

IMPACT AFRICA: PRIVATE SECTOR SDG CHAMPIONS

BUILDING RESILIENCE INTO RECOVERY FROM
COVID-19 THROUGH SDG 9:
INDUSTRY, INFRASTRUCTURE & INNOVATION



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EXECUTIVE SUMMARY

Industrial development across most of Africa is still in its infancy, but the Covid-19 pandemic has exposed the potential the sector holds, notably in terms of its ability to drive profound social and economic changes, and therefore, a much-needed path towards recovery following the pandemic.

Perhaps the most pressing challenge for the region in the coming months and years will be that of developing more resilient and sustainable industrial supply chains that are less dependent on external sources to function effectively and more reliant on local procurement and regional integration. Efforts undertaken in support of the launch of the Africa Continental Free Trade Agreement bode well in this respect, and should have a knock-on effect at multiple levels, from enhanced infrastructure and logistics to streamlined market conditions and trade tariffs. Through its home-grown solutions, Africa has also proven to the world – and to some extent itself – that it can depend on local resources and feel confident in its ability to bring about positive changes even during times of crisis.

Going forward, the key will be to sustain this momentum, on the one hand, and to steer it in favour of resilience and sustainability, on the other hand. A shift is well underway across Africa to develop sustainable industrial models, guided by the objectives outlined in the UN Sustainable Development Goals (SDGs), though meeting the targets in full by 2030 remains ambitious. Nonetheless, the Covid-19 pandemic has served to bring the matter under the spotlight and raise awareness among public authorities, private sector operators and civil society of the need to move the sector forward in a more sustainable manner that caters, first and foremost, to the region's own needs and, second, lays the foundations for a resilient and competitive industrial sector to emerge.

Africa, with its huge untapped potential and pressing need for industrial expansion, has the opportunity to approach industrial development from the bottom up and build a modern and sophisticated manufacturing base that contributes to human development and is in harmony with the environment that it operates in. In this regard, the UN SDGs can provide the much-needed guidance that has often held back corporate governance and policymaking in Africa, while also creating space and impetus for the private sector to step up its efforts to enact business-driven change. Not only will this lay the ground for industrial development, but it will also address lingering challenges such as job creation, poverty alleviation and environmental preservation. Signs of the private sector's primacy in driving industrial development have been evident in the response to Covid-19. Immediate supply chain gaps have been filled by companies boosting existing production capacity or diverting resources to newly essential goods. Meanwhile, technology transfer and local innovation have stepped up to fill more advanced needs and provide solutions. Significant work remains to lay the foundations for a robust industrial base, but it is clear that Africa's private sector champions do not balk at the challenge.

METHODOLOGY

Asoko is working with the UNDP to create a robust database of corporate champions of sustainability, response and recovery. The database will provide the UNDP and its partners with a strategic tool to drive engagement and foster dialogue and partnerships between public, private and development actors that accelerate progress towards the achievement of the Sustainable Development Goals (SDGs) in the run-up to the 2030 deadline. It will also include companies contributing to the socio-economic response and recovery from COVID-19 in Africa as the world aims to build back better from the pandemic.

Building a database of Africa's corporate champions aligns with Asoko's vision of democratising access to private sector data. We are taking a multi-faceted approach to this endeavour, which started with a top-down data gathering exercise spanning ten countries across the continent to identify 1,000 companies whose work aligns with one or more of the 17 SDGs. Our team established a set of qualifying criteria for each SDG to standardise company selection, tagging each company by all of the SDGs for which they qualified.

Of this initial list of 1,000 corporate contributors to the SDGs, 100 were identified as contributing to SDG 9: Industry, Innovation and Infrastructure. Given the breadth of this goal, businesses hail from a wide range of sectors, with significant contributions from financial services, industrial

manufacturing, information technology and agriculture. A number were selected for their contribution to the Covid-19 recovery, which in the early days of the pandemic saw manufacturers in many markets re-purpose their production capacity to supply essential goods for the public health response, including personal protective equipment.

The research underlying this report is field-based and indicative of the large and growing number of corporate sustainability champions across Africa. It's not meant to be comprehensive. Rather, we're incorporating a bottom-up approach by welcoming self-submissions from companies across the continent to highlight how their work supports the SDG agenda. Self-submissions can be made via our Digital Engagement platform, which hosts a number of opportunities for African businesses to engage with global stakeholders, including investors, development partners and financial institutions, to access financing and raise their visibility in the marketplace.

Over the course of the coming months, Asoko will be producing a series of reports related to key SDGs, highlighting companies from the database that exemplify the efforts of Africa's private sector to further the sustainability agenda and support economic growth and development on the continent.

Further information and the submission form can be found at:

www.asokoinsight.com/deals/platforms/undp-africa-business-map

INDUSTRY IN AFRICA

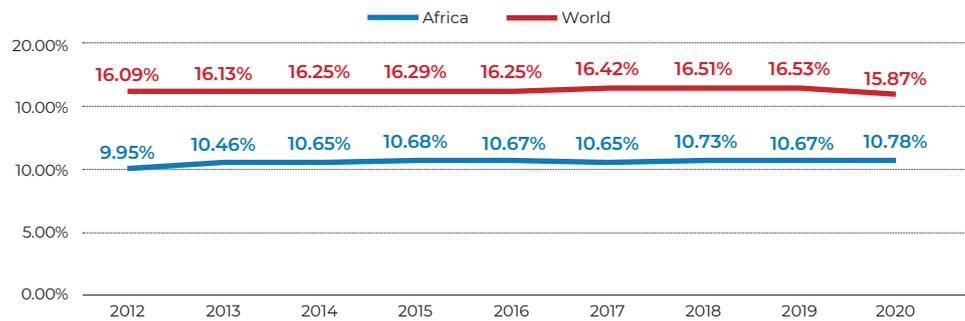
LAYING THE FOUNDATION FOR SUSTAINABLE DEVELOPMENT AND RESILIENT RECOVERY

Inclusive and sustainable industrial development combined with resilient infrastructure and innovation forms the basis for Sustainable Development Goal (SDG) 9, providing a useful lens for assessing the contribution of Africa's manufacturing base to wider development goals. The goal comprises several main targets, including the need to develop sustainable and resilient infrastructure which will in turn promote economic development and human well-being; boost industry's share of employment and GDP; facilitate access to finance for industrial enterprises, especially in developing countries; undertake infrastructure and industrial upgrades for more efficiency; the adoption of environmentally friendly technologies and processes; and encouraging scientific research and innovation.

The world, and Africa in particular, still has some way to go before meeting these targets by 2030. Already prior to the Covid-19 pandemic, global industrial activity had been slowing down due in large part to tariff and trade disputes in recent years. The pandemic is expected to further exacerbate this trend in the short to medium term. However, as recovery starts to take root, it also brings with the opportunity to review industrial policies in favour of more sustainability and resilience. This will also need to be accompanied by enhanced infrastructure – including internet and mobile network infrastructure – and investment in research and development, which continue to sorely lag behind in Africa. Overall, the industrial sector has a key role to play in social and economic development considering the opportunities it offers to build value-added and drive technological progress.

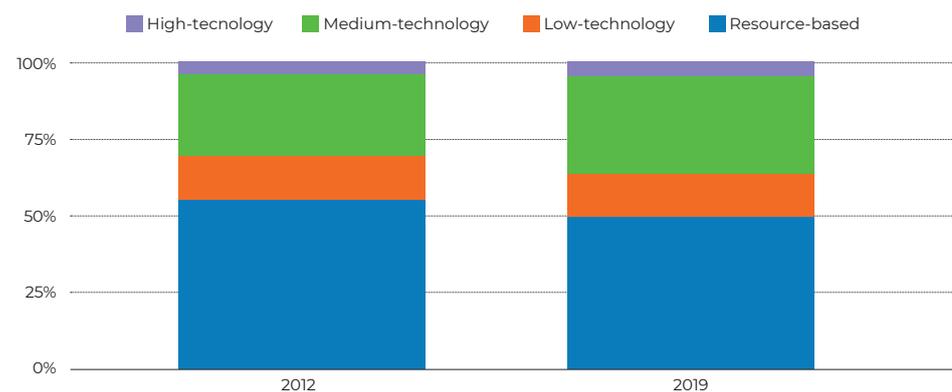
► Trending up

Up until the 2000s, Africa – and the sub-Saharan region in particular – had very little industrial activity relative to the rest of the world. The last two decades, however, have seen important development and expansion in all corners of the continent. Comparative data from United Nations Industrial Development Organisation (UNIDO) covering the period from 2012 to 2019 shows that Africa's share of manufacturing value added (MVA) in GDP is increasing faster than the world average, growing annually by 6% compared to a global rate of 3%, albeit from a lower baseline.

Global Vs Africa MVA as a share of GDP, 2012-2020 (%)

Source: UNIDO 2020

The structure of exported African manufactured goods has also evolved favourably to include a growing share of technologically advanced products offering higher value-added, with exports of medium- and high-technology goods increasing from 26.6% and 4%, respectively, in 2012 to 31.9% and 4.3% in 2019. On the other hand, the share of resource-based and low-technology products in Africa's manufactured exports has dropped from 55.6% and 14.7% to 49.6% and 14.3%, respectively.

Africa's manufactured exports by technology level, 2012 vs 2019

Source: UNIDO 2020

► Foundation Setting

Attempts by most countries to diversify their economies and create new avenues for wealth generation are partly responsible for the industrial development observed over these past two decades. The sector has also benefited from the investment that has trickled into the continent since the turn of the century, contributing the region's overall economic expansion. According to the International Finance Corporation, the economy of sub-Saharan Africa expanded from \$300 billion in 2000 to \$1.81 trillion in 2020, and is forecast to reach \$1.96 trillion in 2021.

Public authorities have also played their part by instituting targeted policies and reforms with the view of establishing favourable business conditions that are conducive for investment. As a result, the average time to register a business in sub-Saharan Africa fell from 59 days in 2006 to 21.5 days in 2020, while the cost of registering a business dropped from 192% of income per capita to 36.3% over the same period, according to the World Bank's 2020 'Doing Business' report.

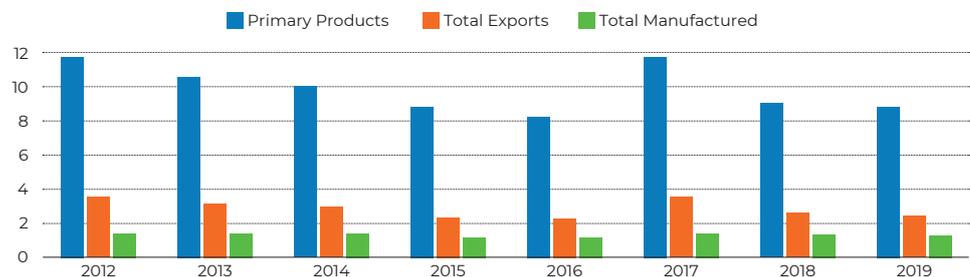
Global and regional programmes have also been enacted in support of Africa's industrial development. In addition to the UN SDGs and the AU's Agenda 2063, other plans include the UN's Programme of Action for Least Developed Countries for the Decade 2011-2020 which aimed at enhancing the region's manufacturing

competitive and productive capacity, and the Industrial Development Decade for Africa (2016-2025) which was adopted by the UN General Assembly in 2016 to support sustainable and inclusive industrialisation efforts.

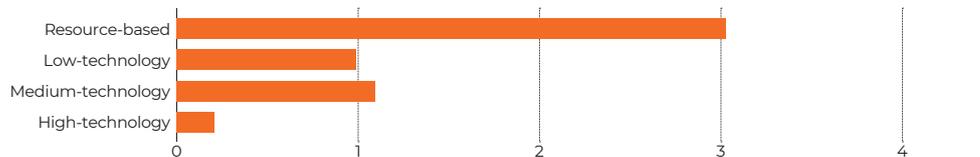
Nevertheless, African industry remains shy of its potential. According to UNIDO, Africa accounts for just 2% of global MVA. In terms of exports, African manufactured goods account for just 1.3% of worldwide exports and, despite the observed shift in export structure, continue to be dominated by resource-based products. For instance, Côte d'Ivoire relies on cocoa for one-third of its export earnings, and agricultural exports make up 65% of Kenya's sales to the world, largely comprising tea, flowers and horticultural products. Indeed, while many African countries have attempted to diversify their economies and develop new revenue sources, the very foundation of the continent's economy continues to primarily depend on commodities such as oil, gas, gold and cocoa, which in 2019 accounted for up to 52% of the region's total exports. This became particularly evident following the commodity price crash in 2013, driving the region's total exports down from \$635 billion in 2012 to \$465 billion in 2019 while its share in world exports fell from 3.5% to 2.5%, according to UNIDO data.

Manufactured goods for their part accounted for 42% of Africa's total exports in 2019. Despite some improvement in the trade balance of manufactured goods between 2012 and 2019, imports have continued to outweigh exports, highlighting the gap that persists between the needs of the market and Africa's manufacturing and export capabilities.

Africa's share of world exports, 2012-2019 (%)



Africa's share of global manufactured exports, 2019 (%)



Source: UNIDO 2020

► Competitive Challenges

These issues were also stressed in a separate report release by UNIDO in 2020 assessing the industrial competitiveness of 152 countries, including 33 African markets of which only 10 featured in the first 100 countries, with South Africa ranking first in 52nd position followed by Morocco (61), Egypt (64) and Tunisia (67). The report highlighted the region's limited capacity to produce and export manufactured goods as the key challenge to the competitiveness of African industry, owing in part to the sheer size of the continent's population and its limited integration on global markets.

Indeed, these issues are becoming more pronounced as the African population grows in size, its middle-class expands and purchasing powers improve. In order to meet the resulting surge in demand, Africa has been compelled to import the largest majority of its needs, notably in terms of manufactured goods, often from

countries as far away as India and China. On the back of such competition, and with policymaker attention pulled in all directions to tackle matters that overshadowed industrial expansion, such as malnutrition, epidemics, natural disasters and violence, manufacturing capabilities have lagged behind.

In terms of global market integration, a number of deep-rooted and structural issues can be seen as partly responsible for the sector's lingering state of affairs. These include tariff barriers, red tape, corruption, poor transport networks and a huge infrastructure deficit. According to the African Development Bank, infrastructure needs across Africa stand between \$130 billion and \$170 billion.

Funding, access to raw materials and unreliable power supply are some of the other longstanding challenges that have held back industrialisation across Africa. However, this is not to say that no progress has been achieved. Africa boasts some large industrial players which have grown in size, sophistication and footprint in line with demographic, consumption and environmental trends, including household names such as Dangote, Tiger Brands, MeTL and Bidco. These firms have taken the lead in helping address some of the bottlenecks that have long held back the sector's potential such as infrastructure and access to electricity. Nevertheless, their distribution remains uneven and small-scale manufacturing activities continue to dominate the industrial landscape.

► Growth Prospects

Up until the Covid-19 outbreak, Africa was home to some of the world's fastest-growing economies, namely Ghana, Côte d'Ivoire, Ethiopia and Rwanda. Though this picture is likely to change following the global pandemic and subsequent fall in demand for commodities, Africa continues to boast a number of advantages which, if effectively harnessed, can help build on recent gains and support industry in its post-pandemic recovery.

With a population that is projected to increase to 1.68 billion by 2030 and 2.5 billion by 2050, demand for manufactured goods is likely to continue to grow. The region is also endowed with abundant natural resources and raw materials, which with enhanced local processing, can boost domestic revenues and value-added.

Recent events including the implementation of the Africa Continental Free Trade Area (AfCFTA) could also provide the much-needed and awaited momentum to drive industrial development forward and at a much faster pace than before.

The AfCFTA presents the region with an unprecedented opportunity to drive industrialisation across the continent. The deal, which was first signed in 2018 and became operational in January 2021, aims at establishing a single market for the trade of goods and services as well as the free movement of businesspeople. Although the region has witnessed important economic growth since the turn of the century, intra-African trade has remained shy of its potential, accounting for 16% of total trade volumes, compared to 60% in Europe and 50% in Asia.

With the establishment of the AfCFTA, Africa becomes home to the world's largest free trade area since the creation of the World Trade Organisation in 1995, bringing with it the promise to see trade volumes rise by 50% in the five years following its implementation, according to the UN Economic Commission for Africa. Ultimately, the deal will provide for enhanced regional integration, better market access, aligned trade regimes and job creation. More importantly, it would pave the way for economic diversification, shifting the focus away from commodities which have long dominated the region's trade portfolio in favour of activities with higher value-added.

A key and evident beneficiary of the AfCFTA is the industrial sector. Boasting a rapidly expanding consumer class among its billion-plus market, Africa offers a natural and strategic advantage for the region's manufacturers to seize. This has become even more evident since the Covid-19 outbreak as countries turn to local sourcing and industries repurpose their businesses to cater to the immediate needs of the population.

Resiliency in recovery



Li Yong,
Director General,
UNIDO

What impact did the Covid-19 pandemic have on African industry and how can the continent build resilience into its recovery plan?

Global growth in manufacturing had been in a steady decline even before the outbreak of the coronavirus, which hit manufacturing industries hard, causing disruptions in global value chains and the supply of products. In Africa, where the level of manufacturing value added was too low before the impact of the pandemic, manufacturing output experienced a sharp decline. Moreover, the crisis threatens to cut jobs, intensify migration, increase poverty and hinder the fight against climate change. These challenges make it all the more urgent to build resilience and sustainability, further strengthening the case for industrialisation.

To get there, Africa must see the pandemic as an opportunity to drive change, to invest in new business models, support innovation and diversify its products. The post-COVID-19 change in global markets gives added importance to developing local and regional supply chains to serve a growing domestic market.

This will mean giving full support to the African Continental Free Trade Area (AfCFTA) agreement, which became operational on 1 January 2021. Additionally, it will require concentrated measures to support manufacturing businesses, including services in technology upgrading, quality compliance capacity development, product development, marketing and investment promotion.

Infrastructure development needs to be a priority too, driven by the state with private sector support. This should include more investment in internet connectivity, as well as improvements to energy infrastructure, building on green technologies such as hydro and wind power. Africa also needs to invest more in education and skills, making science and

technology a priority to take advantage of the ongoing digital revolution.

But economies must get the basics right as well. This means focusing on upgrading less high-tech sectors such as food and beverages, garments and paper in local and regional markets. And with 60% of the working population still employed in agriculture, investing in agribusiness will help to boost incomes and provide new jobs.

To what extent can the Covid-19 pandemic provide the impetus needed to accelerate industrialisation across the region?

The socio-economic impact of the pandemic provides justification for working towards structural transformation. Economic growth in Africa has been based on a prolonged commodity boom and on development assistance. But such a dependency leaves countries vulnerable to external shocks – such as the pandemic – and makes it harder to achieve socially inclusive and environmentally sustainable development.

To build resilience and sustainable development, countries need to change the structure of their economies by substantially increasing the shares of industry — especially manufacturing — in national investments, output and trade. We know this because wherever industrialization has occurred across the world, it has been a reliable force in steering economic diversification and creating the framework conditions for competitive economic growth and development.

Once the immediate health crisis subsides, economic recovery will become a priority. Inclusive and sustainable industrial development will be a key tool to build a more inclusive, sustainable and resilient continent. This is our chance to get things right for the future.

FIRST RESPONDERS

SHIFTS BY MANUFACTURERS TO SUPPLY ESSENTIAL GOODS HIGHLIGHTS CAPACITY OF AFRICAN SUPPLY CHAINS

Manufacturing plays a key role in the global economy, accounting for 80% of the world's traded goods. However, events ranging from volatile commodity prices and currency fluctuations to the China-US trade war and the Covid-19 pandemic, have had an adverse effect on global industry in recent years. Prior to the Covid-19 outbreak, global manufacturing was already witnessing a slowdown, with growth abating for two consecutive years since 2018, according to the United Nations Industrial Development Organisation (UNIDO).

Like their peers elsewhere, African manufacturers were negatively affected by the factory and logistical shutdowns that were imposed by their respective governments, especially at the onset of the pandemic. For many this meant reduced capacity, delayed shipments, falling revenue and job losses. Meanwhile, the disruptions caused to global supply chains on the back of social distancing and lockdown restrictions put input availability in jeopardy. With many raw material suppliers taking on a protectionist stance in the early days of the pandemic as a way to prioritise and safeguard local needs, many African businesses were faced with input shortages that threatened their operational capacity.

While most business have since resumed work and many of these issues have been resolved to some degree, they have nonetheless served to highlight the gap that currently exists and the pressing need for African markets to build more sustainable and resilient supply chains that depend less on goods imported from outside the region and rely more on local content and procurement.

► Repurposing Capacity

While Africa has long acknowledged the limitations resulting from its dependence on imported raw and finished goods, not much has been done or achieved to remedy the situation. The pandemic, however, has left the region with very little choice but to adapt and address its needs at home, with one of the main players being the personal protective equipment (PPE) industry.

Indeed, the first days of the Covid-19 outbreak saw many African manufacturers – ranging from textile and chemical firms to plastic and steel companies – take to their factories to scale up and repurpose activities in a bid to bridge the gap that had

suddenly widened with the surge in demand for PPE and other medical and hygiene supplies such as hand sanitisers, thermometers and ventilators.

In Kenya, for example, 17 industrial firms were earmarked by the government in April 2020 to produce critical medical supplies. These included seven firms making non-woven polypropylene and 10 woven and knitted fabrics producers to provide the much-needed materials for the production of face masks.

In Nigeria, the country's first certified medical face mask maker, Transgreen Nigeria Limited, reported in September 2020 that it had outgrown the 240,000-mask-per-day factory it shared with its parent company Transerve Disc Technologies and would relocate to dedicated premises to facilitate its expansion plans to continue to meet domestic and export orders.

Similarly, Morocco was swift to mobilise its manufacturers to ensure its needs in terms of medical garments were met. Lamatem, the country's first single-use medical textile factory, established in October 2019, has played a pivotal role in that regard after it concluded an agreement with the Ministry of Industry, Trade, and Green and Digital Economy at the start of the pandemic to focus entirely on supplying the domestic market with medical garments including face masks, shoe covers and protective overalls. On the back of growing demand, the firm secured a €6-million loan from the European Bank for Reconstruction and Development in early 2021 which it plans to invest in the extension of its existing manufacturing unit and the diversification of its production line.

After satisfying domestic demand for woven and non-woven masks, production by Moroccan manufacturers was sufficient for exports, with nearly 70 Moroccan companies participating in supplying foreign markets, primarily in Europe, starting in May 2020.

Meeting demand was not just a matter of increasing production, but of raising productivity within the constraints of enhanced health and safety measures, which included strict social distancing of staff. Tunisian medical equipment firm, Consomed, went as far as transforming part of its factory in March 2020 into a dormitory to allow some 150 employees to self-isolate for a total 48 days and ensure production continued to run smoothly. The initiative was repeated in August with 100 employees, enabling the factory to churn out up to 100,000 face masks daily.

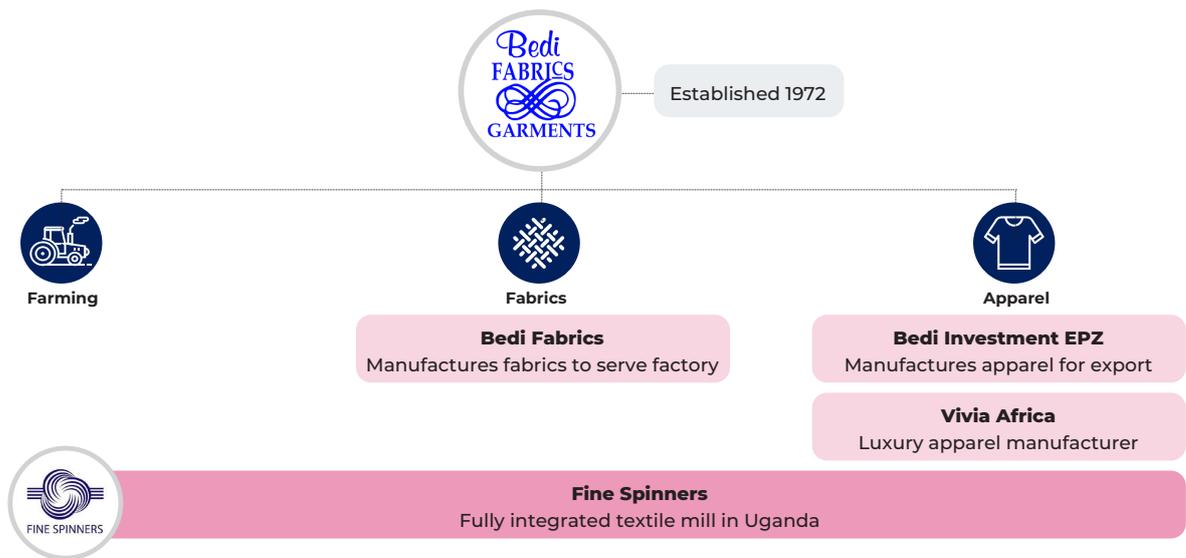
Asoko research across 13 countries identified close to 600 companies active in the supply of essential goods such as PPE and hand sanitisers. Many of these are manufacturers that shifted production capacity to support public health measures. A small selection is profiled on the following pages.

 **Bedi Investments Limited**
Nakuru, Kenya



► **Industrial Manufacturing**

Bedi Investments Limited is one of the leading manufacturers of textiles and garments in sub-Saharan Africa serving local, regional and international markets. Incorporated in 1972 it now controls a fully integrated poly viscose/cotton value chain employment more than 2,000 workers in its factories and 16,000 farmers in the cotton fields. Bedi was licensed to manufacture face masks in support of the Covid-19 pandemic response under the woven and knitted fabrics manufacturers category. As well as manufacturing, Bedi Investments also has two other business lines: trade and distribution, and direct investments.

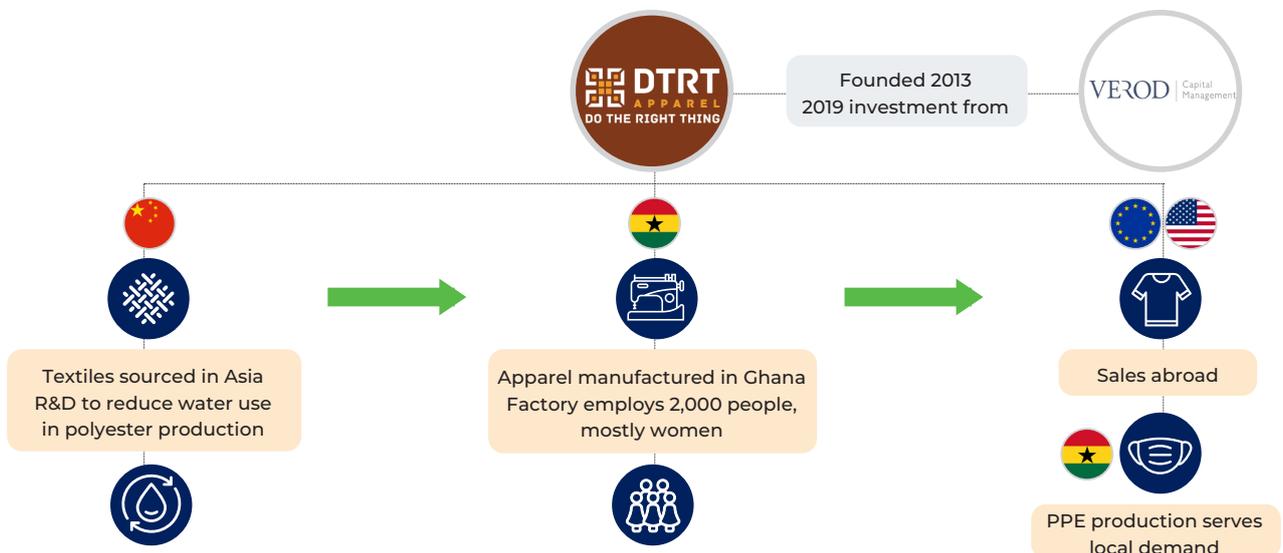


 **DTRT Apparel**
Accra, Ghana



► **Industrial Manufacturing**

DTRT Apparel is a clothing company based in Ghana engaged product design, product development, textile development, raw material sourcing and procurement, CMT manufacturing, logistics services, financial services. The company is also registered by the FDA to provide PPE/medical devices. Founded in 2013, DTRT (Do The Right Thing) is a for-profit business focused on creating a sustainable business model and well-paying jobs for over 2,000 people. Through their management training programme, the company is accelerating the knowledge transfer to its local staff and developing the first generation of Ghanaian apparel factory management.

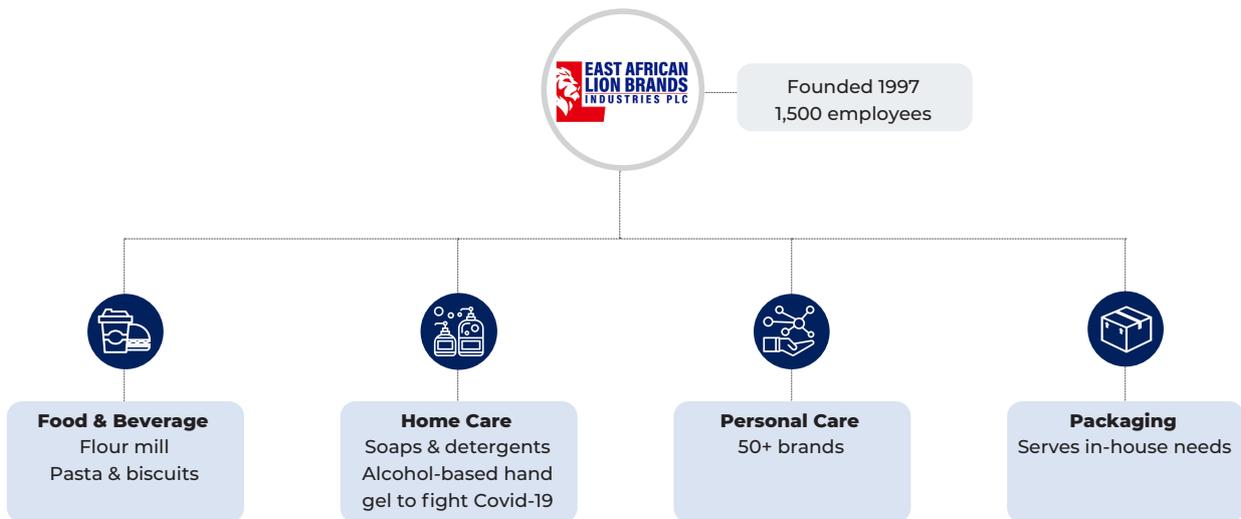


East Africa Lion Brands Industries

Bishoftu, Ethiopia

► Industrial Manufacturing

East African Lion Brands Industries PLC is a manufacturing company in Ethiopia that produces fast-moving consumer goods, including home care, personal care and food products. The company employs rural youth, promotes linkages between agriculture and industry by sourcing locally and is engaged in community activities through road and education infrastructure building. It was incorporated in 1997 and is part of the East African Holding group of companies. The company was granted a temporary licence by the Ethiopian Food and Drug Authority enabling them to manufacture alcohol-based hand rub to combat Covid-19.

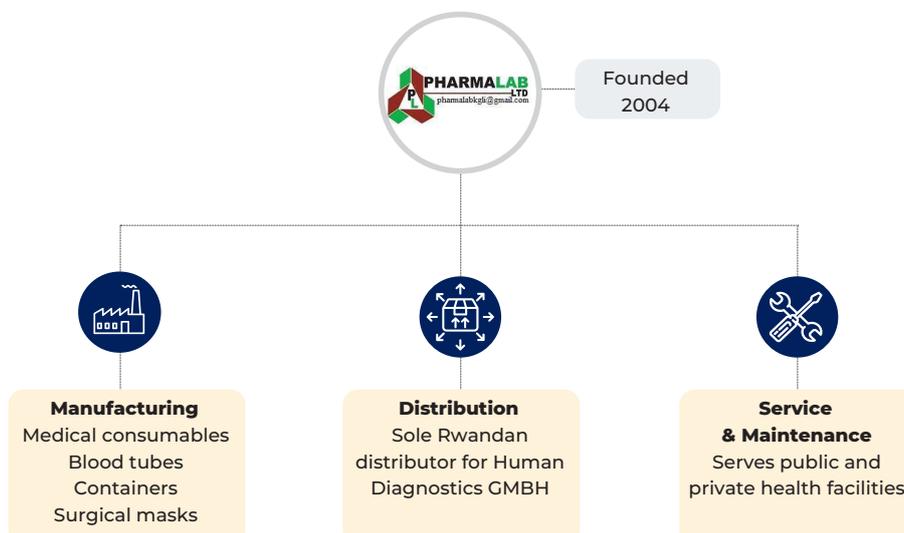


Pharmalab Limited

Kigali, Rwanda

► Industrial Manufacturing

Pharmalab Limited is the first locally owned pharmaceutical manufacturing firm in Rwanda, founded in 2004. It has the capacity to produce over 20 million medical plastic tubes and supplies and services laboratory analyzers systems and reagents for chemistry, elisa, haematology, haemostasis and rapid testing diagnostics. It is also an exclusive distributor in Rwanda of Germany company Human Diagnostics GMBH. Due to the Covid-19 pandemic, Pharmalab adjusted its operations for the production of surgical masks and its design has been approved by Rwanda Food and Drugs Authority.



Recyclast SARL
Yopougon, Cote d'Ivoire

► **Industrial Manufacturing**



Recyclast SARL is a company specialising in the recycling of plastic waste, from the collection to the production of secondary raw materials and has a mobile application called Plastock. Due to the Covid-19 pandemic, it adjusted its operations and equipment for the manufacturing of washable and reusable fabric barrier face masks under the brand name RECYPLAST. It has a daily production of 15,000 masks and its design has been approved by Côte d'Ivoire Normalisation.

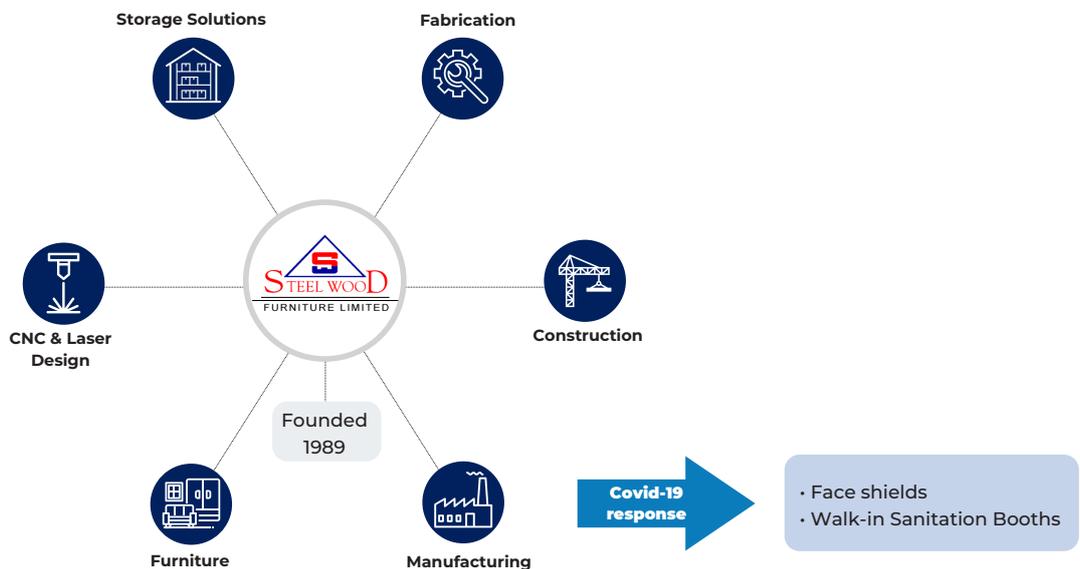


Steel Wood Furniture Limited
Kampala, Uganda

► **Industrial Manufacturing**



Steel Wood Furniture Limited is a general fabrication and mechanical engineering company in Uganda established in 1989. It manufactures racking, shelving and storage systems for small stores, large supermarkets and warehouses. The company also fabricates steel structures, burglar proofing, gates, railings, scaffolding and building jacks, and construction machinery, as well as school, home, office and restaurant furniture. Steel Wood Furniture Limited is supporting the public health measures against Covid-19 with the manufacture of walk-in sanitizer booths and face-shields.



Going local



John Gershenson,
Co-Founder and CEO,
Kijenzi

What innovations does Kijenzi bring to the market?

It's easy to think that because we are a 3D printing company, printer technology is our core innovation, but actually we believe it's our distributed manufacturing model that will do most to improve the market. We are on a mission to democratise access to manufacturing and give communities better access to the goods they need.

Global supply chains often don't meet the needs of local institutions. Goods are either unavailable, inaccessible in good time, or unaffordable. By localising production, we plug gaps in supply chains by producing parts organisations need to keep their communities and customers served. We also extend supply chains to new markets by localising production of goods designed elsewhere and helping new products launch or expand by making initial batches of innovators' products.

Our business model uses distributed manufacturing hubs with centralised quality assurance, which ensures we can meet local demand with high-quality goods at the time they are needed. Since we launched in January 2020, we have produced 11,000 3D printed goods, and shipped in batches of one to 1000 units to five countries, making Kijenzi the largest digital manufacturer in East Africa.

Within our business model, the centralisation of quality control is as important to the model as the distribution of production. Anyone can operate a 3D printer, but if you make a bad part, you only break more of what you are trying to fix. And because each item is made individually, you need strong standards and the ability to adhere to them to ensure each one is as good as the others.

We're taking this model further by both centralising and distributing our knowledge base on an open-source enterprise resource planning platform which will house

all of our engineering and process protocols so anyone can see what we're doing and how we're doing it in real time. We hope in the future people will use these resources and share their own to create a network of manufacturers operating in different localities.

How did Kijenzi respond to the onset of the Covid-19 pandemic in 2020?

We had only been operating for a few months when the crisis hit, and given the expectation of large numbers of infections and high demand for personal protective equipment (PPE) in Africa, we decided to shift our manufacturing capacity to essential goods in the Covid fight, largely face shields and hands-free door openers.

This was never going to be a long-term shift, it was more that as a business we felt duty-bound to use our capabilities to meet local needs at a time when global supply chains had broken down. It took us just 11 days to repurpose our production and develop the necessary sanitation protocols to be ready for business. In the end, the high level of demand never materialised - Kenya was largely spared from initial waves, and now that it is experiencing greater numbers of Covid cases, global PPE supply chains have rebounded and are meeting demand.

The experience of Covid has confirmed the hypothesis underpinning our business model and we have doubled down on the existing plan: Distributed manufacturing hubs with centralised quality assurance. The resiliency this model offers is much more appreciated after the supply chain challenges brought about by the pandemic. Whereas before it was niche; people now understand the value of localising manufacturing through a distributed model. Our mission to make impactful manufacturing available to everyone everywhere is now a mainstream objective.

COMPANY DIRECTORY

THE INITIAL 100 COMPANIES LISTED UNDER SDG 9 ON THE AFRICA BUSINESS MAP, A GROWING DATABASE OF THE CONTINENT'S LEADING CORPORATE CONTRIBUTORS TO THE SDGS.

COMPANY NAME	COUNTRY	SECTOR
Chillington Rwanda Limited	Rwanda	Industrial manufacturing
ABB South Africa Proprietary Limited	South Africa	Power and utilities
AgriCool	South Africa	Agriculture
Airtel Rwanda Limited	Rwanda	Telecommunications
App Zone Limited	Nigeria	Information technology
Apposit LLC	Ethiopia	Information technology
Asset and Resource Management Holding Company Limited	Nigeria	Financial Services
Astek Mauritius Limited	Mauritius	Information technology
Awash Wine Share Company Plc	Ethiopia	Food and beverages
Banque Populaire du Rwanda Limited	Rwanda	Financial Services
Beat Drone	Nigeria	Agriculture
Bedi Investments Limited	Kenya	Industrial manufacturing
BelCash Technology Solutions Plc	Ethiopia	Telecommunications
BGI Ethiopia PLC	Ethiopia	Food and beverages
Billbrain Technologies	Uganda	Information technology
blueMoon Advisory Services Plc	Ethiopia	Services
BuyCoins	Nigeria	Financial Services
Carel du Toit Trust Centre	South Africa	Education
Cellulant Nigeria Limited	Nigeria	Financial Services
Chalange Industries Limited	Kenya	Industrial manufacturing
Commercial Bank of Ethiopia	Ethiopia	Financial Services
Compagnie Textile de l'Ouest Africain SA	Senegal	Industrial manufacturing
Conedmar SARL	Morocco	Industrial manufacturing
CowryWise Financial Technology Limited	Nigeria	Financial Services
Credit Direct Limited	Nigeria	Financial Services
CredPal	Nigeria	Information technology
Do The Right Thing Apparel Limited	Ghana	Industrial manufacturing
East African Cables Limited	Kenya	Industrial manufacturing
East African Lion Brands Industries PLC	Ethiopia	Food and beverages
Ecobags Suppliers Limited	Kenya	Industrial manufacturing

COMPANY NAME	COUNTRY	SECTOR
Ecobank Ghana Limited	Ghana	Financial Services
Enterprise Wallet Payments Limited (Wallet Africa)	Nigeria	Financial Services
Ese Urwibutso/Sina Rwanda	Rwanda	Agriculture
Esoko Networks Limited	Ghana	Information technology
Ethiopian Commodity Exchange	Ethiopia	Agriculture
EthSwitch SC	Ethiopia	Information technology
eTranzact International Plc	Nigeria	Financial Services
Flutterwave Technology Solutions Limited	Nigeria	Financial Services
GIE Senbioagro Corporation	Senegal	Agriculture
Great Abyssinia PLC	Ethiopia	Food and beverages
Green Agro Solution PLC	Ethiopia	Agriculture
Hamaressa Edible Oil SC	Ethiopia	Food and beverages
Healthforce	South Africa	Health care
Heineken Breweries SC	Ethiopia	Food and beverages
Hilina Enriched Foods PLC	Ethiopia	Food and beverages
Huawei Technologies Ethiopia PLC	Ethiopia	Telecommunications
iBez Nigeria	Nigeria	Information technology
Interswitch Limited	Nigeria	Financial Services
Jariso Telecom Solutions RDC SARL	Congo, Democratic Republic of the	Telecommunications
Jubilee Holdings Limited	Kenya	Financial Services
Jumbo Nile Limited	Kenya	Industrial manufacturing
KAKI PLC	Ethiopia	Agriculture
Kaleb Service Farmers House PLC	Ethiopia	Agriculture
Ken Knit Kenya Limited	Kenya	Industrial manufacturing
Kigali Serena Hotel	Rwanda	Leisure and tourism
Kitui County Textile Center	Kenya	Industrial manufacturing
KK PLC	Ethiopia	Industrial manufacturing
Kobo360 Logistics Limited	Nigeria	Transport
Kuda Microfinance Bank	Nigeria	Financial Services
Leafline Washable Sanitary Wear	South Africa	Consumer goods
Lifebank Technology and Logistics Services Limited	Nigeria	Health care
MALII Taxi Mobile Payments	South Africa	Information technology
Meat Naturally Proprietary Limited	South Africa	Agriculture
Migo	Nigeria	Financial Services
Moha Soft Drinks Industry SC	Ethiopia	Food and beverages
MOSS ICT Consultancy	Ethiopia	Information technology
NES Polypack Limited	Kenya	Industrial manufacturing
Nice House of Plastics Limited	Uganda	Industrial manufacturing
Pagatech Limited	Nigeria	Financial Services
Pharmalab Limited	Rwanda	Health care
Recyclast SARL	Côte d'Ivoire	Services

COMPANY NAME	COUNTRY	SECTOR
Respo Technology Proprietary Limited	South Africa	Health care
Riby Finance Limited	Nigeria	Information technology
RooNit Incorporation	Congo, Democratic Republic of the	Information technology
Sonatubes Limited	Rwanda	Industrial manufacturing
Soronko Solutions Limited	Ghana	Information technology
Spinners and Spinners Limited	Kenya	Industrial manufacturing
Star Construction and Consultancy Limited	Rwanda	Construction
State Informatics Limited	Mauritius	Information technology
Steel Wood Furniture Limited	Uganda	Industrial manufacturing
Sterling Bank Plc	Nigeria	Financial Services
Stinal Sarl	Côte d'Ivoire	Industrial manufacturing
Sunshine Investment Group	Ethiopia	Real estate
Syked	South Africa	Health care
Sysroad SARL	Senegal	Information technology
SystemSpecs Limited	Nigeria	Information technology
Taeillo (Furnitures) Limited	Nigeria	Consumer goods
The Bidvest Group Limited	South Africa	Financial Services
The Energy Utility Corporation Limited	Rwanda	Power and utilities
ToolBi	Senegal	Agriculture
Transgreen Nigeria Limited	Nigeria	Health care
Unified Payment Services Limited	Nigeria	Financial Services
Uniwax SA	Côte d'Ivoire	Industrial manufacturing
Virecom Proprietary Limited	South Africa	Media
Wolfram Mining and Processing Limited	Rwanda	Mining and metals
Word of Mouth	South Africa	Services
YenePay Financial Technologies Plc	Ethiopia	Financial Services
Zenith Bank Plc	Nigeria	Financial Services
Zenzeleni Community Networks	South Africa	Telecommunications



SHOULD YOUR COMPANY BE RECOGNISED AS AN SDG CHAMPION?

Asoko Insight and the United Nations Development Programme (UNDP) invite your company to the Africa Business Map, where we discover the continent's best corporate contributors to the SDGs.

Submit your details to the Business Map at

www.asokoinsight.com/deals/platforms/undp-africa-business-map

The **Africa Business Map** aims to foster dialogue and partnerships between public, private and development actors across the continent that contribute to a socio-economic response and recovery to COVID-19 in Africa and accelerate progress towards the achievement of the SDGs during this decade of action.