



GROWTH AND GAINS

GREAT STRIDES TOGETHER 2024

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2024

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OUR STORY

ABOUT KAM

We are the representative body of manufacturing and value-add industries in Kenya. Established in 1959, we have evolved into a dynamic, vibrant, credible and respected business association that unites industrialists and offers a common voice for businesses.

- **Our Vision**
To be a World-class BMO that effectively delivers services to its members.
- **Our Mission**
To promote global competitiveness, sustainable local manufacturing and exports.
- **Our Purpose**
To create prosperity for the nation through sustainable industrialization.
- **Our Goal**
To transform KAM into a sustainable member-focused association delivering relevant, quality, timely and effective services to its members.
- **Core Values**



MEMBERSHIP

KAM Membership is structured in three categories:

- **Ordinary Membership:** This category is extended to companies that are directly involved in processing, manufacturing or any other value addition activities.
- **MSME Membership:** MSME Membership is a subcategory of Ordinary Membership that targets Micro, Small & Medium Enterprises involved in processing, manufacturing or any other value add activities.
- **Associate/Consultancy:** This category is extended to firms that have direct interest in the expansion of industries, either through the provision of services or other inputs.

MESSAGE FROM KAM CHIEF EXECUTIVE

Dear Member,

Welcome to the Kenya Association of Manufacturers (KAM) Growth and Gains: Great Strides Together Report for 2024.

The report sheds light on the progress made in our initiatives on policy advocacy, business competitiveness and social impact in the past year.

We are proud of you, our members, for your unwavering commitment to driving the country's industrialization agenda and supporting communities. We shall continue to strive to give you world-class services to steer you towards global competitiveness.

On behalf of my colleagues at the Secretariat, I invite you to look at the strides we have made this year and join us in celebrating these achievements.

Happy Holidays!

Tobias Alando
Chief Executive



MESSAGE FROM KAM CHAIRPERSON

2024 has been a profound year that continued to test our resilience as a nation. In the year, the country's broader economic landscape underwent significant strain. Additionally, the nation-wide protests, predominantly led by Gen Z, highlighted the pressing national issues touching on job creation, high cost of living, and concerns with governance and accountability. As private sector, we have a paramount role to play in addressing these national issues, working alongside the government.

Nevertheless, we remained steadfast in realizing our vision to drive the competitiveness and productivity of local industry. Our focus, as an Association, remains on you, our members. We strive to provide you with exemplary services to enable you to operate in a conducive business environment and steer you to profitability and sustainability. Our Membership continued to grow tremendously, which is a testament to the value we give local manufacturers, to enable you to run your business with minimal bottlenecks.

As we take stock of our achievements this year and plan for the new year, we recognize your contribution towards driving our economy, providing solutions to everyday challenges both currently and for the future as well as enhancing Kenya's competitiveness and productivity. In keeping up with the same spirit, we shall continue to advocate for an enabling business environment, as we chart forward towards an industrialized future.

Since 2021, KAM has been guided by business development plans developed by the Board and Secretariat. The plans have focused on strengthening KAM's internal structures, strengthening staff capacity to support KAM's membership and positioning the organization to be influential in its mandate. To enhance our service delivery to you, the Association enhanced its current strategy. We have singled out three critical aspects to support us drive the manufacturing agenda.



The first is Stakeholder Management. This pillar focuses on policy and regulatory leadership, including our Priority Agendas on Global Competitiveness, Export-led Growth, SME Development and Agriculture for Industry (A4I).



The second is Membership Management which focuses on membership growth and sustainable business development. This will be achieved through Energy and Green Growth Leadership; Manufacturing Excellence; Leadership and Governance; and Trade and Investment Promotion.



The third pillar is Financial Health and Governance to enhance KAM's operational excellence.

As KAM, we remained ambitious, working towards increasing the manufacturing sector contribution to Gross Domestic Product (GDP) to 20% by 2030, with the aim to increase direct jobs, government revenue and value addition in the sector. As part of this, we continued to advocate for policies that drive the growth of the manufacturing sector as guided by the 2024 Manufacturing Priority Agenda (MPA). The Priority Agenda offers a strategic blueprint designed to overcome challenges, capitalize on opportunities, and propel Kenya's manufacturing industry onto the global stage.

The government has put in place diverse mechanisms to support the growth of the manufacturing sector, as outlined in the Bottom-Up Economic Transformation Agenda (BETA). These include prioritizing manufacturing growth to 20% of Kenya's GDP by 2030; adopting Kenya's export-led growth strategy; implementing the Buy Kenya Build Kenya strategy; identifying priority value chains for specific interventions; and accelerating the ratification of key trade agreements. Importantly, the government has had open communication channels with the manufacturing sector.

Despite these achievements, there are several areas that need reforms. These include the unpredictable taxation regime at national and East African Community (EAC) levels; high cost of energy; high cost of capital; county levies, fees and charges; long-term funding to manufacturers; sourcing of all locally produced goods that government needs from Kenyan manufacturers; and unlocking under-utilized manufacturing capacities (outside economic zones) to promote export, among others.

As KAM, we are committed to creating prosperity for the nation through sustainable industrialization. We are ready to work with the government to develop policies that will support local industries to grow and venture into regional and international markets.

Trade under the EAC, Africa Continental Free Trade Area (AfCFTA) and Kenya – European Union (EU) Economic Partnership Agreement (EPA), among others, present us with opportunities to venture not only in the regional market but also international markets, devoid of trade barriers. Venturing into these markets calls on us to adhere to high levels of standards, whilst remaining competitive. We reaffirm our commitment to supporting you to exploit these territories.

Even as we focus on competitiveness and productivity, we must not forget to drive the sustainability of our businesses, through environment-friendly practices to secure our future. Diversity and inclusion also play a crucial role at KAM through our diverse initiatives to enhance youth employability, and the participation of women in manufacturing as employees and industrialists.

My appreciation to the Board of Directors, Region and Sector Leadership, Members of various committees, and our Secretariat that have all contributed immensely to the achievements of the year. The National Government, Counties, regulators and government agencies and implementers continue to give us an audience, exchange ideas and jointly work on resolving our issues, for which we thank them.

To our partners and stakeholders, we appreciate your support and for believing in our vision for a competitive and sustainable manufacturing sector. Much appreciation to the Confederation of Danish Industry (DI), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, IDH (the Sustainable Trade Initiative), and UK International Development through TradeMark Africa.

However, most of all, a big thanks to you, a Member of KAM, for your continued support and belief in the Association. We will continue to raise the bar in being the voice of industry, as we focus on rebuilding our nation, to increase and sustain investments in the manufacturing sector, and ultimately, create productive jobs and wealth for *Mwananchi*.

Happy Holidays!

Jane Karuku, MGH
KAM Board Chairperson

CHANGE OF GUARD



R to L; Immediate past KAM Chairperson Mr Rajan Shah hands over mantle to Ms Jane Karuku

On 18th July 2024, Kenya Association of Manufacturers appointed Ms. Jane Karuku as the new national Chairperson. Ms. Karuku, who served as Vice Chairperson since July 2022, will lead the Association’s Board of Directors for a two-year term, succeeding Mr. Rajan Shah, whose term came to an end.

In her address, Ms. Karuku expressed her enthusiasm for the role and commitment to the Association’s goals. “As I take up the mantle, I am looking forward to contributing to the growth of the Association in line with our purpose of creating prosperity for the Nation through sustainable industrialization. Cognizant of our ambition to grow the contribution of manufacturing to Kenya’s GDP to 20% by 2030, it is clear we have a lot to do to lead the manufacturing sector towards this ambition,” she stated.

During her tenure, the Chairperson shall focus on driving Kenya’s industrialization agenda, driving membership growth and enhancing stakeholder engagement.

“Our first agenda is to industrialize this country and make sure that through KAM, industrialization is more significant than it has ever been. The second agenda is to meet members’ needs, thereby supporting them realize our purpose for industrialization. Thirdly, is to engage all our stakeholders in realizing our industrialization agenda. I am looking to build an organization that is inclusive internally and externally, including our membership and all other stakeholders,” she concluded.

Ms. Karuku is the Group Managing Director and Chief Executive Officer of East African Breweries Limited (EABL). She is a dynamic business leader, with strong management experience spanning over 25 years in FMCG and non-governmental organizations. She is the second woman business leader to chair the KAM Board.

Mr. Hitesh Mediratta, the Managing Director of PG Bison (Kenya) Limited was appointed as the Vice Chairperson. He has served on the KAM Board in various capacities, including providing strategic guidance on trade and tax matters affecting the manufacturing sector.

The outgoing Chairman, Mr. Rajan Shah, will remain an Ex-Officio member of the Board, playing an advisory role in directing the growth of the Association.

POLICY ADVOCACY

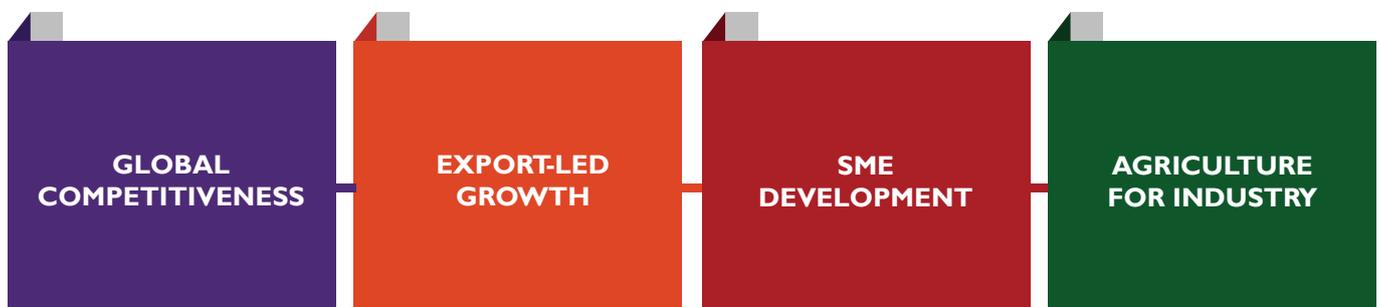
KAM Launches 2024 Manufacturing Priority Agenda (MPA)



Launch of the Manufacturing Priority Agenda, 2024

This year's Manufacturing Priority Agenda (MPA), themed *Steering economic growth through the manufacturing sector for common good*, presented proposals that would transform the manufacturing sector, upon implementation. The Priority Agenda offers a strategic blueprint designed to overcome challenges, capitalize on opportunities, and propel Kenya's manufacturing industry onto the global stage. Subsequently, contribute 20% to the country's GDP by 2030 from 7.6% in 2023, as outlined in the Kenya Manufacturing 20BY30 Strategy, which aims to increase direct jobs from the current circa 348,000 to circa 980,000.

The proposals build on the organization's efforts to achieve Manufacturing Agenda 20BY30, as guided by its four pillars: Global Competitiveness; Export-led Growth; SME Development; and Agriculture for Industry.



I. GLOBAL COMPETITIVENESS

Global competitiveness looks at our ability, as a country, to sustainably produce goods and services for which there is a market - at a price and quality that the market is willing to pay for. This pillar advocated for policies and sustainable frameworks to boost production and attract investments as manufacturing is capital-intensive and requires long-term investments.

The notable achievements under this pillar include:

- **Public Procurement Study on Market Access for Locally Made Goods:** KAM commissioned a study to assess Kenya's Public Procurement Legal Framework and System in promoting market access for locally produced goods, including measures such as preference and reservations for locally produced goods, and the access to government procurement opportunities (AGPO) program.

The report's findings and recommendations aim to support the national and county governments in enhancing the government's procurement system and increasing market access for locally made goods. Some of the findings include:

1. The meaning of local manufacturing is unclear in the context of public procurement and does not address the issue of the percentage of local content that a product should have to be recognized as local.
2. The procurement plans indicate a reservation of a minimum of 30% of the budget for enterprises owned by women, youth, persons with disabilities (PWD) and other disadvantaged groups. The 30% reservation currently benefits enterprises owned by women, youth and PWD, but the "other disadvantaged groups" such as micro and small businesses have not been clearly identified as such to benefit from reservations.
3. The definition of local supplier is confused with citizen contractor and the combination of shareholding for the purpose of applying margins of preference. There is also a challenge of confusing local suppliers with local goods, mostly that awarding a local supplier is synonymous with supply of local goods, when in fact there is no direct correlation because suppliers import goods.
4. There is no centralized register of local manufacturers and their locally produced goods, from which procuring entities could conduct a market survey to inform their procurement planning and subsequent procurement of the goods. Besides the registration of suppliers, there is a need for a national electronic register of manufacturers with the category of locally produced goods.
5. The standard tender document for goods has 100 pages, while the tendering forms that bidders should use to prepare and submit bids is only 24 pages, showing the tender documents were designed with efficiency to facilitate bidders to prepare bids. In practice, however, procuring entities demand that bidders fill in the information in the tendering forms and submit the whole tender document back as the bid. This practice leads to bulky bids submitted by bidders, increasing the cost of doing business and discouraging small businesses from public tendering due to its tediousness.
6. Unlike foreign manufacturers, most local manufacturers rarely publish or publicize their product brochures, which means that Internet searches mostly return foreign product offerings, thereby reducing visibility of local products when procuring entities perform online market surveys. Without product brochures, local manufacturers are at a disadvantage in bidding and winning public tenders and other public procurement opportunities.
7. About 31% of the tender documents did not have information about the supplier payment period. Whereas the payment period in the standard tender documents is 30 days, procuring entities modified this period to 45, 60, 90 or even 120 days in an attempt to delay payment of suppliers and reduce the chances of the aggrieved suppliers charging interest on delayed invoices.

- **Review and Adoption of Legislative Frameworks:** KAM reviewed several key legislations at both national and county levels. Key highlights include:

- **The Finance Bill, 2024** – The Finance Bill, 2024 was rejected by the President following popular discontent around the Bill in June 2024. Despite this, KAM's review and advocacy around the Bill led to the majority of our proposals being accepted before it was rejected.

The main ones include:

- Removal of the proposed motor vehicle tax
 - Retention of ordinary bread as zero-rated, allowing manufacturers to claim input tax.
 - Amendment to the proposed Eco Levy to only apply to imported finished products, thereby promoting locally manufactured goods.
- **The County Licensing (Uniform Procedures) Act, 2024** – This Act was assented to on 28th June 2024. KAM has been a major proponent of this Act since it was introduced in Parliament in 2022. The main purpose of the Act is to establish standard uniform procedures for licensing by county governments. This Act is important to manufacturers as it mandates county governments to

ensure uniform standards when imposing fees and levies. This will enable manufacturers to have a predictable and consistent tax regime at the county level.

- **The Public Participation Bill, 2024** – This Bill has been in Parliament for several years now. However, after a key Supreme Court ruling, the Attorney General kickstarted the process in earnest to get a Public Participation Act in place. The main purpose of the Bill is to provide the legal framework for how the government shall conduct public participation on bills, regulations and policies. KAM has been actively participating in this process, including engaging the Attorney General in a forum held on 18th September and thereafter submitting a memorandum on the Public Participation Bill, 2024.
- **The East African Community Standardisation, Accreditation and Conformity Assessment Bill 2023** – Popularly referred to as the SACA Bill, this legislation is very important to manufacturers. The Bill establishes the East African Standards Committee and the East African Accreditation Committee, which will standardize and harmonize standards and accreditation across the East African Community.
- **Tax Laws (Amendment) Bill, 2024** – After the rejection of the Finance Bill, 2024, the government still needed revenue for the efficient running of government. The Tax Laws (Amendment) Bill, 2024 was therefore published to raise additional revenue. The Bill contains several wins for manufacturers, including the proposed inclusion of locally assembled electrical vehicles for exemption from 20% excise tax and the proposed 100% VAT claim by registered zero-rated businesses making partly taxable supplies and partly for another use. KAM presented her views to the National Assembly on the Bill, highlighting several interventions as follows:
 - All taxes/levies charged on goods manufactured for exports to be claimable/refundable/offset/exempt.
 - No taxes/levies to be imposed on industrial inputs.
 - Introduction of provisions to allow for the refund of excess tax arising from zero-rated supplies adjusted/assessed using the VAT Formula under Regulation 8 (2) of the Value Added Tax Regulations, 2017.
 - Removal of PVC edge banding classified under HS code 3920.43.90 for furniture manufacturers.
 - Deletion of clause 26 seeking to increase the railway development levy from 1.5% to 2.5% or exempting local manufacturers from the proposed increase.
- **Business Laws (Amendment) Bill, 2024** – The main purpose of this Bill is to boost manufacturing and increase investments. The Bill seeks to amend several legislations, among them the Standards Act, the Special Economic Zones Act and the Scrap Metal Act. KAM submitted its proposals on the Bill to the National Assembly.
- **Engagements on Tax Measures:** Tax administration was one of the key areas where KAM intervened to facilitate resolution of members' concerns. To this end, KAM facilitated numerous engagements with the Kenya Revenue Authority (KRA) where key matters were resolved. Amongst them included tariff and non-tariff barrier challenges as well as compliance concerns with some of the government legal provisions and regulations.

The Association also engaged the Cabinet Secretary for National Treasury, John Mbadi where we stressed the importance of aligning all tax measures with the National Tax Policy, reducing fees, levies and charges by counties and national government agencies, exemption of plant and machinery from VAT to incentivize new investments, increasing budgetary allocation for VAT refunds, combating illicit trade to safeguard tax revenues and local industries, purchase of locally produced goods by the government and providing long-term financing options to support manufacturers.

- **Administration of Duty Remission Scheme:** Duty Remission Scheme (DRS) is an incentive provided to manufacturers whereby they are allowed to import inputs that are not locally available, at a lower import duty rate than what is provided for in the East African Community (EAC) Common External Tariff (CET) for manufacturing process. During the year, KAM processed 307 duty remission applications, where over 95% of them were approved and gazetted. To ensure that locally available items are not imported under the

scheme, KAM Secretariat reviewed the applications with guidance from Sector leadership before submission to the National DRS Committee.

The Association also engaged State Department for Industry to address challenges within the scheme including delays in the DRS gazette due to Kenya's internal processes and an Insurance Regulatory Authority (IRA) - KRA impasse over security bonds, leading to high demurrage costs and stalled production. KAM recommended streamlining the DRS process to support uninterrupted manufacturing and regional trade.

- **KAM Legal and Regulatory Team Feted:** The Legal and Regulatory Team at KAM was feted at the Nairobi Legal Awards hosted by the Law Society of Kenya's Nairobi Branch, as the second runners up under the private sector in-house legal department of the year.

The team drives the Association's advocacy efforts through their legal expertise, supporting manufacturers across the organization on trade and tax matters and regulatory compliance. This has seen KAM influence favourable business legislation across the manufacturing sectors; improve the regulatory burden in Kenya and the region to ease cost of doing business; conduct fact-based legal research; and engage in public litigation that has continued to shape Kenya's jurisprudence such as the minimum tax, alignment of county taxation and movement taxes affecting business, among others.



L - R: Chief Magistrate - Hon Everlyne Olwande; Hon Chief Justice & Supreme Court of Kenya - Martha Koome, EGH; & KAM Ag. CEO - Tobias Alando

- **Business Guide on Corruption and Economic Crimes Law in Kenya:** KAM, in partnership with the Kenya Magistrates and Judges Association (KMJA), launched the Business Guide on Anti-Corruption and Economic Crimes Law in Kenya. The guidebook aims to support businesses, especially small and medium enterprises, in understanding and adhering to Kenya's anti-corruption and economic crimes regulations, such as the Anti-Corruption and Economic Crimes Act and the Proceeds of Crime and Anti-Money Laundering Act.

The event was graced by the Chief Justice and President of the Supreme Court of Kenya, Martha Koome who emphasized that combating corruption is a shared responsibility that must extend beyond government, engaging all sectors to foster ethical business practices and build public trust.

KAM has worked hand-in-hand with the Executive and the Judiciary to address the gaps in the formulation and prosecution of

offences under anti-corruption and economic crimes. We are confident that this Guide will be another milestone in making the country less prone to corruption, thereby increasing the ease of doing business.

- **Legislative and Policy Reforms to Improve Investments, Trade and Industry:** In line with our advocacy efforts to ease the cost of doing business for local industries, KAM presented to the Cabinet Secretary for Investments, Trade and Industry proposals designed to improve the business regulatory environment and foster growth in the manufacturing sector, contributing to the anticipated 20% GDP growth by 2030 and boosting investments in the country.

The engagements, driven under the Ministry of Investments, Trade and Industry culminated with the introduction of the Business Laws (Amendment) Bill which proposes amendments to 18 acts of Parliament and introduces 57 new sections designed to enhance various aspects of the business environment.

KAM recognizes that comprehensive legal reforms are key for enhancing Kenya's competitiveness, improving the business climate, and fostering sustainable economic growth through investment, industrialization, and trade. However, some measures risk undermining the sector's competitiveness. We therefore continue to advocate to the government the need to address manufacturers' concerns without hurting the sector.

- **Access to Quality, Affordable and Reliable Energy for Manufacturing:** In line with our initiatives that champion energy efficiency and access to affordable, reliable, and sustainable energy sources for the manufacturing sector, KAM engaged the Senate Standing Committee on Energy to discuss the manufacturing sector's role in energy and the promotion of sustainable energy use in Kenya.

During the session, we called for a balanced approach to energy pricing, and fair and predictable energy costs to enable manufacturers to plan and operate more effectively, ultimately driving the growth of the manufacturing sector. We also emphasized the need for policy reforms to support renewable energy adoption, highlighting its environmental benefits and potential to stabilize energy supply for manufacturers. Additionally, we advocated for the restructuring of the Time of Use tariff to encourage off-peak energy consumption, optimizing geothermal energy use, and reducing reliance on costly petro-thermal generators.

The Senate Standing Committee on Energy expressed a commitment to working with KAM to address the energy concerns raised.

- **KAM, ARSO partner to Boost Standards' Harmonization:** KAM and the African Organisation for Standardisation (ARSO) formalized their partnership with a Memorandum of Understanding (MoU) to further the ongoing harmonisation of standards for nicotine products. This initiative is set to enhance product safety, boost competitiveness, and support the growth of local manufacturing.

ARSO is an intergovernmental standards body under the African Union (AU) mandated to develop tools for standards development, harmonization and implementation to enhance African's internal trading capacity.

- **Harmonizing Licensing and Regulations across Counties:** In June this year, the County Procedures (Uniform Procedures) Bill was assented into law. The Act aims to harmonize licensing and regulations across counties and eliminate inter-county trade barriers, making it easier for businesses across the country operate seamlessly.

The Council of Governors (COG) is expected to establish strategies and guidelines within six months from the commencement date for:

- Harmonizing licensing regulations, procedures, requirements, and fee structures to ensure the free transit of goods and provision of services across various counties.
- Developing systems, including inter-county integrated digital platforms, to facilitate the exchange of information, coordination, and implementation of harmonized licensing for the transit of goods and provision of services across various counties.

KAM is part of the Technical Working Group under the State Department for Investment Promotion working closely with Council of Governors (COG) and other business membership organizations. Thus far;

- The State Department of Investment Promotion has formally requested the Attorney General to assign legal drafters to support the development of county licensing regulations.
- A county sensitization schedule is being jointly developed with the COG to guide upcoming county visits. Once finalized, the harmonized county licensing framework, aimed at standardizing and streamlining licensing processes, will be shared with stakeholders.

II. EXPORT-LED INDUSTRIALIZATION

Manufacturing growth will not be achieved by solely relying on domestic markets. This pillar not only focused on enhancing domestic market access, but also how Kenya can leverage on products where we have a comparative advantage to grow our exports.

Notable achievements under this pillar include:

- **Enhance Domestic Market Access:**



Industry CS, Hon Salim Mvurya visits exhibitors during the Changamka Kenya Shopping Festival, Nairobi

- **Annual Manufacturing Summit & Expo - Changamka Kenya Shopping Festival:** KAM hosted the 7th edition of the Changamka Festival in Nairobi from 5th - 9th November 2024 and the 4th Edition of the Festival in Mombasa from 4th – 7th July 2024, providing a platform for local industries to showcase the high-quality goods that they produce for domestic and export markets.

The editions, which hosted over 250 exhibitors – over 100 being manufacturing SMEs, brought together Kenyan manufacturers within the sector, giving them a platform to engage with their consumers directly.

For years, KAM has championed the adoption of locally manufactured products, challenging the misconception that Kenyan-made goods are more expensive than imports. Through initiatives like the Changamka Festival, KAM aims to strengthen domestic production, enhance competitiveness, and stimulate economic growth in Kenya.

- **KAM partners with Carole Kinoti Foundation:** KAM partnered with the Carole Kinoti Foundation as part of its initiatives showcase the vibrant made in Kenya products through an exciting blend of fashion, storytelling, marketplace interactions, and industry dialogue promoting the cotton and leather value chains.

Through this partnership, we shall host a fashion show in 2025, as part of the Changamka Kenya Shopping Festival, featuring a runway of Made in Kenya collections, celebrating the journey of Kenyan fashion, the value of local manufacturing, and the impact on community development. The fashion show shall offer stakeholders a platform to engage in industry trends, circular business models, and collaborative approaches in the fashion sector.

- **Kenya Industrialization Conference:** To commemorate the Africa Industrialization Week, KAM partnered with the Ministry of Investments, Trade and Industry to host the 2nd Edition of the Kenya Industrialization Conference during the Changamka Kenya Shopping Festival.

This year’s theme, “*Leveraging Artificial Intelligence (AI) and Green Industrialization to Accelerate Africa’s Structural Transformation,*” reflected the strategic focus on integrating cutting-edge technologies and sustainable practices into the manufacturing sector. The forum featured key sessions, including expert panel discussions and interactive workshops on AI’s role in manufacturing, green industrial practices, and policy reforms to drive industrial growth, emphasizing the critical role that technology and sustainability play in the continent’s industrial growth.

- **Opportunities within Affordable Housing Plan:** KAM participated in a high-level stakeholder

engagement with the President of the Republic of Kenya, H.E. Dr William Samoei Ruto, PHD on the Affordable Housing Plan (AHP), which aims to provide decent homes for Kenyans, eliminate slums, and create jobs for youth entering the job market annually. He commended the manufacturing sector's commitment to the AHP and assured members that issues raised, including a transparent contractual framework and local sourcing monitoring, would be addressed.

KAM emphasized the need to leverage local capacity strengths in the construction industry to create significant opportunities for job creation across various sectors. By sourcing materials locally, the housing initiative can stimulate employment in manufacturing, supply chains, and construction, providing a much-needed boost to the economy.

The meeting also explored strategies for strengthening collaboration among stakeholders, with a focus on maximizing the use of locally produced materials. These efforts aim to foster sustainable development, reduce import dependency, and create jobs in Kenya's manufacturing and construction sectors, all while supporting the ambitious targets of the Affordable Housing Plan.

- **Optimizing Export Market Access:**

- **KAM Export Strategy:** KAM developed its Exports Strategy, which aims to support Kenya realize its export-led growth agenda. Through this export-growth agenda, the government aims to grow the country's total exports from about Ksh. 805 billion to Ksh. 1.8 trillion and manufactured goods from about Ksh. 350 billion to Ksh 1 trillion by 2030.

KAM's Export Strategy will support manufacturers access regional and international markets through various initiatives including export competitiveness advocacy, trade and market development, and trade facilitation. This strategy is guided by six pillars.

- Competitiveness
 - » Cost competitiveness
 - » Taxation policy to support exports
 - » Public-private sector exports policy coordination
 - » Export promotion schemes
 - » EPZ and SEZ
 - » Schemes for Non EPZ/SEZ firms
 - Trade agreements optimisation
 - Trade and markets development
 - » International markets
 - » Domestic markets
 - KAM Exports Centre of Excellence
 - Value chain development
 - Alignment with the future of trade (emerging issues of modern trade)
- **EAC Market Opportunities:** The East African Community (EAC) is the largest external market for manufacturers, accounting for about Ksh. 306 billion in 2023. KAM continued to support EAC market access and regional integration through various initiatives including seven verification missions to address market challenges and resolution of manufacturing centric issues through regional integration structures, such as the Sectoral Council on Trade, Industry, Finance and Investment (SCTIFI). The recent entry of new partner states into the EAC including Somalia and Democratic Republic of Congo (DRC) is expected to further provide higher proceeds for manufacturers from the EAC market.

Through the year, KAM has been able to support the resolution of six non-tariff barriers affecting Kenyan manufacturers including motorcycle spare parts, juices, excise books, and address numerous trade facilitation challenges within the region.

- **KAM proposals adopted in the EAC Budget 2023/2024:** The East African Community (EAC) Partner States adopted some of KAM proposals in the EAC Budget 2024/2025 released on 1st July 2024. Among the proposals adopted include tariffs under Duty Remission Schemes and various Stays of Application.



KAM engages former US Ambassador to Kenya, Ms Meg Whitman

- **Enhancing Trade between Kenya and USA:** The KAM Board, led by the Chairperson engaged former US Ambassador, Meg Whitman. The meeting focused on KAM's purpose, the need to enhance engagements with government to support a stable and predictable business environment to drive manufacturing growth, and African Growth and Opportunity Act (AGOA) renewal as part of creating market access. Key competitiveness areas for reform highlighted included the status of the AGOA renewal and Kenya-Strategic Trade and Investment Promotion (STIP), Kenya's tax policies, liquidity constraints in the manufacturing sector, illicit trade, and Public Financial Management (PFM).

- **Bringing AfCFTA Home:** In partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, KAM engaged over 300 members on the African Continental Free Trade Area (AfCFTA) and the Tripartite Free Trade Area (TFTA) for manufacturers, SMEs included, across KAM regions and 13 manufacturing sectors.

AfCFTA, which is the largest free trade pact in the world, is one of the critical markets for Kenya. It connects 1.3 billion people, across 55 countries of the AU and eight Regional Economic Communities (RECs), with a combined GDP valued at US\$3.4 trillion.

The sessions raised awareness and provided an avenue for manufacturers to capitalize on the export opportunities within AfCFTA and TFTA. The sessions featured:

- Protocol on Trade in Goods and its key annexes
- AfCFTA Rules of Origin
- Schedule of tariff concessions
- Customs cooperation and trade facilitation
- The online mechanism on monitoring Non-Tariff Barriers (NTBs)
- Africa Trade Observatory (ATO)
- Intellectual property rights
- Export promotion schemes available to manufacturers within the AfCFTA market

The session also consisted of a comparison between sector-specific Rules of Origin across AfCFTA, the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), and TFTA, providing clarity on how these rules apply differently across regions, influencing market access and competitiveness. Participants explored the sector specific schedule of tariff concessions as well as a review and update of sector positions on EAC tariff offers, ensuring that stakeholders are well-informed on the latest developments.

Kenya has so far exported about 50 consignments under AfCFTA and KAM is looking forward to supporting more manufacturers to export as the AfCFTA rollout continues.



Participants during the Kenya-EU Economic Partnership Sensitization Forum in Isiolo

- **Unlocking the EU Market:** Following the coming into force of the Kenya – European Union (EU) Economic Partnership Agreement (EPA) on 1st July 2024, KAM partnered with the State Department for Trade, Danish Industries and EU delegation and various business membership organizations to sensitize the Kenyan public on the provisions of the Agreement in KAM's six regions, with Nyanza/Western and Nairobi forums scheduled to take place in January 2025.

This landmark agreement provides Kenyan exporters with duty-free and quota-free access to the vast EU market of over 400 million consumers across 27 member states, creating unprecedented opportunities for trade and investment. It covers trade in goods, fisheries, agriculture, economic and development cooperation, and aims to enhance Kenya's economic integration into the global economy.

Key benefits for Kenyan businesses include:

- **Market access:** Duty-free and quota-free entry to the EU market for sectors like textiles, agriculture, and leather.
- **Investment opportunities:** Attracts EU investments by fostering a predictable and stable trade environment.
- **Standards and quality:** Encourages adherence to EU standards, improving the competitiveness of Kenyan exports.
- **Capacity building:** Offers technical assistance to help businesses meet EU market requirements and enhance export readiness.

III. SME DEVELOPMENT

Micro, Small and Medium Enterprises (MSMEs) have continued to demonstrate their ingenuity and capacity to meet the country's needs over the years. Regressive taxation, access to finance and inadequate capacity-building are some of the hindrances to MSME growth. This pillar focused on supporting SMEs to grow and expand.

The notable achievements under this pillar include:

- **Enhancing Market Access for SMEs:** KAM in partnership with the Anti-Counterfeit Authority (ACA) hosted a Public Private Sector Dialogue Forum with a focus on enhancing SMEs' benefits in AfCFTA by fighting counterfeiting and related forms of illicit trade. Illicit trade diminishes the market share for SMEs, exacerbating the current market access challenges they face.

The forum raised awareness among the participants on the impact of illicit on SMEs among other local industries and urged stakeholders to collaborate in the fight against the vice for the most effective outcomes. The domestic market is the springboard on which MSMEs develop their capacity to expand into the export markets. This makes it important to provide a fair playing field on which MSMEs can thrive and build capacity to venture into the African market.

- **Digital Trade Workshops:** KAM and GIZ partnered to facilitate SMEs in cross border trade, in line with the nation's objectives to increase exports from Kenya. The session trained 200 SMEs across 6 counties - Nairobi, Mombasa, Kakamega, Kajiado, Machakos and Kiambu. The digital trade workshops aimed to increase awareness among participants on available platforms to conduct market analysis and product marketing across different target markets.
- **Local Sourcing for Partnerships:** KAM partnered with COMESA Business Council to host the strategic local sourcing for partnerships workshop with a focus on strengthening the inclusiveness of SMEs in value chains in COMESA region. The workshop focused on training SMEs on the Global Food Safety Management Systems, the HACCP Standard and facilitating the integration of the SMEs into the competitive supply chain network of corporate companies and key regional value chains.
- **Export Tools Workshops:** KAM partnered with Danish Industry to host export tools workshop in Nairobi, Nakuru and Mombasa, training 100 SMEs on leveraging existing trade agreements, conducting export readiness assessments on their businesses, and utilizing various tools available to access the export markets.



L to R: KAM Head of Corporate Communications and Marketing - Lawrence Njenga, KAM Head of Consulting and Business Development - Joyce Njogu, KAM Board Director and former Manufacturing SME Hub Chair - Ciiru Waweru

- **Business Growth Program:** KAM partnered with Unilever Kenya to run the 2024 Business Growth Program. The program, which KAM kicked off in 2016, aims to provide manufacturing SMEs with the necessary tools, resources, and guidance to enhance their competitiveness, expand their market reach, and drive sustainable growth.

The program aims to develop and implement successful business growth strategies and efficient processes and systems, subsequently, grow SME business to reach regional and international markets. It unfolds across seven modules, each crafted to address specific business needs with the overarching goal of enhancing SME competitiveness, expanding market reach, and fostering sustainable growth.

The modules are:

- Module 1 – Business Growth Strategy Module aims to equip Growth Oriented Enterprises (GOEs) with skills to formulate effective business strategies.
- Module 2 – Product Management and Diversification Strategies, provides effective methods for identifying and developing market opportunities, translating them into tangible products, and managing product life cycles.
- Module 3 – Market Development and Implementation Strategies, focuses on moving from conceptualization to a competitive marketplace efficiently.
- Module 4 – Manufacturing Finance Management, aims at equipping Growth Oriented Enterprises with skills in budgeting, working capital management, and financial analysis.
- Module 5 – Strategic Supply Chain Management focuses on optimizing the supply chain for adaptability and agility, especially post-COVID-19 disruptions.
- Module 6 – Human Resource Management looks at the changing role of Human Resources with leadership development, talent management, labour laws, employment policies, and occupational health.
- Module 7 – Good Manufacturing Practices Module looks at good manufacturing practices, their significance in ensuring product safety and wholesomeness and a review of participants’ current practices within businesses.

IV. AGRICULTURE FOR INDUSTRY

Through the Agriculture for Industry (A4I) pillar, KAM seeks to bolster integration between agriculture and manufacturing.

The notable achievements under this pillar include:



Launch of Agriculture for Industry Report

- **A4I Strategy:** KAM developed the A4I strategy to bolster connections between agriculture and industry and advocate for the use of locally sourced raw materials in manufacturing. The strategy recognizes that while agriculture contributes about 26% of the country’s GDP, the sector’s potential in supporting agro-industrialization is constrained by many challenges, including low productivity, inconsistent and unpredictable supply of raw materials, inadequate models for aggregating farm produce, lengthy supply chains, insufficient mechanisms to safeguard local agro-industries from cheap imports, and infrastructural limitations in processing capacity.

It seeks to promote a more proactive and catalytic role for KAM, by establishing a clear path toward fostering innovative partnerships and creating an ecosystem where producers and the off takers can come together and seamlessly transact. The strategy is built on our belief and resolve that together we can accelerate our shared ambitions for tomorrow’s agriculture, food security and nutrition, manufacturing and the sustainable use of natural resources.

It includes:

- A vision for the development of partnerships among stakeholders in the sector and KAM members.
- Situational analysis of demand and supply.
- Identification of key strategic areas of intervention.
- Mapping of key stakeholders to support implementation.
- An implementation plan with a focus on six value chains — maize, wheat, potato, tomato, avocado, and pyrethrum — chosen for the initial phase of implementation.

We envisaged that the various interventions earmarked in the strategy (including the doubling of productivity, increasing the area under production, targeted production of processing varieties, targeted investment in irrigated agriculture, improving postharvest handling and processing, import substitution and addressing existing export gaps) will inject over KES 167 billion into economy over the next five years (2024-2029).

- **KAM, SustaiNET Group Partnership:** Kenya Association of Manufacturers (KAM) signed a Memorandum of Understanding (MOU) with SustaiNET Group Ltd, marking the beginning of a partnership aimed at transforming the landscape for KAM members.

SustaiNET, a network of East African NGOs, brings a wealth of experience in sustainable agricultural development, focusing on inclusive food systems, value chain enhancement, and building resilience in dryland areas. This collaboration focuses on creating value, particularly by bridging the gap between farmers and industry and in solving the disconnect that disrupts our agricultural ecosystem.

SUSTAINABILITY

uKAMilifu

The Association is committed towards the creation of holistic solutions and in ensuring that all aspects of Environmental, Social and Governance (ESG) are incorporated in our day-to-day activities and that of our members. This is through our ESG arm, uKAMilifu.

It is driven under four main pillars, namely:

- **A Green World** - An industry that seeks to restore and replenish the environment in its approach.
- **A Futuristic World** - Creating a difference in the future of work and access to technology.
- **An Inclusive World** - Achieving our economic goals by embracing diversity.
- **A Sustainable World** - Bringing in more young people to share in industry's vision through their innovations and appealing to their always evolving cultures.

2024 initiatives under uKAMilifu include:

- **Partnership with Start a Library:** KAM partnered with Start-a-Library to enhance literacy in primary schools across the country through establishment of libraries. Under the partnership, we participated in the national read aloud campaign, an initiative that united 152,344 learners from 863 schools across 45 counties in Kenya. Launched in November 2023 and culminating on July 12, 2024, the National Reading Day emphasized the power of collective voices in advocating for change.



KAM joins Synresins for the Manufacturers' Tree Planting Initiative at Kinale Forest

- **Manufacturers' Tree Planting Initiative:** KAM signed a Framework for Cooperation with Kenya Forest Services (KFS) to rehabilitate 10,000 hectares of degraded forest areas across the country. The framework envisioned rehabilitating different forests across the country with specific focus on KAM areas of operation which cut across 41 counties. The initiative seeks to support the government agenda to plant 15 billion trees by 2032.

KAM and its members planted 53,400 seedlings across different forests across the country, as part of the KAM/KFS partnership aimed at mitigating the impacts of climate change. The Association is committed to driving the green manufacturing agenda. This commitment manifests in two ways: by transitioning production systems to be environmentally friendly and by actively planting trees to capture carbon emissions.

- **Project Eagle Hackathon:** KAM hosted a three-day hackathon in partnership with Moringa School themed 'Project Eagle'. This Project aims to harness the power of data science, machine learning, and AI to transform policy and advocacy in Kenya.

This collaborative initiative challenged participants to develop innovative solutions addressing real-world challenges faced by KAM. The participants showcased their skills in data analytics, data visualization, and machine learning, impressing our panel of judges with their creativity and problem-solving abilities.

The Association onboarded the team that emerged as winners, who continue to provide practical solutions to KAM and its members. The team applies cutting-edge data analytics to enhance KAM's advocacy efforts and are working to integrating predictive analytics into the Association's research initiatives, including the Manufacturing Priority Agenda and export analysis under various trade agreements like the African Continental Free Trade Area (AfCFTA).

By leveraging data science, machine learning, and artificial intelligence, this initiative empowers KAM to revolutionize advocacy and policymaking, paving the way for sustained industrialization and prosperity in Kenya.



KAM hands over donations to Red Cross to support Kenyans affected by floods

- **Manufacturers support Kenyans impacted by floods:** In solidarity with those impacted by floods, KAM launched a campaign to rally support from its members and mobilize resources to provide essential relief. The initiative was supported by members across the country with distribution managed by KAM's implementing partner, the Kenya Red Cross. We appreciate you for standing alongside communities affected by the floods, offering assistance and solidarity during this challenging time.

- **Green Manufacturing:**

- **KAM, DI Partner on Circular Economy:** KAM and Danish Industry signed a partnership agreement to advance support for manufacturers in driving the implementation of the circular economy approach and sustainable practices, thereby fostering economic growth in manufacturing. KAM continues to collaborate with the Confederation of Danish Industry to enhance both its value proposition services to its members and operational growth as an Association.
- **Technical Assessments:** Through the Centre for Energy Efficiency and Conservation (CEEC), KAM supported members to be more energy efficient by conducting energy audits. The audits were geared towards helping members to identify energy cost saving measures in their facilities. The implementation of energy efficiency measures contributes to about 10% - 30% energy savings for the company. Beyond energy savings, the energy audits have helped members to comply with the Energy Management Regulations that require designated facilities (facilities consuming more than 180,000kWh units) to conduct energy audit every 3 years.

In 2024, manufacturers realised savings of about 190,000 gigajoules and 240,000 megawatt hours of thermal and electrical energy respectively, translating to approximately Ksh 434 million energy savings.

Beyond the energy audits, CEEC also supported facilities to optimize their processes. The objective of the process optimization audits is to minimize cost and maximize throughput and efficiency. The audits explore the possibility of adjusting a process to make the best or most effective use of some specified set of parameters without violating some constraints.

- **Capacity Building:** This year the Centre offered energy-related trainings. The trainings covered a wide scope of courses with practical approaches to energy management by offering hands-on approaches to assist industries successfully implement energy management programs in the current energy scenario.

The trainings serve to equip participants with an understanding on how to apply energy management principles resulting in reduced energy consumption and significant cost savings.

Some of the trainings offered at the CEEC include:

- Energy Auditing Training
- Energy Auditors' Refresher Training
- Boilers and Steam Systems Training
- Certified Energy Manager (CEM)
- Pneumatic Conveying and Compressed Air Systems Training
- Certified Measurement and Verification Professional (CMVP)
- Solar T3 Training
- Certified Carbon Auditing Professional Course (CAP)
- Environmental Compliance
- Green and Circular Economy Training

These training are a strategic investment for organizations, contributing to financial savings, environmental responsibility, regulatory compliance, and overall competitiveness in the rapidly changing business landscape.

- **Awareness**



Panellists share insights during the 2nd edition of the Loop Kenya Forum

- **Loop Forum:** KAM hosted the 2nd edition of the Loop Forum, a pivotal event aimed at accelerating the circular economy in Kenya. This influential gathering is designed to foster collaborations, engage in policy dialogue, and showcase innovative solutions.

Circular economy is based on three principles: eliminating waste and pollution; circulating products and materials; regenerating nature. It creates solutions to the challenges we are

currently facing locally and internationally, such as climate change and biodiversity loss whilst addressing important social needs.

The forum is a significant milestone in Kenya's journey towards a sustainable and circular economy. It brings together industry stakeholders, policymakers, regulators, private companies, civil society, knowledge institutes, investors, development partners, and youth involved in the circular economy.

- **Sustainable Energy Week:** KAM hosted the Sustainable Energy Week to raise awareness on energy efficiency and conservation in the country. The event, which consisted of the Clean Energy Conference and Expo and Energy Management Awards (EMA), was the curtain raiser to 9th Annual Global Conference on Energy Efficiency hosted by the International Energy Agency, an event that brought together global leaders in government, business and civil society – from across every continent – to accelerate policy action on energy efficiency.

The deliberations during the Clean Energy Conference focused on the role of green skills in contributing towards the tripling of renewable energy capacity in the country as well as technology and financing as an enable of green energy. Manufacturers also called for the country to invest in green skills, noting that there is a mismatch between industry demands and academia.

The Sustainability Energy Week culminated with the Energy Management Awards.



Kenya Breweries, Nairobi bags overall Energy Management Award

- **Energy Management Awards:** KAM held the 20th Edition of the Energy Management Awards (EMA) on 20th May 2024. EMA is an annual award that encourages participating organizations to strive for excellence in energy efficiency.

Through our efforts towards energy management and efficiency, about Ksh 15 billion and 2,000 GWh has been recorded. This represents close to 100MegaWatt of investment that has been freed up and could be used to supply energy to other users. These savings are from about 500 cumulative participations as of December 2023 since we kicked off the awards in 2004. The savings from all facilities are much higher.

In 2024 alone, manufacturers realised savings of about 190,000 gigajoules and 240,000 megawatt hours of thermal and electrical energy respectively, translating to approximately Ksh 434 million energy savings.

The Energy Management Awards 2024 winners in various categories are:

NO	AWARD CATEGORY	RUNNERS-UP	WINNER
1.	Overall Energy Management Award	British American Tobacco Kenya Plc- GLT Plant Thika	Kenya Breweries Limited - Nairobi
2.	Renewable Energy Award, for Band III Energy Consumers	Haco Industries Limited	British American Tobacco Kenya Plc – GLT Plant, Thika
3.	Renewable Energy Award, for Band I and Band II Energy Consumers	Spin Knit Ltd	Kenya Breweries Limited-Kisumu,
4.	Water Efficiency Award	British American Tobacco Kenya Plc- GLT Plant Thika	Kenya Breweries Limited-Kisumu
5.	Best Energy Management Team Award	Kenya Breweries Limited-Nairobi	Isuzu East Africa Ltd
6.	Best Energy Management Textile and Apparel Sector Award	Thika Cloth Mills Limited	Spin Knit Limited
7.	Best Energy Management Tea Sector Award	Browns Plantations Kenya - Kitumbe Tea Factory	Ngorongo Tea Factory
8.	Best Energy Management Service Sector Award	Sarova Whitesands Beach & Resort	Jubilee Life Insurance Ltd-Wabera Street Nairobi
9.	Electricity Savings Award for Band III Energy Consumers	Sarova Stanley Hotel	Unga Farm Care (E.A) Ltd –Animal Feeds Nairobi
10.	Electricity Savings Award for Band II Energy Consumers	Browns Plantations Kenya – Kitumbe Tea Factory	Umoja Shoe Company Limited
11.	Electricity Savings Award for Band I Energy Consumers	Kenya Breweries Limited-Nairobi	Mabati Rolling Mills Limited – Mariakani
12.	Thermal Savings Award for Band III Energy Consumers	Cosmos Limited	British American Tobacco Kenya Plc- GLT Plant Thika
13.	Thermal Savings Award for Band II Energy Consumers	Browns Plantations Kenya – Chomogonday Tea Factory	Thika Cloth Mills Limited
14.	Thermal Savings Award for Band I Energy Consumers	Krystalline Salt Ltd-Malindi Plant	Kenya Breweries Limited – Nairobi
15.	Biogas Valorization Award	Sian Biogas	Sistema Bio
16.	Clean Cooking Solutions Award	SistemaBio	Fusion Experience
17.	Improved Cooking Solutions Award	Better Cooking (EcoSafi)	Bentos Energy Limited
18.	Digitization Award		Cosmos Limited
19.	Most Improved Award	Thika Cloth Mills Limited	Unga Farm Care (E.A) Ltd – Animal Feeds Plant Nairobi
20.	Participation Consistency Award		Spin Knit Limited
21.	Sustained High Performance Award	Kenya Breweries Limited-Nairobi	British American Tobacco Kenya Plc- GLT Plant Thika
22.	Best New Entrant Award	Browns Plantations Kenya- Chemirei Botanicals	Grain Industries Ltd
23.	Young Innovators Award	Ephantus Gachihi Gitahi & Brenda Akinyi Oluoch	Calisto Wasonga

- **Relaunch of Code of Ethics for Business in Kenya:** KAM together with Global Compact Network Kenya, and Kenya Private Sector Alliance relaunched the Code of Ethics for Business in Kenya.

The Code is a principles-based collective action Initiative that aims to promote and enhance the ethics of business conduct in Kenya in line with the Ten Principles of the United Nations Global Compact on Human Rights, Labour Standards, Environment, and Anti-corruption.

Officially launched in March 2012, the Code is a guide to ethical business practices in Kenya especially among the private sector and has grown from 44 signatories to over 840 signatories. With the relaunch, a new digital platform was also unveiled where companies can readily access information and tools to support them in their anti-corruption compliance journey.

The Code has gained global recognition as a principles-based collective action initiative designed to foster a cleaner business environment in Kenya. The Code has helped businesses self-regulate and provided a clean business environment in Kenya among the signatories.

- **Manufacturing Excellence**

- **Market Development (Business Information Services):** Through the Business Information Services Desk, KAM conducted several firm-level competitive engagements and sensitized KAM members on several compliance issues.

The engagements covered a wide scope of courses with practical approaches to enhance firm-level competitiveness, including:

- ERP and Waste management Seminar
- Industrial Spares and Duty Remission
- Cushioning Industries against the rising Energy Costs
- Statutory Regulations and its impact in Businesses
- Transfer Pricing
- Duty Remission Schemes
- Industrial Spares and Duty Remission Scheme
- East Africa Kaizen Congress
- DRC Trade Mission

- **Manufacturing Academy:** KAM through the Manufacturing Academy has continued to drive the execution of high-quality manufacturing practices guaranteed to enhance productivity and personal growth. The Association has engaged members through physical and online training.

- **Inclusivity:**



KAM hosts Women in Manufacturing National Conference in Nairobi

- **WIM2County Forums:** Through our Women in Manufacturing (WIM) Programme that was established in 2017, we seek to enhance market access for women in industry in Kenya, provide an enabling environment for them and improve their competitiveness locally, regionally and globally.

Through GIZ's support, KAM engaged women industrialists at county level and supported them on matters unbiased recruitment and prevention of gender-based violence. Through these activities, we have:

- Engaged 535 participants at both national and county levels to address the challenges hindering the expansion of their businesses and to raise awareness about the impact of gender-based violence and unbiased recruitment practices on business growth.
 - Trained 23 companies on the prevention of gender-based violence and unbiased recruitment practices. Additionally, we developed a model sexual harassment policy for adoption by companies in the manufacturing sector.
 - Women were also able to showcase their products and services, which was a significant highlight of all the forums. Additionally, the forums provided valuable networking opportunities and served as platforms for cross-learning and knowledge sharing.
- **An Inspiring Ladies Evening with US Ambassador to Kenya:** The KAM WIM Programme hosted an inspiring Ladies' Night featuring Ambassador Meg Whitman. The Ambassador shared invaluable insights, highlighting the significance of branding and market focus, and encouraged entrepreneurs and businesses not to be intimidated by the vastness of the U.S. market, but instead to approach it strategically by focusing on a specific State, studying its unique needs and market gaps, and positioning one's brand to fill those gaps effectively.

The event was a powerful reminder of the importance of strategic thinking, resilience, and community support in business growth. It was a night of empowerment, networking, and insightful conversations as we celebrated the transformative leadership of women in business, industry, and beyond.

- **Women in Manufacturing Gala Dinner:** The Association hosted the WIM Gala Dinner 2024 under the theme, *investing in women for a better future for all*. The event offered a platform to celebrate the achievements of women in the manufacturing sector and to honor the spirit of resilience and collaboration among women in manufacturing. It also provided a platform for sharing experiences among women in manufacturing.



Members of the Women in Manufacturing Steering Committee enjoy a dance during the 2024 Gala Dinner

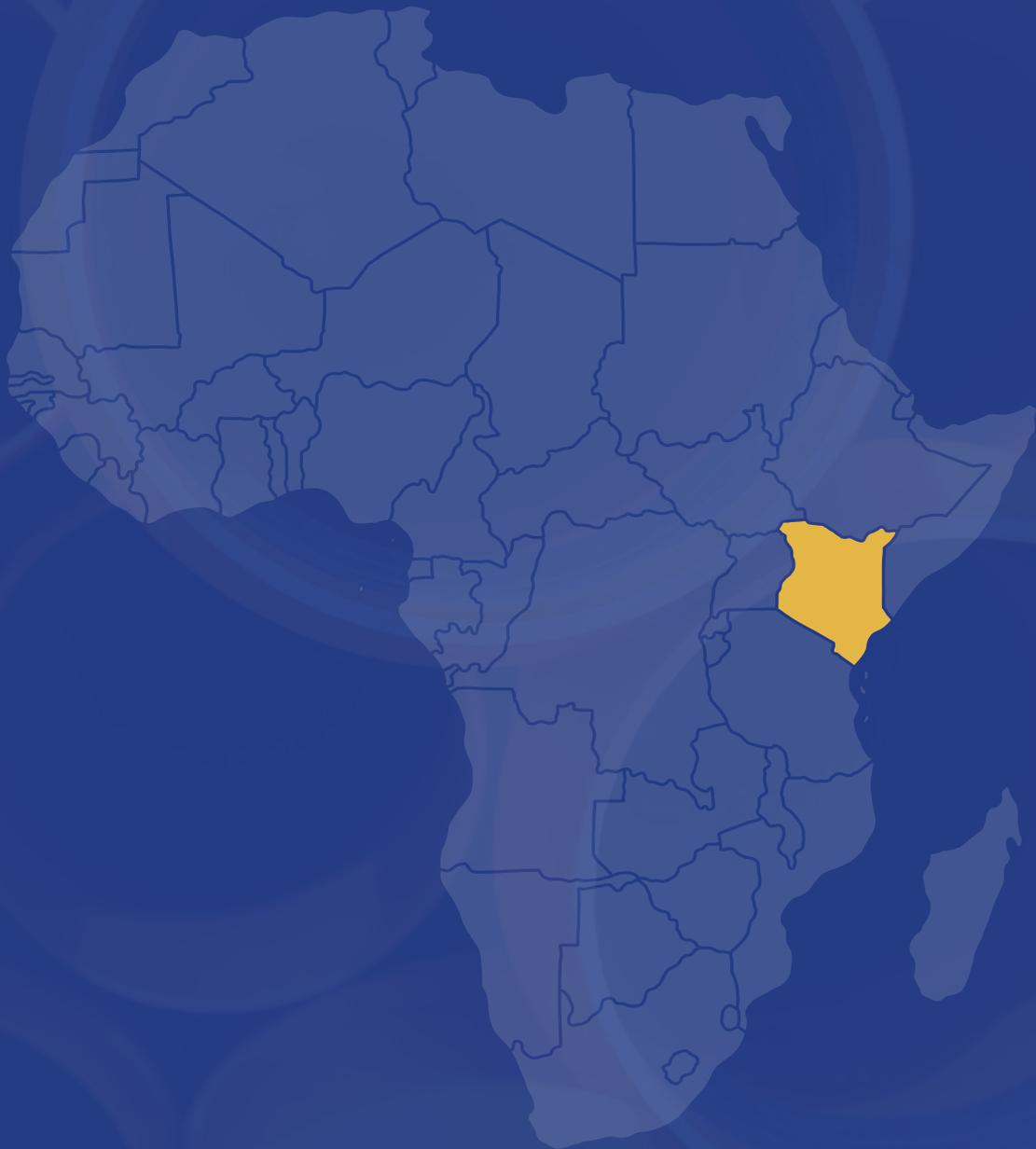
○ Skills Development

- **TVET Stakeholder Engagement:** KAM, in partnership with GIZ, the Ministry of Foreign Affairs of Finland, KEPSA and the Federation of Kenya Employers hosted a TVET Stakeholder Engagement Forum in the Coast Region, themed Empowering Skills for a Sustainable Future: Advancing TVET, Inclusion, and Green Industrial Growth through Innovation and Policy.

The session focused on:

- Enhancing Dual TVET for industrial growth and sustainable development.
- Building inclusive workforces through enhancing employability for persons with disabilities (PWDs). The forum coincided with the International Day of Persons with Disabilities, hence underscoring the importance of this.
- Best practices in labour and skills development for economic growth.
- Leveraging AI and green industrialization for a future-ready workforce.

Through TVET Program, KAM provides work-based training opportunities, promotes industry standards in training, advocates for skills development, and improves job placement opportunities.



CONTACT US

✉ P.O. BOX 30225 – 00100 Nairobi Kenya

📍 15 Mwanzi Road, Opposite Westgate Shopping Mall, Westlands, Nairobi, Kenya

✉ info@kam.co.ke 🌐 www.kam.co.ke

☎ +254 (0) 722 201 368; +254 (0) 734 646 004/5; +254 (020) 232 4816

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Creating prosperity for the nation through sustainable industrialization