



ISSUE NO 5



SME

NEWSLETTER

2020



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FOREWORD

BY CHAIRMAN



Last year was filled with uncertainties. The COVID-19 pandemic threw an unwanted curveball on our plans – it impacted on our operations. However, industry demonstrated a high level of resilience, which saw us emerge optimistic, though cautiously, about what the future holds for us.

A KAM-KPMG Study on the Impact of COVID-19 on the Manufacturing Sector established that manufacturers faced liquidity challenges, saw reduced revenues and faced production and supply chain interactions. The impact was more severe for manufacturing SMEs.

We laud the government's move to put in place measures to cushion the economy, particularly the Credit Guarantee Scheme, to provide partial mitigation of default risks associated with lending to SMEs. However, SMEs continue to face unique challenges in standards development, market access, low innovation on product development and unfriendly policies and regulatory regime.

To transform Kenya into a competitive industrial hub, we must implement effective strategies to drive the growth of local industries whilst encouraging new investments. We cannot speak of economic rebound, without creating an enabling environment for SMEs, who are the future of industry. This is because they have a huge potential to create long-lasting social value, especially because of their business models, products and proximity that caters for the everyday needs of the larger part of our population.

Our KAM SME Hub seeks to provide a favourable environment for SMEs through policy interventions and capacity building programmes, geared towards enhancing their growth.

2021 remains a critical year for the Association, as we work towards a robust economic recovery. We are keen on advocating for a conducive environment for SMEs to operate in, we are keen on enhancing their access to local and regional markets, governance and access to finance. This has been outlined in our 2021 Manufacturing Priority Agenda. We look forward to engaging the government and development partners to proactively drive economic growth through a thriving SME sector.

Mucai Kunyihya
KAM CHAIR

FOREWORD

BY CHIEF EXECUTIVE



Kenya Association of Manufacturers (KAM) remains committed to advocating for an enabling business environment that supports the country's industrialization agenda.

We acknowledge our responsibility in supporting the growth of SMEs. Hence, we continue to support the development of an inclusive, innovative sustainable and competitive SME sector in Kenya and the region.

As industry, we continue to drive key discussions at national and county level aimed at developing policies that favour the growth of SMEs and the protection of infant industries, through our Manufacturing SME Hub.

Additionally, to enhance market access, we engage regional partners and economic blocs to reduce or remove both trade and non-trade barriers. This is aimed at supporting Manufacturing SMEs to export their products and services both in East Africa, and to the continent. We hope that the commencement of trade under the Africa Continental Free Trade Area (AfCFTA) shall create a larger market for manufacturing SMEs under the KAM membership base.

We shall also continue advocating for the implementation and enhanced monitoring and evaluation of the Buy Kenya Build Kenya strategy, and encourage government to widen the scope of local content to be exclusively sourced locally by its agencies.

We commit to continue with our efforts of supporting SMEs in industry this year.

Phyllis Wakiaga
KAM CHIEF EXECUTIVE

BUSINESS COMPETITIVENESS SERVICES CHAIR



CREATING A CONDUCTIVE ENVIRONMENT FOR MANUFACTURING SMEs

Kenya is increasingly experiencing the impact SMEs have in their communities. For instance, in 2020, they played a role in supporting the country to mitigate the spread of COVID-19 through masks production.

Over the years, SMEs have been recognized for their role in provision of goods and services, enhancing competition, fostering innovation, generating employment and alleviation of poverty (KNBS, 2016).

Their role in the economy is highlighted in Vision 2030 – it has been identified and prioritized as key driver of economic growth. This calls on all partners and stakeholders, including government, private sector and development partners, to work together, to drive their growth.

The time is ripe to create a conducive space for SMEs to be productive and profitable at local and regional levels. There is no future for industry without manufacturing SMEs.

Pankaj Bedi
KAM DIRECTOR & BUSINESS COMPETITIVENESS SERVICES CHAIR

KAM SME HUB CHAIR



DRIVING SME DEVELOPMENT

Despite the huge role that SMEs play in driving the growth of our economy, it is estimated that their contribution to production is minimal, and many of them specialize in low-value addition.

They cannot be downplayed, especially now as we move to rebound the economy following the adverse effects of the COVID-19 pandemic.

KAM set up the Manufacturing SME Hub in 2019, geared towards preparing, nurturing and growing manufacturing SMEs to take full advantage of the available markets.

The Hub seeks to address the challenges affecting SMEs in the country including unfriendly policies and regulatory regime, tedious and lengthy process in quality standards and certifications, access to markets, access to affordable finance and poor governance structures.

The Hub is structured to leverage on relevant partnerships to address specific needs. It offers a holistic approach to SME engagement in offering products and services to manufacturing SMEs. This is through capacity building services which include incubation Services, Acceleration Services and Scale-Up Services; policy, research, and advocacy; and membership.

Ciiru Waweru Waithaka
KAM DIRECTOR & MANUFACTURING SME HUB CHAIR

HEAD OF KAM CONSULTING AND BUSINESS DEVELOPMENT

PROMOTING CREATIVITY AND INNOVATION AMONG SMEs

Many successful businesses across the world started as SMEs. As an Association, we understand that SMEs are the future large companies in the country and renown multinational companies.

This calls on us to pay attention to promoting their creativity and innovation. However, this is only possible if they have a space to be creativity and innovative. That is what KAM seeks to offer manufacturing SMEs. A place to incubate, accelerate and scale up your business.

We also acknowledge that creating a large pool of SME voice provides a bargaining power that influences market outcomes and a positive systemic change.

As industry will continue to be an essential link for cooperation, dialogue and understanding with the government by representing the views and concerns of SMEs to the relevant authorities.

Joyce Njogu

HEAD OF KAM CONSULTING AND BUSINESS DEVELOPMENT



SME DEVELOPMENT OFFICER

TAILOR-MADE SOLUTIONS TO STRENGTHEN SMEs

SMEs are a huge untapped resource for our economy that we would like to see at the frontline of our economic development.

However, the growth of SMEs is dependent on a supportive environment, which provides them with the resources and capacity needed to be contracted partners, servicing an increasing share of the growing local, regional and international demand.

This is why the Association continues to provide tailor-made and innovative approaches at sector and product supply chains level to re-energize and drive the growth of SMEs.

We are committed to strengthening SME support through business growth capacity building programmes, increased access to markets, access to finance opportunities and policy advocacy for preferential treatment to spur growth.

Nduta Ndirangu

SME DEVELOPMENT OFFICER, KAM



KAM SME DEVELOPMENT

Vision

To be a world class business membership organization effectively delivering relevant services to manufacturing SMEs.

Mission

- ✓ To promote competitive local manufacturing for SMEs in a liberalized market.
- ✓ To support the development of an innovative, sustainable and competitive Small and Medium Enterprise Sector in Kenya and in the region with strong export potential.



Objectives

01

Offer support to growth-oriented enterprises as seed pipeline of future global industries.



02

Create an entrepreneurial culture focusing on sustainable economic development, wealth and employment creation in Kenya.



03

Implementation of the Kenya Industrial Transformation Program based on the efficient coordination with public and private sector institutions, through cooperation and partnership both at county and national level.



SME Development

The importance of Small and Medium-sized Enterprises (SMEs) for sustainable growth and employment is recognized worldwide. Accordingly, SMEs are a key priority area for many emerging economies and multilateral development institutions. In developed countries, they account for a majority share of value-added and as much as 67% of employment. Therefore, SMEs represents critically important part of the economy.

KAM plays a critical role in advocating for a business competitive environment for SMEs to thrive in. To this end, the Association has set out to provide strategic leadership in supporting Manufacturing SMEs towards inclusive global competitiveness.

The KAM SME Hub has been designed to offer a holistic approach to SME engagement. The Hub is structured to leverage on a variety of relevant partnerships to address specific needs through Identification of priority and beneficial partnerships.

It is geared towards preparing, nurturing and growing businesses to take full advantage of new emerging market frontiers, both locally and internationally.

The mission is to foster the development of a flourishing entrepreneurial culture and competitive small and medium manufacturers in Kenya and in the region.

For the last few years, KAM has been offering a well-researched and custom-made capacity building activities (workshops) and practical technical firm-level interventions that offer solutions to industry challenges such as:



Our Approach



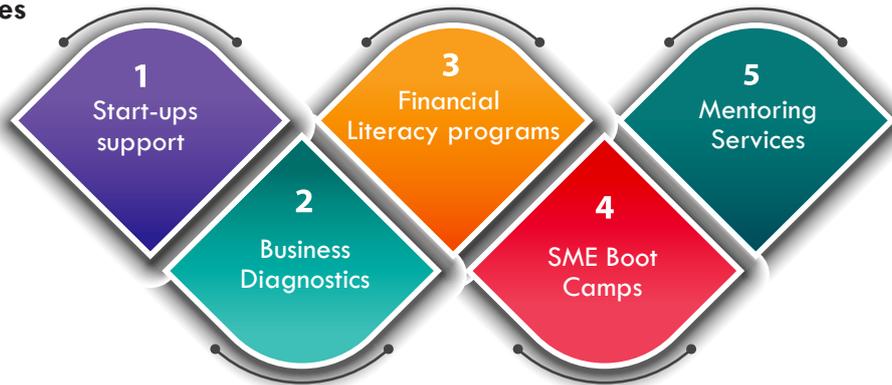
Our Services

Products and Services Offering

Capacity Building Services

Micro

Incubation Services



Small

Acceleration Services



Medium

Scale Up services



CAPACITY BUILDING

SME exchange and learning visits

KIRDI Study Tour

Kenya Association of Manufacturers (KAM) organized a study visit to Kenya Industrial Research and Development Institute (KIRDI) Headquarters on Thursday, 24th September 2020.

The tour's main objective was to give Small and Medium Enterprises (SMEs) a walk-through on the best practices for innovative technologies, research and development (R&D) and incubation services.

This is because R&D plays a critical role in the innovation process, which is important for business growth. Successful R&D relies on extensive market and customer research.

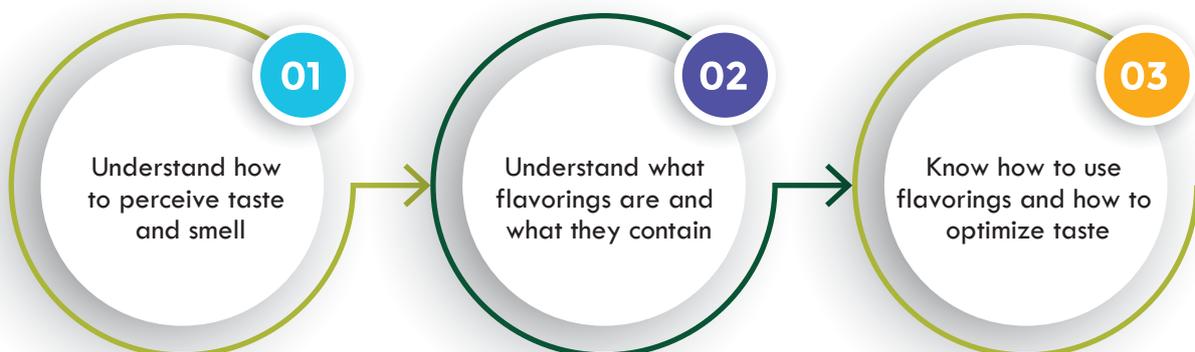
- ✓ Identifying potential gaps and opportunities within your existing or potential markets, understanding existing customer needs and behavior, as well as prospective customers, will help you develop new or improved, relevant and desirable products and services.
- ✓ Innovation leads to increased profits and lower costs.





Afribon Study Tour

KAM partnered with Afribon Limited, a taste expert, to conduct an SME Study Tour, on 1st September 2020. The objective of the study tour was to enable manufacturing SMEs to:



SME Boot Camps

KAM hosted the two virtual SMEs regulatory boot camps for Manufacturing SME Hub Members Nairobi and Lower Eastern Chapters. The boot camps sought to sensitize participants on various regulations, opportunities and constraints within the regulatory environment as part of efforts towards an enabling regulatory environment.

MARKET ACCESS

KAM, Ajua partner to enhance market access for SMEs



KAM Partnered with AJUA to enable KAM SME Hub Members to unlock new markets by connecting business to Aja's growing nationwide audience of retailers and resellers through free advertising on the AJUA SME Connect digital platform.

Taste and perceptions Webinar

KAM in partnership with QR Flavour Solutions and Afrigon Limited held an online flavourings workshop on 31st August 2020. During the workshop, manufacturing SMEs learnt the importance of flavourings and why they are widely used in food and beverage products.

The workshop explained why flavorings are so important and why they are widely used in our food and beverage products.

Product Innovation Webinar

KAM hosted a 2-day Product Innovation Webinar, on 24th -25th June 2020.

The Workshop's thematic areas included:



KAM, Creating Perspectives host Traceability and Transparency Workshop & Focus Group



KAM in partnership with Creating Perspectives:-Business for Development (East Africa) program hosted a Traceability and Transparency Workshop on 10th February 2020.

The objective of this workshop was to create demand for product transparency, traceability and combating counterfeits all over the world.



KAM hosts Focus Market Testing Workshop

KAM hosted the Focus Market Testing Workshop on 28th July 2020. The workshop's objective was to provide knowledge and skills to assess external markets as a potential export destination. The session focused on the East Africa Community (EAC) and the African market (Tripartite FTA and the African Continental Free Trade Area-AfCFTA). Some of the thematic areas discussed during the workshop included the regions' regulatory frameworks and products / sectors that present the highest export potential. The participants were equipped with analytical trade tools (such as ITC Trade Map / MacMap / Export Potential Map) to undertake their own export data analysis.

KAM hosts Export Risk Management Workshop

KAM hosted an Export Risk Management workshop on 29th July 2020. The workshop's main objective was to explore the various types of risks inherent in export business; as well as how to manage and track them to ensure successful exporting.





SME Compliance Seminar

KAM in partnership with Kenya Revenue Authority (KRA) and Kenya Bureau of Standards (KEBS) hosted a MSME Compliance Forum on 31st January 2020.

The objective of the meeting was to enable SMES understand the role of KRA and KEBS in enhancing compliance; taxes concerning food, cosmetics and beauty as well as compliance requirements; standards requirements for setting up a small manufacturing plant and the standardization mark (S-Mark).

KAM, Jumia partner to enhance market access for SMEs

KAM partnered with Jumia to enable SMEs sell their products on the online platform. This enabled access to Jumia's growing customer base through digital platforms and search engines.





Optimizing E-commerce Platforms

KAM in partnership with Amari Consulting held a Webinar on Optimizing E-Commerce Platforms on 29th October 2020.

The webinar aimed to enable SMEs understand how to choose an e-commerce platform, increasing traffic and conversion rate in their e-shop and survival strategies to keep businesses afloat during the COVID-19 pandemic by taking advantage of the e-commerce wave.

Subcontracting

Subcontracting has been identified as a key driver to the success of the manufacturing industry. Globally, there are classical examples on how subcontracting has led to the development of efficient supply chains, giving rise to high performance companies. Toyota and Boeing manufacturing companies are good examples of companies that have grown into global giants as a result of the use of subcontracting in their supply and value chains.

In Kenya, the use of subcontracting has created growth in various sectors including Automotive, Furniture, Textiles, leather, Plastics, Pharmaceuticals, building and Food.

Subcontracting is an important driver of SME development. It creates a predictable and structured market access, capacity development and a platform for technology transfer from larger companies.

Subcontracting in 2020

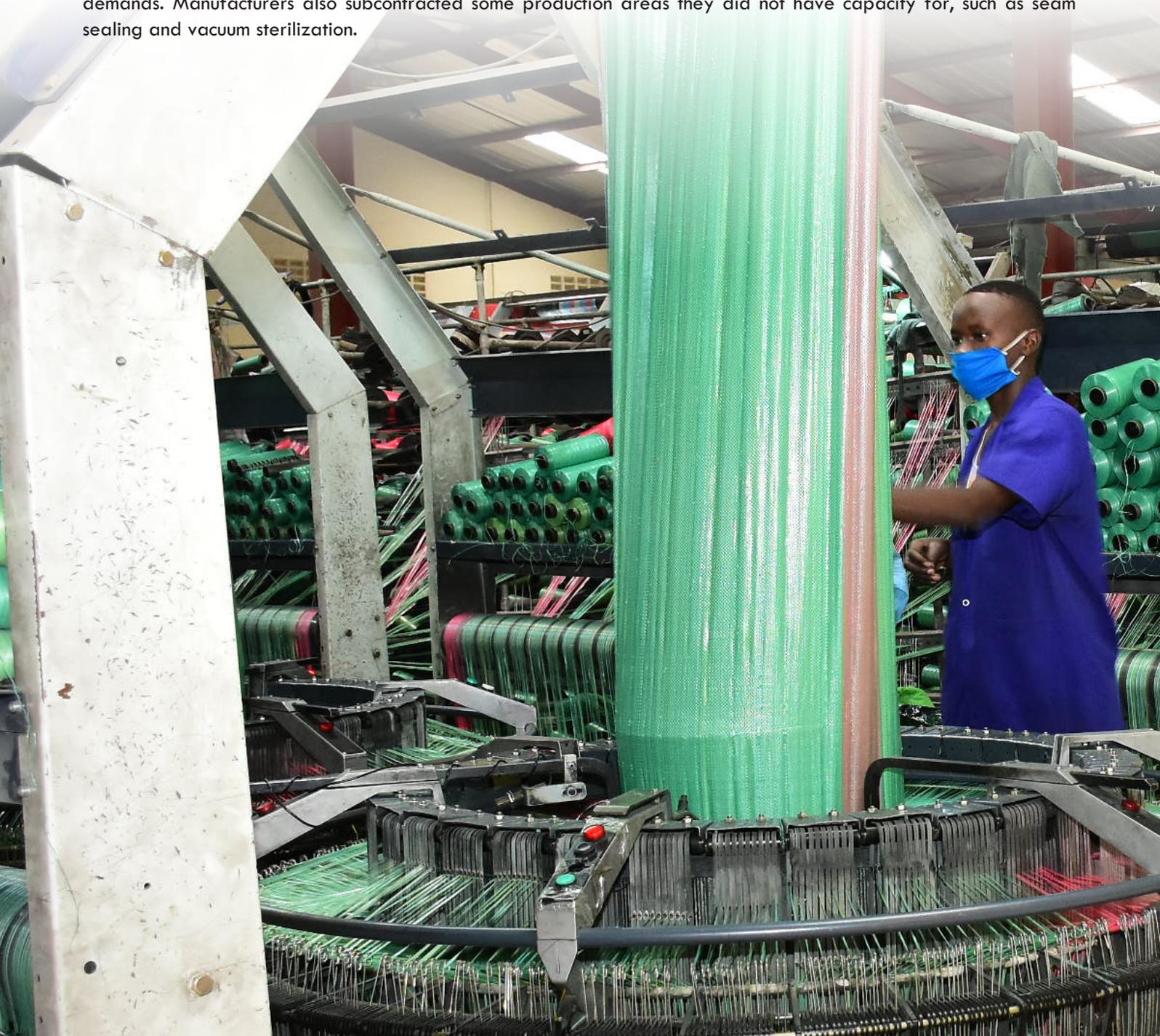
2020 presented Kenya and the world with a strange environment as a result of the COVID-19 pandemic. The virus has had far reaching economic, social and health effects in Kenya and the world at large. This resulted in the disruption of supply chains, crushed consumer markets, reduction in productivity as well as job and investment losses. Just like the rest of the world, Kenya sought to have a localized supply chain of critical essential items to be used in the fight against COVID-19, including personal protective equipment (PPEs) and other medical supplies.

Subcontracting in the wake of COVID-19

Local manufacturers repurposed their manufacturing lines to ensure Kenya does not run out of supplies.

This came in handy when countries did not have enough to meet their domestic demand. Therefore, countries had to source locally for these and other items. Kenya had one of the best response rates in Africa, owing to its advanced manufacturing sector. Subcontracting manifested itself as follows: Non-Woven Fabric Manufacturers to Garment Manufacturers – The ban on plastics carrier bags in 2017 led manufacturers to develop non-woven poly propylene. This was also accompanied by investments in converting the non-woven fabrics into various products. The infectious nature of the coronavirus meant that the frontline workers needed to have disposable personal protective equipment (PPEs). The solution was the use of non-woven polypropylene material that the country was already manufacturing in sufficient quantities. However, most fabric manufacturers did not have units to convert them into PPEs, giving rise to the need to subcontract stitching work to garment manufacturers.

Managing production pressures - Due to the urgency to provide the required PPEs; companies found themselves over-stretching their capacity. This necessitated companies to subcontract some of their working order to meet market demands. Manufacturers also subcontracted some production areas they did not have capacity for, such as seam sealing and vacuum sterilization.



Contractual manufacturing - Brand owners engaged manufacturers to produce goods for them. This provided SMEs with an opportunity to help brand owners increasing demand. This shaped a successful model for contract manufacturing in Kenya; where brand development in some sectors is still under-developed. As such, various brands who previously sourced products outside the country have seen a tested model for local manufacturing.

Flexible Subcontracting Model

The Government, through the National Youth Service (NYS), subcontracted the stitching of masks for the government program to tailors across the country via the National Tailors Association. This provided relief to the tailors since it enabled them to earn a living amid a crisis. NYS did the mass cutting and designing of the fabric and shared it to the tailors' representative, who distributed it. A model for mass manufacturing within the micro units was also tested; one which sets in place mechanisms of enabling the micro enterprises to re-engineer their processes to meet bulk orders in a standardized manner.

Creating a conducive environment

Amidst the challenges, Kenyan manufacturers had a steep learning curve. There were reservations on technical specifications, quality control, skills gaps and financing gaps.

However, KAM in partnership with the Equity Group Foundation and the Kenya COVID Fund provided technical support to the manufacturers in form of trainings, information sharing, business linkages and financing.

Similar efforts were also done with KEBS, who provided free COVID-19 essentials standards to all manufacturers. This was done in coordination with Public Procurement Board (PPB), Ministry of Industry, Trade and Enterprise Development, Ministry of Health, the National Treasury and the National Assembly. This coordinated approach created a favourable environment for the local manufacturing of COVID- 19 essentials. The implementation of the SME policy, that has among other things, a subcontracting model is expected to make SME development under the model feasible.



FINANCIAL ACCESS

KAM Stanchart Webinar

KAM in partnership with Standard Chartered Bank held a webinar on “A Conversation with your Banker during a Crisis” on **8th September 2020**. The webinar sought to explore:

- ✓ Investment opportunities offered by banks to navigate the uncertainty negotiating with your banker to restructure loan
- ✓ Maximizing returns and to get the best deal for a distressed financial obligation during a crisis.

KAM, Equity Webinar on Building Resilience

KAM and Equity Bank held a webinar themed “Building business resilience through access to finance” on 27th October 2020. The session was focused on addressing access to finance issues faced by manufacturing SMEs in their quest to scale up and access global markets.

National Capital Markets SME Forum

The Association participated in the National Capital Markets SME Forum. It provided us with a platform to showcase the role of SMEs in driving economic development and the challenges impeding their participation in the capital markets.

Equity Financial Linkages forum

KAM in partnership with Equity bank hosted a MSME financial linkage forum at Crowne Plaza Hotel on 31 st October 2020. The forum aimed to provide markets, payments, access to credit, digitization, e-commerce and export linkages.



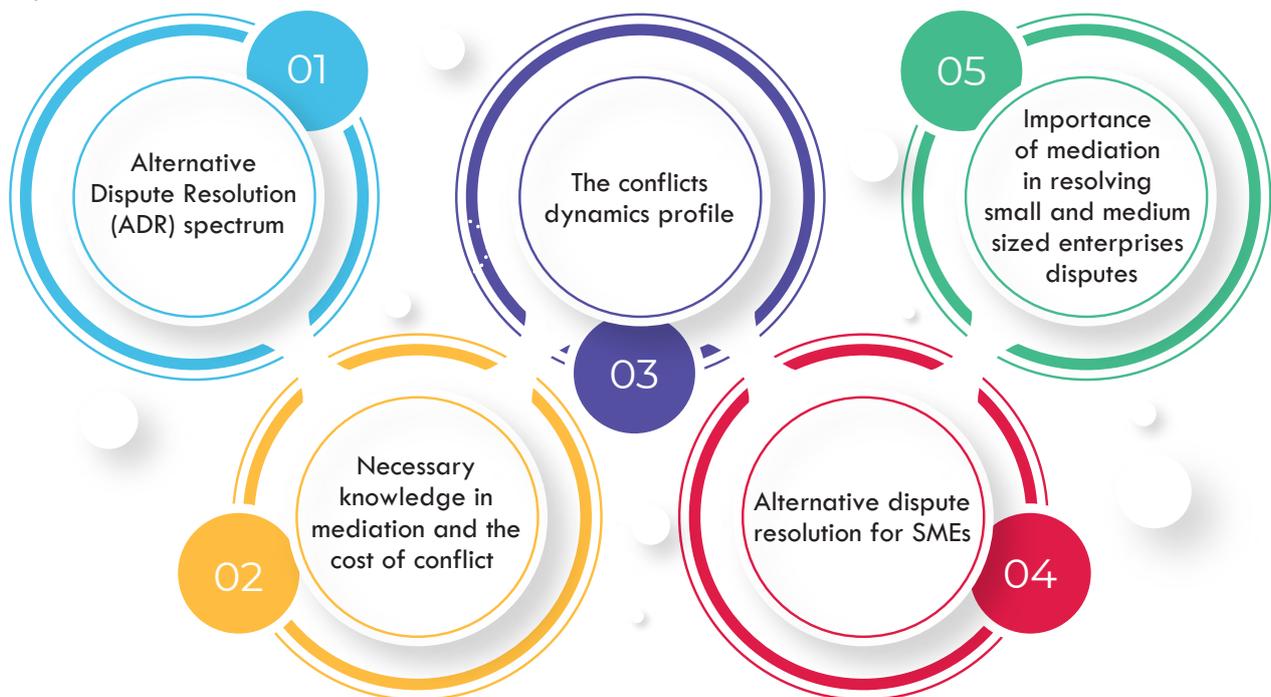
Head of KAM Consulting and Business Development, Joyce Njogu and Polycarp Igathe Chief Commercial Officer -Equity Group Holdings touring the SMEs exhibition booths.

CORPORATE GOVERNANCE

Strengthening Leadership in Business

KAM hosted a webinar on strengthening leadership through mediation for SMEs. The workshop's main objective was to sensitize SMEs in conflict management.

The key thematic areas included:



KAM hosts forum for board of advisors

KAM hosted a virtual forum on the importance of Board of Advisors for Manufacturing SMEs on 24th November 2020. The session sought to enable participants understand how to separate ownership and control and putting in place good governance structures.

Retired Expert Program

KAM invited applications for the Retired Experts Program (REP). The program sought to tap into volunteer experts' and executives' skills to advise Manufacturing SMEs on how to sustainably grow their organizations.

Mentorship Program

KAM developed a Mentorship Programme to help accelerate the growth of Manufacturing Small and Medium Enterprises (SMEs). The mentorship focused on good manufacturing practices, governance & leadership, finance, export market development and technology innovations among others.

35 SMEs receive mentorship in the above areas.

KAM partners with GIZ to promote inclusivity in manufacturing

The Association partnered with the GIZ Project – Creating Perspectives: Business for Development (East Africa) to implement the Inclusive Manufacturing Project.

The project sought to support manufacturing micro-enterprises in business management for inclusive growth in the region.

The project sought to support manufacturing micro-enterprises in business management for inclusive growth in Kenya, Uganda and Rwanda. It aimed to promote strong business skills among enterprises led by women and persons with disabilities.

KENYA



A Love Artisan Ladybird Chair

Love Artisan's Sara

Coaching Session with Love

Love Artisan workshop

Tam Tam Diani Ltd

Tam Tam Diani Ltd- CEO Amina

Tam Tam Diani Ltd New Products

Tam Tam Diani Ltd Coaching

UGANDA



Rena Beverages Mentoring Session



Mentoring at Kapeshe fame LTD



Lunas Enterprises Coaching session



Kyaffe Farmers Coffee mentoring and coaching session.

RWANDA



Dokmai Rwanda coaching Session



Hands of Rwanda Mentorship Session



Toddle Care Coaching Session



Sheja Clothing Mentorship



Aux Delices Honey Coaching session



Dokmai Rwanda



TESTIMONIALS



HEPHZIBAH INTERNATIONAL LIMITED

Hephzibah International Limited is a company registered in Kenya that operates under the brand name Barakah Natural with the slogan 'Healthy and Tasty'.



The company specializes in processing honey, jaggery, roasted peanuts and four varieties of natural peanut butter (plain peanut butter; peanut butter mixed with sesame seeds; peanut butter mixed with cashew nuts; and peanut butter mixed with Sesame, cashew nuts and flaxseeds).

Barakah Natural takes pride in producing natural, healthy products that do not have any artificial flavours, oils, sugar, chemicals and colouring. The company targets the health-conscious market that is careful about what they consume and also caters to those with health conditions that require them to consume healthy natural foods.

All the brands under Barakah Natural have been tested and approved for quality control by the necessary government agencies.

A member of Kenya Association of Manufacturers (KAM) since July 2020, the company has benefited greatly in several ways. They have since been paired with a mentor to assist with restructuring the business, cost cutting measures and upholding professionalism. The Association also sponsored the company to attend a training session in export requirements. The KAM SME Hub continues to provide guidance on how to relate with government agencies.

Samuel Baraka
Founder and CEO



SHETH NATURALS



Founded on July 1st, 2015, Sheth Naturals is a pan-African company built on the solid values of listening, hard work, honesty and innovation. The company manufactures natural hair and skin care products. Sheth Naturals is passionate about providing safe and high-quality products to restore the African pride. Our products are made in Kenya with love for the timeless

African royalty. Mizizi and Sheba, our two product lines are favourites for all health-conscious people seeking beauty.

We joined KAM towards the end of 2018, and since then, we have experienced tremendous growth in our company, through the innovative programs availed to Members for support. KAM has given us exposure and training to equip us better as an SME and we couldn't be more grateful. Our first experience as new KAM Members was the Changamka Festival in 2019, which we got to attend and learn. The first Women in Manufacturing dinner was also held, as we tried to learn our way around KAM, and we had the opportunity to hear from speakers from across the continent. They spoke on their various projects and shared nuggets of wisdom with the women in manufacturing who were in attendance. The same year, we got to attend a seminar on financing where we signed up for the Melvins Tea Mentorship program, which we attended in 2020.

We also participated in the Kenya Trade Week 2019 which hosted Source 21 COMESA. We showcased our products to the COMESA partners and were able to learn a lot from the delegates. Additionally, through the export training done by KAM in 2020, we widened our scope and envisioned possible ways of getting our products in the global market. Kenya Export Promotion and Branding Agency (KEPROBA) has since taken us on a journey to prepare us for the export market. This has helped us in developing export strategies that will assist in penetrating the international market. We also received a boost in our corporate governance structure, as we were connected with an older Member of the Association to sit in our board and assist in steering the company in the right direction as pertains best practices in manufacturing.

Through KAM, we were able to push for the gazettement of some natural products standards by KEBS, which has been very crucial for this market. Some of these include:

KS EAS 958:2020 Baby oils

KS EAS 959:2020 Body oils

KS EAS 961:2020 Glycerine for cosmetic use

KS EAS 967-1:2020 Butter for cosmetic use

KAM also offered our team free digital marketing training, where we learnt how to grow our online platforms and do meaningful campaigns online. Thanks to this, Sheth Naturals was named among Kenya's most notable brands on the digital space in the 2020 Battle of Brands report. As members of KAM, we were also able to participate and negotiate with the Pharmacy and Poison Board to align the regulations in the cosmetic sector, which is an ongoing discussion. We are grateful for the platform KAM has accorded us, to be able to learn and participate in policies that affect us as members. We look forward to an even greater year in 2021.

This journey has just started, and we are confident we will achieve much more as KAM is focused on securing the right business environment for its members.

**Dr. Gasheri Mugao,
CEO and Team Leader,
Sheth Naturals.**



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Miyonga Fresh Greens: Growing in Partnership with KAM

Miyonga Fresh Greens is an indigenously owned Kenyan company that grows, processes and exports fruit products. Founded in 2015, the company's product line includes avocado, fresh beans, passion fruit, mango, pineapple, banana, among others. The fruit, sourced from smallholder farmers, is sold raw, dried or as fruit powder.

One of the biggest challenges in the horticulture industry is food waste. Due to difficulties in meeting strict international standards, a lot of smallholder farmers end up with rejected fresh produce. Such produce easily goes to waste because it is perishable. In its work with smallholder farmers, Miyonga Fresh Greens is introducing innovating agro-processing technologies that would decrease food waste. The more of their produce farmers can sell, the more they could earn. Miyonga Fresh Greens' vision is to help create employment in rural Kenya by using technology to solve the challenges in fruit production.

In order to get a bigger market for the farmers in its value chain, Miyonga Fresh Greens approached KAM for assistance in developing links with buyers in Europe.

"We were looking at developing our export markets and help with acquiring production equipment," says Yvonne Otieno, CEO of Miyonga Fresh Greens.

Thanks to its partnership with KAM, Miyonga Fresh Greens identified areas of improvement, notably the need to build organizational capacity and to boost sales in the Kenyan market. Miyonga Fresh Greens was enrolled into a training program for new product development, branding and sustainable production. There was additional training on how to develop an online marketing strategy.

"We received a lot of training from KAM on export strategy. We also changed our communication strategy, including revamping our website and social media communication," says Yvonne.

In 2019, Miyonga Fresh Greens was among Kenyan SMEs supported by KAM to attend the Anuga Food Fair in Germany, through the Creating Perspectives Program

"Our partnership with KAM had immediate positive impacts on Miyonga Fresh Greens. "The changes were phenomenal, things that would have taken us three years to do, we did them within a very short time because we were connected to the correct mentors. We moved from mentees to mentors.," says Yvonne,

Mentorship was key in getting Miyonga Fresh Greens products into the local retail market, with the biggest change being the accelerated entry into the local market.

Through its partnership with KAM, Miyonga Fresh Greens gained crucial sales leads and met potential business partners at the Anuga Food Fair. Through these new skills and access to technology, Miyonga Fresh Greens is well on its way towards helping farmers earn more from the fruits of their labour.

Yvonne Otieno,
Director, Miyonga Fresh



TAM TAM DIANI

I was one of those very fortunate individuals brought up by grandmothers and aunts who loved applying natural oils on our hair just before school. My Ayeyo (Somali for grandmother), loved a particular coconut oil that had a strong pungent smell that everybody recognized in school. She would make sure you had it slathered all over your body, the more you glistened the better!

For years that is all I knew in terms of body and hair moisturizers. Whenever you fell ill, the famous dark glass bottle of black seed oil would show its face and most of us felt like if we could run a mile we would! Unlike the conventional flavored syrups of today, the black seed oil had a spicy strong flavor that was hard to swallow. However, we all grew up big and strong just like our Ayeyos said. I'm now older, wiser, and have started a journey of re-educating and carrying on what the older generations did before me. However, with different means- using the latest technology and methods of extraction, we preserve most of the needed nutrients in our products.

At TamTam our top priority has and always will be quality. Years of research and experience in the field of natural health products comes into play with every product we share. All of our products are organic, vegan, unrefined, with no artificial additives and preservatives.



Black Seed Oil

Jamaican Black Castor Oil

Extra Virgin Coconut Oil

Coconut Body Butter

Coconut Drizzle

Coconut Vinegar



When I first joined KAM I did not fully understand how much of an impact it would have on my business and personal growth. I attended the launch of the KAM SME Hub in 2019. After I signed up, I received several emails that left me perplexed, but at the same time happy knowing that so much was happening that I didn't even know existed. Some I understood, some I did not, but with time I found myself signing up and attending the forums. Meeting the members and sharing similar experiences was reassuring that I was not alone on this journey.

Having Joyce Njogu - Head KAM Consulting and Business Development and Nduta Ndirangu - SME Development Officer; handholding me and always ready to guide and even listen to some of my not so intelligent questions was a great relief! I kept telling them that they did not understand me as an SME and they took the time to understand and help me through some of my challenges.

As much as 2020 was a challenging year for everybody, I took every opportunity that was given to me by KAM. I attended some of the virtual meetings that were relevant to my business. I had the pleasure of being chosen for the Inclusive Manufacturing Program.

This program has had such an impact on my business. I also participated in the retired expert program that was truly a great experience.

In 2021, I am geared to stay focused and make sure that I continue to grasp every opportunity given to me by KAM and share some of the needs in terms of knowledge and challenges that are specific to the SMEs.

Amina Haider,
CEO and Founder,

AZAAVI FOODS

Azaavi Foods offers organic, sweet and nutritious fruits in form of dried/desiccated mangoes, pineapples, plantains, fried bananas, mango chili among others. These are sourced from fully certified farmers from various regions across Kenya.



Our mission is to have provide a sustainable value chain from farm to fork while our Mission is to stop/reduce post-harvest losses and offer sustainable good quality as well as organic products at a competitive price. We hope to make a healthier world.

Through sustainable farming practices we encourage organic farming for guaranteed quality and safe food production thus addressing post-harvest losses, good availability and a health-conscious nation. We create the link to market, Employment, Gender/Youth Empowerment, Education and Economic growth. From farm to work we ensure that your best seasonal fruits are available throughout the year.

Being a member of KAM SME Hub, Azaavi Foods has benefited from advocacy aimed at favorable policies that support upcoming enterprises. We have also participated in networking sessions where we engaged like-minded Manufacturing SMEs, sharing our experiences. The capacity building programs have been phenomenal to our growth, notably, the Mentorship and Coaching done in 2020. This was instrumental in helping us remain resilient throughout the year, as we faced the COVID-19 pandemic.

We look forward to more opportunities in 2021, especially with the launch of the Africa Continental Free Trade Area (AfCFTA).

Pauline Okubasu
Founder, Azaavi Foods



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