry leaders, making a lasting impact on the global stage.

As we embark on the transformative journey towards unlocking global competitiveness through innovative business strategies, organizations must embrace change, foster a culture of innovation, and prioritize strategic thinking across all aspects of their operations. By remaining agile, adaptive, and customer-focused, businesses can not only survive but thrive in an increasingly competitive marketplace. Let us seize the opportunities that lie ahead, overcome the challenges that arise, and collectively shape a future where innovation propels global competitiveness and sustainable growth for all.

In conclusion, may this foreword serve as a guiding light for businesses, inspiring them to unleash their full potential, drive meaningful change, and foster global competitiveness through the transformative power of innovative business strategies. Together, let us chart a path toward a future where innovation, collaboration, and sustainable growth define our collective success on the global stage, positioning Kenya, East Africa, Africa, and the world at the forefront of competitive excellence.



CHAIR'S MESSAGE

MR JASWINDER BEDI
KEPSA CHAIR

In today's dynamic business landscape, the pursuit of global competitiveness through innovation serves as a guiding light toward sustainable growth and success.

Innovation, the cornerstone of progress and differentiation in competitive environments, goes beyond product development; it transforms how we operate, interact with our customers, and navigate market dynamics. In a world where change is not just constant but exponential, our ability to innovate and adapt becomes crucial for global competitiveness, propelling us toward new heights of success.

While strategic acumen, agility, and customer-centricity are essential, it is paramount to highlight the pivotal role of leadership in fostering a culture of innovation within our organizations. As leaders, it is our responsibility to spark creativity, encourage bold thinking in our teams, and cultivate an environment where new ideas thrive. By promoting a culture that embraces experimentation, learns from failures, and encourages continuous improvement, we unlock the full potential of our workforce and embed innovation into the core of our enterprises.

Furthermore, collaboration emerges as the foundation for unlocking global competitiveness. In a world where boundaries blur and connections multiply, partnerships and alliances become powerful drivers of innovation and growth. By forming synergies with industry peers, governmental bodies, academia, and diverse stakeholders, we leverage collective wisdom, resources, and networks to address complex challenges, seize emerging opportunities, and amplify our global impact.

As we navigate the complexities of the global marketplace, let us remember that the path to competitiveness is not without challenges. Yet, it is in overcoming these obstacles that we demonstrate our true resilience and mettle as organizations. By embracing change, taking calculated risks, and staying true to our values and purpose, we position ourselves as industry leaders and leave a lasting mark on the global business arena.

In conclusion, I urge each of us to embrace innovation, collaboration, and strategic leadership as we embark on this transformative journey toward global competitiveness. Let us harness creativity, teamwork, and forward-thinking to drive sustainable growth, deliver value to our stakeholders, and pave the way for a future where Kenyan businesses shine as beacons of competitive excellence globally.

Together, let us unlock our collective potential, inspire change, and set a course toward a future where innovative business strategies propel us to unprecedented levels of success and prosperity.

As leaders, it is our responsibility to spark creativity, encourage bold thinking in our teams, and cultivate an environment where new ideas thrive.



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MS. FLORA MUTAHI



CREATING CHANGE THROUGH SUSTAINABLE ENTREPRENEURSHIP: THE TIMAO GROUP EXPERIENCE





1. Tell us more about Timao Group:

Timao Group is a sustainable construction company founded with a vision to revolutionize housing in Africa using building materials made from recycled plastic waste. Our focus is on delivering high quality modular housing solutions while minimizing environmental impact and promoting social responsibility. We specialize in green building construction, solid waste management, and eco-friendly infrastructure development.

2. What inspired your change from employment into the world of entrepreneurship?

The desire for greater autonomy and the opportunity to make a meaningful impact on society were the primary drivers behind my transition from employment to entrepreneurship. I wanted to create a platform where I could pursue my passion for sustainable development and contribute to addressing pressing global challenges in the construction and solid waste management sectors.

3. Why choose sustainable construction over other fields, what inspired the choice of investment?

My motivation to invest in sustainable construction came as a result of the need to provide affordable housing solutions to a majority of Kenyans who had access to land but weren't accommodated by the current product offerings within the market. 8% of Kenyans aged 26-45 have access to land in periurban and rural areas but are not in a position to build either due to lack of time for project management, high building material costs and construction expertise.

Considering the world is shifting its approach towards using green building materials, my choice to venture into producing green building materials seems like a justified cause.

4. Can you discuss any recent innovative initiatives or projects that Timao Group has undertaken?

Timao Group has undertaken different construction projects such as classrooms, houses, and WASH (Water & Sanitation) ablution blocks. Our focus has been on developing modular housing solutions using recycled plastic materials to address the affordable housing shortage and solid waste management challenges. These initiatives not only provide affordable housing options but also contribute to environmental sustainability by repurposing plastic waste into construction materials.

5. What are some of the challenges you have faced as a pioneer in the field?

As pioneers in sustainable construction, we faced several challenges. Firstly, financing was a major hurdle due to the capital-intensive nature of the business and limited access to credit, especially as a young entrepreneur. Secondly, technology constraints made it difficult to acquire the ideal equipment initially, but through innovative engineering, we found local solutions. Lastly, market adoptability was a challenge as we had to change people's mindset on building with recycled materials. However, through perseverance and demonstration of our product's viability, we gained acceptance and positive feedback from industry practitioners.

6. What are some of the technological advancements you anticipate to come up in your space and how prepared are you to incorporate them into your business?

We anticipate radical changes within the built environment space, such as quick-build pre-cast solutions and innovations like Beam-to-Beam Flooring Solutions. We are prepared to integrate these advancements into our business by continuously investing in research and development, forging partnerships with technology providers, and adapting our processes to leverage emerging technologies. Our goal is to offer value to our clients by providing affordable, time-saving, and environmentally-friendly solutions.

7. How does Timao Group approach collaboration and partnerships to drive innovation and increase competitiveness in the global market?

Collaboration and partnerships are integral to our approach to driving innovation and increasing competitiveness. We actively seek opportunities to collaborate with like-minded organizations, academic institutions, and government agencies to exchange knowledge, share resources, and cocreate solutions. By leveraging the strengths of our partners such as KGBS (Kenya Green building Society) and KPP (Kenya Plastics Pact) among others, we can accelerate the pace of innovation and deliver greater value to our clients.





8. What advice would you give someone starting entrepreneurship, something you wish you had known when you were starting?

I would advise aspiring entrepreneurs to build the capacity to persevere, seek approachable mentors, and create a supportive team. Additionally, having a structured business approach and being open to innovative solutions can greatly contribute to success. Mentorship was non-existent when I started, but having the guidance and support of experienced mentors can significantly accelerate growth and mitigate challenges.

9. Reflecting on your entrepreneurial journey, what accomplishments are you most proud of?

I am proud of the impact Timao Group has made in addressing the affordable housing shortage and solid waste management challenges. From job creation to successfully implemented projects across the country, I feel proud to have contributed to the transition towards a green circular economy and provided dignified living to communities. Seeing the evolution of the industry over the past decade and the difference my business has made fills me with a sense of accomplishment.

10. As you look to the future, what are your expectations for the growth and development of Timao Group?

Timao Group is just beginning its journey. Our vision to provide dignified living involves launching new product streams designed to make housing affordable and functional for diverse target market segments. We anticipate further expansion domestically and internationally, as we continue to innovate and lead the way in sustainable construction practices.

Our commitment to environmental stewardship and social responsibility will remain at the forefront as we strive to create a more sustainable built environment for future generations.



Sustainability for a better world



INNOVATION DRIVE EMPOWERING KENYAN BUSINESSES FOR GLOBAL SUCCESS

By Jeremiah Kiplagat

In today's highly competitive global economy, innovation is fundamental for businesses aiming to remain relevant and gain a competitive advantage. This is especially crucial for businesses in Kenya, where adopting innovation is essential for long-term growth and success.

Innovation goes beyond technological progress; it encompasses various aspects such as processes, products, and business models. For companies, it involves continuously exploring new ideas and approaches to improve value creation and meet changing consumer demands.

Kenya has a thriving innovation environment, characterized by strengths like a strong entrepreneurial culture, a growing technology sector, and a young, tech-savvy population. Nevertheless, there are areas that can be enhanced, such as securing funding, developing infrastructure, and protecting intellectual property.

Innovation acts as a driver of competitiveness by helping businesses distinguish themselves, boost efficiency, and foster sustainable development.

For Kenyan enterprises, embracing innovation is not

just a strategic decision but a vital requirement to excel in a dynamic market landscape.

Creating an environment that fosters creativity, risk-taking, and continuous improvement is crucial. Kenyan businesses can promote innovation by empowering their employees, embracing diversity, and encouraging experimentation.

Investing in research and development (R&D) is vital for driving innovation and keeping up with market trends. Through R&D investments, businesses can enhance product/service innovation, streamline processes, and capitalize on emerging opportunities.

Engaging in partnerships with other businesses, academic institutions, and research centers can accelerate innovation by facilitating the exchange of knowledge, pooling resources, and accessing diverse expertise. These collaborations allow Kenyan businesses to harness collective intelligence and expedite the innovation process.

Numerous examples exist of Kenyan businesses that have effectively utilized innovation to achieve significant success. Companies like M-Pesa have transformed mobile payments, while startups like



Twiga Foods have introduced innovative solutions in the supply chain sector.

Kenyan businesses have a unique opportunity to tap into global markets by offering distinctive products/services that cater to international demand. Whether through tech solutions, sustainable agriculture practices, or creative cultural exports, Kenyan innovators can carve out a niche on the global stage.

Kenyan businesses face various challenges on the innovation front, including limited access to funding, shortage of skilled talent, and regulatory complexities. Overcoming these barriers requires concerted efforts from both the public and private sectors.

To navigate these challenges, businesses can explore alternative funding sources, invest in talent development initiatives, and advocate for policy reforms that foster innovation-friendly environments. Additionally, fostering cross-sector collaboration and knowledge-sharing can help address systemic challenges more effectively.

Innovation lies at the heart of competitiveness and growth for Kenyan businesses in the global marketplace. By embracing a culture of innovation, investing in R&D, fostering collaboration, and overcoming challenges, Kenyan businesses can position themselves as trailblazers in their respective industries. As we look towards the future, let us recognize the critical role that innovation plays in shaping the destiny of Kenyan businesses and embrace it as a strategic imperative for long-term success.

Mr Kiplagat is a Policy Research & Analysis Assistant at KEPISA.



Companies like M-Pesa have transformed mobile payments, while startups like Twiga Foods have introduced innovative solutions in the supply chain sector.



DATA-DRIVEN GROWTH: KENYA'S PATH TO GLOBAL COMPETITIVENESS WITH IXAFRICA

By Snehar Shah



We are in an era driven by data and the pivotal role of data centers in propelling global competitiveness cannot be overstated. As CEO of IXAfrica, East Africa's Largest Hyperscale Carrier-Neutral, AI Ready Data Centre, I am thrilled to share insights into how innovative business strategies can catalyze global competitiveness, backed by compelling Kenyan and global statistics.

THE DATA REVOLUTION: A CATALYST FOR GLOBAL COMPETITIVENESS

In Kenya, the data landscape has undergone a transformative evolution, with internet penetration soaring to new heights. As of the latest statistics by Datareportal, Kenya's internet penetration rate is 32.7% showcasing the nation's increasing reliance on digital connectivity.

Globally, the exponential growth in data usage has become a driving force behind economic competitiveness. According to Statista a global

data and business intelligence platform, global data creation is projected to grow to more than 180 zettabytes by 2025. This surge in data creation directly correlates with the expansion of industries and businesses, underlining the critical need for robust data infrastructure.

IXAFRICA DATA CENTRE'S STRATEGIC ROLE

At IXAfrica Data Centre, we recognize that innovative business strategies are integral to harnessing the potential of this data-driven era. Our state-of-the-art data centre campus not only meets the burgeoning demand for data storage but also positions Kenya as a key player in the sustainable global digital landscape.

Kenya's strategic geographical location further enhances its appeal as a hub for data centres. With more than \$100M in revenue expected to be generated by the data centre market in Kenya by 2027, our nation stands at the crossroads of Africa's digital future, offering unparalleled opportunities for businesses aiming to unleash their global competitiveness.

DRIVING ECONOMIC GROWTH THROUGH TECHNOLOGICAL ADVANCEMENTS

In today's competitive business environment, technological advancements are paramount. By investing in cutting-edge technologies and infrastructure, data centres contribute to Kenya's economic growth. The ripple effect extends beyond borders, empowering businesses to compete on a global scale.

Kenya's commitment to fostering a conducive business environment is evident through strategic reforms. The 2020 World Bank report highlights Kenya's dedication to enhancing investor protections, exemplified by the requirement for shareholders to approve the election and dismissal of external auditors.

These initiatives not only attract foreign investment

but also stimulate local businesses, fostering a climate of innovation and entrepreneurship.

The adoption of artificial intelligence (AI) and related technologies in Kenya, as in many other countries, has been on the rise. According to a KICTANet Keynote in November 2023, AI has the potential to transform and impact many economic sectors, including healthcare, education and finance. AI can be used to automate tasks, improve decision-making, and develop new products and services.

THE SYNERGY OF INNOVATION AND DATA

Innovation is the heartbeat of competitiveness. IXAfrica Data Centre serves as a crucible for innovation, providing a secure and scalable environment for businesses to flourish. Our partnerships with strategic partners like Schneider Electric, Cummins and Future Tech, exemplify our commitment to fostering an ecosystem where businesses can thrive through collaboration and innovation.

The nexus between data, innovation, and global competitiveness is undeniable. I am confident that our collective business and digitalization efforts will propel Kenya to the forefront of the global digital landscape. By embracing innovative and sustainable business strategies, we unlock the true potential of data, charting a course for unparalleled economic growth and competitiveness.

Mr Snehar Shah is the Chief Executive Officer of IXAfrica Data Centre, East Africa's Largest Hyperscale Carrier-Neutral, AI Ready Data Centre.

 Snehar Shah

 IXAfrica Data Centre

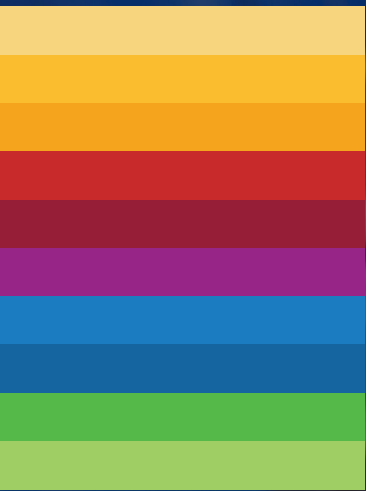
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**UNLEASHING
INNOVATION:**
*A BLUEPRINT FOR BUSINESS
SUCCESS IN AN EVER -
CHANGING WORLD*

By Gladys Ngugi





Change is the new constant. Presently, we are in an era that is characterized by rapid changes in the business environment which are fueled by technological advancements, shifting markets, and customer demands. Therefore, businesses in all sectors need to be agile and adaptable, willing to evolve their business strategies to meet changing market conditions.

Simply put, innovation from a business perspective refers to the introduction of new ideas, products, or services that result in significant improvements in the operations and bottom line of a business. The strategy is the plan of action that brings to effect the innovation.

The ability of a business to take advantage of innovation and to implement it through carefully designed strategies will increase its competitiveness both locally and on a global scale. In this article, we evaluate four main types of innovation and provide examples of companies that implemented them, and as a result, carved a niche for themselves in their respective industries with resounding success.

Incremental innovation involves making minor

improvements to add or sustain the value of existing products, services, and processes. It can range from adding a new feature to an existing product or it can be more complex, for example developing a line extension. Among its characteristics is that it harnesses existing technology and an existing business model so it is often easier to execute and is low risk. In addition, it requires a shorter time to implement and lower costs.

A company that has adopted incremental innovation is the Coca-Cola Company which manufactures, sells, and markets beverage concentrates, syrups and finished beverages. The Coca-Cola Company has consistently introduced new flavors into the market hence expanding its product line and serving a wider customer base. The recent flavours in the market entail Coca-Cola spiced, coffee mocha and zero sugar which are packaged in an attractive modern design.

Radical innovation involves the development of entirely new products, services, processes, or business models that significantly transform the existing market. The innovation requires the incorporation of cutting-edge technology with an innovative business model to provide something that has never been done before.

It represents a higher-risk, higher-return pursuit, it is complex to implement, and its costs are high. Completing a radical innovation is relatively rare but it is extremely lucrative when pulled off successfully.

Tesla is an automobile company that adopted radical innovation and revolutionized the automotive industry. Tesla introduced electric cars, in an automotive market that was monopolized by petrol-fueled cars hence radically altering the dynamics. Tesla's objective is to make a new mass-market electric car model by mid-2025. Its success has been attributed to its ability to anticipate market trends, invest heavily in research and development, and challenge traditional notions of what a car can be. Its electric cars offer high performance, have innovative technology, rely on renewable energy sources, and produce zero emissions, making them a cleaner, more sustainable option for transportation.

Disruptive innovation creates a new market or value network that displaces an existing market or value network and consequently, disrupts established market-leading firms, products, or services. A disruptive innovation allows a whole new population of consumers at the bottom of the market access to a product or service that was historically out of reach. Amongst the characteristics of disruptive innovation is that it is technology-driven or enabled, it offers products or services at lower prices, and it introduces new customers to the market.

Netflix is an example of a disruptive innovator. Initially, it operated strictly as a mail-order service company, delivering DVDs to its subscribers. However, Netflix began using technology which allowed it to shift to streaming video content over the internet. As a result, it became appealing to a wide range of customers, it offered a wider selection of content with an all-you-can-watch, on-demand, low-price, high-quality, and highly convenient approach. By doing this, it altered the status quo of the entertainment mass media industry.

Architectural innovation occurs when a business expands existing technology into a new market. Its characteristics entail lower risks compared to the other types of innovation, as the business has already tested the technology and knows it works. It aids in

market expansion and if effected well it can create a competitive advantage for the business. However, since the business is venturing into a new market, there is a need for extra research and marketing investment into the new market.

An example of architectural innovation is Uber which is commonly used for providing ride-hailing services. Uber expanded into the food delivery market using Uber Eats which is an online food ordering and delivery platform launched by Uber in 2014. Courier methods of delivery of meals vary, using cars, scooters, bikes, or on foot.

Considering the above, it is evident that where a business understands and adopts innovation and sets strategies to implement it, it can unleash global competitiveness, enlarge its products/services portfolio, increase profitability, increase its market share, improve efficiency, enhance customer experience, and stay ahead of its competitors.

On the downside, where a business fails to uptake innovative strategies or fails to inject fresh ideas into the business, there is a very high risk that it will fall behind its competitors. Ultimately, this will lead to reduced profitability, lower customer satisfaction, lost market share, and inefficient operations. Without integrating new ideas, products or services, the business will become stagnant and eventually the business may shut down. Overall, the importance of business innovation cannot be ignored or overlooked because failure to innovate will sooner or later lead to the demise of a business.

A challenge to innovate knocks at the door of every business in Kenya. If a business accepts to innovate, it will lead to a path of uncharted territories that can unleash global competitiveness and carve a distinction from its competitors. A business can enhance its innovative capability by realizing that failure will be part of the innovation process and strategies developed may require amendment from time to time. In addition, the business will need to leverage technology and empower its employees. Will Kenyan businesses accept the challenge? Only the future will tell.

The writer is an Assistant Manager at Viva Africa Consulting LLP.



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HOW BUSINESSES CAN EXPAND THROUGH CROSS-BORDER OPERATIONS

By Elizabeth Omol

The global marketplace is plagued with fast-paced moving trends, technology and evolving consumer requirements that can at times be overwhelming to businesses. Keeping up with consistent changes requires a business to be able to make quick decisions, update systems, and continuously ensure they are trained and skilled to navigate the evolution.

To this end, a business needs to ensure that they are agile and adaptable in order to maintain longevity in the market. The age of technology has enabled willing business owners to harness the knowledge and access gained from technological resources to level up their business operations and accelerate business growth. This has given access to a wider customer base, data insights,

marketing opportunities and strategic networks, funding opportunities, and opportunities to learn and train which has increased the competitiveness of such businesses. On the other hand, businesses also experience the financial burden of having to keep up to date with the ever-changing trends and changes, which can lead to stagnation, particularly where businesses may not have the financial resources to invest in every new technological trend.

Nevertheless, businesses can leverage existing technology as a resource to enhance the competitiveness of their business. This article will briefly explore how a business can expand and gain access to global markets by embracing the use of technology.



TRADITIONAL APPROACH

The traditional approach to business limits the scope of competitiveness of a business. Depending on the nature of the business, business strategies encouraged a physical location/office, fixed working hours with employees, and traditional marketing such as targeted physical adverts, which would limit the customer base to a geographical location. Aside from internal limitations, external factors such as the ease of business in a country or access to the country also limit the ability of a business to grow beyond a certain point.

However, with the coming of the internet, we have had more access to markets that had been previously closed up. Countries and governments have become more open and accessible by embracing technology systems in a bid to increase economic growth. This in turn has led to access to more markets and increased opportunities for growth and customers. Businesses are no longer limited to localized markets.

CROSS-BORDER OPERATIONS

With access to the technological advances available from the internet, businesses have access to global markets. Businesses are no longer limited by geographical scope to the country of establishment. It is possible to set up a business in a different jurisdiction to gain a competitive advantage. More and more companies are engaging in cross-border operations in a bid to access new markets without incurring operation costs.

Cross border, operations can take form in different ways. It can be in the form of a corporate structure with a company setting up a holding company in one jurisdiction and setting up subsidiaries in other countries. It can take the form of a partnership where rather than setting up a subsidiary in another country, a business can identify an already established local business to collaborate with and run their operations through the partnership. Whichever structure a business chooses it is important to engage in cross-border operations strategically.



The key concern for a business looking to expand globally would be how to gain access to markets without incurring exorbitant costs.

Latest technology advances such as ERP systems (Enterprise Resource Planning) a type of business management software, virtual communication/meeting tools, decentralized virtual office support and management structures, AI-driven processes and decision-making tools, including many other useful technology applications which are not only useful but often business enablers for particular globalized business operations supporting sophisticated business models and international transactions seamlessly.

Quick and efficient business processes, decision-making tools and AI-supported business and corporate strategies do not only detect beneficial investment and business opportunities much quicker than common business processes but also substantially assist in implementing successfully relevant business strategies and investments with lesser error rates and higher cost savings.

Local businesses that resist the use of technology will struggle to compete with foreign businesses that have leveraged technology.

Well-designed corporate structures specifically for globalized operations and business setups can only be successful in nowadays highly competitive world if those cross-border business models are heavily supported by and leverage effective technology tools and AI-supported applications and systems to gain or maintain a competitive edge over other competitors and new markets entrants.

As mentioned above, there are various corporate structures that a business could consider that would benefit their growth plan strategically and save on setting up costs. The pandemic proved that businesses could continue to operate efficiently if they adapt to the use of technology.

Latest state-of-the-art technology has enabled faster communication across borders; we can now communicate across countries without having to meet physically. Employees can be recruited to work remotely which means you can still run an office without incurring the costs of running a physical office. Furthermore, more communication options allow businesses to have wider access to a larger customer base. Businesses can now use digital marketing solutions to attract clientele as opposed to waiting for customers to engage through physical contact.

In addition, there are innovative solutions that can help with the administration such as task administration, record keeping and book-keeping that do not require paper and enable the business to run from anywhere in the world.

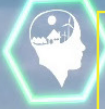
CONCLUSION

Technology is nowadays a key resource and pillar for a business to seize opportunities. Technology has given businesses more access to global markets, which has shattered the limitations of running a traditional business. Businesses that have adapted to technology have taken the opportunity to expand markets beyond their borders, which has led to their exponential growth. As the world becomes more accessible through technology, local businesses that resist the use of technology will struggle to compete with foreign businesses that have leveraged technology to compete at a global level.

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CLIMATE



BUILDING RESILIENCE IN EAST AFRICA: A VITAL IMPERATIVE IN THE FACE OF CLIMATE CHANGE

By Grace Eshiwani

Climate change is not a distant threat; it's a present reality that continues to reshape our world. In East Africa, communities grapple with increasingly unpredictable weather patterns, prolonged droughts, and intensified flooding. As climate change's effects loom, building resilience in East Africa becomes imperative.

East Africa has been a microcosm of the global climate crisis in recent years. The region has felt the brunt of climate change's wrath, from severe droughts affecting agricultural productivity to devastating floods displacing populations. According to the World Bank, East Africa is highly vulnerable due to its dependence on rain-fed agriculture, which constitutes a significant portion of its GDP and employment. The United Nations Development Programme (UNDP) underscores that climate change exacerbates vulnerabilities, leading to food insecurity, water scarcity, and compromised livelihoods for millions.

The resilience of East African communities in the face of such challenges is crucial. As Nobel Laureate Wangari Maathai once said, "The little grassroots people can change this world." When equipped with the right tools, local communities can play a pivotal role in adapting to climate change and mitigating its impacts. Collaborative efforts involving governments, NGOs, and international organisations are essential in facilitating knowledge transfer, technology sharing, and resource allocation to bolster these communities.

Furthermore, former UN Secretary-General Kofi Annan reminds us, "Climate change knows no borders; it does not respect sovereignty." Thus, regional cooperation is paramount. East African nations must come together to develop and implement shared strategies for climate adaptation and disaster response. Initiatives like the East African Community's Climate Change

Policy Framework and the African Adaptation Initiative can serve as foundations for such collaboration, fostering a united front against the climate crisis.

Investing in renewable energy sources is another vital aspect of building resilience. If harnessed, East Africa has abundant solar and wind resources that could reduce reliance on fossil fuels and enhance energy security. The African Development Bank's commitment to funding renewable energy projects in the region and the private sector's involvement can drive the transition to a more sustainable energy landscape.

However, while local and regional efforts are critical, global solidarity is equally indispensable. African leaders have consistently called for developed nations to fulfil their climate finance commitments and transfer climate-adaptive technologies to vulnerable regions. These voices echo former Malawi President Joyce Banda: "We cannot solve global problems unless we work together."

East Africa stands at a crossroads, facing the daunting challenges posed by climate change. Yet, amid adversity, there is an opportunity to build resilience to safeguard the region's people and resources. By empowering local communities, fostering regional cooperation, embracing renewable energy, and demanding international solidarity, East Africa can pave the way for a climate-resilient future. As we heed the wisdom of African leaders and activists like Wangari Maathai, Kofi Annan, and Joyce Banda, let us remember that the pursuit of resilience is not just a response to climate change—it is an affirmation of our shared humanity and a commitment to securing a sustainable world for generations to come.

Ms. Eshiwani is a Strategic Communications and Advocacy Consultant at Africa Practice.



MANDATORY ELECTRONIC TAX INVOICING

By Daniel Muia





With a view to aligning with advances in technology, streamlining tax administration and curbing tax evasion, the Kenya Revenue Authority (KRA) rolled out electronic tax invoice and established the Tax Invoice Management System (TIMS) in late 2021. TIMS is an information technology integration system that relies on an Electronic Tax Register (ETR) to validate and transmit sales invoice data to KRA's servers.

In early 2023, the KRA upgraded TIMS to a superior version known as the electronic Tax Invoice Management System (eTIMS). eTIMS is a software-based solution that facilitates direct system-to-system communication hence providing better flexibility, convenience, and data handling capacity than TIMS. While eTIMS is an upgraded version of TIMS, it did not replace TIMS and the two systems continue to coexist.

Further to the TIMS upgrade to eTIMS, and as a departure from the original scope of e-invoicing,

the Finance Act, 2023 ("the Act") amended the Tax Procedures Act, 2015 ("TPA") to require any person who carries on business to issue electronic tax invoices and maintain records of stock through the electronic system established by the Commissioner, effective 1 September 2023. In this regard, all persons carrying on business in Kenya, irrespective of their VAT registration status, are required to electronically generate and transmit their sales invoices data to the KRA via TIMS/eTIMS.

The above said, the Act exempted transactions such as emoluments, imports, investment allowances, interest, airline passenger ticketing and similar payments from the e-invoicing requirements. Further, the Tax Procedures (Electronic Tax Invoice) Regulations, 2024 extended the exempted transactions to include fees charged by financial institutions, expenses subject to withholding tax that is a final tax, services provided by a non-resident person without a permanent establishment

in Kenya and internal accounting adjustments. The Act also granted the Commissioner for KRA powers to exempt a person from the electronic tax invoice requirements via a Gazette Notice.

On 27 December 2023, the KRA issued a Public Notice notifying non-VAT registered taxpayers that onboarding to eTIMS platform will be available up to 31 March 2024 and that during the onboarding period, penalties for failure to issue electronic tax invoices will not be imposed on them. However, once onboarded, the taxpayers should capture manually generated invoices/receipts issued from 1 January 2024 up to the date of onboarding, onto the KRA's system.



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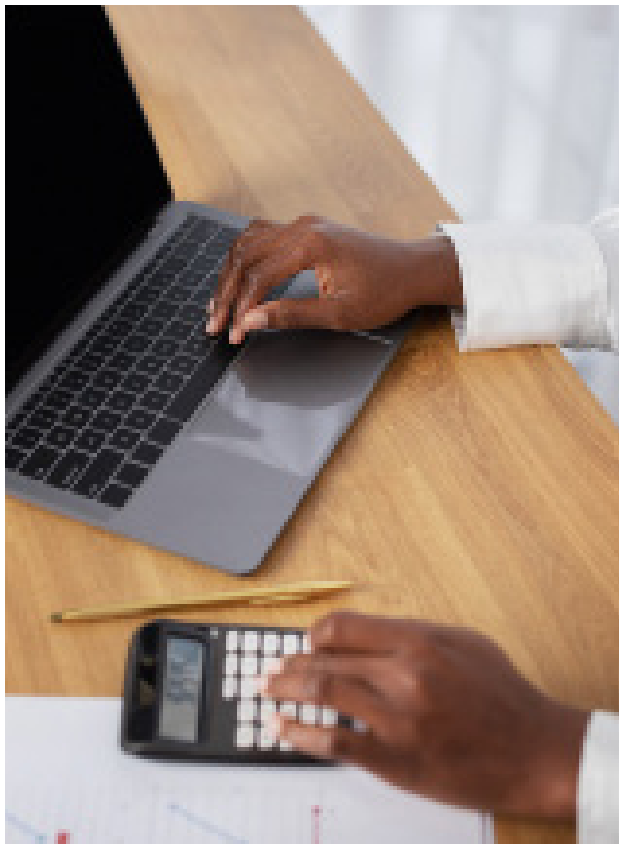
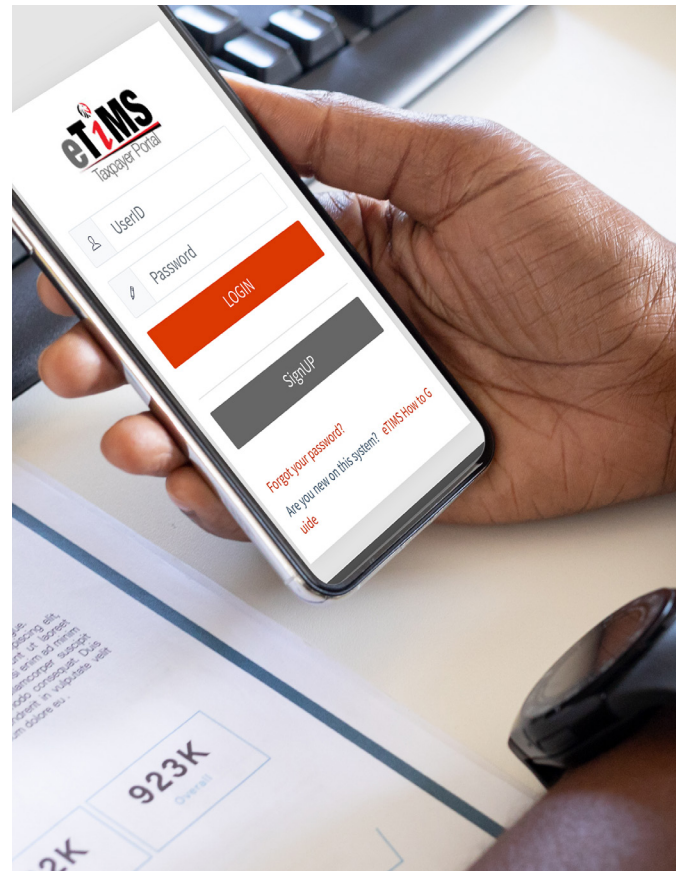




Taxpayer responsibilities

Resident and non-resident persons with a permanent establishment in Kenya should comply with e-invoicing requirements irrespective of their VAT registration status. Notably, the requirement to issue electronic tax invoices applies to all sales including supplies exempted from tax.

To comply with eTIMS requirements, a taxpayer should register on the eTIMS portal and choose the suitable eTIMS solution. The available eTIMS solutions include eTIMS Client Software (for Windows, Android Tablet and Personal Digital Assistant - PDA), eTIMS Mobile Application, Online eTIMS and eTIMS System to System Integration. Recently, the KRA implemented other solutions tailored for businesses, individuals, and sole proprietors with minimal transactions. These include the eTIMS Lite (Web) which is a web-based solution accessible through the Government of Kenya's eCitizen portal and the eTIMS Lite (USSD) accessed through the short code *222#.



Implications for non-compliance

A person who fails to comply with the electronic tax invoice requirements shall be liable to a penalty of two (2) times the tax due. However, the law is unclear on how the "tax due" shall be determined considering that the transactions involved cover both income tax and VAT. There are also certain transactions that are exempt or zero-rated meaning there is no tax due.

The Act amended the Income Tax Act to restrict deduction of expenses and losses for income tax purposes to those supported by TIMS/eTIMS-compliant invoices unless the transactions are exempted under the TPA. Further, the VAT legislation restricts deduction of input tax to acquisitions supported by valid tax invoices. In this regard, non-compliance with e-invoicing requirements may result in loss of business opportunities since customers/business partners will be reluctant to admit non-compliant invoices due to ineligibility to deduct expenses for income tax purposes and the loss of input VAT claims.

eTIMS implementation challenges and solutions

Based on experience, below are the key eTIMS implementation challenges and possible solutions to consider:

Knowledge gaps – Some taxpayers lack awareness/ understanding of how TIMS/eTIMS work, the adjustments required to billing/Enterprise Resource Planning (ERP) systems, and the compliance requirements stipulated in the law. To overcome this challenge, businesses should ensure that their staff are well trained, the necessary ERP adjustments are correctly implemented, and where necessary, outsource the eTIMS system integration to a reliable approved third-party integrator with a Trader Invoicing System (TIS) that ensures seamless flow of data between eTIMS and the billing system/ERP.

Technical complexity and system compatibility issues – Multinationals with centralised invoicing systems face the challenge of dealing with multiple e-invoicing requirements/formats depending on the countries they operate in. Affected entities may consider using a third-party integrator TIS with flexible system integration solutions.

Data security threats – Electronic exchange of sensitive financial data creates security risks/cyberattacks such as phishing, malware, or ransomware. In this regard, businesses should implement robust security features that protect their data from unauthorised access such as encryption and authentication.

Limited access to internet – According to the 2024 digital data report by Simon Kemp, Kenya's internet penetration rate stood at 40.8 percent of the total population at the start of 2024. This poses a challenge to businesses in areas without internet connectivity since transmission of sales data to the KRA requires dependable internet connection. To resolve this issue, the government should broaden internet connectivity nationwide which is a long-term solution. In the meantime, the KRA has implemented the eTIMS Lite (USSD) solution that does not require internet connection to raise invoices.

However, this solution is for individuals and sole proprietors with minimal transactions and hence the need for the KRA to implement other interim solutions that can accommodate affected businesses with high volume transactions.

Limited access to smartphones – According to data from the Communication Authority, approximately 49% of the mobile phones used in Kenya are feature phones i.e., basic phones that cannot access internet. This poses a challenge to small-scale traders and farmers who do not possess smartphones. To accommodate the demographics and economic realities of the citizens, the KRA implemented the eTIMS Lite (USSD) solution mentioned above. However, setting a minimum threshold for eTIMS compliance would help minimise the possible extinction of some small businesses.

Cost implications – Some businesses are required to acquire new software, hardware, and/or involve a third-party integrator to implement e-invoicing. This can be costly and time-consuming and hence the need for businesses to adopt the most efficient eTIMS solution considering the nature of their business and invoicing needs.

Missing eTIMS item codes/classification – The KRA is yet to provide some missing item codes such as the one for out-of-scope supplies/direct shipments and the non-vatable disposal of passenger cars or minibuses whose input VAT deduction is restricted under the VAT legislation. It is expected that the KRA will soon provide the missing item codes.

Conclusion

The use of technology as a compliance enabler is a welcome move as it enhances tax compliance, curbs tax evasion, streamlines tax administration processes, and eliminates onerous tax audits. However, there is a need for the KRA to address the eTIMS implementation challenges highlighted above since they impede the ease of doing business which in turn may negatively impact tax revenue collection.

Mr. Muia is a Tax Manager at PwC Kenya.



KENYA'S FATF "GREY LISTING" – WHAT KENYAN BUSINESSES CAN DO TO MITIGATE ADVERSE EFFECTS

By Elizabeth Omol

On 23rd February 2024, the **Financial Action Task Force ("FATF")** added Kenya and Namibia to the list of countries subject to increased monitoring which is commonly referred to as "grey list".

The FATF is the global money laundering and terrorist financing watchdog established as an intergovernmental organisation with several member states including two regional organisations. The FATF is mandated to set international standards and come up with policies that aim to prevent money laundering, terrorist financing, and proliferation financing.

The FATF identifies and assesses on an ongoing basis, jurisdictions that have strategic deficiencies in their regimes to counter money laundering, terrorist financing, and proliferation financing.

The FATF detected in its latest evaluation enduring insufficiencies in Kenya's AML/CFT legal, institutional and compliance frameworks such as "outstanding strategic gaps in its technical compliance and effectiveness" and "Kenya's key weaknesses in understanding of risk, related but not limited to different types of Money Laundering, cash and cross-border risks, types of legal persons, TF, PEPs, NPOs, and VASPs among other deficiencies in the assessment, identification and prevention of AML/CFT related risks and the enforcement of compliance regimes and AML/CFT regulations. This led the FATF to place Kenya under increased monitoring.

Status Quo – Implications of the "Grey Listing" for the Kenyan economy and its businesses

When the FATF places a jurisdiction under increased monitoring, it means the country has committed to resolving swiftly the identified strategic deficiencies within agreed timeframes and is subject to increased monitoring. Hence, partner states, international organisations, financial institutions, governmental institutions, and compliance platforms will follow up and observe the progress of Kenya's actions to meet FATF's recommendations and address its key findings.

FATF's "grey-listing" often affects a country's economy and financial system by limiting or complicating cross-border transactions, increasing challenges for governments to obtain foreign lending and to issue public bonds and experiencing reduced levels of foreign direct investment (FDI) inflow from the governmental and private sector.

In a recent study by the IMF dated May 2021, - "IMF Working Paper, Finance Department, The Impact of GrayListing on Capital Flows: An Analysis Using Machine Learning", the paper finds a large, significant negative effect of grey-listing on capital inflows. The empirical results suggest that capital inflows decline on average by 7.6 percent of GDP when the country is grey-listed. The results also suggest that FDI inflows decline on average by -3.0 percent of GDP, portfolio inflows decline on average by -2.9 percent of GDP, and other investment inflows decline on average by -3.6 percent of GDP.

Further, part of the adverse economic impact results from a higher level of due diligence and vetting required for existing business partners, counterparties and new customers located in listed jurisdictions such as Kenya, incurring higher risk management and compliance check-related costs and necessitating additional time commitments and





substantial company resources for the conduct of an adequate due diligence procedure from respective foreign organisations and their compliance teams. Such costs are often a contributing factor to the termination of certain types of business relationships, a practice widely known as de-risking. Prolonged and profound vetting processes will also result in decelerated onboarding of new business partners and delays in the performance of business arrangements, transactions and contracts.

Effective Measures to mitigate and manage appropriately adverse implications

Due to the increased scrutiny and due diligence requirements of Kenyan businesses by their foreign or international business partners and lenders caused by the “grey listing”, Kenyan businesses are well advised to prop up, re-assess and improve their overall risk management and compliance framework in order to meet increased compliance standards and enhanced compliance checks and KYC questionnaires from their business partners, investors and foreign banks and creditors.

Required compliance framework overhaul does not only include a profound revision of the respective company’s AML/CFT policies and procedures, company code of ethics and supplier code of conduct, customer onboarding forms and KYC questionnaires but also an in depth re-assessment of the organisation’s risk management practice, compliance screening of the existing local customer base and new customer business relationships, perusal of existing contractual arrangements with local key partners and customers to ensure that those contracts provide for robust and comprehensive compliance clauses, reporting, compliance audit and disclosure obligations, among others, meeting international AML/CFT and compliance standards.

Since enhanced due diligence, KYC procedures and compliance checks and audits by foreign business partners and creditors can take significant time and bind substantial company resources equally from the foreign partner and the Kenyan business, it is good practice to proactively establish a well-structured

and organized data room preferably an advanced cloud-based data room. Such data room should comprise and list in detail the updated company compliance framework, applicable compliance and AML/CFT policies and procedures, KYC and customer onboarding forms and templates and overhauled code of ethics and company compliance screening tools and compliance documentation and systems, among others.

The data room should be securely and easily accessible and assessable by relevant international business partners, investors, and lenders to enable an accelerated and efficient review process. This not only demonstrates the preparedness, professionalism and sophistication of the relevant Kenyan business to respond transparently, comprehensively, timely and efficiently to potential compliance risk concerns but also eases increased due diligence procedures, creates an additional layer of credibility and provides comfort for strategic business partnerships, foreign investors and international suppliers and customer relationships.

In the end, the Kenyan business should be able to demonstrate to its foreign business partners that it undertook all reasonable possible measures to comply with international AML/CFT and compliance standards and does not pose a risk to its international counterparts.

Conclusion

FATF's "grey-listing" can hurt the Kenyan economy and have adverse effects on Kenyan businesses while dealing with international business partners, customers or lenders. All the more Kenyan businesses need to address sufficiently and proactively compliance concerns from international counterparts by overhauling their compliance frameworks and systems and introducing tools and procedures permitting foreign business partners and investors to conduct in a timely and seamless manner an enhanced due diligence and KYC procedure to satisfy increased compliance requirements and to accommodate for a risk-based approach by its partners.

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2024 HIGHLIGHTS CAUGHT ON CAMERA



KYEEAP Silver Lining Twende Digital Engagement - Feb 8, 2024



Launch Of The Draft Electric Mobility Policy - Mar 27, 2024



Future Of Work Summit - Mar 14-15, 2024





IFC Meeting With KEPSA Leadership - Mar 19, 2024



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Consultative Meeting On AGPO - Mar 28, 2024



Consultative Meeting On AGPO - Mar 28, 2024

Launch Of The Carbon Market Guidebook - April 12, 2024





KEPSA Meeting With Trade Delegation From The Oman Chamber Of Commerce - Mar 6, 2024



KEPSA and BPI Breakfast - April 4, 2024



Launch of the Youth TVET in Mombasa - Mar 20, 2024



Presidential Round Table - Mar 12, 2024



Presidential Round Table - Mar 12, 2024



2nd Presidential Round Table - Mar 25, 2024



Dual TVET Training Program - Feb 20, 2024



Egypt-Kenya Business Forum-Advancing Mutual Trade And Investment Opportunities - Mar 8, 2024

26th Nairobi International Education Fair (NIEF) - Feb 9, 2024



KEPSA Management And Board Of Directors - Feb 22, 2024



MoU Signing Between Childfund And KEPSA Foundation - Mar 21, 2024



Jiinue Growth Program Visit To Space And Style - Mar 2, 2024



Jiinue Growth Program Visit To Space And Style - Mar 2, 2024



Jiinue Growth Program Visit To Space And Style - Mar 2, 2024



2nd Canada - Africa Business Conference - Feb 19, 2024



Supporting Export-Ready SMEs To Access Global Markets - Mar 20, 2024

KEPSA - CBK Engagement - Feb 27, 2024



KEPSA Board Meeting - Feb 22, 2024



Coalition For Jobs (C4J) Meeting Between The Private Sector & Hon. Moses Kuria - Jan 30, 2024





**KEPSA
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2024**



BUSINESS MEMBERSHIP ORGANIZATIONS



1	Africa E-Mobility Alliance
2	Agricultural Employers' Association
3	Agrochemicals Association of Kenya
4	Association of Consulting Engineers of Kenya
5	Association of Gaming Operators of Kenya
6	Association of Kenya Insurers
7	Association of Women in Energy and Extractives
8	British Business Association of Kenya
9	Business Ireland Kenya Association
10	Business Processes Outsourcing Association of Kenya
11	Car Importers Association of Kenya
12	Chartered Institute of Arbitrators
13	Delegation of German Industry and Commerce of Kenya
14	East Africa Venture Capital Association
15	East African Tea Trade Association
16	Electricity Sector Association of Kenya
17	Environment Institute of Kenya
18	Events Managers Association of Kenya
19	Federation of Kenya Employers
20	Federation of Public Transport Sector
21	Institute of Certified Public Accountants of Kenya
22	Institution of Engineers of Kenya
23	Institution of Surveyors of Kenya
24	Kenya Association of Air Operators
25	Kenya Association of Independent Schools
26	Kenya Association of Manufacturers
27	Kenya Association of Pharmaceutical Industry
28	Kenya Association of Travel Agents
29	Kenya Association of Women Business Owners
30	Kenya Auto Bazaar Association
31	Kenya Bankers Association
32	Kenya Forex & Remittance Association

33	Kenya Green Building Society
34	Kenya Healthcare Federation
35	Kenya Institute of Supplies Management
36	Kenya Oil & Gas Association
37	Kenya Private Schools Association
38	Kenya Property Developers Association
39	Kenya Renewable Energy Association
40	Kenya Ships Agents Association
41	Kenya Tea Growers Association
42	Kenya Tourism Federation
43	Kenya Transport Association of Kenya
44	Law Society Of Kenya
45	Leasing Association of Kenya
46	Marketing Society of Kenya
47	Medical Technology Association of Kenya
48	National Association of Private Universities in Kenya
49	Oil and Gas Contractors Association
50	Petroleum Outlets Association of Kenya (POAK)
51	Pharmaceuticals Society of Kenya
52	Protective Security Industry Association
53	Retail Traders Association Of Kenya
54	Rural Private Hospitals Associations of Kenya
55	Safaricom Dealers Association
56	Seed Trade Association of Kenya
57	Shippers Council of Eastern Africa
58	Technology Service Providers of Kenya
59	The Architectural Association of Kenya
60	The Institute of Human Resource Management
61	The Kenya Flower Council
62	Town and County Planners Association of Kenya
63	United Business Association
64	Water Service Providers Association

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KEPSA MEMBERS 2024

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2	Adeoli Limited
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4	Africa Digital Media Institute Limited
5	Africa Health Business Limited
6	Africa Practice East Africa Limited
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8	Agema Analysts Limited
9	Agri Experience
10	AIG Kenya Limited
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12	Alternatives Africa Limited
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14	Amitruck Limited
15	Apec Consortium Limited
16	Arati and Company Advocates
17	Associated Battery Manufacturers (E.A) Limited
18	Astral Aviation Limited
19	B. Braun Medical (K) Limited
20	B2B Africa Limited
21	Bamburi Cement Plc
22	Base Titanium Limited
23	Bata Shoe Company
24	Bayer East Africa
25	Bedi Investments
26	Benchmark Distributors Limited
27	Bidco Africa Limited
28	Biogas Power Holdings E.A Limited
29	BOC Kenya PLC
30	Bollore Transport & Logistics (K) Limited
31	Bolt Support Kenya Limited
32	Boreka Group Foundation
33	Boston Petroleum Limited
34	Bowmans Coulson Harney llp
35	Bridge International Academies
36	Bright Vision Media Limited
37	British American Tobacco Plc
38	Brookside Dairy Limited
39	Built For Good Africa
40	Burn Manufacturing USA LLC
41	Career Options Africa
42	Carepay Limited
43	Cellulant Kenya Limited
44	Centum Investment Company Limited
45	Cerberrus Engineering Limited
46	Chandaria Group

47	Chepkuto Advocates
48	CIM Credit Kenya Limited
49	Citadel Africa Family Business
50	Citibank N.A
51	CKL Africa Limited (Formerly Cooper-K Brand Limited)
52	Cloudpay Limited
53	CM Advocates LLP
54	CMA CGM Kenya Limited
55	Coca Cola East and central Africa
56	Coffee Brothers Limited
57	Content Provider Services Africa Limited
58	CPF Group
59	Crown Solutions Limited
60	Crown Solutions Limited (Crown Healthcare)
61	DalbergGlobal Development Advisors
62	Dance Unite Africa
63	Data Alma
64	Davis & Shirliff Limited
65	Deloitte & Touche LLP
66	DHL Worldwide Express Kenya Limited
67	Dorion Africa Limited
68	Dow Chemical East Africa Limited
69	Drop Access Limited
70	East Africa Breweries Limited
71	E-Cart Services Limited (Jumia Ltd)
72	Ecobank Kenya Limited
73	Ecoener Ingenieria Kenya Limited
74	EIDU Education Limited
75	Elecster Kenya Limited
76	Elgon Kenya Limited
77	Elimu Holdings
78	Eminence Global Communication
79	Emma's Knoll Logistics & supplies Limited
80	English Press Limited
81	Esselle Group
82	Expertise Global Consulting Limited
83	Express Communication
84	Facebook
85	Farm Africa
86	Fortescue Future Industries Kenya Limited
87	Fourth Generation Capital Limited
88	Freight Forwarders Kenya Limited
89	Freightway Global Solutions
90	Fruitss Leadership Africa
91	G4S Security Services Limited
92	Galana Oil Kenya Limited

93	Ganatra Plant Equipments Limited
94	Gatsby Africa
95	GE East Africa Services Limited
96	Genex Consulting Limited
97	Gennis Consulting Limited
98	Gertrudes Children Hospital
99	Gikera & Vadgama Advocates
100	Glacier Products Limited
101	Global Standards Certification Limited
102	Globeleq Kenya Limited
103	Good Testimony Junior School Limited
104	Google Kenya Limited
105	Goovate Africa Safaris Limited
106	Grant Thornton Management Limited
107	Growthpad Digital Consulting
108	HCS Affiliates Group Limited
109	HHI Management Services Limited
110	Hospitality Systems Consultants Limited
111	Hychem Group Limited
112	IBM East Africa
113	Ideal Appliances Limited
114	Impax Business Solutions
115	Indisputable Limited
116	Institute of Public Finance
117	Intercity Secure Homes Limited
118	Invhestia Africa Limited
119	Ipsos Limited
120	Iristel Kenya Limited
121	Ison Xperiences Kenya Limited
122	Isuzu East Africa
123	IX Africa Data Centre Limited
124	Jadfad Limited
125	Jambojet Limited
126	Jamii Telecommunications Limited
127	Jijenge Credit Limited
128	Johnson & Johnson Middle East FZ
129	Junky Bins Limited
130	kaleidoscope Consultants
131	Kamcan Properties Limited
132	KCB Bank Kenya Limited
133	Kenbright Holdings Limited
134	Kenchic Limited
135	Kenya Commerce Exchange Service (KENEX)
136	Kenya Development Corporation
137	Kenya Kazi Services Limited
138	Kenya Pipeline Company Limited

139	Kenya Power & Lighting Company
140	Kenya Tea Packers Limited
141	Kenya Wine Agencies Limited
142	Kerry Kenya Limited
143	Kibo Africa Limited
144	Kijani Green
145	Kiptiness & Odhiambo Associates
146	KOASave Africa Limited
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KEPSA MEMBERS 2024

185	Oakar Services Limited
186	OBG Company Limited
187	OCP Kenya Limited
188	Ogilvy Public Relations
189	Oliver K Limited
190	One Acre Fund
191	Optiven Enterprises Limited
192	Osho Chemical Industries Limited
193	Panafrican Equipment (Kenya) Limited
194	Peach Tech Limited
195	Phasian Consulting Limited
196	Phindor Limited
197	Planon Solutions Limited
198	Poa Internet Kenya Limited
199	Polucon services
200	Practical Action
201	Pricewaterhouse Coopers Limited
202	Pridelnn Group
203	Prime Health Pharma Limited
204	Priori Technologies Limited
205	Progreen Innovations Limited
206	PTG Travel Limited
207	Quickmart Limited
208	Red August Group
209	Rentco Africa Limited
210	Rentworks East Africa Limited
211	Rift Valley Highway Limited
212	Riley Falcon Securities
213	Riverside Water Deflouridation Consultants Limited
214	Rizy Link Safaris Limited
215	Ronalds Limited Liability Partnership
216	Royal Floral Holland Kenya Ltd
217	Royal Tots Daycare and Nursery Kiembeni Limited
218	RSM Eastern Africa LLP
219	Rubis Energy Kenya Public Limited Company
220	Safaricom Limited
221	Sanergy Limited
222	SAP East Africa Limited
223	Sapient Consulting Group Limited
224	Sarai Afrique Limited
225	Sarova Hotels Limited
226	Sayani Investments Limited
227	Seeds of Change
228	Seko Minayo & Company Advocates
229	Senaca East Africa Limited
230	Sendy Kenya Marketplace Limited

231	Senses Hub Limited
232	Separ International
233	Sewe International Limited
234	SGS Kenya Limited
235	Sharlton Security & Private Investigation Service
236	She Phoebe Global
237	Sheth Naturals Limited
238	Shiprazor Limited
239	ShopIT Limited
240	Skiqa Group Limited
241	Sojitz East Africa Limited
242	Songa Capital Limited
243	South- End Tech Limited
244	SOWITEC Kenya Limited
245	SP Advisory
246	Spearhead Africa Limited
247	Spurking Holdings Limited
248	St Bakhita School Limited
249	St. Nicholas Juniouir School
250	Standard Chartered Bank Kenya Limited
251	STIHL East Africa Limited
252	SUADEO Technologies Limited
253	Sunculture Kenya Limited
254	Suni Smart Energy Limited
255	Sunripe (1976) Limited
256	Synergetic Development Investment
257	Tata Chemicals Magadi Limited
258	Telenor Services Limited
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261	The Boston Consulting Group
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263	The Riaru Group of School
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266	Toner World Limited
267	Torrent East Africa Limited
268	Trinity Energy Limited
269	Trinity Magnolia Printer Limited
270	Tullow Kenya B.V. Kenya Branch
271	Uber Kenya Limited
272	Ultravetis E.A. Limited
273	Umsizi Llp
274	Unicorn Valley Technologies
275	Van Woustraat Limited
276	Victory Farms

277	Visiondrill Technology
278	Viva Africa Consulting LLP
279	Vivo Energy Kenya Limited
280	Watu Credit
281	Wells Fargo Limited
282	Wema House School Limited
283	Western seed Company Limited
284	Winnies Pure Health Products Limited
285	WISEe Cooperative Society Limited
286	Woolworths (K) PTY LTD
287	Zandaux Kenya Limited
288	Zawadi Brand Solutions Limited
289	Zenka Digital Limited
290	Zydii Limited



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Elevating and Empowering Young Women and Men's MSMEs

In partnership with



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