



BANK

Real Cents

A Biashara Club Magazine 2024

Walking the road less travelled



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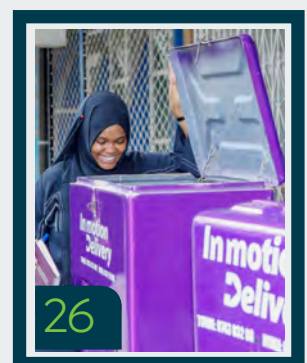
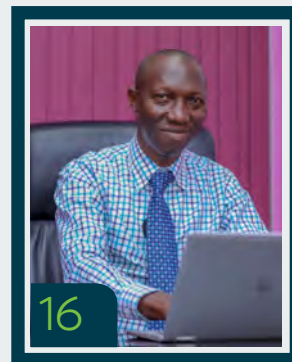
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Editor's Note

Welcome to this year's edition of Real Cents Magazine, where we delve into the theme "The Road Less Travelled." Our focus on this issue is businesses offering services or specialized skills to customers and the unique challenges and opportunities that come with selling intangible products.

In this issue, we spotlight the service industry and its crucial role in the economy. Unlike physical products, intangible offerings can't be seen or touched, presenting distinct advantages and challenges in these kind businesses. We will explore how these services create value, foster customer relationships and drive economic growth.

Our feature articles provide in-depth insights into various businesses including delivery services, art and photography lessons and even auctioneering. We will cover a wide array of specialized skills that are making a significant impact in our society. We meet innovative service providers who satisfy the needs of their customers for tangible goods e.g. training, counselling, accounting etc.

As a bank, we play a key role in supporting these businesses to thrive by providing business accounts credit facilities, advisory services and digital banking solutions. The commitment



of fostering these enterprises to fostering entrepreneurship and innovation within the service sector underscores their dedication to economic development, community empowerment and employment.

Join us as we navigate the road less travelled, celebrating the resilience, creativity and dedication of service providers who contribute to our economy in remarkable ways. Whether you are an entrepreneur, a service provider, or simply curious about the intricacies of intangible offerings, this edition is packed with valuable insights and inspiring stories.

Happy reading!

Judith Sidi Odhiambo

KCB Head of Corporate and Regulatory Affairs.

Real Cents

A KCB Bank Biashara Club Magazine Issue 5

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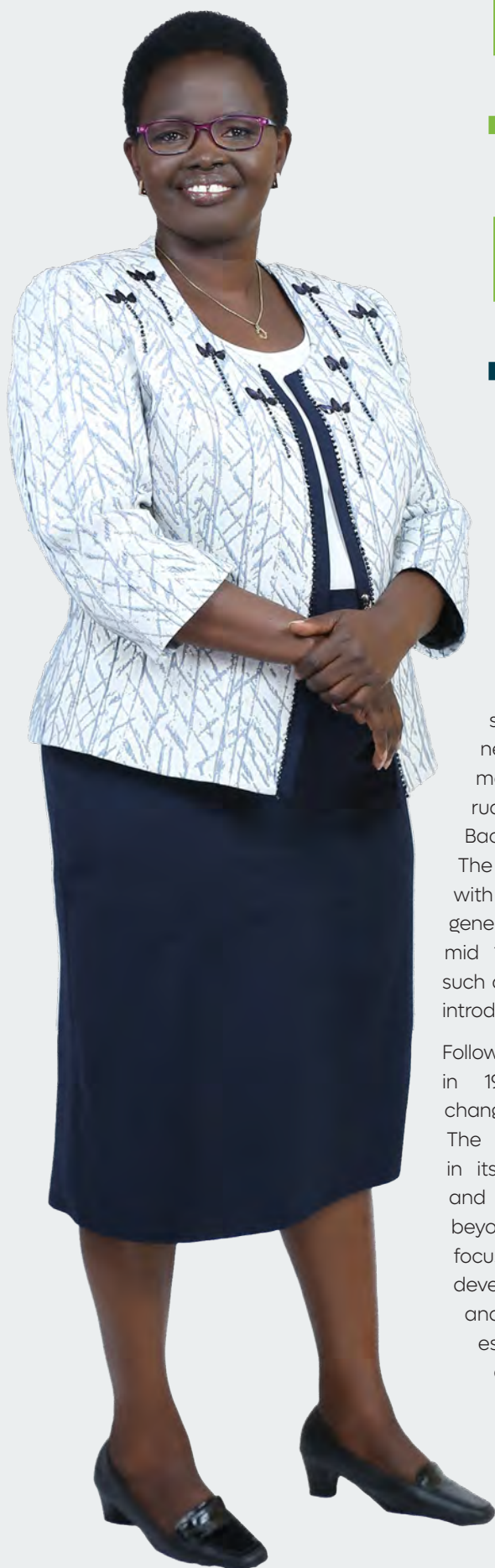
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Leveraging the Service Economy for Growth



By Jane Isiaho

The service industry is a critical pillar of any economy, and Kenya is no exception. In the start of the 19th Century in Kenya, trade was relatively simple and focused on basic needs which included traditional markets, small local shops, and rudimentary healthcare facilities. Back then, we still had barter trade. The focus was largely on agriculture, with few services available to the general population. Towards the mid 1900's some modern services such as banking and education were introduced but had limited reach.

Following Kenya's independence in 1963 there were significant changes in the service industry. The government began to invest in its people's economic activities and diversifying the economy beyond agriculture. It began focusing heavily on infrastructure development, education, healthcare, and transportation. In this era, establishment of new businesses and the growth of existing ones became more pronounced.

Towards the end of the century there was growth and diversification of the service industry. The liberalisation of the



Towards the end of the century there was growth and diversification of the service industry. The liberalisation of the economy in the 1990s encouraged the private sector investment and competition, leading to new and wider range of services.

economy in the 1990s encouraged the private sector investment and competition, leading to new and wider range of services. The banking sector, for example, saw an increase in competition and innovation, with new financial products and services becoming available to a broader segment of the population. Tourism became one of the highest foreign income earners in the country further propelling the service industry. Kenya's rich and diverse heritage attracted international tourists. The industry grew rapidly creating numerous jobs in hospitality, transportation, and related sectors.

We also witnessed the rise of modern retailing and consumer services. Shopping malls, supermarkets, and specialised retail outlets began to appear in urban areas, offering a range of products and services that

were previously unavailable. This period marked a shift towards a more consumer-oriented service industry, driven by increased disposable income and changing consumer preferences.

The beginning of the 2000s brought about unprecedented changes in the service industry, largely driven by technological advancements and increased access to digital tools. This innovation had a profound impact on financial inclusion. The penetration of mobile technology revolutionized the financial sector and how we transact.

Of noteworthy mention is the rise of mobile banking services leading to the fast penetration of banking services to the population. KCB Bank launched its mobile banking platform in 2012, and would later launch KCB M-Pesa, internet banking and VOOMA. Our digital channels handle the bulk of our transactions, thus freeing up branches to drive customer excellence, sales, and manage customer relationships. These channels comprise mobile banking, internet banking, agency outlets, merchant POS, and ATMs. In 2023, 99% of our transactions by number were conducted via these non-branch channels.

E-commerce has seen substantial growth with online shopping platforms and digital marketplaces becoming increasingly popular, enabling convenient purchase of goods and services. This shift has been facilitated by the increasing penetration of internet access and smartphones, which have become essential tools for modern commerce. We also have several companies investing in the business process outsourcing (BPO)

sector which draws investments from multinational companies looking to leverage local expertise and cost advantages.

The hospitality and entertainment sectors have continued to expand, reflecting Kenya's growing urbanization and rising standards of living. There has been an increase in the number of hotels, restaurants, Airbnb's and entertainment venues catering to both local residents and international visitors. Nairobi, in particular, has become a hub for regional business and tourism, with a vibrant service sector that includes high-end hotels, diverse dining options, and entertainment facilities.

Moreover, the service industry in Kenya has seen the emergence of new sectors, such as digital cabs, creative industry, gig economy, health tech and edtech. Innovations in technology are providing new solutions for improving access and quality of services. For example, telemedicine platforms like My Dawa are making healthcare services more accessible across the country. Online learning platforms are expanding educational opportunities for everyone including international institutions materials. The COVID-19 pandemic accelerated the acceptance of technology in learning. Biashara club started hosting online workshops in 2020 and since then, has hosted over 200 webinars with over 50,000 participants trained in various topics

The service industry contributes to over \$20 trillion to the global GDP and employs more than two billion people. According to the African Economic Outlook 2020, the service sector

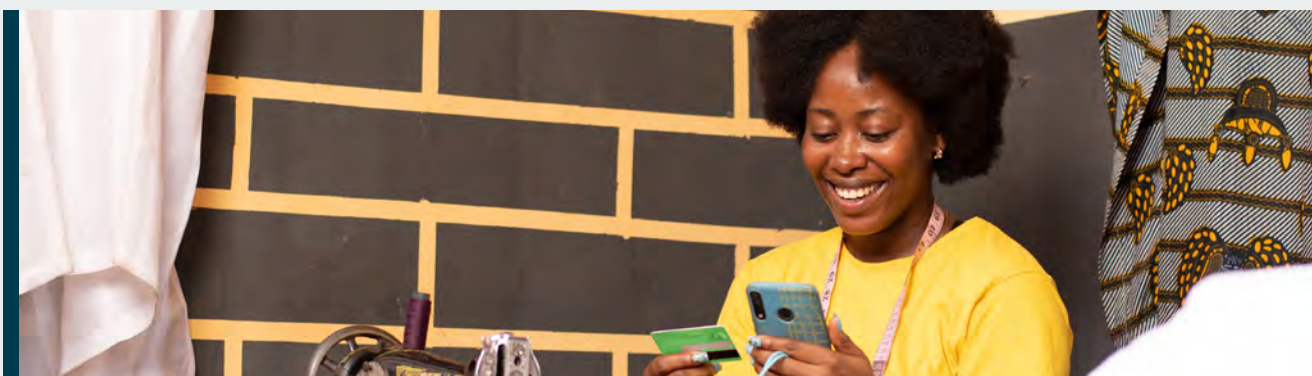
represented about 53% of Africa's aggregated GDP in 2020, while the industrial sector's contribution was only 36%. Remarkably, a report by the East African Economic Outlook 2024 released by RSM Eastern Africa Consulting Ltd, East African economies are expected to grow by 5.1% in 2024 and 5.7% in 2025 buoyed by the service, tourism and transport sectors.

Despite its importance, the service industry faces several challenges that can hinder its growth and effectiveness. These include regulatory hurdles, inadequate infrastructure, limited access to finance, and skills gaps. Addressing these challenges is essential to unlocking the full potential of the service sector and ensuring its sustainable development.

Recognizing the importance of skills and knowledge in the service industry, Biashara Club provides members with access to training programs, workshops, and seminars. These initiatives cover various aspects of business management, from financial literacy and digital marketing to customer service excellence and regulatory compliance. The club also partners with specific industry group experts to ensure that its members are aware what is happening in the environment around them.

As KCB Bank, we support businesses in the service sector ranging from lawyers, learning institutions, insurance brokers, content creators, brand consultants and many more. Talk to us for tailor-made financial solutions, specific to your business needs.

**The Writer is Director Retail,
KCB Bank Kenya**





Building Teams, Strengthening Bonds

Traditionally, team building was seen as a day organizations set aside for their employees to have some time out of the office while they were still deemed to be on duty. The day was characterized by short forms of physical exercises e.g. sack race, egg race, running short races with balloons full of water. These same activities occur in schools when parents have an open day with their children. The bulk of the time during team building was spent socializing.

Check in the evolution of learning. Experiential training has become a very important mode of learning. Learners participate firsthand in activities as a form of training. Team building is one of the modes used in experiential training. It fosters collaboration, trust, critical thinking and communication within teams. Recognizing this need,

Stephen Kinyanjui, founder of Emprise Quest Adventures & Events (EQE) and the brand Steve Mato Mato, has dedicated his career to delivering high-energy team building experiences and customized getaways. Steve's commitment helps diverse groups of people to work together more effectively and the success of these

teams is the driving force behind his company's success.

Steve's journey into team building began over a decade ago, inspired by his background in Tourism and Travel Management. During his early years in the industry, he noticed a gap for quality team building activities. While the trips he organized included fun, he saw an opportunity to develop activities that would build deeper trust and improve communication within groups.

One of the challenges Steve faced early on, was convincing clients of the true value of team building. It was viewed as merely a recreational activity, questioning why they should invest in something that was so simple. However, as Steve demonstrated the activities that fosters a cohesive and productive work environment, more

One of the challenges Steve faced early on, was convincing clients of the true value of team building. It was viewed as merely a recreational activity, questioning why they should invest in something that was so simple.

organizations began to appreciate its importance. Today, many businesses have integrated team building into their plans & trainings, seeing it as a crucial element for successful project implementation.

The COVID-19 pandemic posed significant challenges for EQE as restrictions made in-person activities impossible. However, Steve quickly adapted by transitioning to virtual team-building, which was well-received by clients.

EQE offers a wide variety of activities designed to meet specific needs of each group they work with. They range from energetic games like dancing and jumping to mind exercises like puzzles, all tailored for different age groups and organizational levels. EQE ensure's that every activity is meaningful and engaging. Steve's approach is rooted in creativity, innovation and adaptability. Team building is not a one-size-fits-all endeavor. Different groups require different approaches. This is what sets him & his team apart.

The COVID-19 pandemic posed significant challenges for EQE as restrictions made in-person activities impossible. However, Steve quickly adapted by transitioning to virtual team building, which was well-received by clients.

During the lockdown, Steve also launched a YouTube channel under his brand name, Steve Mato Mato, where he shared videos showcasing their activities

and explaining their services. This initiative not only kept him engaged during the pandemic but also added video editing and production to his skill set. As the pandemic subsided and business resumed, clients began requesting video production services for their team building events. With data protection in mind, EQE records and shares these events on his YouTube channel, adding a new dimension to their offerings. Steve has also expanded his content to include hotel and destination reviews, further diversifying his services.

Understanding that continuous work without breaks can negatively impact health and productivity of employees, Steve encourages organizations to schedule team building activities three to four times a year. These activities provide a much-needed space for employees to relax, connect, and recharge, ultimately contributing to a happier, more productive workforce.

Steve's core team consists of six members. He also recognizes the growing importance of mental health in the workplace, hence integrating a mental health expert into his team. His approach to team building goes beyond a one-time event; it's an ongoing journey that evolves with the organization's needs. He collaborates with a broader network of professionals, including finance management experts, project managers, and strategic management specialists. His team works with service providers for photography, videography, DJing, and others to ensure a comprehensive and memorable team building experience.

Through EQE, Stephen continues to inspire harmony and collaboration among diverse groups, while helping organizations achieve their goals while fostering a sense of community and well-being.

<https://www.youtube.com/stevematomato>



Stephen Kinyanjui, the team leader Emprise Quests Events, a team building services company showcases his skills, turning ideas into impactful team building experiences.

MSMEs: The Lifeline of the Kenyan Economy



SME Head Office
Team (July 2024)

Micro, small, and medium enterprises (MSMEs) represent 90% of global businesses, contributing 60-70% of total employment and 50% of GDP worldwide. The MSMEs play an instrumental role in the Kenyan economy and contribute substantially towards poverty reduction, employment, and income generation. Kenya has an estimated 1.5 million formally registered MSMEs and over 5 million informal MSMEs. They collectively generate 30% of the

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GDP and provide non-agricultural employment to about 15 million people.

According to the Kenya Bankers Association MSME report of 2021, about 77.1% of MSMEs owners are male, with 54.5% highly educated having attained a bachelor's degree level of education. In particular, 36.9% have attained university bachelor's degree as the highest level of education and an additional 17.6% have an advanced university (Masters/PhD) education, as 22.6% have a middle-level college (diploma) education. In comparison, 13.3% of the enterprise owners have attained a middle-level

college (certificate) education. Only 9.7% of the enterprise owners have less than secondary education. Most entrepreneurs have been employed prior to starting their own enterprise.

The government over the years encouraged the growth of MSME's which have been governed under the Ministry of Trade and Industry until 2023. After which the state department of MSMEs was established under the Ministry of Cooperative and Micro, Small and Medium Enterprises. The department is charged with responsibility of coordinating and mainstreaming the MSMEs the development function in Kenya.

The Government have also enacted various laws to streamline the sector through the following laws:

- **The Companies Act 1948** - later went under review and a new Companies Act enacted in 2015
- **The Trade Licensing Act 1967**, which governed the issuance of trade licenses to businesses.
- **The Local Government Act 1972**, this involved local authorities in the regulation and support of small businesses.
- **Sessional Paper No. 2 of 1992** on Small Enterprise and Jua Kali Development, which provided a policy framework for the development of the small enterprise sector.
- **Sessional Paper No. 2 of 2005** on Development of Micro and Small Enterprises for Wealth and Employment Creation, which focused on creating a conducive environment for MSMEs.
- **MSEA Act 2012** – Comprehensive policy document for MSME's.

The sector is currently governed under the **Micro and Small Enterprise Act No 55 of 2012** which established

a state corporation MSEA that supports in promotion, development and regulation of micro and small enterprises. The corporation also facilitates registration and formalisation of the MSEs, capacity building, representation, standardization, dispute resolution and monitoring and evaluation among others.

KCB Bank has played a significant role in supporting the growth of MSMEs. We have over the years curated financial solutions for our customers to enable their growth. Our products have evolved as the market has evelolved to ensure we meet the needs of the customers.

In November 2021, we relaunched our offering for MSMEs dubbed "Partner Kwa Partner", as an important part of our economic growth for our markets. As a financial services provider, we want to be our customers dedicated partner on the ground, as we offer them access to customized financial products and services that will boost their business. Our MSMEs are the next generation corporates, who we want to journey with, in readiness for a future full of possibilities.


To cement support for our MSMEs, the bank has an SME and Agribusiness unit. The SME and Agribusiness unit under the KCB Bank Kenya Retail Department is dedicated to supporting MSME customers who bank with KCB from various sectors including Chamas, Safaricom Dealers, Agribusiness ventures, Learning Institutions, Religious Institutions, and Women-Led and Women-Owned businesses.


KCB has facilitated loans using alternative collateral like movable assets and using the cash flow lending model making financing accessible to businesses.




Naomi Ndele - Head, SME and Agribusiness


The bank runs a relationship-based model whereby every customer is offered a product according to their need. This includes: -


 **Tailored Financial Products** – These are facilities that suit the specific nature of the business and incomes including but not limited to:

 **Term loans and overdrafts:** This are Working capital loans paid monthly or repayment structured based on business income.

 **Contract loans:** Such facilities are tailor made to help customers meet contractual obligations e.g. LPOs and Invoice Discounting.

 **Asset financing:** Supports businesses in acquisition of business assets and equipment.

 **Products to facilitate trade:** They are products that facilitate local and international trade e.g. Guarantees and Letters of Credit (LCs).

 **Mortgages:** supports the MSME's in land purchase and construction.





Digital and Mobile Banking Solutions:

The bank has digitized various services for ease of doing business including payment solutions such as Lipa Na KCB, VOOMA Pay bill, Worship 360, Lipa Karo, internet banking and Mobile banking that enables customer to make and receive payments at their time of convenience

MSMEs can also access digital loans through their mobile phones based on their account turnovers e.g. digital overdrafts, terms loans and float financing.

Relationship Management: The bank has specialized relationship managers that support various sectors of the MSME businesses including Faith-Based organizations, Learning Institutions, Agribusiness, and Trade.

Capacity Building and Financial Literacy: Through Biashara Club we offer training that are tailored for MSMEs. This could be gender or sector based, looking at the prevailing issues in the environment, emerging trends in business, financial management. By enhancing the financial knowledge of our members, owners can make informed decisions and manage their resources more effectively.

Female-Led & Made Enterprises (FLME) proposition: We have also segmented our MSME's by gender to focus more

on enterprises owned and managed by women to respond adequately to their needs. The Female Led & Made Enterprises (FLME) proposition is tailor made to encourage women in enterprise as the seek markets to expand in.

KCB Bancassurance subsidiary: Through the KCB Bancassurance subsidiary our offering includes property and stock insurance, Medical, motor vehicle and last expense insurance which are critical in supporting businesses recover or return to their original positions if the risk were to materialize. These enable entrepreneurs to run their businesses without fear of disruption.

KCB Green Lending: There are new dynamics in the MSME Sustainable businesses space. At KCB, we take a leading role in promoting environmental conservation and fostering economic growth among businesses. Our commitment is reflected in our embrace of green lending, designed to make a positive impact on both individuals and enterprises. The green loan offers a diverse range of loans tailored to support businesses in sectors such as electric vehicles/motorcycles, bicycles, renewable energy (including financing for solar panels), waste management, water management, green building practices, and climate-smart

agriculture. Additionally, we provide comprehensive business support, including capacity building through the Biashara Club. This platform educates SME customers on the importance of sustainable practices and assists them in transitioning towards more environmentally friendly operations. Recognizing the importance of engaging with the younger generation, who make up a significant portion of our SME clientele, we also organize sustainability webinars.

We employ specific criteria to evaluate each business's environmental impact and commitment to sustainability. Whether a business seeks funding to invest in energy-efficient equipment or environmentally friendly materials, such as printers with reduced electricity consumption or eco-friendly ink, KCB categorizes and supports these initiatives accordingly. For instance, Leinad Enterprise, a garbage collection company based in Nairobi, approached us to enhance their production efficiency by acquiring capacity-increasing machinery. Recognizing their commitment to sustainable practices, we categorized them as a green business and provided them with a green loan facility.

In alignment with our strategic vision, KCB collaborates with partners to expand funding opportunities,



Achiki Nyainda - Relationship Manager - Agribusiness



Virginia Mwangi- SME Relationship Manager - Learning Institutions



Abraham Olefa - Agribusiness Development Manager

SWOT Analysis of MSEs Sector in Kenya

Strengths

MSE Act 2012 to coordinate development of the sector.

Various initiatives to promote activity in the MSEs sector including Kenya Youth Employment and Opportunities Project (KYEOP), Stawisha SME Mashinani initiative, county governments enterprise funds, incubation and innovation support (KIRDI, KIE, KEBS), infrastructure development support (MSEA, KIE, MOITED), and financing support from development finance institutions (KIE, IDB Capital Ltd.; ICDC).

Formally established MSE associations to lobby for policies that create an enabling environment for MSEs including accessing markets.

Opportunity

National and sectoral policies that enhance synergy in development of MSEs.

Devolved governance structure with the county integrated development plans prioritizing flagship projects beneficial to development of MSEs.

Huduma centres across the country and Biashara/ support centres.

Continued automation of the public service delivery system that serves to ease cost of doing business.

Existing initiatives that benefit the MSEs - Access to Government Procurement Opportunities (AGPO), and affirmative action funds targeting youth, women and persons with disabilities (YEDF, WEF, Uwezo Fund); platforms for trade exhibitions and trade fairs, and introduction of the Kenya Trade Portal (SOT) and multi-agency initiatives to combat illicit trade.

Regional trading blocs and trade agreements for expanded markets e.g. EAC, COMESA and AfCFTA, AGOA.

Value addition in agriculture, livestock, blue economy and extractives.

Robust tertiary institutions to support R&D, innovation, skills and technological transfer.

Youthful population.

Rich database of expired and unexploited patents.

Weakness

MSE Act 2012 is not aligned to the devolved governance structure and other national, regional and global developments, and MSEs Development Fund and Registrar of MSEs are yet to be implemented.

High levels of informality that limit MSEs access to opportunities offered by affirmative platforms such as AGPO and targeted finance.

Limited skills that weakness the human and institutional capacity of MSEs.

Weak industry-academia linkages.

Weak MSE linkages with medium & large industries either through sub-contracting or part of the supply/value chain.

Low R&D and innovation levels that limit advancing technology used in the sector.

Inadequate appropriate infrastructure including industrial parks, worksites, markets, utilities, JCT, roads.

Limited access to affordable finance.

Weak mainstreaming of gender and PWDs needs.

Market access constraints.

Limited knowledge on tax obligations that limit compliance.

Overlapping mandates and weak coordination of MSEs support institutions.

Weak governance of MSE associations.

Low diversification of MSEs products and services with majority of MSEs in wholesale and retail trade sector.

Threat

Multiplicity of licenses and of licensing agencies that increase costs of doing business.

Illicit trade, including counterfeits that narrow opportunities in the domestic market.

Rapidly changing technology to keep abreast with competition in globalized markets.

Emerging risks attributed to climate change, diseases and global trade wars.

Cyber fraud/crime due to increased usage of ICT-enabled services.

Source: A SWOT analysis of MSMEs according to Sessional Paper No. 05 of 2020 on Kenya Micro and Small Enterprises Policy.

enabling us to offer specialized green loans and support programs tailored specifically for youth and women entrepreneurs in these environmentally focused sectors. Our goal is to see our green loan portfolio increase to 25% from the current 15% of the total loan book. It's in our hope that you will walk with us through this journey.

KCB Group CEO Paul Russo emphasizes

the importance of the MSME sector in East Africa's economic trajectory. KCB has facilitated loans using alternative collateral like movable assets and using the cash flow lending model making financing accessible to businesses. The bank offers flexible loan tenures, a simplified application process, and quicker turnaround times. We also offer savings and investments options

depending on one's risk appetite and tenure of savings.

By offering these diverse financial solutions and leveraging technology, KCB Bank Kenya plays a pivotal role in supporting MSMEs and driving economic growth in the region. Kindly reach out to KCB for a wide array of products and services to propel your business to the next level.

How Elewa Ulevi is Making Addiction Treatment More Accessible in Kenya



Dr. Susan Gitau, the driving force behind Elewa Ulevi Counseling Services, now with four branches across Kenya with the help of KCB Bank, offering hope and healing to those struggling with addiction.

Dr. Susan Gitau, an addiction specialist, has carved out a unique niche in Kenya's healthcare landscape with her organisation, Elewa Ulevi Consultancy. Its head office is in Limuru and has branches in Thindigua, Chuka, and Nyeri. Elewa Ulevi has become a beacon of hope for those struggling with addiction across Kenya.

Addiction is defined as the inability to stop using a substance or engaging in a behavior even though it may cause psychological or physical harm. One in every six Kenyan's aged between 15-65 years were currently using at least one drug or substance of abuse according to the NACADA 2022 report. Alcohol continues to be the most widely used substance of abuse.

Dr. Susan's journey into addiction treatment began at Mathare National Teaching and Referral Hospital, where she worked as a nurse. She realised her natural ability to connect with patients on a psychological level while stationed there. Dr. Susan has

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a calming effect on easily-agitated patients, a skill that sparked her curiosity and eventually led her to study psychology.

Her dedication to understanding the human mind propelled her to become the only trained nurse specialising in addiction when Mathare National Hospital opened its rehabilitation centre. Despite her expertise, Dr. Susan found herself at odds with others, who frequently misunderstood her evidence-based approach. While

she applied therapeutic techniques grounded in psychology, most of those untrained in this area, perceived her methods as too lenient.

Dr. Susan worked at Mathare's rehabilitation centre for a decade, where she dedicated herself to providing compassionate and effective care. Despite her outstanding performance as the top student in her addiction course, she sometimes felt that her contributions were not fully acknowledged. This experience underscored the ongoing need for greater recognition and understanding of the complexities involved in addiction treatment.

Determined to make a difference, Dr. Susan conceived the idea of opening an outpatient facility. Not all patients require inpatient care, which can be prohibitively expensive. Her vision was to create an accessible and flexible treatment that catered to the needs of individuals who could continue with their daily lives while receiving care.

The name "Elewa Ulevi," which means



“Understand Alcoholism,” came to Dr. Susan during a period of deep reflection. Though her friends initially laughed at the unconventional name, she felt it perfectly encapsulated her mission to help people understand and manage addiction. She remained steadfast in her decision, believing that the name would resonate with those who needed her services.

In 2010, Dr. Susan set up a clinic, resigned from her government position to fully focus on her new venture. Her decision proved to be the right one, as Elewa Ulevi quickly gained traction. The clinic’s unique approach, which includes personalised assessments, family sessions, and group therapy, sets it apart.

Dr. Susan’s commitment to professional excellence didn’t go unnoticed. She joined the National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA) in 2004 as a consultant, where she received additional training. She was approached by the Colombo Plan from Sri Lanka, seeking trainers for their Universal Treatment Curriculum. NACADA recommended her, leading to an all-expenses-paid interview in

The name “Elewa Ulevi,” which means “Understand Alcoholism,” came to Dr. Susan during a period of deep reflection. Though her friends initially laughed at the unconventional name, she felt it perfectly encapsulated her mission to help people understand and manage addiction.

Dubai. Contrary to her expectations, the interview was not a one-on-one meeting. Instead, she received a Universal Treatment Curriculum Manual with no further instructions. Out of curiosity, she reviewed the manual and awaited additional guidance, only to discover she was expected to conduct a training session the next day. Over the next 11 days, she trained participants and was unknowingly evaluated by a panel.

Passionate about teaching, Dr. Susan excelled in the training, going beyond the manual’s content. Her exceptional performance earned her the highest marks and designation as a Global Master Trainer. This achievement was thrilling because it came with the fully funded trip, payment for her sessions and also led to subsequent assignments in Malaysia and Bangkok.

Initially, there were only three Global Master Trainers in Kenya, with Dr. Susan being the only woman. Today, there are eight in total making this recognition a significant accomplishment. This prestigious title allowed her to conduct training in 24 countries, sharing her knowledge of the Universal Treatment Curriculum and the Universal Prevention Curriculum.

Dr. Susan has received numerous awards, including global recognition from Kazakhstan and Malaysia for her efforts in demand reduction.

Demand reduction refers to efforts aimed at reducing the public desire for illegal and illicit drugs.

Her work, regularly conducted without government assistance, has made a significant impact both in Kenya and internationally.

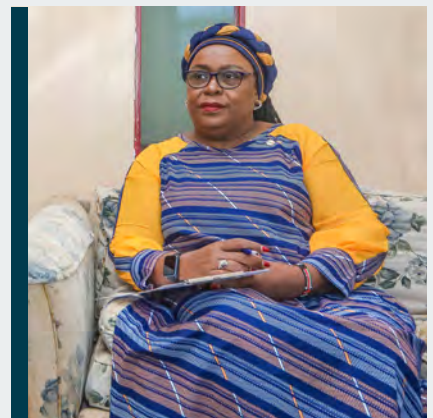
Elewa Ulevi’s success has been fuelled by Dr. Susan’s innovative approach to addiction treatment. Her outpatient facilities have been well-received, particularly by clients who appreciate the ability to manage their conditions without committing to long-term inpatient care. The organisation also addresses behavioural addictions, such as gambling, pornography, and food addiction, which are often overlooked in traditional treatment settings.

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Dr. Susan’s influence extends beyond her clinics. She serves as an Executive Member on the Regional Board of the Kenya Red Cross, where she dedicates her time to humanitarian efforts. She also provides pro bono services to Kisima, a home for physically and intellectually challenged children, and the Association for the Physically Disabled of Kenya (APDK), where she supervises therapists and offers psychosocial support.

Through the FLME unsecured loans from KCB, Dr. Susan has expanded Elewa Ulevi’s reach, opening new facilities in areas with high demand for outpatient rehab services. She maintains close contact with her KCB relationship manager to ensure she is aware of new products or FLME related information. Her vision is to establish Elewa Ulevi centres in 20 counties across Kenya, ensuring that more clients have access to specialised care if they need it.

Dr. Susan journey is a testament to the power of perseverance, innovation, and a deep commitment to helping others. Her work has not only changed lives but has also paved the way for a more compassionate and effective approach to addiction treatment in Kenya.





Chama Proposition

By Zacharia K. Cheruiyot

The chama phenomenon arose during the economic downturn of the late 1980's and early 1990's in Kenya. They grew out of the idea of harambee, which means "come together". Initially, chamas tended to be welfare groups for women. Women came together to pool resources to help one another buy household essentials, such as utensils, furniture and water tanks. They also ventured into financing farming and small businesses. They started as merry go rounds where one person took the entire contribution per round. However, as the idea matured over the years, men also began to participate in chama. Professionals and alumni have also come on board and now many chamas are involved in investments.

Chamas, also known as investment groups, refer to any group of individuals, including but not limited to welfare associations, societies, family members, school, college, and university alumni organizations. Members contribute an agreed amount of money over a given period with the primary objective of pooling capital together for welfare and investment purposes. The Kenyan Digital Investment Groups Handbook reports that there are approximately 300,000 chamas in Kenya, collectively holding deposits of around KES 300 billion. Chamas can be either formal through registration or informal.

Developing chamas go through the four stages of development :-

Forming

In this stage members come together to get to know each other and clarify their goals. Basic rules and leadership structures are drawn. There is excitement as well as uncertainty. Will we succeed, the group members wonder.

Storming

The group starts to experience conflicts. There are factions and clashes over personalities and ideologies. The group needs to have clear guidelines to overcome the turbulent times experienced here.

Norming

If the group successfully manages to overcome the turmoil in stage two, they will now normalize and develop a strong cohesion. The group has a sense of unity, and they are working towards the same goals and follow established norms and rules.

They started as merry go rounds where one person took the entire contribution per round. However, as the idea matured over the years, men also began to participate in chama.

Performing

The chama is now stable and efficient and it functions smoothly and is headed towards attaining its goals and objectives.

1 How can you describe the role chamas have played in shaping the business landscape in Kenya?

Chamas have enabled small-scale entrepreneurs to thrive by offering them capital. According to the 2023/24 FinTech report on financial access in Kenya, about 60% of funding for small and medium enterprises (SMEs) comes from chamas. This is due to the ease of accessibility of funds and minimum requirements threshold. Chamas encourage entrepreneurship by providing a low-risk environment for individuals to venture into business – members can start and sustain businesses that would be difficult to finance individually. Chamas also allow for diversification to larger ventures such as real estate, agriculture, and stock market investments that would require a significant amount of individual capital upfront. They also foster community-based investments and increasing financial inclusivity by acting as informal financial institutions, particularly for rural communities or those in the informal economy. Chamas in conclusion give more people an

opportunity to participate in Kenya's economic growth.

2 How have chamas contributed to financial inclusion and empowerment of rural and marginalized communities?

When we launched the KCB Chama solution in 2016 many groups were handling money in a very manual and risky manner. Chamas would be vulnerable to physical attacks, theft or officials disappearing with the money. Cash was carried in envelopes and containers with different individuals holding the keys and phone passwords. Initially, meetings took almost half a day or longer while collecting, counting and reconciling money.

We engaged these groups and trained them on financial literacy including how to deposit and withdraw their money as well as reconciliations as we introduced them to the KCB Chama solution that digitally performs these services. This reduced the time they spent in meetings. This efficiency allowed them to focus on other issues, such as investments and their welfare strengthening group cohesion.

3 What are the unique challenges chamas face in the current economic environment, and how do they overcome them?

The major challenge that face chamas is access to finance, especially since many chamas are not registered as businesses or investment vehicles. They also do not hold collaterals. This curtails their ability to borrow to grow or invest. We also have had several chamas that lack the right leadership and membership consequently leading to members losing money. Some chamas also don't have a clear vision or allow individual member issues to disrupt them.

The way to overcome these issues is to formalise the chamas and have clear dispute resolution mechanisms.

4 What advice can you give to new and existing Chamas?

For new and existing chamas, it's crucial to understand the importance of coming together, and to also

have a positive and cooperative mindset. Some groups might form with underlying tensions, but it is essential to learn the basics of group dynamics to ensure long-term success. It is beneficial to form committees, such as finance, investment, welfare, and education to ensure everyone has a role and that the group's efforts are maximized. Each member should recognize their strengths and contribute accordingly. Starting small, identifying clear goals, and learning from model groups can help guide the chama's journey. Additionally, partnering with a supportive bank, like KCB, which understands the needs of groups, and has the capacity to provide valuable resources, training, and mentorship.

5 How can stakeholders such as the government, financial institutions, and private sector support the growth and sustainability of chamas?

The government plays a crucial role in supporting chamas, particularly in registration and formalization. Many groups fear registration due to concerns about costs and taxes among other issues. To address this, government agencies like the Ministry of Social Affairs provide training before registration. This helps chamas understand the benefits of formalization and how to navigate the process, especially with the shift to digital registration through eCitizen.

For the chamas registered as SACCO's, the government supports in enforcing and adherence of corporate governance rules e.g that AGMs are held as prescribed by law.

6 What upcoming trends or innovations do you foresee influencing the operations and success of chamas in Kenya?

One of the significant trends we are witnessing is the increased adoption of digital platforms by chamas. Many are shifting towards digital savings and investment solutions, raising concerns about the safety and security of their funds. KCB through its Investment Bank is offering alternative and stable

investment opportunities in the short, medium and long term. These include government securities such as treasury bills and bonds and money market accounts.

Through KCB bancassurance we also offer the last-expense insurance that is particularly crucial for chamas, as many groups face significant financial burdens when a member or their family passes away. This insurance takes away the competing interest between chama contributions and contributions towards bereavement. It also ensures that members are not overwhelmed or suffer from bereavement fatigue.

KCB Chama proposition addresses the financial and non-financial challenges that Chamas face. We offer the following solutions tailored to specific needs:

KCB Tuungane Current Account:

A current account for investment groups.

KCB Mobi-Chama:

A mobile-based solution for groups practicing table banking, accessible via *522# or the KCB App.

KCB Tuungane Chama Loan:

Loan borrowing upto 1 million

KCB Tuungane Investment Loan:

Loan borrowing upto 250 million.

Chama trainings

to provide chama members with financial literacy knowledge on how to run their chamas.

KCB also assists Chamas to establish constitutions to guide their operations, ensuring their financial goals are met securely. Some Chamas also become KCB banking agents, earning commissions, and others are introduced to various banking channels like Vooma to simplify saving and reconciliation processes.

The Writer is Head Micro Banking, KCB Bank Kenya

Make peace not war

– A case of Ndutumi Auctioneers



Leonard Wanjogu, Director of Ndutumi Auctioneers and esteemed official of the National Association of Kenya Auctioneers

Leonard Wanjogu is the force behind Ndutumi Auctioneers, a thriving company located in Mombasa, with an additional branch in Nairobi. The name “Ndutumi” holds personal significance for Wanjogu, as it comes from the humble village in Murang’a where he was born and raised.

Wanjogu’s journey into the auctioneering world began in 1998 when a friend invited him to Mombasa and introduced him to the auctioneering trade. He started his career at his friend’s company, where

The majority of Ndutumi Auctioneers’ clients are corporate entities, including banks, showrooms, law firms, and other companies, with 99% of the workload coming from these sources. Wanjogu attributes the success and sustainability of his business to honesty and integrity.

he quickly developed a deep interest in the art and skill of auctioneering. By 2009, Wanjogu felt ready to take a significant step forward in his career. He applied for his auctioneering license, which was officially issued in 2010. Like a student eager to embark on a new chapter after graduation, Wanjogu was prepared to start his own company, though he maintains a strong friendship with his mentor.

Starting a new business in a field already filled with established auctioneers wasn’t easy, but Wanjogu was determined to succeed. He focused on

developing his own policies and qualities that would set Ndutumi Auctioneers apart. He knew to excel one must first have a strong academic background and then gain practical experience by working with an established firm for at least three years. Beyond qualifications, Wanjogu believes that passion for a business is essential.

The majority of Ndutumi Auctioneers' clients are corporate entities, including banks, showrooms, law firms, and other companies, with 99% of the workload coming from these sources. Wanjogu attributes the success and sustainability of his business to honesty and integrity.

"I have never misappropriated funds meant for clients and ensures that payments are made promptly. This approach has earned my company positive feedback and a loyal customer base," Said Wanjogu.

Wanjogu is committed to instilling these same values in his employees, honesty, transparency, and straightforwardness. He understands that auctioneering, like any other business, requires strong client relationships.

Unfortunately, auctioneers are often viewed negatively due to the behavior of a few who conduct their business in a rough, disorganized, and dishonest manner. However, Wanjogu believes that when auctioneers handle their business with integrity, they can change these perceptions.

When Ndutumi Auctioneers receives instructions from a client, the first step is to approach the customer and provide notice, typically seven days for repossessions or court warrants. Wanjogu's goal is always to make peace, not war. He sympathizes with customers who are struggling in the current economic climate and advises them to engage with their creditors to reach a mutual agreement on payments. He prefers to avoid auctioning people's properties, giving them every opportunity to redeem their goods.

In the auctioneering industry, there

are two classes of licenses: Class A and Class B. A Class A license is entry-level, allowing auctioneers to conduct repossessions and public auctions within specific regions. After three years in the industry, auctioneers can apply for a Class B license, which allows them to conduct repossessions nationwide and execute court orders within specific jurisdictions. Wanjogu holds a Class B license.

Despite the differences in license classes, Wanjogu believes that

Auctioneering can be a risky business, with Wanjogu encountering both cooperative individuals on one hand and troublesome individuals on the other. He has faced dangerous situations, such as an attempted knife attack during a vehicle repossession.

success in auctioneering depends on effort, competition, and effective marketing through networking and social capital. "My company has trained three people who have gone on to become licensed auctioneers, and they are currently training three more," Said Wanjogu.

Ndutumi Auctioneers employs around 15 staff members across the country who handle debt collection and repossessions, and they are compensated on a commission basis, which Wanjogu finds more motivating than a salary.

The auctioneering industry has seen an introduction of female auctioneers, although their numbers remain small. In Mombasa, there are about 70 auctioneers, but only around six of them are women. While Wanjogu does not currently have female auctioneers in his firm, he frequently collaborates with them in the field, where they are particularly effective at repossessing motor vehicles, as people tend to be more lenient with them.

Auctioneering can be a risky business,

with Wanjogu encountering both cooperative individuals on one hand and troublesome individuals on the other. He has faced dangerous situations, such as an attempted knife attack during a vehicle repossession. In particularly challenging cases, Ndutumi Auctioneers hires police officers for security. Despite the risks, Wanjogu knows that success in this field requires resilience and courage.

In addition to running his company, Wanjogu serves as a member of the Auctioneers Licensing Board, established under Section 3(1) of the Auctioneers Act Cap 1996 of the Laws of Kenya. The board comprises representatives from the Kenya Bankers Association, the Law Society of Kenya, the judiciary, the Kenya National Chamber of Commerce and Industry, and four auctioneers' representatives. Wanjogu's leadership in the industry is further demonstrated by his seven-year tenure as Chairman of the National Association of Kenya Auctioneers, which led to his appointment to represent the Coast Region on the Auctioneers Licensing Board.

KCB has been a strong supporter of Ndutumi Auctioneers, providing loans that have helped Wanjogu sustain and grow the company, cater to his family and employees, and continue enjoying a fruitful business relationship. Leonard Wanjogu's journey in the auctioneering business is a testament to his dedication, integrity, and passion for the industry.



Making Professional Accounting Accessible through the Multiplus Approach



Wasike Wakhungu is at the helm of Multiplus Tax and Consultants Ltd, where expert tax consultation and precise auditing services drive client success.

The last two decades in Kenya have seen significant reforms and regulations around the financial management of businesses. Businesses have become large, complex as well as diversifying their operations. We earlier saw crises and scandals that lead to the downfall of businesses hence the enactment of the Public Finance Management Act of 2012. Globalization and technology propelled the changes further. Consumers are more empowered and regulatory bodies e.g. ICPAK, CMA and CBK enforce stricter regulation. These factors among others saw laws formed around businesses and their

We categorize our clients based on their accounting needs and department structures. For corporate clients we streamline processes, implement efficient systems, and provide targeted training for gaps in knowledge.

financial management practices to see that the business environment remains competitive, transparent, and aligned with global standards.

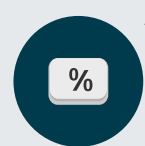
In the bustling town of Ongata Rongai, where the rhythms of business hum in the background of Kenya's vibrant economy, one man noticed a glaring market gap. Many MSME's lacked the capacity to hire full-time accountants.

Businesses needed professional and at the same time affordable accounting services to comply with market regulations. Most people assume that accounting and bookkeeping mean the same thing and use the terms interchangeably. They are however different in that:-



Bookkeeping is the process of maintaining and recording all financial transactions in the original books of entry of a business. The bookkeeping process involves summarising and organising all the company's financial transactions chronologically in a systematic manner. Bookkeeping focuses on the day-to-day financial activities and transactions of a business.

Accounting is the process of interpreting, analysing, summarising and reporting the financial transactions of



a business. The financial statements prepared in accounting are a precise summary of financial transactions over an accounting period. These statements summarise a company's financial position, operations, and cash flows. Accounting consolidates financial information to make it understandable and clear for all the business stakeholders. This realisation saw Evans Wasike start his organization Multiplus Tax and Consultancy Limited in 2010. Wasike made it his mission to bridge the gap in financial management services for micro, small and medium enterprises (MSMEs). The firm offers bookkeeping, accounting, payroll and auditing services. He provided the services at rates that were affordable to his customers. They no longer saw the services as a bother.

Entering the market was not without its challenges.

Pricing proved to be an intricate puzzle. Unlike products, where a straightforward markup could be applied, pricing services require a delicate balance between value and affordability. To overcome this challenge, Wasike adopted a bold strategy, offering free services. This unconventional approach included tax clinics, bookkeeping, and demonstrations of accounting software like QuickBooks, all provided at no cost. By allowing potential clients to experience the value of Multiplus's services firsthand, Wasike was able to build trust and demonstrate the tangible benefits of professional accounting. This strategy paid off, as the company quickly amassed a diverse client base, ranging from MSME's to larger corporate entities.

Once the clients were onboarded and satisfied with the results, Multiplus introduced tiered pricing models. These models, named Gold, Silver, and Bronze tailored to each client's financial capabilities. This approach made the services accessible and ensured every client

received the quality and attention they deserved.



"We categorise our clients based on their accounting needs and department structures. For corporate

clients we streamline processes, implement efficient systems, and provide targeted training for gaps in knowledge. We offer monthly reviews to ensure these improvements are effectively applied," says Wasike.

"For MSMEs, we provide tailored support depending on their growth stage. Some may need training for their accountants, others require consultation and assistance in setting up an accounting department. For smaller MSMEs, we offer outsourced services, handling everything from bookkeeping to financial reporting, and providing monthly reports to ensure financial accuracy and compliance."

At the heart of Multiplus's success is an unwavering commitment to quality. "The quality of our services is a game changer," Wasike asserts, highlighting the firm's focus on delivering top-notch services that not only meet but exceed client expectations. This commitment has turned clients into the firm's greatest advocates, with referrals driving much of its business growth.



To maintain this high standard, Wasike ensures that his team is composed of the best talent in the market.

Multiplus invests heavily in continuous professional development, offering regular training sessions to its employees. These sessions are aligned with the ever-evolving Financial Reporting Standards and are often conducted in partnership with esteemed bodies like the Institute of Certified Public Accountants of Kenya (ICPAK).

In today's digital age, technology plays a pivotal role in business operations, and Multiplus is no exception. Wasike

has integrated cutting-edge online accounting software into the firm's operations, allowing it to serve clients far beyond the confines of Nairobi. This digital adoption means that clients from Mombasa to Meru can access the firm's services without a need for physical meetings, enhancing both efficiency and client satisfaction. The firm has become a beacon of reliability and expertise in this field.

One of the unique aspects of Multiplus's service offering is its deep understanding of the challenges faced by SMEs. Businesses, often family-run, struggle with compliance issues. Wasike and his team step in to bridge these gaps, ensuring that MSMEs meet their statutory obligations, from payroll tax submissions to compliance with the newly introduced levies, NHIF, and NSSF requirements.



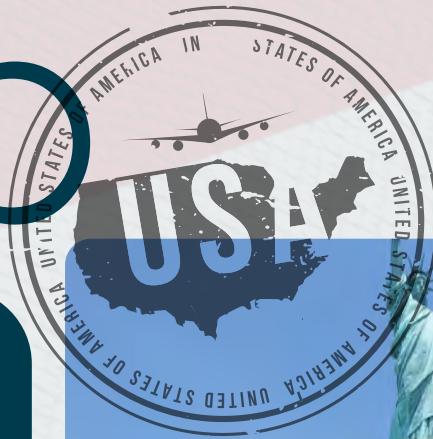
Wasike also encourages clients to keep learning to keep abreast with what is currently going on in the business environment.

Biashara club provides trainings in the areas of taxation, compliance, bookkeeping and setting up structures to ensure that businesses operating in the right spaces. When one is borrowing certain amounts of loans or opening accounts, they are required to provide books of account or tax compliance certificates.

Looking to the future, Wasike is focused on building a legacy that will outlast him. His vision includes setting up structures that ensures business continuity and bringing in partners to manage various departments, enabling the firm's growth and evolution. He has a dedicated team of 10 employees and plans to keep growing.

Through Multiplus Tax and Consultancy Limited, Wasike has not only built a solid business but also made a significant impact on the financial health of countless businesses across Kenya.

US Trip



The KCB Biashara Club Members had the opportunity to enjoy an enriching trip to the United States in May 2024. During this excursion, the members visited a range of notable institutions, including Kreider Farm, AQUA, Mary Kay Cosmetics, the University of Texas, and the Texas State Capitol, among others. This diverse itinerary was designed to provide a comprehensive market exposure, offering insights into various industries and sectors. By exploring these different sites, the members gained a holistic understanding of the potential opportunities and innovations that can arise from such experiences. The trip not only broadened their perspectives but also provided valuable networking opportunities and practical knowledge applicable to their business endeavors.



The group takes a picture at the Statue of Liberty.



Club members go through a presentation on how AQUA recycles its waste water.



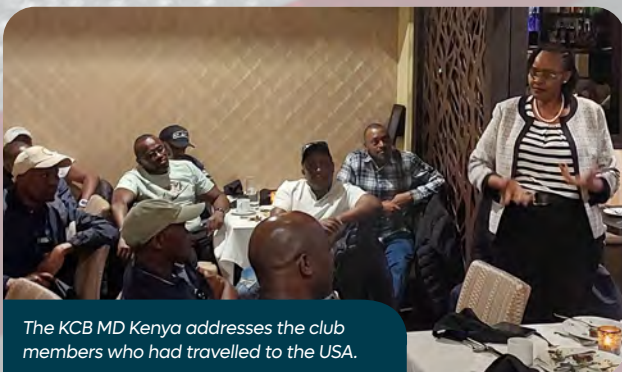
Vineyard visit at Beneduce winery.



Club members do a site visit at AQUA recycling plant.



Beneduce Vineyard.



The KCB MD Kenya addresses the club members who had travelled to the USA.



Club members after touring the Statue of Liberty.



Cows getting ready for milking at Kreider farm.



A visit of the State Texas Capitol.



Mr. Kinyanjui appreciating a team member from Naomi Carc LLC



University of Texas, Austin.



A view of Central Park the largest park in the world stretching to 100 of acres



Waiting to get into the Ellis Island museum.



The head of SME hands the AQUA firm manager a token of appreciation.



Club member in Newyork during the trip.



Club members admiring a building's architecture.



A Creative Oasis in Mombasa

Nestled in the vibrant neighbourhood of Bamburi, Mombasa, Studio BelaBela is more than just an art and photography studio. It is a sanctuary for creativity, passion, and community. Founded and run by Rosebell Owiti, affectionately known as Bela, the studio has blossomed into a multifaceted space where art, photography, pottery, and other forms of creative expression converge.

Bela's journey began with a love for interior design, a craft she honed

"Art is the highest form of hope". - Unknown

as an artist. Initially, she designed interiors, often showcasing her artwork in the spaces she transformed. As demand for her art grew, she realised the need for a broader collection of artworks to meet her clients'

needs. This realisation marked the beginning of a new chapter, as Bela began collaborating with other artists, curating and exhibiting their work alongside her own.

Her creative journey took another turn when she developed a passion for





photography, leading her to expand and add a photography studio. Today, the studio offers a rich tapestry of services, including pottery classes, plant sales, and handmade jewellery.

Studio BelaBela is not just a business; it is a community. It's a place where artists find understanding, support, and a sense of belonging. Bela understands firsthand the challenges artists face in a world that often misunderstands them. Her studio is a haven where creativity thrives, a space where artists can collaborate, grow, and build their portfolios.

"In a city where art is often undervalued, I carved out a niche by offering not just services but experiences. Every aspect of my studio is customisable, from individualized photography sessions to unique pottery classes. My approach is deeply personal, ensuring that each client leaves feeling pampered and valued, with an experience that lingers long after they have left," said Bela.

The studio's uniqueness lies in its versatility. It is a library, a content creation hub, and a collaborative space for photographers, videographers, and other creatives. Bela has opened her doors to the artistic community, allowing them to use the studio's resources to hone



their skills, build their portfolios, and collaborate on projects. She only charges artists who bring in paying clients, encouraging responsibility while fostering a supportive environment for growth.

Word of mouth and social media are the lifeblood of Studio BelaBela, drawing clients not just from Mombasa but from Malindi, Diani, and even Nairobi. Bela's business defies the stereotype that art is merely a hobby; she has turned her passion into a thriving enterprise that pays her bills and much more. Her advice to aspiring artists is simple: find a need in your community, fill it with your talent, and success will follow.

Bela's impact extends beyond her studio walls. Recognising the lack of artistic training opportunities in

Every aspect of my studio is customisable, from individualized photography sessions to unique pottery classes. My approach is deeply personal, ensuring that each client leaves feeling pampered and valued, with an experience that lingers long after they have left.

Mombasa, she founded the first Art and Photography Training Institute in the region. Accredited by the National Industrial Training Authority (NITA), the institute offers hands-on training in photography and pottery, equipping students with employable skills. The institute is not just about education; it's about empowerment, providing opportunities for talented individuals who might otherwise be overlooked by



traditional education systems.

The proximity of the studio to Kisauni, an area grappling with social challenges like drug addiction, Bella's studio stands a beacon of hope. She has discovered that some of those struggling with addiction are, in fact, frustrated artists who lack resources and opportunities to channel their talents. The studio offers them a chance to learn, create, and find purpose.

Studio BelaBela also collaborates with organisations like the Alliance Française, and Swahili Port, providing a platform for local artists to showcase their work and gain recognition. Bela's commitment to giving back is evident in her CSR efforts, such as providing free space for creatives to host workshops and training sessions.

"My journey is one of passion, resilience, and a deep desire to impact lives. Success, for me, is not measured by money alone but by the lives I touch and the community I build. Through initiatives like Sanaa Kivulini, an art experience programme that includes pottery, painting, photography, and more, I continue to foster creativity and inspire others," said Bela

Bela is a member of Biashara Club which has been instrumental in her growth as a businesswoman. The club has provided her with valuable networking opportunities, educational resources, and international market exposure. She joined an eye-opening trip to Israel and Egypt which inspired her to delve deeper into pottery, adding yet another dimension to her studio.

Studio BelaBela is more than a creative space. It is a testament to the power of art, passion, and community. Under Bela's guidance, it has become a place where creativity flourishes, artists are empowered, and the beauty of Mombasa's artistic culture is celebrated and nurtured.

studiobelabela.co.ke
[@studiobelabela](https://www.instagram.com/studiobelabela)



The Growth of Xennon Auto Assessors: From One Man's Vision to a Nationwide Presence



wealth of knowledge and experience in the industry. In 2015, he felt the urge to start his own company and thus stepped out of employment. The following year, he established Xennon Auto Assessors & Valuers LTD,

In the first year of Xennon's operations, Kennedy worked alone in the company. That meant he did everything in the organization from assessing the vehicles, marketing, writing reports among other tasks. His approach was client-centred, focusing on convenience and reliability. At the end of that year, he employed his first employee.

One of Kennedy's unique propositions was on-site motor valuation services. Traditionally, clients drove their vehicles to the valuer's location, which was often inconvenient. Kennedy flipped the script by taking his services directly to the client's home or workplace. This approach made his process more convenient and set Xennon apart from its competitors.

In 2018, as the business continued to expand, Kennedy opened the first branch in Nairobi's Ngara area, which has since become Xennon's head office. He later opened another office in Industrial Area where most of his clients are located. Recognising the need for services across Kenya, he now has branches in Eldoret, Meru, and Kisumu. They also serve the branch's surrounding areas, including Migori, Kakamega, and Busia. The Kisumu branch's success led to further expansion into Kitui and Nakuru, targeting regions that lacked motor assessment services.

Xennon's growth strategy was simple

Motor assessment and valuation refer to the processes involved in evaluating the condition and determining the market value of a motor vehicle. These processes are crucial for various purposes, including buying, selling, insuring, or claiming damages on a vehicle. One needs to be licensed to be a motor vehicle assessor and are regulated by the Insurance Regulatory Authority (IRA).

Kennedy Kyalo like most entrepreneurs was initially employed as an assessor for several years where he gained a

Maintaining a competitive edge in the motor assessment industry requires continuous training and development. Kennedy believes in investing in his employees and holding quarterly training sessions to ensure everyone is aligned with the company's vision and standards.



yet effective. It positioned its branches where clients needed them most. This eliminated unnecessary costs for them such as mileage fees, making it more attractive. This approach, coupled with Kennedy's commitment to quick turnaround times and high levels of integrity, earned Xennon a solid reputation in the industry.

Maintaining a competitive edge in the motor assessment industry requires continuous training and development. Kennedy believes in investing in his employees and holding quarterly training sessions to ensure everyone is aligned with the company's vision and standards. This commitment to excellence has been crucial in maintaining the quality of service across all branches. Today, Xennon employs over thirty staff.

Navigating the industry's strict regulations, which prohibits traditional marketing methods, has not deterred Kennedy. Instead, he has found innovative ways to market Xennon's services, primarily through word-of-mouth referrals and maintaining strong client relationships. For instance, after serving a client in Nairobi exceptionally well, they referred him to an Embassy, which has since become his client.

Kennedy's innovative approach extends beyond the usual. Last year, a client's truck was impounded in Uganda, the authorities requested for a technical mechanical report. This did not exist. Within two days, Kennedy created one that met their requirements, leading to the truck's release. This experience led him to develop a new service, offering pre-emptive mechanical reports for transporters with cross-border operations. This service has been well-received, and Xennon now provides these reports for fleets of up to 200 units, helping clients avoid similar issues in the future.

In addition to cross-border reports, Xennon has expanded into court bond valuations. While this service existed before, it was largely unknown. Xennon has worked to educate clients on this option, offering them a viable alternative in court proceedings. The company's expertise in this area is recognised, with Xennon being certified and listed in the Kenya Gazette.

Kennedy's relationship with KCB has been instrumental in Xennon's growth. KCB bank has provided loans needed for expansion. He rarely visits the branch due to its proactive approach through internet banking and his relationship or branch manager who are a phone call away, ready to assist.

Looking ahead, Kennedy has ambitious plans and aims to expand his company beyond Kenya's borders, and open offices in Rwanda and Tanzania. It's an exciting challenge, but one Kennedy is eager to take on.

KCB offers asset-based finance to assist customers acquire assets that include vehicles, agricultural machinery and computer related equipment. Reach out to your relationship manager to apply.

Kennedy's relationship with KCB has been instrumental in Xennon's growth. KCB bank has provided loans needed for expansion. He rarely visits the branch due to its proactive approach through internet banking and his relationship or branch manager who are a phone call away, ready to assist.



Fatuma Mbaruk, CEO, In-Motion Delivery Limited inspects a Courier Motorbike at their office in Mombasa.



How In Motion Delivery is Changing Logistics in Mombasa

The delivery revolution in Kenya began in earnest in the early 2010, coinciding with the rapid growth of e-commerce and mobile payment systems in the decade preceding this one. There was expansion of the road network and massive investment in delivery firms. Mobile penetration was also a contributing factor. Datareportal states that a total of 66.04 million cellular mobile connections were active in Kenya in early 2024, with this figure equivalent to 118.7% of the total population.

Fatuma Mbaruk is based in Mombasa and founded In Motion

Recognising the importance of a satisfied workforce, In Motion Delivery prioritises its employees' well-being through regular training sessions, including road safety training with local traffic authorities.

Delivery Limited's a delivery business in 2016. She had a passion in logistics, especially solving the delivery challenges faced by micro, small, and medium enterprises (MSMEs). A few years later, when expectant with

her child, she decided to close the business and give her baby her full attention.

During the period when she was away, the COVID pandemic of 2019 led to the starting of numerous delivery and courier services springing up because of movement restrictions. Some organizations were run unprofessionally leaving customers greatly dissatisfied.

Determined to address this issue, Fatuma relaunched In Motion Delivery Limited in 2020. The initial months were hard and saw her earning just about Kenya shillings four hundred



Fatuma Mbaruk, hands over a package to a customer at In Motion Delivery Limited offices in Mombasa.

and seventy. She persisted. She used some savings she had to pay for her rent and salary for six months. In the fourth month, a customer entrusted her with delivering 1,200 wedding cards, significantly boosting the business. This was the breakthrough she had been waiting for.

“Although my initial goal was to support my community, my first supporters were not from my community. Leveraging my background in sales and marketing, I aggressively promoted my services also using my extensive network to gain traction. I was delivering professional services to clients especially in the food industry. I had fully insulated delivery boxes ensuring clients got hot food upon delivery,” Fatuma says.

She then introduced postpaid accounts for regular customers and corporate accounts with monthly invoicing. Additionally, she established 30 Service Points across the coastal region from Mombasa, Kilifi, Voi, and Taita Taveta to Kwale County. Making logistics more accessible and affordable and expanding their reach beyond Mombasa.

The company’s personalised services, owning and maintaining their own delivery bikes, specialised delivery and maintaining an open-door policy, and encouraging feedback through customer satisfaction surveys helps the firm to continuously improve its

services and remain the preferred delivery solutions provider.

Recognising the importance of a satisfied workforce, In Motion Delivery prioritises its employees’ well-being through regular training sessions, including road safety training with local traffic authorities. Her employees are employed on a permanent basis with five of them being women. She also hosts interns from local universities offering workplace exposure to them

“We have taken a bold step forward by launching our app on the Google Play Store. The firm will be providing thorough training for our courier officers, office attendants and service point providers, and once this is complete, the app will be rolled out to the public,” says Fatuma.

In addition to delivery services, In

Motion Delivery diversified into Rent a Shelf in 2020, providing shelf rental services for local and international clients. Despite initial slow uptake, the service has expanded, attracting clients from as far as Garissa, the UK, and Canada.

Fatuma created the Digital Lioness Workshop, training women entrepreneurs in effective social media usage to enable them to grow their businesses. She has conducted two workshops supported by various organizations e.g. WhatsApp Business which teaches participants how to utilize WhatsApp for business, create catalogues, and engage with their customers. Many businesses applied the learnings. Around thirty obtained KEPSA certification and ten employed new staff. These workshops empower businesses, leading to significant growth and job creation.

As authorised DHL agents, In Motion Delivery is expanding its operations to Nairobi and encourages other MSMEs to explore broader markets. With a strong social media presence the company continues to engage and support its diverse customer base.

“The relationship with KCB Bank has been instrumental in our growth, providing essential support and networking opportunities. The networking opportunities have been invaluable; for example, at a session at City Blue hotel, I made new friends and gained customers who have become our customers,” says Fatuma.



The Rollercoaster Ride of the Service Industry: A Tale of Underappreciated Talents



In the vibrant streets of Nairobi, where hustle and bustle are a daily rhythm, lies a challenging and often underappreciated sector: the service industry. Unlike tangible products that can be touched, seen, and instantly valued, services often go unnoticed in their complexity and effort. Convincing customers to pay a fair price for a service involves more than just showcasing the final result; it requires educating them about the expertise, time, and dedication poured into every task. For many service providers, securing fair compensation is crucial not just for profit but for survival, ensuring their businesses can continue to operate and thrive amidst the countless demands of everyday life.

Such is the case for Juma, an entrepreneur who dreamed of starting a small business catering to every imaginable service need—from event planning to photography and laundry cleaning. He aptly named it “Juma’s All-Purpose Service Hub.”

Juma’s first challenge was explaining his business to his grandmother, who was convinced he was selling invisible products. “Juma, you mean you are selling air?” she asked, bewildered. “No, shosh, I’m selling services. Like helping people organize their lives,” he tried to explain, but his grandmother just squinted at him suspiciously.

With high spirits, Juma set up shop in a tiny kiosk squeezed between a barber shop and a nyama choma joint. He had a small desk, a barely working computer, and a signboard that read: “No Job Too Big or Small, We Do It All!”

Such is the case for Juma, an entrepreneur who dreamed of starting a small business catering to every imaginable service need—from event planning to photography and laundry cleaning.

On his first day, a lady walked in and asked if he could organize her daughter’s birthday party. Juma, always up for a challenge, took the job. After a week of meticulously planning the event, the client told him, “You know, I could have done this myself and saved some money.” Juma smiled politely, wondering if she could also handle the stress of coordinating food, child-friendly decor, and a surprise appearance by a clown.

Next, he was hired for a photography gig at a wedding. As Juma set up his professional camera, a guest approached him and said, “Why are you charging so much for photography? I can take the same photos with my phone.” Juma chuckled and responded, “Feel free to try, but don’t blame me when your photos come out looking like selfies taken during rush hour.”

Juma’s biggest challenge, however, was his delivery service. One day, a customer ordered a package delivery



across town. When Juma quoted the price, the customer exclaimed, “Why are you trying to steal from me? That’s such a short distance! I could walk there myself!” Juma explained the convenience and time-saving aspect, but the customer was unimpressed. He imagined the customer trudging for an hour in the scorching sun with a heavy package but kept that thought to himself.

Juma also offered a laundry service, where he picked up clothes, had them cleaned, and then delivered them back. One client, after receiving perfectly cleaned and neatly folded clothes, said, “Why should I pay you so much when mama fua only charges 300 bob?” Juma sighed, knowing that his door-to-door service, quality care, and time savings were not always appreciated.

He faced the eternal challenge of the service industry: clients who thought his services were worth less than the

dust on a Nairobi street during the dry season. One client, after a flawless wedding planning service, offered to pay him with exposure. “Exposure?” Juma replied, “Will exposure pay my rent? Will exposure feed my children?” The client laughed nervously and handed over a much lighter envelope than promised.

Then there were the days when business was slow. Juma would sit at his desk, watching the barber next door, with a constant stream of customers and the tantalizing aroma of nyama choma wafting through the air. He wondered if he should switch to something more tangible, like selling samosas.

But just when he was about to lose hope, something magical happened. Juma helped organize a small community event that turned out to be a massive hit. People were impressed by his creativity and dedication. Word spread, and soon Juma’s All-Purpose

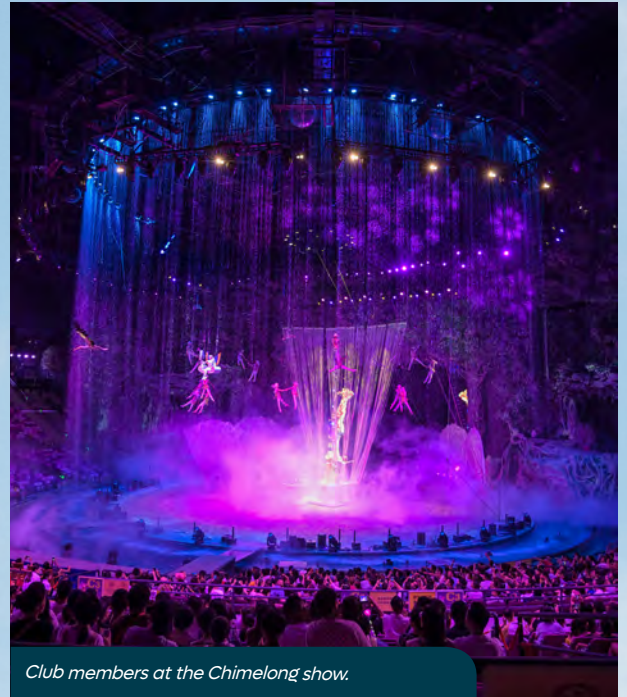
Service Hub was buzzing with activity, generating a sustainable income.

In a country where small businesses form the backbone of the economy, supporting the service industry is not just a matter of kindness; it’s essential for growth and sustainability. Every time customers choose to pay for a service, they are investing in their community, helping to create jobs and promote entrepreneurship. This support fosters innovation, allowing service providers like Juma to improve their offerings and adapt to changing demands.

Ultimately, supporting the service industry in Kenya means fostering a vibrant economy where talents are acknowledged, and businesses can thrive. By valuing services and recognizing the hard work behind them, we can build a stronger, more resilient community that empowers both providers and consumers alike.

Basis of Comparison	Goods	Services
Nature of item	Tangible	Intangible
Transfer of Ownership	Possible	Not Possible
Separable	Goods are separable from the seller.	Services are not separable from the service provider.
Storage	Goods can be stored	Services cannot be stored
Perishable	Not all goods are perishable	Services are perishable
Production & Consumption	There is a time lapse between production and consumption	Services are produced and consumed at the same time

China Trip



Club members at the Chimelong show.



Customers visiting the Tin Hau shrine in Hong Kong.



Roselyne Kyalo - Diaspora banking addressing customers.



Canton Fair pavilion.



Club members visit a phone & electronic accessories at Shenzhen.



Group photo at the SED Initta Technology Company.



Victoria peak in Hong Kong.



Massage chairs enquiry at the furniture market in Foshan.



Customer at the Yiwu fair.



Presentation on going on Technology in Shenzhen.



Chimelong International Circus



Club members visit a stand at the Yiwu fair.



Naomi Ndele - Head of SME hands over a token of appreciation to the group's tour leader.



Farewell photo at China Hotel in Guangzhou.

The Evolution of Education in Kenya and how it has affected Businesses

Our education system in Kenya has undergone significant changes since the early 1800's. Education then was largely informal and community-based, focusing on practical skills and cultural traditions passed down through generations. Training was story based where folklore was used as the medium for everything.

The advent of missionaries in the 19th century brought with them formal education and it began to take root in the country. Missionary schools were established, emphasizing basic literacy, numeracy, and religious instruction.

After we gained independence, the government prioritized expanding and reforming the education system. There was emphasis of an inclusive education system, emphasizing national unity and socio-economic development. The government introduced free primary education, resulting in increased enrollment and literacy rates. Adult learning was encouraged to learning the skill of reading and writing.

We have had several education systems that have aimed to provide practical skills and knowledge relevant to the job market. We recently adopted the CBC system that emphasizes creativity, problem-solving, and lifelong learning thus preparing students for a dynamic and competitive world.

The reintroduction of free primary education in 2003 where no child was left behind marked a critical turning point in the country as it granted millions of children access to education. The expansion and



transition to secondary and tertiary education has increased literacy rate and improved the overall skill levels of Kenyans.

The adoption of technological advancements and internet penetration have revolutionized education in Kenya. E-learning platforms and digital resources have become accessible, bridging the global gap for learners.

We currently are experiencing the integration of artificial intelligence, virtual reality, and other emerging technologies further redefining the learning experience, making it more interactive and personalized. We thus have more educated individuals entering the job market, contributing to the growth of various sectors, including manufacturing, services, and agriculture.

The focus on ICT has had a big impact in the business environment. We now have a workforce that is capable of innovating and adapting to technological trends. Most business

have integrated technology in their businesses thus automating their payment, accounting, security and human management resource systems.

The penetration of education among the populace has also seen the rise of professionals in the service sectors including surveyors, actuarial scientists, cosmetologists, sports scientists, consultants, artists in the service industry among others.

This creates a huge pool of an educated workforce. The education system and perhaps the few opportunities in employment has fostered an entrepreneurial spirit among Kenyans. Many young Kenyans have ventured into business, leading to the emergence of numerous startups across various industries. This entrepreneurial culture has been further supported by the proliferation of business incubators and accelerators, which provide mentorship, funding, and networking opportunities to budding entrepreneurs.

In conclusion, Kenya's education system has played a critical role in shaping the business environment over the past two decades. Through increased access to education, the integration of technology, and the promotion of entrepreneurship, education has contributed to the growth of various economic sectors and the rise of a knowledge-driven economy. We need to address the challenges that keep arising to sustain this progress and ensure that the education system continues to meet the evolving needs of the business world.

By Real Cents Writer

You may delay, but time will not and lost time is never found again.
Benjamin Franklin.

2025

Monthly Calendar

JANUARY

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DECEMBER

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E.J.S WORKSHOP

Established 1992

Promote use of improved stoves to save Lives and environment

Ekeru Jikos

- Cottage industry innovating sustainable energy technologies



The shop front.

Mr. Mohamed Juma was initially employed in an organization that manufactured energy saving jikos where he learnt the skill. He would later relocate to Mumias where he started his own business in 1992. He has gone ahead to train several people on the skill where they make equipment to be used by large and medium businesses as well as individual users.

Mr. Juma has been actively participating in Biashara club trainings and has participated in international trips for market exposure. He believes in growing the community around him through education. He is heavily involved in the sustainability agenda.



Visiting Mr. Mohamed of Ekeru Jikos.



An energy saving oven.



Flagship product - jikos.



Diversification of products.

Third Avenue Beach Apartments in Bamburi, Mombasa, owned by Pauland Properties, providing luxurious Beachside living with breathtaking views.



Journey to Real Estate Success in Mombasa

Paul Kiagi, the chairman of Pauland Properties Limited, is a name synonymous with real estate success in Mombasa. His journey began two decades ago, fueled by ambition and an initial capital of KES 200,000. With this modest investment, Paul purchased a piece of land in Bamburi, where he built his first property. This first venture not only marked the start of his entrepreneurial journey but also laid the foundation for what would become a thriving real estate empire.

opened doors to new opportunities and allowed Paul to reinvest his profits into additional ventures. Today, Paul is proud to oversee his latest project, the Silversands Beach Residency in Nyali. This ambitious development promises to be a luxurious beachfront living experience, catering to both local and international clients. With its prime location and exceptional design, the Silversands Beach Residency is set to elevate the standard of real estate offerings in the region.



Paul Kiagi, Group Chairman of Pauland Properties, leading the way in excellence and innovation in real estate.

The success of his inaugural project <https://paulandgroup.com/>



Silversands Beach Residency Construction Site.



Pauland Properties Beach Road Apartments located in Nyali area along beach road. The stunning Modern apartments offer a serene coastal Living experience in Mombasa.

PICTORIALS

Lady Captain breakfast in Kisii



Discussion panel.



Zipporah Musia - Biashara Club manager addressing customers at a Lady Captains workshop at Njoro.



The participants.



Justus Okong'o - SME RM Takes club members through the SME offerings.



A training session going on in Kimilili.



Introduction ongoing during a training in Maralal.



Training session in Litein.



Wasike Wakhungu, Multiplus Tax and Consultants Ltd.



Training session in Kitale.



Kennedy Kyala, CEO of Xennon Accessories.



Experiential training session going on in Nyahururu.



Traditional classroom training in Nakuru.

PICTORIALS



Kilifi Customer Engagement.



FLME Lady Captain Workshop in Kitale club.



Biashara Club Engagement at Mariakani

Experiential training in Port Victoria



The participants



The end product of an experiential training.



David Tanki taking club members through a session in Nairobi



Panel discussion during the FLME Lady Captain Breakfast Engagement in Nanyuki Golf Club



Class in session in Webuye at Falls view resort Nabuyole



Lady Captain workshop at City Blue Hotel, Mombasa.



Group activities going on in Ugunja during an experiential training.



Customers Networking during a training session in Panari hotel.



Mombasa FLME Engagement.



KCB

BANK

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Open a KCB Farmer's Account & get access to KCB Dairy Herd Improvement loan or KCB Dairy Installment Sale loan to purchase better breeds of dairy cows and dairy equipment today.

Unsecured loans of up to Kshs. **2 million.**

Secured loans of up to Kshs. **250 million.**

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**For People.
For Better.**



Regulated by the Central Bank of Kenya