

Generational Diversity in Business:

How the Rise of Gen-Z Will Shape the Future of Corporate Leadership in Kenya

Continuity for Prosperity
Nasra Nanda: A bold voice in an era of transition +

Gen Z's Impact on the Workplace:
Strategies for multi-generational collaboration in Kenyan businesses +

Socially Conscious Business Models
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A PRESENT 'FUTURE GENERATION'

In June 2024, Kenya's history witnessed a significant moment. The peaceful demonstrations led by Generation Z, which some had predicted, and others had not; marked a radical transformation in our country's leadership landscape. This revolutionary shift from political to economic and social aspects is of immense importance and is reshaping the future of leadership in Kenya and globally.

As I reflect on where I sit in this conversation, I appreciate that this discussion has given most, if not all of us, some perspective. As a Millennial, a mother to a Generation Alpha, a sister to a Gen Z, a daughter to Baby Boomers, and a granddaughter to the Silent Generation, I have been incredibly humbled to be a witness to the unfolding of these extraordinary events, that are distinctively bringing all the voices of our different generations together on crucial socioeconomic challenges.

The business landscape is equally undergoing a profound transformation. It is akin to being in the presence of a modern-day corporate revolution, as the generation that we once referenced as *'the future generation'* now *'presently'* takes on corporate leadership roles within the private sector.

In this edition of the Kenya Business Channel, we offer you a glimpse into the future of leadership and innovation. Our theme, ***"Generational Diversity in Business: How the Rise of Gen-Z Will Shape the Future of Corporate Leadership in Kenya,"*** is not a distant possibility but a reality we must prepare for. We explore this force of change that will redefine how organizations operate, innovate, and lead. Our traditional leadership models are being challenged by this generation, born into a world of rapid technological advancement, global connectivity, and socio-economic challenges. It advocates for a more inclusive, agile, and purpose-driven corporate culture.

We have engaged various established and upcoming leaders and the youth who've shared thought-provoking opinion pieces, examined the opportunities and challenges of this generational shift, and highlighted youth trailblazers daring to venture into various small and medium entrepreneurial ventures. We have also introduced a new ***"Feature Profile"*** segment. Our first guest is the indomitable Nasra Nanda, the CEO of the Kenya Green Building Society (KGBS), who also wears another hat as a Member of the Nairobi County Assembly. As a millennial, Nasra shares insightful experiences with young leadership, underscores reasons why the voice of the younger generations matters, and how businesses can harness their strength to drive innovation, foster diversity, and ensure sustainability in an increasingly complex and competitive market.

As we navigate this new terrain, it's clear that the future of corporate leadership in Kenya will be shaped by those who can bridge the generational gap. This requires us to leverage the older generation's wisdom and experiences while embracing the younger generations' fresh perspectives and digital fluency. The question is not whether we can adapt to this change but how we can thrive. To Generation Z, I offer my deepest gratitude for sharing your courage with all our other generations. Your sacrifice is not taken for granted, and we look forward to seeing what you take next.

To you, our esteemed reader, I am excited about the journey you are about to embark on with this edition of KEPSA Magazine. I invite you to engage and share your incisive feedback, thoughts, and opinions with us.

Josephine Wawira

Corporate Communications Manager, Kenya Private Sector Alliance

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Generational Diversity in Business:

How the Rise of Gen-Z Will Shape the Future of Corporate Leadership in Kenya



Globally,
an estimated 10 million
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to change hands
between 2019 and 2029,
creating opportunities
for new entrepreneurs
in Kenya.

The CEO's FOREWORD

Welcome to the third (3rd) edition of the Kenya Business Channel 2024. As we navigate the dynamic landscape of Kenya's business environment, the concept of generational diversity emerges as a critical factor for our success and growth. The interplay of different generations within our workforce brings a rich tapestry of experiences, perspectives, and skills that are essential in driving innovation and achieving global competitiveness.

In today's fast-paced and interconnected world, businesses must leverage the strengths of each generation for success. From the wisdom and experience of Baby Boomers, who represent a significant portion of the workforce, provide essential mentorship and stability to the tech-savvy and innovative mindset of Millennials and Gen Z.

Globally, an estimated 10 million Baby Boomer-owned businesses are expected to change hands between 2019 and 2029, creating opportunities for new entrepreneurs in Kenya. Generation X, known for their adaptability and entrepreneurial spirit, contribute significantly to small business growth and economic diversification. Their emphasis on work-life balance aligns with modern workforce expectations. Millennials, digital natives born between 1981 and 1996, are transforming business operations in Kenya. Notably, 73% of Millennials are willing to pay more for sustainable products, reflecting their influence

on market trends and corporate social responsibility. Their advocacy for diversity and inclusion is reshaping workplace cultures. Generation Z, the newest entrants to the workforce, prioritize innovation and mental health. They prefer digital communication, with 67% favoring messaging apps over traditional methods, prompting businesses to enhance their online engagement strategies.

To foster generational diversity, Kenyan businesses must implement effective communication strategies, flexible work policies, and leadership development programs. By embracing the unique strengths of each generation, companies can drive growth, adapt to market demands, and enhance their global competitiveness in an increasingly interconnected economy.

Our focus must now be on creating an environment where all generations can thrive together. By harnessing the unique qualities of each generational cohort, we position ourselves to meet the evolving demands of the global market. Encouraging cross-generational mentorship and continuous learning ensures that we remain agile and forward-thinking.

A noteworthy example of this is the activism and engagement of Generation Z. This generation has shown remarkable dedication to social and environmental causes, driving significant changes in business practices. Their activism is not just limited to protests but extends to influencing corporate policies and practices. In Kenya, Gen Z's impact is evident in their push for transparency, sustainability, and ethical business operations, reshaping our business dynamics.

In Kenya, the Kenya Private Sector Alliance (KEPSA) has been at the forefront of championing these efforts. KEPSA, representing over 2 million businesses in Kenya, has been instrumental in driving policy reforms and advocating for a business environment that supports innovation and inclusivity.

Through initiatives such as the Ajira Digital Program, Dual TVET, Twende Digital, Digital Explorer and Digital Skills and Employment Advancement Program (DSEAP) in collaboration with Microsoft, we have seen remarkable strides in integrating over 207,130 young talents (Gen Z) into the workforce, ensuring that their voices are heard and their contributions valued.

The economic contributions of generational diversity are clear. According to the Kenya National Bureau of Statistics (KNBS), businesses that actively promote diversity are 33% more likely to have better financial returns. Furthermore, a study by the World Bank highlights that countries embracing diversity in their workforce see a significant boost in economic performance.

As we look to the future, it is clear that our journey towards global competitiveness will be powered by the collective efforts of a diverse and inclusive workforce. Let us embrace this generational diversity and harness its potential to propel our businesses to new heights.



Carole Kariuki
CHIEF EXECUTIVE OFFICER,
KENYA PRIVATE SECTOR ALLIANCE

CHAIR'S MESSAGE

DR. JASWINDER BEDI
KEPSA CHAIR



By equipping Gen-Z with the necessary tools and knowledge, we are laying the groundwork for their success in leadership roles.

Africa's population is estimated at 1,373,486,472. Generation Z is currently the largest generation in Africa with 428,514,686 inhabitants making up 31.20%. Kenya's population is estimated at 54,985,702. Generation Z is the most populous with 18,378,493 inhabitants representing 33.42%. Millennials are 12,123,453 representing 22.05%. Both generations make up 55.47%. At KEPSA, we recognize that the emergence of Generation Z in the workforce represents not just a demographic shift but a profound transformation in corporate culture and leadership dynamics. This generational shift presents both challenges and opportunities for businesses in Kenya.

In alignment with our KEPSA Business Strategy 2023-2027, we are committed to fostering an inclusive environment that embraces generational diversity. Our strategy recognizes that the future of corporate leadership will be shaped by the diverse perspectives and ideas that Gen-Z brings to the table. By actively engaging this generation, we aim to cultivate a new wave of leaders who are equipped to navigate the complexities of the modern business world.

To support this initiative, KEPSA has launched several initiatives specifically designed to onboard and empower Gen-Z entrepreneurs. The Kenya Youth Employment and Empowerment Accelerator Program (KYEEAP) which is a multifaceted initiative dedicated to nurturing small enterprises in Kenya by providing support in financing, market access, coaching, and

supply chain opportunities. This initiative comprising of: The Ajira Digital Program that targets individuals aged 18 to 35, offering training, mentorship, and job linkages through various avenues such as Ajira Youth Empowerment Centres (AYECs), university clubs, and partnerships with the private sector, Twende Digital Project with an aim to boost youth employment by empowering SMEs and has set targets such as generating 3,046 employment opportunities for young people and enhancing the income, profitability, and productivity of 400 SMEs.

The Digital Skills and Employment Advancement Program (DSEAP), through the Microsoft Community Training (MCT) platform, this program trained 15,000 youth and providing labor market information to over 200,000 young individuals. Dual TVET and the Digital Explorer among other KEPSA initiatives which are strategically focused on driving the digital transformation of small businesses, creating job prospects in the digital sector, supporting the digitalization efforts of the public sector, and enhancing market-oriented skills.

Additionally, KEPSA has implemented training workshops focusing on critical skills such as digital marketing, financial literacy, and business management. These workshops are tailored to meet the needs of young entrepreneurs, ensuring they are well-prepared to thrive in an increasingly competitive environment. By equipping Gen-Z with the necessary tools and knowledge, we are laying the groundwork for their success in leadership roles.

As we move forward, it is crucial that we continue to embrace generational diversity in our corporate strategies. By fostering an inclusive environment that values the contributions of all generations, we can drive innovation, enhance productivity, and ensure sustainable growth for our businesses. The rise of Gen-Z is not just a trend; it is a transformative force that will shape the future of corporate leadership in Kenya.

In conclusion, I invite all stakeholders to join us in this journey towards a more inclusive and diverse business landscape. Together, we can harness the potential of Generation Z and create a thriving environment that supports the next generation of leaders. Let us work collaboratively to ensure that our businesses not only adapt to change but also lead it, setting a benchmark for future generations to follow.



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CONTINUITY FOR PROSPERITY:

A *One-On-One* With Ms. Nasra Nanda,

CEO, Kenya Green
Building Society (KGBS)

She is driven by a passion for making a positive impact in all her endeavors. The CEO of the Kenya Green Building Society, the Chair of the Africa region at the World's Green Building Council, and an Honourable Member of the County Assembly of Nairobi, Ms. Nasra Nanda, is genuinely the best choice to kick off our newly launched Profile Feature segment. As a committed member of the Kenya Private Sector Alliance (KEPSA), Nasra graciously accepted to host us at her Shah House office in Nairobi. The fact that we are welcomed into a minimalistic space that embraces green building standards, from the generous natural lighting to the shared working spaces, does not come as a surprise; nevertheless, it is breathtaking. She says while serving us a hot coffee, *"It is essential that we live and work by the same standards we hold our clients to. This green space aligns with our commitment to pushing sustainability in the built environment."*

With that, we settle down at one end of the room and begin our interactive interview.



Q. It is said that our childhood and past experiences often shape who we are as adults. Our ambitions, our outlook towards life, our dreams, leadership skills, and even relationships. So, who is Nasra? If you would be so kind as to let us in on your history from your childhood, and how that has shaped the person and leader you are today.

A. I come from a mixed background, paternally, on my father's side is of Indian origin. My mother's side is of Arab origin. So, I come from a very fused cultural background. However, I was privileged to have parents who are very forward-thinking, especially my dad. My dad had the opportunity to grow up in different small towns in Kenya and through that, he was able to speak several other languages, including, Kikuyu and Giriama, which is fascinating for me. My mom was raised by her grandparents, so she kind of had a more traditional approach. I grew up among three siblings – two sisters and a brother.

I think my dad was instrumental in shaping my view of the world. He spent a lot of time saying, 'Whatever boys can do, girls can do,' which gave me the confidence to really push the ceiling. He taught us that humanity is a great virtue, yes, but also, courage is something else that you need to have, and no one's going to create space for you as a girl, so you need to build that confidence and have the merit to go after your dreams. He really was preparing us for a lot in future. So, I grew up in a space where my home was like the UN and my friends as well, just interacting with so many diverse people. I guess what it did was it helped me understand that if you appreciate your differences, you can collaborate to create better things and bigger things together.

I was introduced at a very early age to sports. I used to swim professionally for Kenya and that sense of doing something bigger than myself really shaped my outlook. I think I was on the serious side but also very mysterious. So there was always balancing between my ambition and my naughtiness, often getting into trouble for both. I remember I had this vivid memory of being six and I was in a race against boys. I knew they'd win, so instead of accepting it, I pulled one of the boy's costumes. That was something that made my dad laugh a lot, but of course, alarmed my mom. Those are the little things that allowed me then to understand competition is healthy and we're

different, so we need to play it to our strengths and have an ambition for ourselves. This is what gave me the platform to drive things into the working world. So, yeah, that's me.

Q. What keeps you motivated and passionate about your work, even in the face of obstacles? How do you maintain a balance between your personal and professional life?

A. I think what I would say is I've come to accept that there might not be a balance in separate seasons of your life. There will be seasons of your life where, potentially, your work will take precedence, and at certain times your personal life will take precedence. In the past, I struggled to accept that there are those moments where you know you'll do your best, but one will kind of be overwhelming, or take the front seat. With that acceptance that I'm human and giving the best towards both and taking it a day at a time without putting myself in a position where I think I'm failing, I just accept I'm struggling and I keep it moving.

Q. How have you managed to manoeuvre through professional and societal expectations coupled with the fact that you are a young leader with huge roles, how do you make it in the wake of current issues organisations are struggling with, of burnout and mental health?

A. I guess I'm privileged in the sense that I have come to realize that it's okay to struggle. However, I struggle to understand how women can be mothers and balance these high-flying careers because I think kids are super demanding. But for me, I think, as a woman, a young woman in this space, what I would say is, look, no one has it figured out. I think a lot of people may seem like they have it together, but all of us are struggling with something and realizing that is important. As women, we tend to be harder on ourselves because we almost feel like we need to and that then takes away the joy of that experience. For me, I love having fun, and so what ends up happening sometimes is even in like serious situations, I try to find a light moment in them because life is so short if you don't laugh at yourself and laugh at the situation you will bore yourself to death and take the experience out of a situation. It's great if you've achieved something, but the journey is also more important because it humbles you, it elevates you, drains you and makes you happy. All those different shapes are important because they shape us into who we are and ultimately who we are as humans.



Q. You describe yourself as ‘driven by the relentless pursuit of making a positive impact’. How has this vision shaped your life’s journey as Nasra, including the career choices you’ve made, up until this moment?

A. The human experience is about improving ourselves and it’s a continuous journey. That’s why I talk about that relentless pursuit that never stops until you die. At any stage of your life, you are growing, learning or unlearning things. So as a human being that should be, your experience, and that then translates into ‘what do I want to shape’ in my time. My keywords are impact, dignity and collaboration. And I say this because anyone you talk to has a sign on their forehead which says, ‘Make me feel important’. In your interactions, therefore, how are you making that other person feel important? It’s not just about you. If you translate that in terms of other organizations, it means the value you’re bringing to the other organization so that they buy your product so that you can work together.

Q. Was there a defining moment in your life or career that steered you toward advocating for sustainability, particularly on matters ESG? Was there a particular project or challenge that solidified your commitment?

A. I’ve always thought about dignity as something that drives me and I felt that when I was working as a lawyer in private practice. One of the things that constantly disturbed me is that as lawyers, we were looking at transactions, but we were not looking at components of the transactions outside of the agreement, not to say that’s not important. I remember this particular transaction I did in my first year about restructuring the national airline and it was by any means a very huge transaction for a first-year associate to be part of. It should have been a happy moment for me but I felt also equally confused. Why? Because, as we were talking about restructuring the airline, I don’t recall transaction advisors asking ourselves, if this airline is restructured, what happens to the families that depend on this airline for survival? Such questions started creeping up in my work. Whenever I would do a transaction, I wanted to know, what are the far-reaching consequences, which are not necessarily on paper but would influence the outcome of this conversation. Having explored it a bit further, I found it touching on social issues and eventually that had a name, and that was ESG. And I think a lot of us who maybe have taken a bit of time to understand

that the world is bigger than you and I ultimately are champions of ESG we might not just not know it, and I think that then influenced my outlook for KGBS.

What's important is to highlight that the KGBS is a green building council. What traditional green building councils do is that they educate, advocate and certify green buildings. However, the KGBS is not your traditional green building council because I'd like to think that I coloured the approach that was taken by KGBS. We can't as a global south player, only focus on buildings. In Nairobi alone, 60% of the population resides in informal settlements. So if you're saying you want to push sustainability with buildings, you're looking at 60% of your population. So that means, then we need to think about how we're creating a built environment as an ecosystem that empowers people, businesses and helps the government achieve its agenda by serving nature, communities and the laws that keep us in check. For me, that's now opening up that interpretation to say, that as a green building council, our aim is to bring dignity, collaboration and prosperity into the built environment. And that really is saying that it's ESG that's shaping the built environment, not just buildings. It means, essentially, I'm taking what I believe as a person and colouring it in an organization. What this means then for the private sector is simple; the private sector cannot afford to work in silos. The private sector needs to be the ultimate collaborator that works with communities in a way that empowers these communities and sees itself as a platform that brings together communities, businesses and government so that there's prosperity for everyone.

The ecosystem approach is critical because investors now are not just looking to make money, but also how money is made. If we start thinking about these things, then we'll realize why the Gen Z and Millennial issue recently is critical, because actually they were highlighting ESG issues. The private sector cannot afford to ignore it, because movement, which I think the private sector is key to, can only happen if the private sector is facilitating it.

Q. What are some of the benefits you have seen as a KEPSA member and what are the roles that it should play or continue to play in this dispensation?

A. I'm privileged to be a young person and have access to these (KEPSA) leaders. I think it's critical to

highlight that this is not something that a lot of people get to experience. And so for that, I'm extremely grateful. What that has done for me is give me insights into these leaders who are shaping industries and it also helps me understand what they think of a market from a professional perspective. I see that they feel and think that the way to grow as a business is through certain steps which I acknowledge and appreciate. The private sector needs to understand that our more seasoned and experienced leaders have an outlook that was very useful for the past and the present. However, Millennials and Gen Zs have an outlook that is useful for the present and the future. Having that realization means the private sector is great, and exceptionally useful now, but what needs to be created is continuity for prosperity. The private sector needs to look at itself as a mentor for future leaders but also humble itself in the context of the things that we can learn from young people that in the past might not have been accessible like technology. This innovation and tech-savvy approach to things is something that the private sector can leverage from the youth.

KEPSA can bring experience and industry insights because ultimately, Africa is a growing region, and Kenya has a growing population. So, let the private sector look into how young people can tap into jobs and skills that can help them prosper in the future. There's a lot that both the private sector and the young generation can learn from each other. I think the most important thing is the private sector can be a facilitator and if we emphasize the role of being a facilitator, the private sector can leverage the opportunities and mitigate the risks.

Q. You have been incredibly vocal on socioeconomic issues affecting Kenyans especially in recent times when the country is experiencing unprecedented times, perhaps due to your other role as a Member of County Assembly. How do you perceive the current state of the nation, particularly, the rise of the young Generation Z?

I know people call it a Gen Z movement, but I would say '**Generations Zote**' or everyone because all of us are really seeing that there's a change coming here or going to keep happening in this country. I would say to the younger generations, I think it's important to realize, yes, we're not in a place we would like, but have the compassion to understand.



There's a lot of blame, the youngsters are blaming the older generations for saying this is why politicians have become big-headed and selling fear. This might be true to some extent but we also have to be compassionate to realize in what era our parents and grandparents grow up in. Chances are probably our grandparents and great-grandparents grew up in a colonial setting where an opinion was not allowed. Some grew up not even knowing they had a voice and then independence came and there was strictly one party which was largely dictatorial. Taking that into the family setting, whatever your parents decided was low. As a result you don't have people who have questioning as part of their DNA. We also have to give them credit, because we only got to the point of democracy because our parents at some point felt something was not working. Yes, they might not have had the changes that we've had in weeks but that change narrative started with the older generation. The biggest problem with the older generation, when it comes to the younger generation, is they don't listen to understand, they listen to reply and that then creates a sense of defensiveness and a barrier for both. If we listen to each other, there's a lot we can take from one another and apply that to the local context.

The private sector needs to be clear on certain things which have changed. The first thing is public services. Public Servant should serve the people. This calls for the private sector to help politicians have the platform to serve if we're looking at a collaborative mechanism or accountability, it's to say this is the legal framework we need to make sure that the government is creating a platform that the private sector can drive.

Q. What leadership trends do you see gaining momentum in the near future? How do you suppose these trends will/or are impacting the private sector's management space?

A. So from a business perspective, I think one of the things private sector needs to be alive to is women in leadership, not because it's good to see a woman in the room but genuinely having the voices of women in boards, in high ranking positions to shape an organization. This becomes critical, because now inclusivity is a key component of the young generation, so gender becomes a key priority. Another issue is minorities. If you really want a workplace or an industry to thrive,

it also needs to be something that young people or just Kenyans really see as an opportunity for everyone. If you can think about your organization as a platform for everyone to grow, chances are you will have champions who will push for that industry. Another component, is having young people in boards. That might scare a few older people, but really, how do you have someone help you understand this generation that bulk of the population in Kenya. About 60% of the population is under the age of 35 years, so those are your customers, right? If you don't actually have these young people in your boat, how are you supposed to be tapping into customers who can help you drive your business and yet you don't understand them? For me, representation in leadership is what the private sector can't ignore.

Q. How do we best approach multi-stakeholder collaboration with government bodies, private sector, and other players to drive more inclusive engagements, at the policy formulation levels before they reach the approval stages and, in this case, 'get rejected'?

A. If the private sector could just have an informal baraza with the women and their respective companies to find out how it is helping women grow, then you would start getting feedback from the ground on whether the private sector actually is the woman empowerment entity that it thinks it is. If you get that feedback, it helps you understand whether you're actually on the right track or not, because you've actually had a conversation with them. That insight will then inform the position of the private sector to create the avenue of engagement with government because it would have gotten it from the people who are affected. And then when you do go to government, you're going there with a problem and a proposed solution, and how that would look like from a policy perspective.

What milestones are you aiming to achieve and areas you are excited to explore both individually and as KGBS? How will they benefit the people that you serve in different capacities, especially the youth?

I'm excited about our upcoming annual conference in September. Why is it exciting for both the private sector, young people and myself, is that the aim is to create a platform that will push for sustainability in the built environment in a way that brings together women, young people, finance and the government together so that ultimately we drive the country's position in championing sustainability for the built environment. I invite members of KEPSA to join us on this journey, and also young people and women as well because no one is going to give you space if you don't take it.



Q. What is your vision for the future of Kenya in the short- and long-terms?

A. I wish I could have a conversation with the President, with the governor and ask them, what is their vision for this nation or city because it's not clear that they have one which speaks to the people. For us as a country, what is happening now is a beautiful opportunity to rewrite our story. Then with the people we serve, we can create sustainability opportunity for Kenya. If we are clear on the vision and dream, we shall have leaders who are clear on where they want to take Kenya and why. Once this is clear then we can get the buy-in from Kenyans and the private sector is more than capable to support this vision, because we'll know where we're going. In my personal capacity, I would want to be one of those people who helps this country shape that dream.

Q. How do you see sustainability being mainstreamed in this future? Whether social, economic, or environmental sustainability?

A. Having a clear vision makes it possible to understand how climate conversation is very much a development conversation. For anything to be bankable, even our cities and Country, we need to be clear on the priorities we have. For me, I think cities present a huge opportunity for sustainability because they're ecosystems. We have urban forests that we want to protect and young people who need jobs. These can be green jobs that can leverage and shift the narrative on reclaiming an Africa that works for Africans. With the Affordable Housing agenda, how can we then translate affordable housing, potentially as a green finance opportunity, so that the government can meet its objective for housing but also people can be part of this conversation and access the financing that they need, in particular with women and youths?

Nasra is the CEO of the Kenya Green Building Society, which is a member of KEPSA. She is the Chair of the Africa region at the World's Green Building Council and also serves as an Honourable Member of the County Assembly of Nairobi.

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Q. If you could give one piece of advice to aspiring young leaders in the business and political spaces, what would it be? Is there a particular lesson you've learned as an experienced leader, that you wish you knew when still young?

A. I would tell them to never give up. Be flexible in your approach, but always be firm in what you want. I think you know, as you grow, you meet many people who will tell you no and that's okay. Don't take it personally, just understand that maybe they don't see your vision, or maybe your vision isn't as strong enough or well articulated. Be humble enough to ask for help when you need it, be observant enough to learn from the winners because you want to be one, associate with them, learn from them and grow with them. Finally, always understand that as a young person, as a woman, as an ethnic or minority, no one is going to create space for you, so don't feel entitled to it. Work for it, earn it, and never get tired of taking your space. Life is a marathon, so you feel like you're losing on some days, and that's okay, but just pick yourself up and keep it moving.





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As EABL, we have instituted innovative programmes such as **SMASHED** and the Wrong Side of the Road, as well as brand-led initiatives to tackle the dangers of illicit alcohol, underage drinking and drink driving



376,933

EABL has reached a total of **376,933** students with messages on dangers of underage drinking through the **SMASHED** programme

68,084

Total number of people reached through the Wrong Side of The Road programme, sensitizing road users on responsible drinking



CHAMPION INCLUSION AND DIVERSITY

47%

We focus on empowering women to flourish in all roles at EABL, and increase the representation of those from vulnerable backgrounds, including people with disabilities. This has seen an increase on leadership, where **47%** of the senior leaders are women



9,951

Through the Learning for Life training EABL has reached **9,951** participants including PWDs enabling them to gain hospitality and life skills

+600

Leveraging on our partnership with Sightsavers we have impacted over **600** farmers with disabilities across eight sub-counties in Kenya

PRESERVE WATER FOR LIFE



Water is one of our most important ingredients and preserving it is crucial to our community and business. Preserve Water for Life outlines how we manage water in our supply chain, operations and communities

+1 Million

Number of people that have benefited from water projects by EABL

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The amount of water replenished through our various water projects across EABL



ACCELERATE TO A LOW CARBON WORLD



95%

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96.4%

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GEN Z'S IMPACT ON THE WORKPLACE:

**A SHIFT IN PRIORITIES
AND COMMUNICATION**

BRIDGING THE GAP: STRATEGIES FOR MULTI- GENERATIONAL COLLABORATION IN KENYAN BUSINESSES

By Globis Mandela



The Kenyan corporate landscape is on the cusp of a significant transformation as Generation Z (Gen Z), those born between the late 1990s and early 2010s, begin to enter the workforce in large numbers. This generation, characterized by its bold entrepreneurial spirit, digital fluency, and strong social consciousness, has recently sent shock waves nationwide with its activism.

In what has been heralded as a new dawn in Kenya's political and social scene, the country witnessed the Gen Z uprising that forced the Government of Kenya to reconsider its tax proposals contained in the Finance Bill, 2024. Armed only with their mobile phones, whistles, and Kenyan flags, Gen Zs took to the streets to compel their legislators to reject the tax proposals, which, in their view, if passed, would financially burden Kenyans. Due to their relentlessness, the Government listened and withdrew the controversial Finance Bill, and currently, a raft of other measures has resulted in further protests.

As witnessed during the demonstrations, Gen Zs are a force to be reckoned with, and corporate

leaders cannot choose to ignore them. In the current multigenerational workplace, leaders need to acknowledge that each generation has unique thoughts and beliefs informed by the period in which they were brought up. There is a need for institutions to recognise and study the change in culture. For instance, baby boomers who were raised during the post-World War economic boom value loyalty and hard work.

Conversely, Gen Zs and millennials are technologically savvy individuals who prioritize flexibility and work-life balance. As the current political discourse shows, these two generations often find themselves on opposite ends of the spectrum. Thus, recognizing these differences will enable leaders to leverage their synergies for a more harmonious workplace.

The rise of Gen Zs is not just a generational shift. It is a paradigm shift that requires businesses to adapt and prioritise diversity, inclusion, and social responsibility.

The following are some of the strategies that corporates can utilize to harness the power of generational diversity: -

Foster intergenerational mentorship and reverse mentorship

Businesses can implement intergenerational mentorships that pair individuals from different generations. This will facilitate knowledge transfer, skill development, and mutual understanding. The older generation holds invaluable institutional knowledge and insights which can be shared with the younger generation. Conversely, through reverse mentorship, older generations can

equally learn digital tools, social media trends, and emerging technologies from Gen Zs. This two-way learning process bridges the generational gap and fosters understanding.

Create cross-functional and age-diverse teams

Businesses should consider assembling teams with employees from different generations and departments to work on projects together. This would encourage diverse perspectives, promote knowledge sharing, and spark innovation. It also breaks down silos and builds bridges between departments.

Embrace flexible work arrangements and tailor benefits

Millennials and Gen Zs value work-life balance and flexibility. As such, businesses can consider offering flexible work options like remote work and flexible hours to cater to Gen Zs desire for work-life balance and autonomy while valuing in-person collaboration that boomers may desire. Additionally, businesses can provide benefits that appeal to different generations, such as professional development opportunities for younger professionals and retirement planning for older employees.

Cultivate an inclusive and open communication culture

Each generation has its preferred mode of communication. The older generation prefers face-to-face communication or emails, while the younger generation might prefer instant messaging or video calls. Businesses must be mindful of the differences, create platforms that accommodate various communication preferences, and encourage employees to share ideas, raise concerns, and collaborate effectively. To achieve this, businesses can organise team-building activities and social events that bring employees of all generations together to foster camaraderie and team spirit.

Invest in technology and digital upskilling

Technology proficiency differs across generations. The younger generations are more tech-savvy and adaptable to emerging technologies than the older generations. Consequently, businesses can leverage on millennials and Gen Z's digital fluency by empowering them to lead digital transformation initiatives and implement innovative technologies. Corporates can conduct skill assessments and provide training programs for older generations to upskill them on digital tools and emerging trends, ensuring that everyone stays relevant in the evolving business landscape.



Recognize and reward contributions from all generations

Each generation has unique strengths and contributions to the workplace. Implementing recognition programs that acknowledge and celebrate the contributions of employees from all generations creates a more inclusive and harmonious workplace. Businesses should consider offering personalised rewards and recognition programs that ensure each generation feels valued and has growth opportunities. This will not only boost morale and productivity but also strengthen the business's competitiveness and performance.

Align company values with social responsibility

Increasingly, it has become crucial for businesses to align their values with social responsibility. This alignment resonates with socially conscious generations, such as Gen Zs, and attracts customers, employees, and investors who value ethical and sustainable practices. To achieve this, businesses can engage in corporate social responsibility initiatives such as environmental sustainability, diversity and inclusion, and community engagement. Thereafter, they can communicate their commitment to social impact transparently, showcasing how it aligns with the values of all generations. By aligning their corporate values with social responsibility, businesses can continue to better society, enhance their reputation, and retain top talent.

Generational diversity presents both opportunities and challenges for business. However, by implementing these strategies, Kenyan corporate businesses can leverage the diverse strengths of each generation, foster a more inclusive workplace, and drive innovation, ultimately enhancing their competitiveness in the global market.

The writer is an Associate at Viva Africa Consulting LLP.

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Kenyan corporate businesses can leverage **the diverse strengths** of each generation, foster a more inclusive workplace, and drive innovation.

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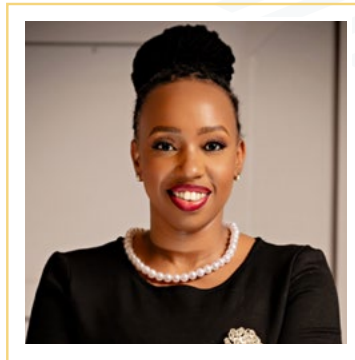
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CORPORATE MAKEOVER: HOW GEN Z IS CHANGING THE WORKPLACE DYNAMICS

By **Monicah Karanja**



Corporate governance has evolved alongside generational shifts. Traditional governance models, often hierarchical and focused on shareholder value, represent the old guard. In the modern era, there is a broader focus on stakeholders, including employees, customers, and the environment. With the impact of Generation Z, there is now a heightened demand for transparency, sustainability, and ethical leadership in the workplace.

Generational diversity in the workplace is no longer a trend; it's a defining characteristic of the modern business landscape. The interplay of different generations, each with their unique perspectives, values, and work styles, can either create friction or fuel innovation. In Kenya, as in many parts of the world, the increasing influence of Generation Z is set to redefine corporate culture and leadership. To understand the impact of generational diversity, it's essential to examine the characteristics of different age groups.

a) Baby Boomers (born 1946–1964):

The Steady Hands

Known for their loyalty, strong work ethic, and hierarchical approach, a 2023 Gallup poll found that Baby Boomers are more likely to prioritize job security over work-life balance. Their communication style tends to be formal and reliant on face-to-face interactions. In corporate governance, Baby Boomers emphasize stability, long-term planning, and hierarchical structures. They prioritize ethical conduct and a strong emphasis on corporate responsibility.

b) Generation X (born 1965–1980):

The Adapters

Characterized by independence, adaptability, and a pragmatic approach to work. They value work-life balance and seek flexible work arrangements but are also results-driven. Proficient in technology, they effectively bridge the analogue and digital worlds. In governance roles, Gen X leaders combine traditional and modern management styles, emphasizing performance, accountability, and risk management. They are champions of inclusivity and leverage technology to drive innovation and strategic growth.

c) Millennials (born 1981–1996):

The Collaborators

Millennials are digital natives who thrive in collaborative, fast-paced environments. They value purpose-driven work and seek constant feedback and recognition. This generation prioritizes work-life balance and professional development. A LinkedIn survey revealed that Millennials are more likely to change jobs every 2-3 years. In governance, Millennials bring fresh perspectives, a focus on sustainability, and a drive for digital transformation. They champion diversity, inclusivity, and transparency in corporate leadership.



d) Generation Z (born 1997–2012):

The Innovators

Grown up with technology and is highly adept at using digital tools, comfortable with virtual communication and remote work. This generation has an entrepreneurial spirit, willing to take risks and pursue unconventional career paths. They are socially aware and value companies that prioritize social justice, environmental sustainability, and ethical practices. Authenticity and transparency are important to Gen Z, who seeks genuine interactions with employers. Gen Z bring innovation and new business models to governance, advocating for diversity, inclusion, and ethical practices. They drive the adoption of advanced technologies, promoting efficiency and digital transformation. Valuing collaborative decision-making and environmental sustainability, Gen Z emphasizes responsible resource management and transparent business practices.



From top-down to team-up: The Gen-Z revolution in corporate governance

While earlier generations were shaped by economic booms and stable career trajectories, Gen Z has come of age amidst economic uncertainty, climate change, and rapid technological advancements. This context has fostered an ambitious generation seeking purpose, flexibility, and rapid career progression. Their entry into the workforce challenges traditional hierarchies and corporate cultures, demanding organizations to adapt or risk becoming obsolete.

Gen Z is reshaping the workforce. No longer satisfied with the traditional nine-to-five grind and the slow ascent up the corporate ladder, this generation demands more. With a disdain for the daily commute and a yearning for purpose-driven work, Gen Z is driving a revolution. Hybrid work models and automation are becoming indispensable tools to meet their desire for flexibility.

Previous generations, often characterized by hierarchical structures such as command-and-control management styles, are seen by Gen Z as outdated and ineffective. These younger workers crave leaders who are mentors, not micromanagers; collaborators, not dictators. It's clear: micromanagement and outdated leadership styles are relics of the past. This new era of work is defined by empowerment, innovation, and a profound sense of fulfillment.

Corporate governance has evolved alongside generational shifts. Traditional governance models, often hierarchical and focused on shareholder value, represent the old guard. In the modern era, there is a broader focus on stakeholders, including employees, customers, and the environment. With the impact of Generation Z, there is now a heightened demand for transparency, sustainability, and ethical leadership in the workplace.

The Future Workplace: A Gen Z-Centric Environment

The integration of Gen Z into the workforce is already reshaping the future of work across the globe. To thrive in this new era, organizations must:

Embrace Flexibility: Offer hybrid work arrangements, flexible hours, and remote work options to accommodate Gen Z's preferences.

Prioritize Purpose: Create a workplace culture that aligns with employees' values and provides opportunities to contribute to social causes.

Invest in Technology: Leverage digital tools to enhance productivity, collaboration, and employee experience.

Foster a Learning Culture: Provide continuous learning and development opportunities, especially on leadership courses to support career growth.

Promote Diversity and Inclusion: Create an inclusive environment where everyone feels valued and respected.

Conclusion

The convergence of generational diversity and rapid technological advancements necessitates a fundamental shift in corporate governance.

To thrive in this new era, organizations must adopt a governance model that is inclusive, agile, and future-oriented. By embracing the strengths of each generation and fostering a culture of collaboration, companies can unlock unprecedented opportunities for growth and innovation. To fully realize the potential of Gen Z's ambition and innovation, early investment in leadership development programs is crucial. By cultivating a pipeline of future leaders equipped with the skills and mindset to navigate complex challenges, organizations can ensure long-term success and sustainability.

Call to Action

To harness the full potential of Gen Z and build a future-ready corporate culture, business leaders must embrace a new era of corporate governance. By prioritizing their inclusion in decision-making, investing in leadership development, and fostering a culture of innovation and collaboration, businesses can position themselves for long-term success. Let's create a business landscape where diversity, equity, and sustainability thrive.

Monicah Karanja is the Head of Operations and Business Development at MMW Advocates LLP.



GEN Z MAKING WAVES IN THE WORKPLACE WITH UNIQUE CHARACTERISTICS AND PRIORITIES

By Nahashon Maina



Each generation brings a different set of characteristics into the workforce. Baby Boomers are known for their strong work ethic and loyalty; Generation X brings independence and an entrepreneurial spirit; Millennials are tech-savvy, innovative, and relationship-driven. The spotlight is now on those born between 1997 and 2010, alias Gen Z. They are as ambitious as one can imagine, wanting to lead companies at a very young age in spite of their short experiences in corporate life. However, research by Deloitte Digital has already thrown out the fact that there is already a mismatch between what Generation Z wants at work and what their bosses think

they want. This shift from one generation to another raises some serious questions regarding how companies can genuinely redesign their corporate values to reflect what truly matters for Gen Z.

Unique Features of Gen Z

The advent of the internet and its large-scale application in 1997 made Gen Z the first generation to grow up with smartphones and social media; this makes them true natives of the digital age. The world has shrunk into one small village that has shaped the communication styles, work preferences, and expectations of Gen Z. They now value diversity, social responsibility, and work-life balance. They are flexible and tech-savvy, so this has made them extraordinarily resourceful in today's dynamic scene for work.

Meaningful work is also what defines the wishes of Gen Z. They want to be a part of organizations that resonate with them, and they know they have a place in changing society. They are similarly entrepreneurial, with a special tendency toward breaking the rules of the status quo. They would like to have a shot at development and leadership opportunities; many even have high aspirations for a managerial level quite early in their careers.

Such ambition and an entrepreneurial spirit among employees are what can make employers very motivated to create opportunities for growth and a culture of innovation.

Challenges to Employers

In their struggles to adjust to the needs and expectations of Gen Z workers, employers have to deal with challenges. Among the most relevant problems are those related to different perceptions of the role of empathy in the workplace. As Deloitte Digital notes, employees from Generation Z would definitely rate bosses who show empathy as a requirement to be engaged in work. It means that understanding and relating to Gen Z employees goes in line with a more positive work environment.

Flexibility is another area of challenge. Gen Z wants flexible work arrangements: remote working options and flexible hours. Only those employers who are able to offer this will more likely win and keep Gen Z talents.

Adjusting Corporate Values

The changing workplace demands that employers today evolve their corporate values in keeping with what matters most to the newest batch of talent entering the workforce: Generation Z. But to engage and retain Gen Z workers most successfully, there are a few areas employers must zero in on. First, empathy and taking care of mental health and general well-being are very critical aspects that Gen Z workers value most in the workplace. This could be provided by the availability of mental health resources, flexible working hours, and an appropriate work environment that is supportive of the workers, making them feel valued and respected. This has been shown to be critical in boosting their satisfaction and productive output. Besides, flexibility in work is paramount to Gen Z employees.



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This would mean telecommuting, flexibility in working hours, and other chances to maintain a work-life balance. Employers who embrace flexibility will be better positioned to meet the different needs of their workforce emerging from Gen Z workers.

In addition, there should be clear paths for career progression; employers should provide opportunities to take up leadership roles and skill development. Gen Z is ambitious and in pursuit of continuous growth and learning. In this respect, employers who can provide a clear roadmap for career advancement shall be able to engage and retain Gen Z talent effectively.

In addition, corporate values are also very important for Gen Z, which includes social responsibility and sustainability: to make a positive difference for society and the environment. More and more, therefore, are employees attracted by organizations that pay attention to social responsibility and sustainability in their activities.

Last but not least, attention to diversity and inclusion at work is among the key values Gen Z looks for in their potential employers. Enterprises should be organized so as to establish a workplace where all employees are accepted, respected, and valued to attract and retain young talent.

In other words, a successful attraction and retention of Gen Z workers is possible if only employers understand and adjust to the character and priorities of Gen Z and align corporate values with the priorities of the future workforce.

By demonstrating empathy and assistance, building flexibility, growth opportunities, social responsibility, and focusing on diversity and inclusion, employers have made a setting that is alluringly supportive of Gen Z employees, thereby producing outcomes for enhanced organizational success. In a nutshell, comprehension and accommodation of the needs of Gen Z are not merely a trend but a demand for the future of work.

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CHECKMATE: CHANGE OR LOSE OUT

By Kyesubire Greigg



The Kenyan Gen Zs have set the stage for an African shift like never before.

I have the privilege of sitting in groups of Gen Zs as a mentor and it has been very interesting listening to the conversations since the uprising. I use the word uprising because it is the standing up of a generation that is fighting for its future just like those who fought for independence and multiparty politics in Kenya.

Sitting in groups has given me a lot of insight into the realities we must prepare for as small businesses in the days to come. The reality is that anyone over 36 years is a minority yet many of them are the leaders in a society that is 60 percent under 35 years. Pause and think through that.

Everyone over 36 is in the top 40 percent of the country and therefore needs to make room for the next generation. We were told we are leaders of tomorrow but tomorrow has just come for many of us and just as we get used to the seat here come the younger ones wanting their space.

This is the generation who will quietly quit on the job and still come in every day but only do as much as is necessary to get by and not be fired. They are the ones who you cannot call after hours to work because they have done their quota for the day. They are the ones who will decide to leave and send you a text or a short email. They are driven by a different set of needs so the long game and wait to get to the top does not sit well with them. Yet they are crazily innovative because they can see things. They are impatient so will vote quickly with their feet and leave or remain and just coast to earn some money until they get another offer.

Since the Gen Zs are the workforce and the future we need to adjust how we run our businesses. We need a few core things:



Proactive leadership

A leader and business without a strong WHY will struggle with the team. Targets are reached by clarity around goals, tactics and rewards. Yet leadership is also about the ability to anticipate the possible actions and then put in the right plays. A proactive leader is a good communicator. We must be clear about where we are going, how we will get there, how we will know we are there and what the reward is for getting there. We can no longer afford to shift goalposts as has been the practice in the past because we will be called to account. It will also help our business remain steady and successful long term but is the greatest challenge because we must be self-aware and committed to true growth first as leaders. We no longer have the liberty to instruct or order what we want without consideration of its impact on the team and the world around us.

Modelling

Very often we say the team isn't getting it together so let me flip the question; Did you teach them and support them to do things well? People know general things but they don't know the particular way you like them done. Yes, anything can be learnt online but there are specific ways you need them done in your business that can only be taught by you. How?

- **Clear operational procedures:** we must get the system out of our minds, into processes that are tested and adjusted and documented so others can pick a reference document and learn or cross-check.
- **Training:** we have to teach our teams how to do it and the best teaching is by actually doing. I remember many organisations where we did things for a while before realising that was the wrong model. Make training an intentional action from the point of induction and throughout the whole of the team's work life with you. Let us ensure that the training should be valuable and not just tick the box of training the team.
- **Mentoring:** it is important to hold the hands of the team until they are comfortable and can then hand-hold another person. We must make internal and external mentorship a constant part of the organisation to maintain standards and structures

- **Growth path:** help your team members to have a plan of where they want to get to and how they will get there. Now, if you are an insecure leader then this element will be a struggle because you will feel that they will grow and leave. Yes, they will leave one day because the business is yours, not theirs.

Mutual engagement:

Teams thrive with conversation and connections so we need to make room for planned engagements and off-the-cuff ones too. I remember a workplace where we sat together quarterly and it made a difference in how we worked together. Off the cuff are conversations as we drive to meetings or pass in the corridor that can be translated to key information transfer places.

The bottom line with the Gen Z shift is communication. Is this foolproof? No, because people will do what they need to do to stay alive. So why do we do it? A good school is built on a standard position, posture and plan that they drive regardless of how few students respond. Systems can sieve the team and those who are not suited will leave. All the same, communicate, communicate, communicate why you exist and how each person contributes to the bottom line.

Kyesubire Greigg is a dynamic leader with close to three decades of experience, she has been at the forefront of working in, on and with micro, small and medium-sized enterprises (MSMEs) to guide them towards stability, profitability and growth. Her multifaceted background in operations, communications, event planning, administration, mentoring and management positions makes her a seasoned professional capable of providing comprehensive support and insight for strategy implementation while boosting the ability to communicate effectively.

She is the Co-Founder of Marketing and Product Development at Afrikan MSME Collective and Lead Storyteller at Akiko Stories.



GEN-Z AND THE FUTURE OF CORPORATE KENYA: BUILDING LEADERSHIP THROUGH EDUCATION AND PARTNERSHIPS

By Sharon Cheramboss



As Kenya navigates through significant demographic shifts, the emergence of Generation Z—those born from 1997 onwards—is set to redefine the future of our workforce. This cohort, which makes up over 60% of the country’s population under the age of 25, has grown up in an era marked by rapid technological advancements, global connectivity, and evolving societal values. The education they received plays a crucial role in equipping them for the challenges and opportunities of the modern workplace. Reflecting on the educational models that have shaped this generation offers valuable insights into how we can continue to support their transition into the workforce. Generation Z’s journey through the education system has been distinctively different from that of previous generations. From an early age, they have been exposed to digital tools and resources, fostering a level of tech-savviness that is unparalleled. This exposure has not only influenced their learning preferences but also their expectations from their professional environments. Integrating advanced technology in education has been pivotal in engaging these students and preparing them for a digital-first world.



Virtual classrooms, interactive learning platforms, and the use of artificial intelligence (AI) for personalized learning paths have become commonplace in their educational experiences. These tools have enabled a more tailored and engaging approach to education, catering to the diverse needs and aspirations of students. By leveraging technology, educators have been able to bridge the gap between theoretical knowledge and real-world applications, ensuring that students are well-prepared for the complexities of the modern workplace.

The education that Generation Z has received has also placed a strong emphasis on fostering entrepreneurial and ethical mindsets. Project-based learning and real-world problem-solving have been integral components of their curriculum, encouraging students to think critically and innovatively. This hands-on approach has been crucial in cultivating a proactive attitude and a sharp business acumen, essential traits for future leaders.

Furthermore, the curriculum has been thoughtfully designed to include literature and set books that pose critical thinking questions and are representative of the students' context. These literary works challenge students to analyze, question, and debate various perspectives, fostering a deeper understanding of their cultural and social environment. This critical engagement with literature enhances their ability to think analytically and empathetically, important skills for both entrepreneurial and ethical leadership.

Moreover, ethical considerations have been embedded into every aspect of their education. From sustainability projects to discussions on corporate responsibility, students have been taught to evaluate the ethical implications of their decisions and to prioritize community impact. This foundation is particularly important as consumers and employees increasingly demand corporate transparency and responsibility. Educating students on the importance of ethics and sustainability ensures that as they enter the workforce, they are prepared to lead with integrity and a sense of social responsibility.

Strategic partnerships have played a significant role in enhancing the educational experiences of Generation Z. Collaborations with local businesses, non-governmental organizations (NGOs), and international entities have provided students with additional resources and exposure to real-world scenarios. These partnerships

have not only enriched the educational experience but also bridged the gap between theoretical knowledge and practical application.

For example, partnerships with organizations focused on leadership development have integrated leadership training into the curriculum. These programs often involve hands-on activities that teach students how to lead teams, manage projects, and make strategic decisions. By working with experienced professionals, students gain valuable insights and skills that prepare them for future leadership roles.

Community engagement initiatives facilitated by such partnerships have also been crucial. By involving students in projects that address local challenges, they develop a strong sense of responsibility and civic duty. These experiences not only enhance their practical skills but also instill a commitment to making a positive impact on their communities.

As Generation Z begins to enter the workforce, the corporate landscape must adapt to meet their unique needs and expectations.

Educators, policymakers, and business leaders must continue to innovate, ensuring that Generation Z is well-equipped to navigate the complexities of the modern workplace and lead with integrity and a sense of social responsibility.

This generation values innovation, ethical practices, and continuous learning opportunities. Work environments that support these values will be more attractive to young professionals.

The shift towards remote and flexible working conditions, accelerated by global events like the COVID-19 pandemic, has further highlighted the importance of preparing students for non-traditional work environments. This includes fostering skills such as digital communication, remote collaboration, and self-management—capabilities that are essential in today's and tomorrow's workplaces.

Educational models have incorporated training for these skills, ensuring that students are well-prepared for the realities of remote work. This includes virtual teamwork projects, online communication workshops, and lessons on managing work-life balance in a remote setting.

Generation Z is also marked by a shift in attitudes toward traditional work structures. Unlike previous generations, they are less inclined to conform to the standard 9-to-5 work model. Instead, they seek flexibility and autonomy in their careers, valuing work-life balance and the ability to work remotely. This shift reflects the broader zeitgeist of modern work culture, where the boundaries between professional and personal life are increasingly blurred. To attract and retain this generation, companies must embrace more flexible working arrangements. This could include offering remote work options, flexible hours, and opportunities for freelance or project-based work. By adapting to these preferences, businesses can create a more engaging and satisfying work environment for Generation Z.

Companies and organizations need to understand the values and expectations of Generation Z to attract and retain top talent. Inclusive and transparent practices that resonate with this generation's ideals are essential. This includes fostering a culture of innovation, promoting ethical behavior, and providing opportunities for continuous learning and development.

Corporate leadership can benefit from embracing these inclusive and transparent practices. Generation Z's strong emphasis on ethics and social responsibility means they are more likely to stay with companies that align with their values. By prioritizing these aspects, organizations can build a loyal and motivated workforce.

Educators and policymakers have a crucial role in shaping educational strategies that meet the needs of Generation Z. Staying abreast of technological advancements and evolving pedagogical methods ensures that the education system remains relevant and effective. Policies that support educational equity and access to technology are essential for ensuring that all students, regardless of their socioeconomic background, have the opportunity to succeed in this new digital era.

Policymakers must prioritize funding for technology in education, particularly in underserved areas, to bridge the digital divide. This includes investing in infrastructure, such as broadband internet, as well as As we reflect on the educational journey of Generation Z, it becomes clear that the models and strategies that have been successful must continue to evolve. The ongoing integration of technology in education must be matched with a commitment to ensuring all students have access to these resources. Additionally, fostering an entrepreneurial mindset and ethical leadership should remain core objectives of our educational systems. The partnerships that have enriched the educational experiences of Generation Z should be expanded and deepened. By continuing to collaborate with businesses,



NGOs, and international entities, we can provide students with the diverse experiences and resources they need to thrive. Community engagement initiatives should also be a priority, ensuring that students remain connected to and invested in their local environments.

As Generation Z begins to make their mark on the workforce, companies and organizations must adapt to their needs and values. Creating work environments that prioritize innovation, ethical practices, and continuous learning will not only attract top talent but also ensure that businesses remain competitive in a rapidly changing world. Inclusive and transparent corporate practices will resonate with this generation, fostering loyalty and motivation among young professionals.

Educators and policymakers must continue to play a crucial role in shaping the future of education. By staying informed about technological advancements and evolving pedagogical methods, they can ensure that educational systems remain relevant and effective. Policies that support educational equity and access to technology will be essential for ensuring that all students have the opportunity to succeed.

Reflecting on the educational journey of Generation Z provides valuable insights into how we can continue to support their transition into the workforce. The integration of advanced technology, the cultivation of entrepreneurial and ethical mindsets, and the role of strategic partnerships have been crucial in preparing this generation for future leadership roles. As they begin to enter the workforce, companies and organizations need to adapt their practices to meet the unique needs and expectations of this dynamic generation.

By leveraging these insights and continuing to innovate, educators, policymakers, and business leaders can ensure that Generation Z is well-equipped to navigate the complexities of the modern workplace. This comprehensive approach will not only harness the full potential of this vibrant generation but also pave the way for a more inclusive, innovative, and sustainable future for Kenya and beyond. Through such forward-thinking strategies, we can support the next generation of leaders in making a positive and lasting impact on the world.

Ms Cheramboss is the Director of Policy & Partnership at Bridge Kenya.



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CUSTOMIZING SKILL DEVELOPMENT: ADAPTING TRAINING PROGRAMS TO MEET THE NEEDS OF GEN Z

By Sensei Institute of
Technology



Meet Gen Z, born between 1997 and 2012, who are ushering in a new era defined by digital innovation, diversity, and a strong sense of purpose. As they step into the workforce, they are not just entering the arena; they are transforming it. Their unique expectations and learning styles demand a fresh approach to skill development. In this rapidly evolving environment, training institutions must rise to the challenge, crafting training programs that resonate with the tech-savvy, socially conscious attitude of this vibrant generation. Is the education sector ready to unlock the potential of Gen Z? The time to adapt and curate training programs that suit them is now.

Gen Z has grown up in a world dominated by technology. They are digital natives, comfortable navigating complex digital platforms and consuming information at lightning speed. This generation values authenticity, collaboration, and immediate gratification. They are driven by purpose and seek meaningful work that aligns with their values. To effectively engage Gen Z learners, training programs must incorporate some characteristics that will revolutionize the education sector.

Embracing a Digital-First Approach

The use of technology to deliver training content in various formats, such as interactive online modules, mobile apps, and virtual reality experiences, will be the order of the day. Gen Z expects seamless integration of technology into their learning experience. Educational institutions should invest in digital tools that enhance learning and make it more accessible. For example, offering courses through mobile apps allows students to learn on-the-go, fitting education into their fast-paced lives. Virtual reality (VR) and augmented reality (AR) can provide immersive learning experiences, making complex concepts easier to grasp by simulating real-world scenarios. By embracing these technologies, educators can meet Gen Z's expectations for a modern and engaging learning environment.

Personalized Learning Experiences

Tailoring training paths based on individual learning styles, interests, and career goals is crucial. This generation thrives on customization and expects educational experiences that cater to their personal needs. To achieve this, institutions can leverage data analytics to track student progress and preferences, using this information to create customized learning paths. Adaptive learning platforms can adjust content and assessments in real-time, ensuring that each student receives the support and challenges appropriate to their level. This approach not only boosts engagement but also improves knowledge retention and academic performance.

Providing Purposeful Learning Opportunities

Gen Z seeks education that aligns with their values and allows them to make a positive impact. They are drawn to programs that emphasize social responsibility and sustainability. Training institutions should integrate social impact projects and ethical considerations into their curricula, encouraging students to think critically about the implications of their work. Offering courses on sustainability, social entrepreneurship, and global citizenship can resonate with this generation's desire to drive meaningful change. By providing purposeful learning opportunities, educators can inspire and motivate Gen Z learners.

Emphasizing Experiential Learning

Creating opportunities for hands-on practice and real-world projects is paramount for enhancing knowledge retention. Gen Z learns best through doing, and they seek experiences that bridge the gap between theory and practice. Training programs should incorporate internships, simulations, and project-based learning to provide students with practical experience. Collaborations with industry partners can offer valuable insights and opportunities for students to apply their skills in real-world settings. This approach prepares them for the workforce and instills confidence in their abilities.

Sensei Institute of Technology: Leading the Way

Sensei Institute of Technology, the leading practical training college in Kenya, is well-positioned to cater to the needs of Gen Z learners. The institute's commitment to empowering African youth to create wealth through skills training demonstrates a deep understanding of this generation.

Innovation in Teaching Methods

Sensei Institute has embraced innovative teaching methods that incorporate technology and experiential learning. Their use of digital platforms and tools allows students to access course materials anytime, anywhere, making education more flexible and accommodating to diverse learning styles.

Fostering Collaboration and Teamwork

Gen Z learners thrive in environments that foster collaboration and teamwork. They value opportunities to interact with peers and mentors, learning through shared experiences. Institutions can create collaborative learning spaces, both physical and virtual, where students can work together on projects and engage in group discussions. Incorporating collaborative tools like discussion forums, video conferencing, and social media platforms can facilitate interaction and community building. By promoting teamwork, educators help students develop essential communication and interpersonal skills.

Focus on Practical Skills

The institute's emphasis on practical skills development aligns with Gen Z's preference for hands-on learning. By offering courses that combine theoretical knowledge with real-world application, Sensei Institute ensures that graduates are well-prepared to enter the workforce with confidence.

Commitment to Social Impact

Sensei Institute integrates social impact projects into its programs, encouraging students to contribute positively to their communities. This approach not only enhances students' educational experience but also instills a sense of purpose and responsibility.



Building a Collaborative Community

The institute fosters a collaborative learning environment where students can interact with peers and mentors. By promoting teamwork and community engagement, Sensei Institute helps students develop essential skills for success in today's interconnected world.

The Future of Skill Development

As Gen Z continues to shape the workforce, educational institutions must adapt to meet their needs and expectations. By embracing a digital-first approach, personalizing learning experiences, emphasizing experiential learning, fostering collaboration, and providing purposeful learning opportunities, educators can unlock the potential of this dynamic generation.

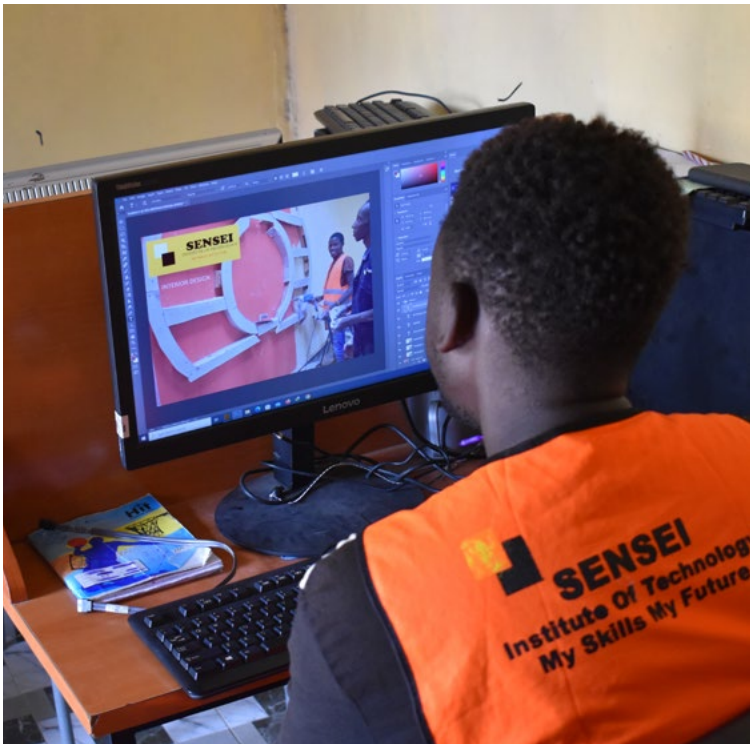
Sensei Institute of Technology exemplifies how institutions can rise to the challenge, offering innovative programs that resonate with Gen Z learners. By prioritizing practical skills development and social impact, Sensei Institute prepares students to thrive in a rapidly changing world.

The future of skill development lies in understanding and embracing the unique qualities of Gen Z. As we adapt our training programs to meet their needs, we empower the next generation of leaders to drive innovation, foster inclusivity, and create a better future for all. The time to act is now, and the possibilities are limitless.

Sensei Institute of Technology is a modern college offering training in technical skills. It aims to empower and train competent youth in technical skills, through a professional industry-based practical training approach.

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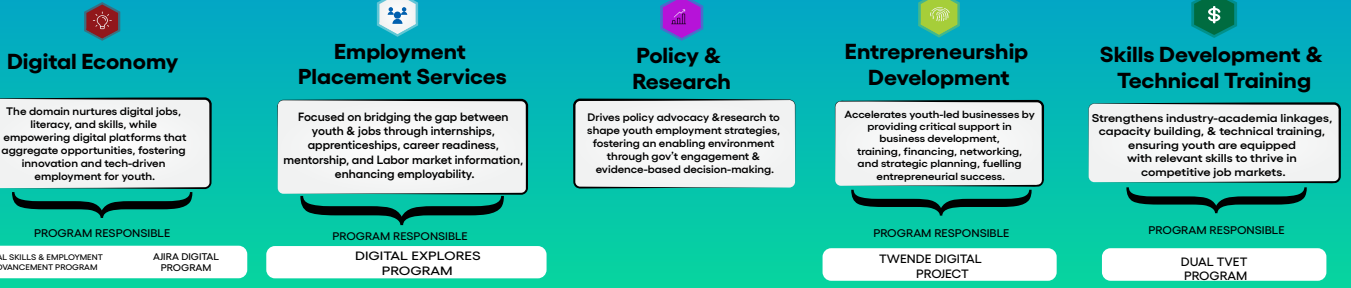
THE RISE OF DIGITAL ENTREPRENEURSHIP



A Collaborative Platform to empower Youth with skills, Jobs & Entrepreneurship Opportunities



KYEEAP, aims to facilitate digital transformation of small businesses, create job opportunities in the digital sector, aid in the digitalization efforts of the public sector, and enhance market-oriented skills. It also aims to create over one million employment opportunities by the year 2027



To partner, more information & inquiries; please email us at kyeeap@kepsa.or.ke



Ajira Digital is a Government of Kenya program and seeks to position Kenya as a leading digital labour destination globally.



Access to Online Work:

The program facilitates access to online job opportunities by partnering with various online work platforms and employers. It also helps participants create profiles, bid for jobs, and manage their online presence to increase their chances of securing work.

Awareness and Outreach:

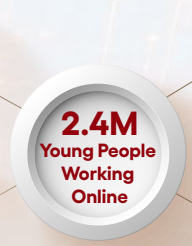
Conducts awareness campaigns to inform youth about the potential of online work. This includes outreach activities in companies, colleges, and communities to encourage more young people to consider online work as a viable career option.

Training and Mentorship:

Ajira Digital provides training to equip youth with the necessary skills to perform online jobs. This includes basic digital literacy, specialized training in specific areas like content creation, transcription, and virtual assistance, as well as ongoing mentorship to help participants navigate the online work landscape.

Government and Stakeholder Support:

The program works closely with government agencies, private sector partners, and other stakeholders to create an enabling environment for online work. This includes policy advocacy, infrastructure development, and promoting a supportive ecosystem for freelancers.



Inviting the partnership of the private sector, development partners, digital work aggregators, international employers and intermediaries, communities and all young people to be part of the Ajira Digital journey!

Reach us on ajira@kepsa.or.ke





TRANSFORMING THE DEMOGRAPHIC DEADLOCK: UNLOCKING GEN Z'S POTENTIAL FOR AFRICA'S RENAISSANCE

By Dr. Ehud Gachugu



According to data from a report by the MO Ibrahim Foundation, around 60% of Africa's population is younger than 25 years, and more than a third is between 15 and 34 years old. This demographic of the population has grown through change, be it political, cultural shift, or technological change, hence change isn't alien to them. The wave of change has been beckoning for a long time but like an idea whose time has come the experiences this generation gained over time have now manifested. From the musical and cultural change in Nigeria and West Africa to political change in Kenya,

recent happenings have made it critical to have this demographic at the table while making critical decisions. But how do we harness this energy for positive change in the global marketplace of ideas? This is a generation that is currently facing the consequences of climate change and pioneers like Greta Thunberg (21 years) have led the way in the conversation about climate change. In France, Gabriel Attal challenged the Status quo in leadership by being the French Prime minister at the age of 34 while in the Middle East, Noble Peace prize (2014) winner, Malala Yousafzai (27 years) has been a key figure in



calling for the equal right to education for girls all over the world. Social media platforms like TikTok and X have been the world not only a marketplace of ideas but rather a front for advocating real systematic change.

Gen Z's demand for corporate accountability, ethical business practices, and social justice is pushing companies and governments to prioritize ESG principles and align their strategies with the SDGs. Their activism and consumer behaviour are driving a shift toward more sustainable and equitable practices, with a clear expectation that businesses contribute meaningfully to the well-being of the planet and society.

Simultaneously, the global labour market is experiencing profound shifts, particularly in the Global North, where an ageing population, strict immigration rules in Europe and declining birth rates are leading to labour shortages. This demographic shift presents challenges but also opportunities for Gen Z, who are entering the workforce at a time when their skills, particularly in digital technology and innovation, are in high demand. But the mismatch between the developed global North compared to the global South has led to various issues. From the brain drain of Africa's brightest minds to the death and loss of lives of many youths across the Mediterranean in search of better working and living conditions underline the fact that for Africa to realize its growth potential then liberation through the provision of sustainable job opportunities is crucial.

The demographic shift in Africa presents a unique opportunity for economic development. This burgeoning youth population is a driving force for innovation, particularly in technology. The rise of youth-led start-ups in sectors like fintech, Agri-tech, and Edtech not only creates jobs but also drives economic growth. With the digital economy booming with new work opportunities globally through e-commerce and remote work, young Africans have been able to participate in the global market without leaving their home countries.

Gen-Z tech prowess can greatly benefit businesses. They use of social media platforms to create engaging content and run effective digital marketing campaigns. The Gen-Zers are well-versed with trends and viral content that can help boost brand visibility and customer engagement. Additionally, they are familiar with the analytic tools which are essential in compiling data and analysing trends and

consumer behaviours which eventually helps businesses in data-driven decisions and provide actionable insights. The Gen-Zs are also digital natives with a high ability to create innovative tech solutions that can help businesses automate processes, develop customer management and relations applications, and help streamline workflows and reduce costs.

On the other hand, Gen-Zs doubles up as consumers of these businesses' products and services. This has helped them to develop and innovate fresh ideas and perspectives for businesses to create or improve their products and services helping them meet the evolving needs of customers. One example is the optimization of e-commerce platforms following the growth of online shopping and the need for convenience by customers. These young people come up with great e-commerce solutions including personalized recommendations that help in marketing and developing lead generation, seamless ordering, payment and checkout processes, enhanced shipping and delivery processes that a consumer can track the delivery process, as well mobile phone-friendly designs to enhance shopping experience. All these help businesses to stay competitive, adapt to changing market conditions and ensure sustainable growth.

Another way to harness the power of the Gen-Zs for the benefit of businesses is by supporting their entrepreneurial mindset in order to tap into the unique strengths that can drive growth and innovation in the private sector. One main area this has been happening is through the growth of digital platform enterprises that have been transforming how businesses operate and compete. Through these enterprises, businesses have managed to access global markets breaking down geographical barriers and expanding their customer base. Today, there are several platforms offering data and analysis solutions for businesses. Others act as a marketplace where businesses can access digital skilled workforce and experts in different fields including software developers, graphic designers, data annotators and digital marketers among others. Platforms like LinkedIn, Slack, and other collaboration tools enable businesses to connect with partners, suppliers, and customers, fostering a collaborative ecosystem.

By supporting the growth and development of this generation, we help create a more dynamic, competitive,

and inclusive business environment in Kenya. The future of corporate leadership in Kenya will be defined by those who are bold enough to embrace change and visionary enough to lead it. KEPSA through its youth and jobs department is proud to be leading this charge, empowering Gen-Z and the youth in general to not only shape the future but to own it. With the realisation that the private sector is a key driving force behind equipping young people with relevant market-led skills and an enabler of creation of work, KEPSA continues to champion innovation, skilling, employment and entrepreneurship of these young people through strategic partnerships, uniting diverse sectors to leverage on the young talents while also expanding work opportunities for them.

With its clear vision, the youth and jobs department prioritises catalysing, accelerating, and scaling small enterprises by providing vital support mechanisms such as financing, business coaching, and mentorship. It concentrates digital skills development, technical training and matching market-demanded skills with what is on offer at institutions of learning such as TVETs, scaling the entrepreneurship and innovation development, youth labour intermediation services such as sourcing for internship opportunities within the private sector as well as offering research, policy and thought leadership intervention.

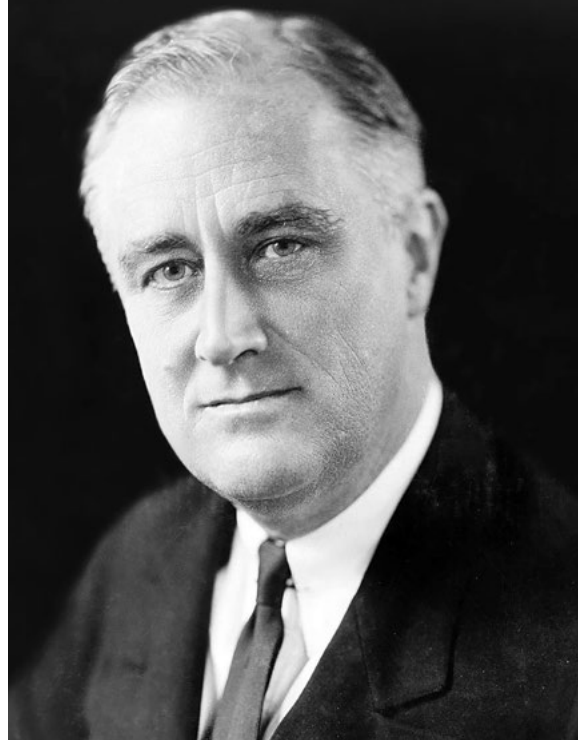
As Gen-Z continues to enter the workforce, their influence on business and its operations will become increasingly pronounced. Hence, KEPSA's commitment to upskilling, empowering entrepreneurship, and innovation is not just about preparing young people for the job market; it is about nurturing a new generation of leaders who will bring fresh perspectives and innovative solutions to the table. Through the different initiatives of its Youth and Jobs department, KEPSA continues to create employment, upskilling the masses and creating entrepreneurship opportunities through mentorship, coaching and providing resources needed to attain this goal.

In conclusion, supporting young people means a future filled with promise, potential, and endless possibilities both for the nation and businesses. Together, we are not just preparing for the future—we are creating it, and as Franklin.D. Roosevelt quoted 'We cannot always build the future for our youth, but we can build our youth for the future.'

The writer is the Global Director of Youth, Jobs and Ajira Digital at KEPSA.

**‘We cannot
always build
the future for
our youth,
but we can
build our
youth for the
future.’**

Franklin D. Roosevelt



THE EVOLUTION OF VAT IN THE DIGITAL ECONOMY IN KENYA

By Priya Shah



The digital economy has been rapidly expanding across the globe, and Kenya is no exception. Kenya is one of the leading countries in Africa in terms of digital innovation and adoption, with a vibrant e-commerce, fintech, and social media sector. With this growth, tax systems have had to evolve to capture the value created by digital transactions.

Value Added Tax (“VAT”) has been at the forefront of this evolution. This tax is critical for governments as it is less distortive compared to direct taxes, and is relatively easier to collect while avoiding issues such as double taxation, tax base erosion, and administrative complexity.

The digital economy, however, poses unique challenges for the traditional VAT system, which was designed for a more tangible, goods-based economy and traditional intra-territory services.

Global and regional trends

Globally, there has been a concerted effort to address the tax challenges posed by the digital economy. The Organisation for Economic Co-operation and Development (“OECD”) has been at the forefront, developing guidelines for digital economy taxation. These guidelines aim to ensure that profits are taxed where economic activities occur and where value is created, leading to the concept of ‘significant economic presence’.

South Africa was the first African country to enact VAT rules to tax non-resident suppliers providing electronic services to consumers based in South Africa in 2014, followed closely by Kenya with effect from April 2021. Of the 54 countries in Africa, just under half have now enacted VAT rules to tax non-resident suppliers. The African Tax Administration Forum (“ATAF”) has also been active in providing guidance to African countries on taxing the digital economy.

Kenya's approach to VAT in the digital economy

Kenya has been proactive in adapting its VAT system to the digital economy. In 2020, Kenya introduced legislation following the global trend of taxing digital services based on the destination principle, i.e., where the consumer is located, regardless of the supplier's residence.

The VAT (Digital Marketplace Supply) Regulations, 2020 ("Regulations") which were published in October 2020 required non-resident suppliers of electronically supplied services ("ESS") to register for VAT in Kenya, and charge VAT at the standard rate, currently at 16% on their supplies to Kenyan consumers ("B2C"). These Regulations gave non-resident suppliers a six-month grace period to comply and, as such, non-residents who supplied ESS to Kenyan consumers were required to register for VAT in Kenya with effect from April 2021. In essence, the Regulations cover all services that are delivered or subscribed to over the internet or an electronic network that are automated and require minimal human intervention.

Further to the Regulations, the Finance Act, 2022, which was effective from 1 July 2022 brought about additional changes relevant to non-resident suppliers of ESS to consumers in Kenya.

- *Firstly, the Finance Act, 2022 removed the option of non-resident suppliers relying on the reverse charge mechanism to dispense their VAT obligations when providing services made over the internet or an electronic network or through a digital marketplace to Kenyan businesses ("B2B").*
- *Secondly, this Finance Act clarified that there is no VAT registration threshold for non-resident suppliers of the affected ESS.*

These changes mean that all non-resident suppliers of ESS to recipients based in Kenya (regardless of whether the consumer is B2B or B2C) must register for VAT in Kenya and charge VAT at the standard rate of 16% on all relevant supplies.

This is particularly problematic for all multinationals in any sector that has a global presence. For example, if a company's headquarters ("HQ") is based outside of Kenya



and that HQ buys accounting software licences for the group. When the HQ recharges the fees for these licences to the subsidiary based in Kenya, that HQ will need to consider if it is providing ESS to the Kenyan subsidiary and if this will trigger a potential VAT compliance obligation for that HQ in Kenya.

To encompass the amendments to the VAT Act, the 2020 Regulations were revoked and replaced by the VAT (Electronic, Internet and Digital Marketplace Supply) Regulations, 2023 to incorporate all the changes brought about by the Finance Act, 2022.

Registration and compliance

As highlighted above, non-resident suppliers of ESS must register for VAT in Kenya. Such service providers have the option of registering for VAT either through a simplified tax registration framework or by appointing a tax representative (though this option is complex) in Kenya. Once registered for VAT, they must issue invoices or receipts/tax invoices, file monthly VAT returns, and remit the VAT collected to the Kenya Revenue Authority ("KRA") no later than the 20th of the month following the end of the tax period (month) in which the services are supplied.

Non-resident suppliers registered under the simplified tax registration framework are not eligible to claim input tax as it's a 'pay-only' regime.

Invoicing

Whilst the non-resident suppliers of ESS are exempt from complying with the **Electronic Tax Invoice Management System ("e-TIMS")**, they should issue invoices/receipts showing the value of the supplies made to the Kenyan customers and the VAT charged.

For business customers in Kenya, the non-resident supplier is also required to reflect the customer's tax identifier i.e. Personal Identification Number ("PIN") on the face of the invoice/receipt such that the B2B recipient of the services can recover the VAT charged as input tax, if eligible.

In addition, whilst an invoice in any currency is acceptable, such foreign currency amounts should be translated to Kenyan Shillings on the face of the invoice using either the Central Bank of Kenya's daily exchange rate or any

other universally accepted foreign exchange conversion rate so that there are no forex differentials between the VAT amount declared and paid by the non-resident supplier to KRA (output tax) and the amount of VAT claimed by the Kenyan business as input tax.

Hits and Misses

Hit:

Early adoption: Kenya's early move to tax digital services provided by non-residents set a precedent in the region and showcased its commitment to adapting its tax system to the digital age.

Misses:

Taxing B2B: Non-resident suppliers are expected to register for VAT even where they supply B2B services only. This goes against OECD guidelines and is an administrative burden for non-resident suppliers.

Lack of adequate lead time for systems changeover: Multinationals with global accounting systems need almost 12 months to be able to amend and update their systems for such changes. As such, policymakers need to be aware of such global challenges when implementing new rules and regulations in a very short time frame.

Conclusion

Kenya's journey in adapting VAT to the digital economy is commendable and ensures that the playing field is levelled for both local and international suppliers of ESS to Kenyan consumers.

However, Kenya must navigate the challenges of international consensus and enforcement otherwise the country risks breaching the delicate balance between innovation and tax revenue mobilisation. As the digital economy continues to grow, Kenya's tax system must remain agile, adapting to new developments while aligning with global standards to ensure fair and effective taxation of the digital sector.

Mr Shah is the Senior Manager of Indirect Taxes at PwC Kenya.

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THE RISE OF DIGITAL ENTREPRENEURSHIP AMONG GEN Z IN KENYA

By Jeremiah Kiplagat



The emergence of digital entrepreneurship among Gen Z in Kenya marks a significant shift in the landscape of business and innovation. This generation, born between 1997 and 2010, is characterized by their adaptability and tech-savviness, which they leverage to create startups, promote e-commerce, and provide tech solutions. As they navigate the complexities of the modern economy, many young Kenyans are turning to digital platforms as vital tools for business growth and sustainability.

Digital Platforms as Catalysts for Entrepreneurship

The COVID-19 pandemic acted as a catalyst for many young entrepreneurs in Kenya, pushing them to adopt digital platforms to sustain their businesses. According to a study by Caribou Digital and Qhala, in partnership with the Mastercard Foundation, young entrepreneurs across various sectors including logistics, e-commerce, agriculture, and creative industries have increasingly relied on digital technology to adapt to market challenges and build new value chains. For instance, farmers transitioned from traditional markets to online marketplaces and social media platforms, enabling them to reach a broader audience. Platforms like Facebook, Instagram, and WhatsApp have become essential for marketing and selling agricultural produce, allowing young farmers to create customized online markets and connect directly with consumers. This shift not only enhances visibility but also fosters inclusion within the agricultural sector, traditionally dominated by older generations.

Success Stories of Young Entrepreneurs

Numerous success stories exemplify how Gen Z entrepreneurs in Kenya are effectively utilizing digital platforms. One notable example is Mary Wambui, a 23-year-old business management student from the University of Nairobi who sells cargo pants as a side hustle. Initially sourcing merchandise from local flea markets, she adapted to the changing market by establishing an online thrift page on Instagram. This pivot helped her mitigate losses during periods of economic downturn, showcasing the resilience and innovation characteristic of her generation.

Similarly, the creative sector has witnessed a surge in young artists using digital platforms to showcase and monetize their work. Musicians and visual artists have turned to online channels for distribution, creating new revenue streams despite the challenges posed by the pandemic. These stories reflect a broader trend of young entrepreneurs leveraging technology to overcome obstacles and seize opportunities in an increasingly digital economy.

The Role of Community and Collaboration

Collaboration and community support are critical components of the entrepreneurial journey for Gen Z in Kenya. Many young entrepreneurs are forming networks to share resources, knowledge, and experiences. This sense of community not only fosters innovation but also provides a support system that can help navigate the challenges of starting and running a business. For example, during the recent protests against the Finance Bill 2024 in Kenya, young activists effectively used social media to organize and mobilize support, demonstrating their ability to leverage digital tools for collective action. This movement highlighted the interconnectedness of digital entrepreneurship and social activism, as young entrepreneurs also faced disruptions to their businesses due to the unrest.

Challenges and Adaptations

Despite the successes, Gen Z entrepreneurs in Kenya face significant challenges, including limited access to capital, market volatility, and economic instability. A report titled *Fame, Fortune and Freedom; Decoding the Shape of the Dream for Kenya's Gen Z* indicated that 84% of Gen Z expressed a willingness to leave Kenya for

better opportunities abroad, citing high unemployment rates and inadequate rewards for their skills as primary motivators. Moreover, the disruptions caused by protests and economic downturns have impacted business operations, leading to decreased customer traffic and supply chain issues. Young entrepreneurs like Lisa Karanja, an electronic media student at Daystar University who started a crocheting business, have had to adapt by exploring alternative sales channels and marketing strategies to maintain their livelihoods.

Future Trends in Digital Entrepreneurship

As more Gen Z individuals enter the entrepreneurial landscape, the future of digital entrepreneurship in Kenya looks promising. The high internet penetration rate and the increasing reliance on digital platforms will likely continue to shape business strategies and consumer behaviour. Young entrepreneurs are expected to drive innovation, focusing on sustainability, ethical practices, and community welfare values that resonate deeply with their generation.

In conclusion, the rise of digital entrepreneurship among Gen Z in Kenya is a testament to their resilience and adaptability in the face of challenges. By leveraging digital platforms, they are not only creating successful businesses but also redefining the entrepreneurial landscape in their country. As they continue to innovate and collaborate, the potential for growth and positive impact on the economy remains significant.

The Author is a Policy Research and Data Analyst at Kenya Private Sector Alliance.

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SME JIINUE PROGRAM STORY

The business community is part of society and, therefore, it cannot ignore social issues or society in its entirety. Businesses have come to this realization and are shifting their models from purely profit-driven approaches to those that consider the impact of business decisions on society. This reflects a growing recognition that businesses can play a vital role in addressing global challenges while still achieving financial success. In a bid to support the upscaling of small and medium-sized enterprises (SMEs), the Kenya Private Sector Alliance (KEPSA) is implementing the Jiinue Growth Program.

What is Jiinue Growth Program?

Jiinue Growth Program (JGP) is a 5-year program that seeks to address the funding gap for young women and young men-owned and led Micro and Small Enterprises (MSEs) by pairing up financial support with well-tailored technical assistance, and a hands-on coordination strategy between various players in the eco-system.

JGP is an initiative rolled out in the year 2023 in partnership with Mastercard Foundation and a 7-member consortium; KEPSA, Grassroots Business Fund, Groots Kenya, Kenya National Chamber of Commerce and Industry, Powered by People, 4G Capital, and DT Global.

In summary, this program aims to support businesses through training on key skills needed in business growth, funding, and other ideas linkages to available opportunities for SMEs.

The funding is between 5k to 14 million Kenya shillings for both micro, small, and medium-sized businesses. In this segment, you will read life-changing stories told by the beneficiaries of the Jiinue growth program.

SOCIOECONOMIC DRIVEN

BUSINESS MODELS



**Best Practices
from Youth
and Women
Entrepreneurs**

FROM PANDEMIC TO PROSPERITY: THE RISE OF MWEES FARM ENTERPRISES

By Felicity Mwendwa



My name is Felicity Mwendwa, and I'm the Founder and Managing Director of Mwees Farm Enterprises Limited. Our company specializes in agribusiness, focusing on the production of specialty vegetables. We farm both in greenhouses and through outdoor production, cultivating French beans, capsicum, tomatoes, and onions. We've been in business for the last three years.

I started this business during the COVID-19 pandemic when there was a rush for vegetables before the lockdown. I realized that vegetable farming was booming and seized the opportunity to establish and grow this company.

As a young woman venturing into farming, a field often seen as old school, I saw this as a unique opportunity. Despite the challenges, I embraced the venture and the rest is history. One of the most important things I've learned is the significance of bookkeeping, especially when seeking financing. Keeping all financial records, not just bookkeeping, is crucial when looking for investors.

The Jiinue training program has been instrumental in enhancing my business skills. It taught me how to prepare my financial books accurately and emphasized the importance of detailed record-keeping.

This is essential when seeking investment, as potential investors rely heavily on documented data.

Additionally, the training covered creating an effective pitch deck, preparing a solid business plan, and developing a business canvas. These tools are invaluable when presenting your business to potential investors. Being prepared with all company details is crucial for making a strong impression.

The key takeaway from the training is the importance of implementing business plans and maintaining accurate financial records. By doing so, we ensure our business is always investor-ready and operates smoothly.

At Mwees Farm Enterprises, we have eight permanent employees, including myself as CEO, and we also hire casual labourers on a need basis.

The training has empowered me to manage my business more effectively. It has provided me with the skills and knowledge to keep our financial records in check and be prepared for any opportunities that come our way.



Empower Your Business with the Jiinue Growth Program

Unlock Funding, Expert Training & Growth Opportunities Today!

In a bid to support the scaling of SMEs, KEPSA proudly presents the Jiinue Growth Program - a 5-year initiative designed to bridge the funding gap for young entrepreneurs.

What is Jiinue Growth Program?

The Jiinue Growth Program (JGP) is dedicated to empowering Micro and Small Enterprises (MSEs) owned by young women and men. Offering financial support up to KSh 14M and expert training.

Eligibility Criteria:

- Registered Business
- Aged between 18 and 35
- Operational for over 1 Year
- Weekly Sales Exceeding KSh 25,000
- Seeking Funding Above KSh 100,000
- Not yet a beneficiary of Jiinue Growth Program

"Young women, persons with disabilities, and refugees are encouraged to apply"



Jiinue Growth Program
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HOW KONO FARM ENTERPRISE IS PROVIDING ALTERNATIVE PROTEIN SOLUTION WITH EDIBLE SNAILS

By Ephraim Okeyo

My name is Ephraim Okeyo, founder of Kono Farm Enterprise. We specialise in edible snails and use them in beauty products. With approximately 20% of Kenyans facing malnutrition, often due to a lack of protein, snail meat serves as a valuable protein alternative.

The Future of Work Summit event was incredibly beneficial. It provided ample networking opportunities, which was my primary expectation upon exhibiting. However, I also managed to showcase and sell some of our products, resulting in a significant boost for us. Such opportunities are invaluable for entrepreneurs, and we are truly grateful for the chance provided by the Jiinue Growth Program under KEPSEA.

Our current challenge lies in meeting the increasing demand since the introduction of our new products, many of which were previously imported into the country. As we expand our snail product line, we are attracting more clients. To address this challenge, we are actively engaging with farmers, providing training to enable them to establish their own snail farms, and connecting them with markets for their products.

We are eager to receive more technical support on marketing strategies and funding opportunities. Expansion and the introduction of new products are critical for us, as we believe it will not only meet market demands but also create more employment opportunities.

I encourage SMEs and entrepreneurs not to underestimate the value of such events and opportunities. They provide a platform for product marketing and networking, which are

essential for business growth. I extend my appreciation to KEPSEA for organizing such programs, and I eagerly anticipate attending future events.

Visit Kono Farm Page



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FROM PASSION TO PURPOSE:

THE ENTREPRENEUR JOURNEY OF GLADYS MWANIKI, FOUNDER OF ZOECHEM AGROBUSINESS



I'm Gladys Mwaniki, founder of Zoechem Agrobusiness, an agrovet specializing in agrochemicals.

After graduating with a degree in Agriculture and Economics from Pwani University, I chose to become an entrepreneur, focusing on agribusiness. This decision was driven by my educational background and a passion for agriculture. However, turning this passion into a successful business venture has not been without many challenges.

As a young woman and mother, I face several challenges, with capital being the most significant. Often, women in business like me are underestimated, and there are doubts about our capabilities. Motivated to provide a better future for my children, I attended the Jiinue Growth Program training with my small child.

Ms. June Mwangi, one of the Jiinue Growth Program team members, has been incredibly supportive, helping by carrying my child during the training sessions. This support has been invaluable and has allowed me to fully engage in the learning process. The Jiinue Growth Program pre-lending training has been transformative for me. It has reinforced my belief that I can overcome

these obstacles and succeed. This training has equipped me with the knowledge and skills to tackle my capital challenges effectively, which is crucial for the sustainability of my business.

One of the most valuable lessons I've learned through the Jiinue Growth Program is the importance of keeping records. Before this training, I hadn't paid much attention to gross profit or proper record-keeping.

Now, I am committed to maintaining accurate records, which will be crucial for my business's growth and sustainability. The program has made me realize how vital financial management is for the success of Zoechem Agrobusiness.

My agrovet business is a family endeavour, with my husband providing essential support. The Jiinue Growth Program has been incredibly enlightening for both of us, and it has strengthened our resolve to overcome the challenges we face. I am confident that with access to funding, I will be able to take my business to new heights. The training has given me the tools and confidence to succeed, and I am excited about the future of my business.



CULTIVATING SOLUTIONS BY FARMING WONDER: BREAKING STEREOTYPES AND ADDRESSING FOOD INSECURITY

My name is Jane Kimari, the managing director of Wonder Innovations Limited, commonly known as Farming Wonder. We are an agribusiness working to solve common farming challenges through innovation, with our star innovation being the multistory garden.

Currently, food insecurity is a significant concern both locally and globally. One contributing factor is the scarcity of land for planting and farming. Additionally, there's a misconception that farming is for the old, the illiterate, or the jobless, which is quite untrue. We were motivated by the desire to encourage people to farm while ensuring the nutritional aspect was considered.

Given these challenges, we developed a concept to farm in a way that maximizes space. This innovative approach encourages anyone, including those in urban areas, to farm. It's also not labour-intensive, so anyone can do it, even those who have never farmed before. This innovation demystifies farming, making it easy, manageable, productive, and accessible to anyone, regardless of location or prior skills.

However, one challenge we face as innovators is imitation. Substandard copies of our products can appear in the market, causing confusion and potentially harming our reputation. This can also impact our access to necessary raw materials and market share.

The training has been eye-opening, especially in terms of business management. It's crucial to keep proper records because, when seeking investment or loans, stakeholders will look at our records, not just our words. While many businesspeople prefer to hire someone to handle finances, it's important to be involved and ensure accuracy.

From this training, I've learned the importance of keeping our records in check. Even if we involve an accountant, we should have an understanding of what's happening. The key takeaway is to ensure our bookkeeping is accurate. Networking is also crucial; meeting and connecting with others has been immensely valuable.

Through our journey at Farming Wonder, we faced various challenges such as land scarcity and misconceptions about farming. Our innovative solution, the multistory garden, addressed these issues by maximizing space and making farming accessible to all, including urban residents.

However, as we navigated these challenges, we encountered issues with imitation, which threatened our market presence and reputation. This is where the training program played a crucial role. It taught us the importance of proper business management and record-keeping. By maintaining accurate records, we can present credible data to potential investors and stakeholders, ensuring our innovative efforts are supported.

The training also highlighted the importance of being actively involved in the financial aspects of the business. Many businesspeople prefer to delegate this task, but our involvement ensures that our financial health is transparent and trustworthy. This understanding directly relates to overcoming the challenge of market confusion caused by imitators, as accurate records help differentiate our genuine products from substandard copies.

Additionally, the training emphasized networking, which has been incredibly valuable. Connecting with other participants allowed us to share experiences and learn from each other. This network of support helps us stay innovative and resilient, ensuring that our multistory gardens continue to benefit our community and contribute to solving food insecurity.

The training has empowered us with the skills and knowledge needed to manage our business effectively, safeguard our innovations, and build a strong network.

APRIL - JULY
HIGHLIGHTS
ON CAMERA



PICTORIAL



Building Bridges Social Impact Event - June 3, 2024



Code Of Ethics For Business In Kenya Meeting - April 24, 2024



4th Presidential Roundtable - June 12, 2024



4th Presidential Roundtable - June 12, 2024



Dual TVET Meeting With Sierra Leone-31 May 2024



Dual TVET Student Industry Placement Session In The Coast Region-13 May 2024



KEPSA SME Cohort 3 Pre-Lending Masterclass - June 5 & 12 2024



Digital Explorers Bootcamp - April 19 2024



KEPSA 20th AGM - 19 June 2024



KEPSA SME Financial Masterclass Cohort 5 - 20 June 2024



KEPSA 20th AGM - 19 JUNE 2024



KEPSA – WFP Meeting – April 17 2024



Kenya National Youth Chess Championship - April 9 2024



Invest In Women B2B Networking Forum - April 19 2024



KEPSA - Foundation Meeting With Director of Health Promotion In The Ministry Of Health - June 6 2024



IUCN ACF Business Leadership Roundtable - June 26 2024



KEPSA Engagement with Kenya National Qualifications Authority (KNQA) – 3 May 2024



KEPSA 20th AGM - 19 June 2024



KEPSA 20th AGM - JUNE 19 2024



KEPSA COO Meets Jamaica High Commissioner- June 11 2024



Senate Speaker's Roundtable – June 11 – 13 2024



KEPSA Foundation Naivasha Flood Response -May 23 2024



KEPSA Foundation Tree Planting In Emali Makeni County- June 5 2024



KEPSA Meeting With MSK – April 23 2024



KEPSA Meeting With KPMG – May 13 2024



KEPSA meets AFDB -May 6 2024



KEPSA Platinum Breakfast - May 31 2024



KEPSA SME Isuzu Benchmarking Tour- June 21 2024



KEPSA Staff Engagement- June 28 2024



KEPSA Staff Meeting - April 8 2024



KEPSA Staff Engagement- July 5 2024



Launch Of Karibu Business Support Centre - April 15 2024



KEPSA Staff Mental Wellness - May 31 2024



Mathare Food Distribution - May 8 2024



Launch Of The Carbon Market Guidebook - April 12 2024



Sector Board Leadership Capacity Building Session - May 27 2024



Senate Speaker's Roundtable – June 11 – 13 2024



Senate Speaker's Roundtable - June 11 - 13 2024



Sector Board Leadership Capacity Building Session - May 27 2024



Senate Speaker's Roundtable - June 11 - 13, 2024



National Tree Growing Day At Lenena School - May 10 2024



TVET At 100 - April 26 2024



SME Training Of Trainers - April 11-12 2024



The Dual TVET Program Hosts Hoteliers And Restaurant Stakeholders On A Skills-Industry Sensitization Workshop - June 6 2024



The Launch Of Kenya Economic Update - June 5 2024



**KEPSA
MEMBERS
2024**

BUSINESS MEMBERSHIP ORGANIZATIONS

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

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

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1	A thousand Ships limited
2	Adeoli Limited
3	Adept Technologies Limited
4	Africa Digital Media Institute Limited
5	Africa Health Business Limited
6	Africa Practice East Africa Limited
7	Africa Risk Management and compliance Partners Limited
8	Agema Analysts Limited
9	AGL Kenya Limited
10	AIG Kenya Insurance Company Limited
11	Airtel Networks
12	Alternatives Africa Limited
13	AMG Realtors Limited
14	Amitruck Limited
15	Apec Consortium Limited
16	Associated Battery Manufacturers (E.A) Limited
17	Astral Aviation Limited
18	ATC Kenya Operations Limited
19	Athousand Ships Limited
20	B Braun Medical Kenya Limited
21	B2B Africa Limited
22	Bamburi Cement Plc
23	Bank of Africa
24	Bank of Africa Kenya Limited
25	Base Titanium Limited
26	Bata Shoe Company PLC
27	Bayer East Africa Limited
28	Bedi Investments
29	Bedi Investments Limited
30	Benchmark Distributors Limited
31	Betterlyt Investment Company Limited
32	Bidco Africa Limited
33	Biogas Power Holdings E.A Limited
34	BM Musau & Co Advocates llp
35	Bob Morgan Services Limited
36	BOC Kenya PLC
37	Bolt Support Kenya Limited
38	Boreka Group Foundation
39	Boston Petroleum Limited
40	Bowmans Coulson Harney llp
41	Bridge International Academies
42	Bright Vision Media Limited
43	British American Tobacco Plc
44	Brookside Dairy Limited
45	Built For Good Africa
46	Burn Manufacturing USA LLC

CORPORATE ORGANIZATIONS

47	Carepay Limited
48	Centum Investment Company Limited
49	Cerberrus Engineering Limited
50	Chandaria Group
51	Chepkuto Advocates
52	CIM Credit Kenya Limited
53	Citadel Africa Family Business
54	Citibank N.A
55	CKL Africa Limited
56	Climate Link Kenya Limited
57	Cloudpay Limited
58	CM Advocates LLP
59	CMA CGM Kenya Limited
60	Coca Cola East & Central Africa
61	Coca-Cola Beverages Limited
62	Coffee Brothers Limited
63	Content Provider Services Africa Limited
64	CPF Financial Services Limited
65	Crown Solutions Limited (Crown Healthcare)
66	Dance Unite Africa
67	Data Alma Limited
68	Davis and Shirtliff Limited
69	Deloitte and Touche LLP
70	DHL Worldwide Express Kenya Limited
71	Dorion Africa Limited
72	Dow Chemical East Africa Limited
73	Drop Access Limited
74	Eabx Public Limited Company
75	Earthlungs Reforestration Foundation
76	East Africa Breweries Limited
77	E-Cart Services Limited (Jumia Ltd)
78	Ecobank Kenya Limited
79	EIDU Education Limited
80	Elecster Kenya Limited
81	Elgon Kenya Limited
82	Elimu Holdings
83	Eminence Global Communication
84	Emma's Knoll Logistics & supplies Limited
85	Emobilis Technology Academy
86	English Press Limited
87	Essart Limited
88	Esselle Group
89	Expertise Global Consulting Limited
90	Express Communication
91	Facebook Limited
92	Farm Africa

CORPORATE ORGANIZATIONS

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93	Flamingo Horticulture
94	Fortescue Future Industries Kenya Limited
95	Fourth Generation Capital Limited
96	Freight Forwarders Kenya Limited
97	Freightway Global Solutions
98	Fruitss Leadership Africa
99	Fulfillment Resources centre
100	G4S Security Services Limited
101	Galana Oil Kenya Limited
102	Ganatra Plant Equipments Limited
103	Gatsby Africa
104	Genex Consulting Limited
105	Gennis Consulting Limited
106	Gertrudes Childrens Hospital
107	Gikera & Vadgama Advocates
108	Glacier Products Limited
109	Global Standards Certification Limited
110	Globeleq Kenya Limited
111	Good Testimony Junior School Limited
112	Google Kenya Limited
113	Gotovate Africa Safaris Limited
114	Growthpad Digital Consulting
115	Hasbah Kenya Limited
116	HCS Affiliates Group Limited
117	Healthy U Two Thousand
118	HHI Management Services Limited
119	Hiventy Africa Limited
120	Hospitality Systems Consultants Limited
121	Hychem Group Limited
122	IBM East Africa Limited
123	Ideal Appliances Limited
124	Impax Business Solutions
125	Indisputable Limited
126	Institute of Public Finance
127	Intercity Secure Homes Limited
128	Investia Africa Limited
129	Ipsos Limited
130	Iristel Kenya Limited
131	Ison Xperiences Kenya Limited
132	Isuzu East Africa
133	IX Africa Data Centre Limited
134	Jadfad Limited
135	Jambojet Limited
136	Jamii Telecommunications Limited
137	Jijenge Credit Limited
138	Johnson & Johnson Middle East FZ

139	Junky Bins Limited
140	Kaleidoscope Consultants Limited
141	Kamcan Properties Limited
142	KCB Bank Kenya Limited
143	Kenbright Holdings Limited
144	Kenchic Limited
145	Kenya Commerce Exchange Service (KENEX)
146	Kenya Development Corporation
147	Kenya Kazi Services Limited
148	Kenya Pipeline Company Limited
149	Kenya Power & Lighting Company
150	Kenya Tea Packers Limited
151	Kenya Wine Agencies Limited
152	Kerry Kenya Limited
153	Kibo Africa Limited
154	Kijani Green
155	Kiptiness & Odhiambo Associates
156	KOASave Africa Limited
157	Koko Networks Limited
158	Konza Technopolis Development
159	KPMG Advisory Services Limited
160	KTDA Management Services Limited
161	Larsen and Toubro Limited
162	Lawyers Hub Kenya
163	Leapfrog Advisory Limited
164	Liaison Group (I.B) Limited
165	Light for the world
166	Lineplast Group Limited
167	Liquid intelligent Technologies
168	LPC Global Logistics Limited
169	Lukenya Schools
170	Lupat Cleaning Services Limited
171	Mabati Rolling Mills Limited
172	Maersk Kenya Limited
173	Mambo Pambo Ventures Limited
174	Mars Wringley Confectionery
175	Marubeni Corporation
176	Medilink Lab & Surgical Limited
177	Melvin Marsh
178	Microsoft East Africa
179	Microsoft East Africa Limited
180	Minet Kenya Insurance Brokers Limited
181	MMW Advocates llp
182	Montgomery Events East Africa Limited
183	Moringa School Limited
184	Motivate Africa Limited

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185	MTN Business (Kenya) Limited
186	Musty Distribution Limited
187	Mwakawa Investments Limited
188	Nairobi Securities Exchange Plc
189	Namanga Kidz Zone
190	Nation Media Group
191	NCBA Bank Kenya PLC
192	Nedbank Limited
193	Niobi Kenya Limited
194	Nitram Accountants Africa llp
195	Njogu and Associates Advocates LLP
196	Nova Gardens Limited
197	Nurisha Trust Kibondeni College
198	Oakar Services Limited
199	OBG Company Limited
200	OCP Kenya Limited
201	Ogilvy Public Relations
202	Oliver K Limited
203	One Acre Fund
204	Optiven Enterprises Limited
205	Osho Chemical Industries Limited
206	Peach Tech Limited
207	Phasian Consulting Limited
208	Phindor Limited
209	Planon Solutions Limited
210	Poa Internet Kenya Limited
211	Polucon Services Limited
212	Practical Action
213	Pricewaterhouse Coopers Limited
214	Pridelnn Group
215	Prime Health Pharma Limited
216	PTG Travel Limited
217	Q-Sourcing Limited
218	Quickmart Kenya Limited
219	Red August Group
220	Rentco Africa Limited
221	Rentworks East Africa Limited
222	Riley Falcon Securities
223	Riverside Water Deflouridation Consultants Limited
224	Rizy Link Safaris Limited
225	Ronalds Limited Liability Partnership
226	Royal Floraholland Kenya
227	Royal Tots Daycare and Nursery Kiembeni Limited
228	RSM Eastern Africa Consulting Limited
229	Rubis Energy Kenya Public Limited Company
230	Safaricom Limited

CORPORATE ORGANIZATIONS

231	Sanergy Limited
232	SAP East Africa Limited
233	Sapient Consulting Group Limited
234	Sarai Afrique Limited
235	Sarova Hotels Limited
236	Sayani Investments Limited
237	Seko Minayo & Company Advocates
238	Senaca East Africa Limited
239	Sendy Kenya Marketplace Limited
240	Sensei Institute of Technology Limited
241	Senses Hub Limited
242	Separ International
243	Sewe International Limited
244	SGS Kenya Limited
245	Shartlon Security and Private Investigation
246	She Phoebe Global
247	Sheth Naturals Limited
248	Shiprazor Limited
249	ShopIT Limited
250	Skiqa Group Limited
251	Smart Application International Limited
252	Sojitz East Africa Limited
253	Songa Capital Limited
254	South- End Tech Limited
255	SOWITEC Kenya Limited
256	SP Advisory
257	Spearhead Africa Limited
258	Spurking Holdings Limited
259	St Bakhita School Limited
260	St. Nicholas Juniour School
261	Standard Chartered Bank Kenya Limited
262	STIHL East Africa Limited
263	SUADEO Technologies Limited
264	Sub-Sahara Pouch Company Limited
265	Sunculture Kenya Limited
266	Suni Smart Energy Limited
267	Sunripe (1976) Limited
268	Synergetic Development Investment
269	Tata Chemicals Magadi Limited
270	Telenor Services Limited
271	Tetra Pak Limited
272	The Alternative Accomodation Network
273	The Boston Consulting Group
274	The Karen Hospital Limited
275	The Riaru Group of School
276	The Youth Cafe Limited

CORPORATE ORGANIZATIONS

277	Tibu Health
278	Tiffa Research Limited
279	TikTok Pte
280	Toner World Limited
281	Torrent East Africa Limited
282	Trinity Energy Limited
283	Trinity Magnolia Printer Limited
284	Tullow Kenya B.V.
285	Uber Kenya Limited
286	Ultravetis E.A. Limited
287	Umsizi Llp
288	Unicorn Valley Technologies
289	Van Woustraat Limited
290	Victory Farms Limited
291	Visiondrill Technology
292	Viva Africa Consulting LLP
293	Vivo Energy Kenya Limited
294	Watu Credit Limited
295	Wells Fargo Limited
296	Wema House School Limited
297	Western Seed Company Limited
298	Winnies Pure Health Products Limited
299	WISEe Cooperative Society Limited
300	Woolworths (K) PTY LTD
301	Zandaux Kenya Limited
302	Zawadi Brand Solutions Limited
303	Zenka Digital Limited
304	Zydii Limited



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