

SUPPLY CHAIN PRACTITIONERS

A PUBLICATION OF THE KENYA INSTITUTE OF SUPPLIES MANAGEMENT



**KENYA INSTITUTE OF
SUPPLIES MANAGEMENT**
Promoting Professionalism in Supply Chain Management



**Theme: Optimizing the economic Power of
Procurement and Supply Chain through a
Bottom-Up Economic Model**



**Transformative Dialogue:
Unveiling Strategies for
economic optimization of
Kenya's Supply Chain**

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The Second Supply Chain National Dialogue commenced with great enthusiasm at the Sarova Whitesands Hotel in Mombasa. The theme of the conference, "Optimizing the Economic Power of Supply Chain through the Bottom-Up Economic Transformation Agenda (BETA)," set the stage for insightful discussions.



John Karani MKISM, MCIPS,
KISM Chairman

CHAIR'S FOREWORD

KISM pledged commitment to upholding professionalism, transparency, integrity and accountability in supporting the five pillars: agriculture, MSMEs, healthcare, housing and digital infrastructure.

KISM is confident procurement can drive transformation under the Deputy President's leadership. The organization positioned itself as collaborative solutions partner ready to elevate supply chain integrity and quality.

KISM positions procurement as a key enabler to economic growth.



The Deputy president, H.E. Rigathi Gachagua and KISM chairperson, John Karani joining a group of dancers at the 2023, Supply Chain National Dialogue Conference in Mombasa.

Procurement and Supply Chain is a key profession central to the Kenya Kwanza administration and in the delivery of the Bottom-Up Transformational Agenda (BETA).

The Kenya Institute of Supplies Management (KISM) welcomed the Deputy President of Kenya, H.E. Rigathi Gachagua, as Chief Guest for the first time in its history at the 2nd National Dialogue Conference in Mombasa. This milestone signals growing recognition of procurement and supply chain management's (P&SCM) role in socio-economic transformation. Centered on "Optimizing the Economic Power of Supply Chain," the conference theme aligns with the Bottom-Up Economic Transformation Agenda. KISM pledged commitment to upholding professionalism, transparency, integrity and accountability in supporting the five pillars: agriculture, MSMEs, healthcare, housing and digital infrastructure.

The conference builds on the 1st National Dialogue in 2021 focused on "Transforming Supply Chain Management to Drive Economic Recovery." As P&SCM profes-

sionals, KISM positions itself as change agents and architects of the future. The aim is making P&SCM an integral pillar in national and global discourse.

To further leverage procurement's economic power, KISM made five key asks of the Deputy President:

1. Appoint P&SCM professionals to boards of key parastatal organizations like KPA, KEMSA and KQ. Over 60% of the government's 3.7 trillion budget is procurement-driven.
2. Review the scheme of service and career progression for P&SCM professionals. Many have stagnated in one job group for over 5 years while counterparts get promoted every 3 years.
3. Elevate supply chain management to a full Directorate led by a Director-General in public entities, commensurate with its heavy responsibility. For example, the National

Treasury procurement director oversees 1,500 professionals yet isn't at DG level.

4. Stop victimization and negative profiling of P&SCM professionals in investigations despite clear segregation of duties. Strengthen KISM's disciplinary framework as the first port of call for ethical misconduct issues before escalating cases.
5. Continue supporting "Buy Kenya Build Kenya" through procurement policies prioritizing locally-produced goods and services. This creates jobs, spurs innovation and strengthens economic foundations.

KISM is confident procurement can drive transformation under the Deputy President's leadership. The organization positioned itself as collaborative solutions partner ready to elevate supply chain integrity and quality.

Editorial

CHAIR'S RALLYING CALL!

Together, we will pioneer transformative solutions and lead the charge for positive change and forge a path to a brighter and more sustainable future for procurement and supply chain management in Kenya.

CEO'S REMARKS

Valued KISM Staff, Members, and Stakeholders,

As we wrap up 2023 and welcome the promise of a new year, I wish to extend my deepest appreciation for your dedication and collaboration through a truly momentous period. Despite facing uncertainties wrought by local and global events, our organization persevered to deliver immense value across critical areas.

Most notably, the successful hosting of the 2nd Procurement and Supply Chain National Dialogue stands as a watershed moment. The high-level event amplified policy discourse on optimizing procurement for Bottom-Up economic transformation aligned to the national agenda. Critical milestones were also achieved across regulatory compliance enforcement, ethical practice promotion, technological innovation, and supply chain skills development - all geared towards cementing professionalism.

As we enter 2024, I kindly remind all members of their obligation to perform procurement functions diligently and ethically in line with professional codes of conduct.

Compliance with statutory registration and licensing requirements also remains mandatory to practice as a certified supply chain practitioner. Let us continue upholding integrity in how we discharge our duties for the benefit of the sector and the country at large. I have full confidence that members will lead by example in driving reforms through individual accountability. Do reach out in case of any licensing or compliance clarification needs.

I am also pleased to announce that the KISM training and events calendar for 2024 has been finalized, outlining an array of enriching capacity building programs for continuous professional growth all year long. Members are encouraged to acquire copies of the calendar from our offices or website to identify relevant learning interventions based on skill gaps. Whether just embarking as a young practitioner or honing mastery as a veteran, the diverse certifications, workshops, conferences and networking events promise immersive exposure to leading procurement best practices and policies. I urge members to tap these moments that ultimately uplift indi-



Nicholas Wafula

Ag. Chief Executive Officer, KISM

vidual and collective sector competence.

The festive season provides a fitting moment to unwind and spend time with loved ones as we gear up for the abundant opportunities ahead in 2024. Once again, I salute you for the integral role each one of you played in shaping an industry poised for greater heights. As we celebrate this Christmas, may the spirit of optimism, solidarity and national duty continue lighting our path. We keenly look forward to achieving more firsts together.

On behalf of the KISM leadership, management and secretariat, I wish you and your families a very Merry Christmas and prosperous New Year!

Transformative Dialogue: Unveiling Strategies for Economic Optimization in Kenya's Supply Chain

The Second Supply Chain National Dialogue recently unfolded with unparalleled enthusiasm at the prestigious Sarova Whitesands Hotel in Mombasa.

The Second Supply Chain National Dialogue recently unfolded with unparalleled enthusiasm at the prestigious Sarova Whitesands Hotel in Mombasa. A convergence of key dignitaries and seasoned professionals in the procurement and supply chain management sector marked the beginning of this transformative event. The conference, operating under the theme "Optimizing the Economic Power of Supply Chain through the Bottom-Up Economic Transformation Agenda (BETA)," set the stage for a series of insightful discussions.

Remarks by Deputy President Rigathi Gachagua.

The event was graced by the esteemed presence of H.E Rigathi Gachagua, the Deputy President of the Republic of Kenya, who officially inaugurated the conference. In his keynote address, Deputy President Gachagua emphasized the critical need to address pending bills, a major stumbling block in the efficient functioning of the supply chain. Commending President William Ruto's validation of approximately 600 billion Kenyan Shillings worth of pending bills, Gachagua underscored the positive impact this move would have on unlocking the country's investment potential.

"The verification of pending bills is a crucial step to revive enterprises, spur economic growth, and enhance confidence in private sector engagement with the Government," asserted Deputy President Rigathi Gachagua. He further stressed the imperative for collaborative conversations among diverse stakeholders to identify issues and recommend operational, legal, and policy reviews, aligning with the Five Pillars of the Kenya Kwanza Plan.

"The government is keen on understanding how the



Photo Credits: KISM

supply chain will contribute to the Kenya Kwanza Plan in various sectors such as Agriculture, Micro, Small and Medium Enterprise Economy, Housing and Settlement, Healthcare, and the Digital Superhighway and Creative Economy," he added. Deputy President Gachagua also highlighted the importance of streamlining the supply chain to directly link suppliers with consumers and leverage opportunities emerging from the Africa Continental Free Trade Area Agreement.

Economic Outlook

Providing crucial insights into Kenya's economic outlook, Chris Kiptoo, the Principal Secretary representing the Cabinet Secretary National Treasury, addressed the audience. He delved into the government's efforts to achieve inclusive growth while navigating challenges posed by internal and external shocks.

Among the key announcements made by the Cabinet Secretary were:

1. **Zero Audit Queries:** A commitment to finalize all pending audit queries by June 30, 2024, aligning with the government's zero-fault policy.
2. **Pending Bills:** The establishment of the Pending Bills

Verification Committee to audit liabilities from 2005 to 2022, with a pledge from the President to settle all eligible pending bills by June 30, 2024.

3. Revitalizing Supplies Branch: Focusing on revitalizing the Kenya Procurement and Disposal Agency under the National Treasury to enhance efficiency, quality, and fairness in procurement.
4. Digitization of Procurement: The implementation of an end-to-end eGovernment Procurement System, expected to realize significant cost savings.
5. Capacity Building Levy: A proposal to introduce a Capacity Building Levy on awarded contracts to fund the development of procurement professionals.

The Principal Secretary Kiptoo commended the Kenya Institute of Supplies Management (KISM) for its role in promoting professionalism in the supply chain and procurement practice.

Chairperson of KISM's Pledge for Transformation

In a landmark address, the Chairperson of the Kenya Institute of Supplies Management (KISM) echoed a commitment to transform procurement and supply chain management (P&SCM) into a force for good. The Chairperson highlighted key achievements and proposed far-reaching reforms, urging collaboration with government officials and other stakeholders.

Addressing Deputy President Gachagua and distinguished guests, the Chairperson emphasized the pivotal moment for the profession. Quoting President Ruto's remark that "Procurement is the bedroom of Corruption," the Chairperson stressed the determination of procurement professionals to be agents of change, not facilitators of corruption.

The Chairperson showcased several milestones achieved by KISM, including a 251% growth in active membership, a fully automated membership registration system, and strategic collaborations with institutions like Strathmore University. These initiatives aim to enhance the capacities of Supply Chain Management (SCM) practitioners.

The Emara Ole Sereni Declaration

Acknowledging the pervasive issue of corruption in the wake of the Emara Ole Sereni Resolutions, the Chairperson proposed comprehensive legal frameworks, transparency promotion, and collaboration with anti-corruption agencies. The Emara Ole Sereni Declaration stands as a commitment to confront bribery, corruption, and

abuse of power.

The Chairperson concluded the speech with proposals for the Deputy President's support, covering mandatory compliance, capacity-building programs, addressing corruption, improving procurement planning, and more. These proposals aim to restore public trust, support the government's bottom-up economic model, and shape a transparent, accountable, and resilient future.

Collaboration for a Transformative Future

Emphasizing the importance of collaboration between government, civil society, and the private sector, the Chairperson called for open dialogue and cooperation to overcome barriers in procurement. With collective efforts, P&SCM can be a driving force for positive change in Kenya.

The Chairperson concluded the address with a hopeful note, expressing the desire for the conference to be a game-changer. The collective potential, the Chairperson noted, knows no bounds, and together, stakeholders can pioneer transformative solutions for a brighter and more sustainable future for procurement and supply chain management in Kenya.

Conclusion: A Platform for Collaboration and Innovation

The 2nd Procurement and Supply Chain National Dialogue provided a crucial platform for stakeholders to engage in meaningful discussions, address challenges, and contribute to the economic transformation agenda of the country. The conference featured sessions covering a wide range of topics, including inclusive supply chain practices, the role of technology in procurement, and strategies for achieving transparency and integrity in the sector.

The event is poised to foster collaboration and innovation in the procurement and supply chain industry, contributing to Kenya's economic growth and sustainability. As the dialogue continues, the collective efforts of stakeholders promise a future where the supply chain becomes a powerful instrument for positive change in the nation's economic landscape.

Supply Chain Heads Commit to Battling Corruption- Emara Ole Sereni Resolutions

By, John Karani, MCIPS, MKISM

KISM has collaboration pacts with anti-corruption agencies and a disciplinary framework to promote compliance. Private, public and civil society partnerships can also provide multifaceted approaches..



Backed by the Chief of Staff's office and stakeholders like the National Treasury and Kenya Institute of Supplies Management (KISM), heads of supply chain management from across Kenyan public entities made firm commitments to combat corruption at a July 2023 meeting in Nairobi.

They resolved to act as frontline anti-corruption ambassadors who withstand pressure and inducements to make legal, ethical procurement decisions balancing cost-efficiency and quality. This entails welcoming external scrutiny and cooperating with

oversight agencies on risk controls.

Additionally, the heads pledged to leverage multi-agency expertise to improve processes where possible, aided by KISM's assurance. All committed to hold departmental meetings and prepare board papers on the agreed action points.

The resolutions also entail developing methodologies mitigating corruption recurrence through continuous capacity building on emerging procedures and global best practices that curb misuse.

Moreover, the heads drive compliance with the Supplies Practitioners Management Act guid-

ing conduct for supply chain professionals including disciplining non-compliant members to safeguard the sector's reputation.

By taking a united stand, the supply chain leaders demonstrated recognition of procurement's role in governance and service delivery. Their unanimous commitments signal a turning point for embedding ethics, accountability and efficiency across the public sector procurement function.

KISM Mashinani



LOWER EASTERN REGIONAL CHAPTER FORUM

Lower Eastern Regional Chapter at the Regional Chapter Validation Forum, 21st July 2023, Seo Hotel, Machakos. A moment of collaboration and insight as professionals contribute to the finalization of a transformative draft policy, promoting the KISM Mashinani Initiative. Chairman Mr. John Karani and Council Members Jeremiah Nthusi and Fidel Muema inspire active engagement in the growth of the Supply Chain Management Profession.

Kenya Faces Economic Headwinds but Government Pursues Growth.

The government's Bottom-Up Economic Transformation Agenda aims to spur inclusive growth.

By CS National Treasury

Kenya's economy continues to experience multiple internal and external shocks leading to high inflation and cost of living, according to the Cabinet Secretary for the National Treasury and Economic Planning. These shocks have been exacerbated by COVID-19, droughts, global conflicts, a stronger US dollar and constrained financing.

The CS forecasts Kenya's economy will grow 5.5% in 2023 and above 6% in the medium term. However, inflation has averaged 8.6% this year compared to 7.7% in 2022. It is expected to average 5.9% in 2024. The central bank maintains a tight monetary policy stance to anchor inflation expectations given sustained pressures.

The government's Bottom-Up Economic Transformation Agenda aims to spur inclusive growth. Fiscal policy focuses on growth-friendly measures to preserve debt sustainability through increased revenue collection and reduced non-core spending, while prioritizing social and investment expenditures. The fiscal deficit should decline from 5.8% in 2022/23 to 4.3% in 2023/24. Policy measures to improve the economy and ease cost of living burdens include:

- ▶ Revitalizing agriculture which contributes 20.1% to GDP through subsidized fertilizer and increased production to reduce food costs
- ▶ Increasing employment, income distribution and social security while



expanding the tax base and foreign exchange earnings

- ▶ Investing heavily in five key sectors: agriculture, SMEs, housing, health-care and digital infrastructure to drive high growth

To support SMEs, 30% of government procurement opportunities go towards special groups and the new Hustler's Fund provides low-cost financing.

Fiscal consolidation will build buffers and move towards sustainable debt levels. Export diversification and enabling policies for remittances will also strengthen external positions.

The government wants to eliminate financial audit queries by June 2024 through a zero-tolerance policy. It is also addressing Ksh567 billion in pending bills, including establishing a verification committee to audit 2005-2022 liabilities.

Revamping the supplies branch into the Kenya Procurement and Disposal Agency will ensure value-for-money, efficiency,

quality and fairness in procuring common user items. An e-Government Procurement system is also being piloted in 12 entities and will be rolled out in 2024/2025, potentially saving 10-15% of procurement costs.

A proposed capacity building levy on awarded contracts will fund training and mentoring to achieve value-for-money and enhance public service quality.

Regulating supply chain practitioners through the Kenya Institute of Supplies Management will bring sanity and professionalism. The CS expects members to carry themselves ethically, deliver value-for-money through quality goods at the right time and cost, and maintain reliability.

The government counts on procurement professionals to support its agenda of improving Kenyans' lives. It pledges to work closely with stakeholders to align efforts and "deliver as one."

Chief of Staff Rallies Procurement Heads to Lead Anti-Corruption Fight

Heads of supply chain management from across Kenyan public entities made firm commitments to combat corruption at a July 2023 meeting in Nairobi. Procurement consumes significant resources yet remains prone to graft that threatens service delivery

The Chief of Staff and Head of Public Service urged heads of procurement departments from high-spending public entities to become the government's anti-corruption brigade.

Underscoring their strategic role, he stated procurement consumes significant resources yet remains prone to graft that threatens service delivery and infrastructure safety. As gatekeepers directing user needs and market interactions, procurement heads can spark reforms.

Having suffered embarrassment from scandals, they now have an unprecedented opportunity under the current regime counting one of their own as Chief of Staff. He rallied them to chart a pathology to cure rather than conduct blame games.

This entails self-reflection on risks like influence peddling and collusion to craft solutions centered on transparency, external scrutiny, automation and capacity building. Learning global best practices can also augment efforts.

He reminded heads that agencies have latitude to raise accountability bars through technology adoption, complaints mechanisms and proactive audits beyond legal minimums. Tackling conflicts of interest while enhancing recordkeeping further



safeguards integrity.

Additionally, compliance with professional body tenets assures ethical grounding. The Chief of Staff pledges Public Service Commission support to mandate licensing for entry and progression while expediting transitional mechanisms.

Equally important is upscaling opportunities for special groups through innovating administrative mechanisms even as legal thresholds are met. Targets should not become checklists devoid of economic impact. As the largest spenders, they must set the pace.

In concluding, the Chief of Staff situated integrity as central to securing Kenya's future livelihoods against the existential threat of graft. Having gathered critical procurement change agents, he invoked

them to perpetuate good governance for posterity, just as earlier democracies did.

Through this consultative approach, heads of procurement departments have a unique chance to cleanse processes under the guidance of an insider. Collectively, they can spark domino effects across entities to uproot corruption and augment service delivery. The ball is firmly in their court.

KISM Council



Mr. John Karani
Council Chairman
BA-Economics, MBA, MKISM,
MCIPS, C-MILT, AoEC



Jeremiah K. Nthusi
Council Member



Moses A. Omondi
Council Member



MaryAnne Kuvochi Karanja
Council Member



Jenniffer Cirindi
Council Member



Fidel Muema
Council Member



Mark Kanda
Council Member



Mr. Henock Kirungu
Council Member, Rep. PPRA



Martin Ainea Omuse
Council Member, Rep. CS
National Treasury



Nicholas Wafula
Ag. Chief Executive Officer



KISM Champions Procurement Reforms to Curb Corruption

KISM has collaboration pacts with anti-corruption agencies and a disciplinary framework to promote compliance. Private, public and civil society partnerships can also provide multifaceted approaches.

The Kenya Institute of Supplies Management (KISM) Chairman rallied supply chain heads to address procurement malpractices during a milestone consultative forum backed by the Chief of Staff.

Underscoring the administration's commitment to ending corruption, he urged practitioners to become integrity champions within their sphere of influence. Despite KISM's growth, gaps remain in professionalization and capacity building across Kenya's 50,000 supply chain workforce.

With procurement pivotal across healthcare, agriculture, manufacturing and technology sectors under the bottom-up economic blueprint, the stars are aligned for reforms. However, increasing audit queries reveal weaknesses in monitoring, enforcement and oversight fueling manipulation and collusion.

The President's harsh sentiments about corruption residing in procurement, though unfortunate, are a wake-up call for immediate action. Comprehensive enforcement, coupled with

training, partnerships and technology are imperative to restore trust and optimize value.

KISM has collaboration pacts with anti-corruption agencies and a disciplinary framework to promote compliance. Private, public and civil society partnerships can also provide multifaceted approaches.

Key asks submitted to the Chief of Staff include:

- ▶ Mandatory licensing and ethical training for supply chain practitioners
- ▶ Tougher legal and administrative action on malpractices.
- ▶ Protecting practitioners from profiling during prosecutions.
- ▶ Enhancing planning, funds allocation and contract oversight.
- ▶ Incentivizing local industry through procurement leverage.

Ensuring fiscal prudence and accountability in settlement of bills. With the Chief of Staff's impetus, supply chain heads resolved to become the bulwark against corruption through unity and accountability across entities. By seizing this moment, Kenya's procurement regime can positively transform service delivery and bolster sustainable economic growth.

Just like Singapore's founders determined to end graft, supply chain professionals can set new trajectories for procurement integrity. True nation-building requires sacrifice; they must choose the side of truth.



Proposed Amendment to the Public Procurement and Asset Disposal Regulations 2020. - Multiple Awards Regulations



The Government has put forward a plan to distribute more government contracts to small and medium enterprises (SMEs), rather than relying on one or two large players. Proposed amendments aim to formally introduce "multiple awards" in public procurement regulations.

This would allow single large tenders to be split and shared across several contracted suppliers, based on their capability to deliver. Suitable conditions for such fragmented contracting could include:

- ▶ Ensuring continuity of critical services.
- ▶ Safeguarding timely delivery of key projects.
- ▶ Spurring innovation through increased competition.
- ▶ Empowering underrepresented groups with more opportunities

The public release solicits feedback on a structured mechanism where lead bidders would secure a portion

of awards, with runners up invited to match winning quotes to claim the remainder. Quantities can be tiered by bid ranking.

This more collaborative model intends to widen the playing field for SMEs to support youth and women-owned contractors, regional enterprises - while still minimizing risks of failure that could accompany overload.

With the procurement landscape evolving globally, progressive reforms walk a line between efficiency and social impact goals in contracting. The National Treasury's consultation opens the door for a model blending pragmatism with national principles.



KISM Rolls out KISM Mashinani

The forums also presented opportunities for members to network and for KISM to engage county governments.

By Timothy Seurey , Standards & Compliance

The Kenya Institute of Supplies Management (KISM) has made significant progress in developing its Regional Chapter Governance Policy through a consultative process with members across the country. Regional validation forums were held in all regions between July and September 2023 to gather input from members on the draft policy.

The objectives of the policy are to effectively coordinate the creation, operation and management of KISM's regional chapters and to delineate roles between the headquarters and branches. This will minimize potential conflict, enhance inclusivity, and enable broader participation of chapters in shaping KISM's strategic direction.

The forums also presented opportunities for members to network and for KISM to engage county governments on matters related to professional development, capacity building of boards and compliance. Over 1,200 members participated in the 10 validation meetings held across the country.

Valuable feedback was received from members during the forums on various provisions of the draft policy, including leadership composition of regional chapters, roles of chapter officials like Secretary and Convener of Member Welfare, chapter sub-committees, and administrative issues. This feedback is being used to refine the policy before it is presented to the KISM Council for approval.

The policy validation process has energized members and demonstrated their enthusiasm to engage with KISM's objectives at the grassroots level. The forums have also enabled KISM to amplify its focus on promoting the health and wellbeing of Supply Chain Management professionals across the country.

With the final Central Region forum scheduled for Octo-



ber 2022, the synthesis of members' views from all 11 forums will be compiled into a comprehensive report to the KISM Council. The plan is to roll out the Regional Chapter Governance Policy in January 2024 once approved by the Council. Structured implementation of the policy will facilitate efficient coordination between KISM headquarters and regional chapters for better service delivery to members nationwide.

KISM Mashinani



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It is impossible to improve any process until it is standardized. If the process is shifting from here to there, then any improvement will just be one more variation that is occasionally used and mostly ignored. One must standardize, and thus stabilize the process, before continuous improvement can be made.

Masaaki Imai



Timothy Seurey

Standards and Compliance, KISM

Driving Compliance and Professionalism in Public Procurement

The Kenya Institute of Supplies Management (KISM) recently conducted legal compliance audits across procuring entities to enforce requirements for registration and licensing of supply chain professionals. This aims to promote competency and curb malpractices bedeviling the public procurement sector.

The audit reports reveal regulatory non-compliance remains pervasive despite the efforts made in professionalization of supply chain management. Out of a database of over 50,000 practitioners countrywide, a paltry 7000 members are actively involved in KISM activities, with just a handful licensed to practice. Most entities visited had over half their workforce unlicensed.

Among the key milestone in driving compliance include triggering a surge in license applications, securing entity leadership commitments to address gaps, and grounds to initiate sanctions on violations. KISM has also increased supply chain training and certification opportunities based on skill deficits identified across all cadres during audits.

To spur professional growth, KISM proposes equipping regional chapters while exploring partnerships with training institutions and anti-graft agencies. Additionally, aggressive countrywide sensitization is vital to raise procurement competency in light of devolution complexities.

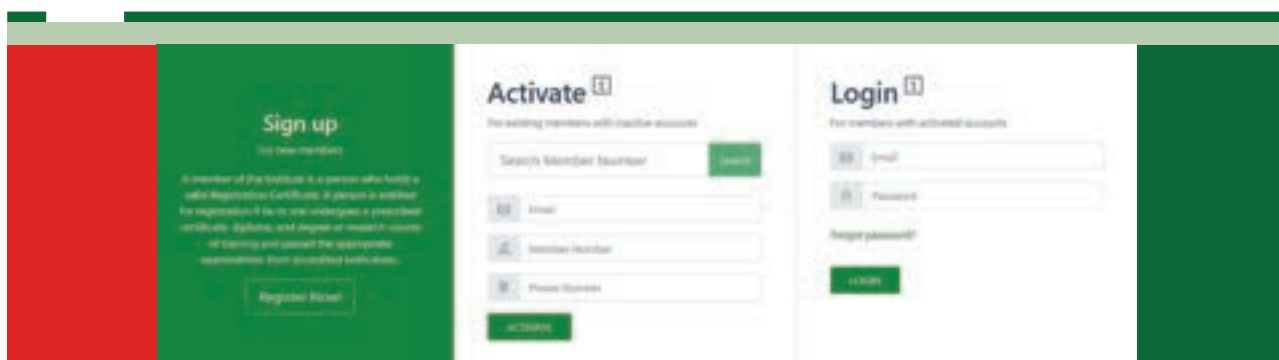
Ultimately, through persistent collaborative engagements, the procurement profession will undoubtedly steer entities to the desired growth trajectory while stamping its foot on enhancing compliance to safeguard public trust. Reform is a game of collective responsibility.

With political headwinds calming and tailwinds powering public financial management transformation, time has come for supply chain actors across private, public and civic spaces to step up and make change happen. The progress relay can only proceed as fast as its slowest runner.

KISM COURTESY CALL TO GARISSA COUNTY.

KISM Delegation, led by Chairman Mr. John Karani, alongside Garissa County Deputy Governor Hon Dagane Abdi. Addressing crucial issues such as compliance and training for SCM stakeholders, while emphasizing the paramount importance of professionalism and integrity in our pursuit of excellence.





MEMBER SELF-CARE PORTAL

How to Activate your Account

Here is an opportunity for you to manage your KISM Membership account. We have made it easy for you to update your profile so as to allow us serve you more efficiently!



1. Visit <http://member.kism.or.ke/#/login> and click on MY ACCOUNT tab
2. Input your membership number, your email & cellphone number and click on ACTIVATE.
3. An activation code will be sent to your phone.
4. Upon activation an OTP (one-time password) is shared to help in the second step of login.
5. Once Logged-in click on Edit then fill-in the required fields then click on next.
6. Update the remaining fields. i.e Contacts, Certification, Work, Referees, Specialization, Convictions

How to Register as a KISM Member:

Here is an opportunity for you to join KISM and be part of the Supply Chain Management professional community. We have made the membership registration process super-fast and easy

1. Visit <http://member.kism.or.ke/#/login> and click on MY ACCOUNT tab.
2. Click on REGISTER NOW!
3. Fill the online registration form and create an account.
4. Check your email for login details.
5. Attach all the required documents i.e ID, Passport Photo, CV, Certified educational or/and professional certificate.
6. Download the Pro-forma invoice and make payment.
7. Sign and submit your application
8. You will receive communication on the application's progress



For further enquiries please reach out to us through our email membership@kism.or.ke or call us on 0111024800

Centralizing Public Procurement: Kenya Bets on New Agency to Enhance Value

Heads of supply chain management from across Kenyan public entities made firm commitments to combat corruption at a July 2023 meeting in Nairobi.

By, Kenneth Mwangi, Director SCM, KEPDA

The Kenyan government recently established the Kenya Procurement and Disposal Agency (KEPDA) to serve as the centralized body overseeing the acquisition of common goods and services for public sector use. KEPDA replaces the previous decentralized approach where over 1000 government entities conducted independent procurement, often resulting in inconsistent pricing for identical items.

Research by Kenya's Public Procurement Regulatory Authority reveals state agencies have paid 200-900% premiums above open market rates for goods like stationery, toners, furniture or air tickets. The new consolidated procurement approach aims to eliminate such value leakage through stronger aggregate bargaining positions and rigorous expenditure oversight.

History of Fragmentation

Public procurement in Kenya has long suffered fragmentation. Originally the Supplies Branch formed under colonial rule coordinated bulk sourcing of a limited basket of items for the government. Its scope and independence grew in post-independence Kenya to include additional warehouses across regions and management of services like vehicle repairs.

But the 2015 Public Procurement Act shifted procurement responsibilities directly to respective state departments and agencies



to promote wider market access opportunities for domestic suppliers. Whilst sound in decentralization principles, the diffuse structure led to duplicated efforts, opaque dealings and contracts awarded at inflated prices. As of October 2023, the Supplies Branch only handled 11 framework agreements.

Four Pillar Approach for Centralized Efficiencies

KEPDA focuses on four pillars to optimize governance and value – process harmonization, e-enablement, active contract management and change management.

- 1. Process Harmonization:** The agency is formulating unified procurement methodologies, standard bidding documents and codes of ethics to align policies and procedures across all public procuring entities on common goods/services. Compliance becomes mandated once framework agreements are finalized.
- 2. E-Enablement:** Instead of physical warehouses, KEPDA will manage a virtual government supermarket por-

tal where registered suppliers catalogue product inventories, prices and delivery capabilities. Procuring entities can directly place approved orders. Integrated tendering, e-auctions and analytics provide end-to-end process visibility.

- 3. Active Contract Management:** KEPDA not only coordinates the tendering, but actively oversees supplier performance management, price benchmarking analytics and category spend analysis throughout framework agreement lifecycles to ensure optimal value. Enhanced data equips procurement decisions.
- 4. Change Management:** Beyond systems overhaul, deliberate efforts to secure executive buy-in, train procurement staff across government and support supplier orientation to new protocols smooths transition. Progress tracking and feedback loops enable continual improvement.

The core restructure intends to retain decentralization advantages in user department autonomy over specifications and vendor selection based on customized needs, while tightening supervisory controls. County governments also

stand to benefit from the harmonized supplier ecosystem, pricing benchmarks and item catalogues.

Small Business and Domestic Boosting Focus

An added agenda centres on directing more public expenditure towards youth, women and SMEs through preferential qualification schemes for select common goods/services. KEPDA's elevated visibility on procurement patterns helps tailor such earmarked categories to further 'Buy Kenya Build Kenya' objectives.

The integrated supplier transactional records and business intelligence metrics also facilitate identifying briefcase entities with questionable ownership legitimacy versus genuine local en-

terprises - weeding out exploitative contract middlemen.

Phased Roadmap, Legislative Backing Still Required

KEPDA's approved establishment permits commencement of structural revamps, talent acquisition and transition work with co-operative suppliers and procuring entities. Nonetheless fuller legislative backing and Treasury budgetary support offers greater authority to execute the ambitious agenda at scale.

Forthcoming 2023 policy and regulations consultations covering public procurement provide opportunity to cement KEPDA's specific mandate as the sole agency per-

mitted to coordinate centralized procurement of declared common-use items. With KEPDA still evolving, procuring entities currently can continue existing systems or adopt available framework agreements.

Once further anchored in law, ministries and agencies face potential punitive measures for off-contract spending, granting KEPDA's guidelines overriding status. This affords the clout and compliance leverage to deter the historical value leakage. Beyond systems, the agency hence remains reliant on robust government partnership synergy to pioneer the complex but promising public expenditure reforms.

Shifting to OpEx: How Konza is Reducing IT Costs for Clients

As a leader in developing state-of-the-art technology infrastructure, the Konza Technopolis Authority understands the high total cost of ownership (TCO) that enterprises face in procuring, managing, and staying innovative with information technology (IT). Historically, major lump sum capital expenditures (CapEx) were needed just to get basic hardware, software, connectivity, and implementation services in place.

However, Konza offers an alternative approach. As outlined in our framework "From CapEX to OpEx: Make the Big IT Switch and Lower Your TCO", we enable clients to shift from capital outlays to flexible operating expenditure (OpEx) models that allow payment for only the IT capacity and capabilities needed at any point in time. This is part of Konza's broader mission to facilitate the growth of technology businesses by providing access to affordable world-class infrastructure and services.

The benefits of embracing OpEx models include:



John Paul Okwiri, CEO, Konza Technopolis Authority

Flexibility - Clients can scale IT resource usage up or down based on real-time business needs, rather than being over or under provisioned. This supports business agility and seasonal spikes or troughs in activity.

Predictability - Rather than large variable capital expenditures, ongoing costs become fixed and predictable operating expenses, making budgeting and cost control easier.

Responsiveness - Adding additional compute power, storage, or new application

functionality can be ordered and deployed in minutes or hours, rather than the weeks or months common in CapEx models.

As part of Konza's managed IT infrastructure, we offer access to "Silicon Savannah" - Kenya's first fully-fledged app store marketplace for digital services aimed at promoting OpEx solutions. Clients can discover and subscribe to a vast range of managed cloud platforms, on-demand software tools, infrastructure rental services, and more with just a few clicks. All designed to

be activated rapidly with no upfront investment.

This OpEx revolution is part of Konza's broader efforts to reduce barriers to innovation for technology companies in Kenya and across Africa. We're constructing purpose-built facilities such as data centers, disaster recovery sites, and IT infrastructure to allow businesses to focus their

capital on developing products and services rather than just getting basic operations off the ground.

By turning fixed costs into variable costs, and allowing near real-time activation of world-class capabilities, Konza aims to unleash African ingenuity and entrepreneurship. The next global disruptor could be a small startup that had flexibility to experiment with new ideas. That's why

we're committed to making the latest technology accessible for organizations of any size through flexible OpEx models.

Get in touch with us today to learn how Konza can help you modernize IT, reduce TCO, and boost your focus on innovation.

Leveraging Technology and Artificial Intelligence for Resilient and Agile Procurement and Supply Chain

AI now provides additional risk identification assistance by benchmarking real-time performance data against baseline metrics derived from historical patterns.

As disruption risks multiply in modern economic environments, agility and resilience have become indispensable pillars for robust public procurement and strategic supply chain management. However, many public institutions lag in embedding technologies, especially analytics like artificial intelligence, that equip officers to navigate uncertainties. This article provides perspectives on pragmatic pathways for public sector entities seeking AI integration.

Elevating Value Protection through Intelligent Automation

Streamlining repetitive high-volume activities offers a viable entry point for AI deployment. Chatbots now frequently handle supplier and stakeholder queries on purchase order statuses, documentation or payments – significantly freeing up officer time for

complex decision making. Natural language processing equally permits quick analysis of voluminous contractual and expenditure records to yield actionable insights on spend optimization opportunities and value leakage intervention priority areas.

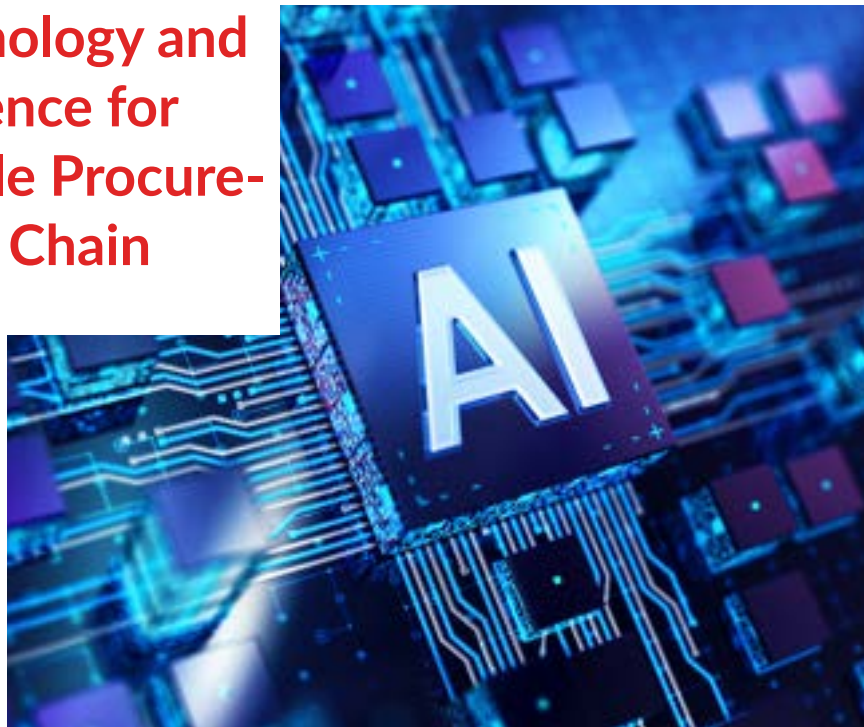
Ongoing local pilots with robotic process automation in automating invoice generation or validating transactions also show tremendous promise to eliminate manual errors, sharp improvements in processing times and monitoring while lowering administrative expenses.

Strengthening Risk Assessments

From global conflicts to climate events and still unfolding pandemic reverberations,

market volatilities subject public supply chains to immense continuity risks lacking reliable early warning systems. AI now provides additional risk identification assistance by benchmarking real-time performance data against baseline metrics derived from historical patterns.

Algorithms integrating enterprise procurement records can isolate anomalies in supplier financial distress, delivery variability or commodity market access barriers indicative of heightening failure risks. Procurement officers thus preemptively implement inventory buffers, alternate vendor development or hedging contracts before disruptions escalate. Initial local trials display



strong accuracy levels.

Equipping Officers through Targeted Capability Building

For discerning adoption, procuring entities require calibrated learning initiatives that cement comprehension of prudent AI recommendation utilization whilst uplifting data literacy levels of the procurement workforce. Training interventions likewise counter “black box” opacity reservations hindering algorithm acceptance. Rotating modules deliver baseline orientations on navigating analytics interfaces, simulation interpretations, missing data caveats and role-playing application case studies.

Pursuing Unified Digital Platforms, Not Just Tools

The fragmented digital environments persisting across numerous public entities significantly hampers analytics innovation effectiveness and ROI optimization. Islands of information between contracts management systems, supplier records, enterprise resource planning inventories and customer data severely limits input data quality and interoperability.

This underscore upfront investments in unified platforms that tear down enterprise silos by aggregating, synchronizing and enhancing real-time accessibility to high-fidelity datasets mandatory for AI to unlock extreme value. Modernizing underlying connectivity and API integrations constitute a vital launchpad.

Institutional Readiness: Structure, Strate-



Dr. Costa Senior Lecturer – Technology, Innovation & Operations Management at Strathmore University Business School

gy and Culture

While intelligent automation and analytics promise immense efficiency dividends, simple technology insertion into dysfunctional environments rarely succeeds. Genuine integration necessitates holistic examination of structural constraints, strategic roadmaps and workplace cultures that shape institutional readiness for advanced innovations.

Structures that reinforce bureaucratic silos create barriers to AI insights democratization, cross-functional coordination and rapid mobilization - core facets of resilience. Leadership equally sets the vision for revamping business models, upskilling workforces for digital environments and incentivizing innovation risk-taking. Lastly nurturing analytical and data-driven cul-

tures fosters the experimentation, agility and boldness now required even within public institutional contexts traditionally averse to such attributes.

In conclusion, the scale of global disruptions today mandate public procurement elevate supply chain responsiveness, continuity and value protection capabilities - with analytics like AI fulfilling a pivotal role. While the technologies offer immense potential, thoughtfully addressing foundational readiness factors across people, process and technology maximizes AI effectiveness for resilience. Strategic integration therefore helps future-proof public expenditure against multifaceted uncertainty risks in modern times.

For discerning adoption, procuring entities require calibrated learning initiatives that cement comprehension of prudent AI recommendation utilization whilst uplifting data literacy levels of the procurement workforce.

Supply Chain at The Heart of the Bottom-Up Economic Transformation

Kenya now pioneers re-envisioning public procurement and strategic value chains to uplift and empower communities nationally.

Supply chains form the pulsing arteries that nourish inclusive economic development. However, traditional approaches predominately engaged large conglomerates, missing opportunities to intentionally harness trade flows for positive societal impact. Kenya now pioneers re-envisioning public procurement and strategic value chains to uplift and empower communities nationally. The "Buy Kenya Build Kenya" policy signifies the dawn of a new era that injects preference for youth, women and SMEs into public purchasing frameworks. This elevates expenditure efficiency alongside targeted inclusive growth goals. Supply chain localization initiatives also assist communities benefit from emerging sectors countrywide.

Public Procurement: An Inclusion Catalyst

As the largest domestic purchaser of goods and services, Kenya's government holds immense influence to shape markets by strategically directing spending. Earmarked procurement quotas therefore offer a powerful policy lever to tackle structural economic marginalization for designated groups and localities.

Access to Opportunities

Directory registrations, capacity building forums and simplified tendering processes now promote market entry for historically

disadvantaged entrepreneurs seeking public commercial engagements. Preferential evaluation criteria also ensure minimum contract award quotas for registered organizations in catering, cleaning services or office supplies for instance. Guaranteed business helps firms achieve scale.

The workflows also identify procurement categories with bottom-up enterprise viability for exclusive competition. Youth offer innovative technology solutions around software or digital services suitable for such set asides. Codified transparency requirements also aim to curb contractual exploitation.

Magnified Impact

County procurement directors additionally receive orientation to align localized needs with national inclusion charter principles for customized implementation. Central data analytics recommendation models further assist identifying potential high-impact categories for preferential treatment in specific counties to amplify community results. Ongoing monitoring ensures policies translate into genuine entrepreneur wins,

not just superficial static registration volumes. Assessment feedback iteratively strengthens execution approaches across decentralization.

Local Content in Infrastructure and Extractives

Infrastructure mega-projects and natural resource investments anchor local content frameworks mandating contracted multinationals sub-contract or procure goods/services from local enterprises. Cascade effects bring technical skills, jobs, work readiness and improved livelihoods as local vendors supply tyres, protective



Eric Korir

Director Public Procurement, The National Treasury

KISM PICTORIAL







gear or catering into sites. Deliberate contracting of community contractors around project sites also creates regional wealth hubs. Oil pipeline construction in Turkana for instance availed opportunities for pastoralist women groups to provide catering, local fabrics and beadwork. Such inclusion nurtures previously disenfranchised populations into active economic stakeholders through enterprise participation. Requirements also build over phases to strengthen capabilities

Looking Inward: Linkages and Import Substitution

Kenya additionally maps value chains with strong import dependence across agro-processing, textiles or automotive assembly. Policy then catalyzes demand-driven production by firms to onshore goods security along the chains. This captures external value leakage, augments forex reserves whilst boosting jobs. It also enables access to regional export markets evidenced through EAC exemptions for locally manufactured goods.

Investments into reviving cotton farming and textile mills for military and hospital uniforms exemplifies import substitution in action. Similar approaches apply for fertilizer, automotive parts, electronics and edible oils; propelling the manufacturing sector's GDP contributions.

In Conclusion, Supply chain levers daringly deployed towards social inclusion and import substitution goals signifies Kenya's commitment to uplift communities through ethical, responsible trade. The approaches shine light on inventive bottom-up value creation pathways during complex economic contexts. In time, positive multiplier effects ripple throughout society by simply re-grounding commerce as a force for collaborative good.

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Safaricom: Championing Supplier Diversity for Shared Prosperity

In 2016, Safaricom pioneered its Women in Business program earmarking 10% procurement from women-owned enterprises by 2025.

Safaricom stands as the foremost model within Kenya's private sector on conscientious supplier diversity and economic inclusion commitments. Beyond sustainable value, the strategy intentionally nurtures inclusive participation, especially among historically marginalized groups like women and youth. The resulting impacts uplift communities while catalyzing the company's commercial advancement objectives.

In 2016, Safaricom pioneered its Women in Business program earmarking 10% procurement from women-owned enterprises by 2025. This initial step acknowledged vast untapped entrepreneurial potential within Kenya whilst tackling underlying barriers curtailing participation for designated groups.

Strategic Intent Aligns to National Priorities

The initiative closely aligns to objectives within Kenya's socioeconomic blueprint for prosperity and the UN Sustainable Development Goals of empowering lives with equality. Safaricom's strategy consequently holds remarkable resonance with national policy priorities regarding wealth creation centered on ethical, responsible practices.

This foundation established commitment authority and guarded against perceptions of superficial tokenism that often dilutes industry charter efforts lacking internalization. Instead, Safaricom's C-suite provided robust sponsorship, targets monitoring integration and ongoing counsel to women business leaders through the supplier program.

Methodical 4-Step Approach

Safaricom progressed implementation in a methodical



Fawzia Ali – Kimanathi Chief Consumer Business Officer Safaricom PLC

manner centered on a 4-step approach:

1. Opportunity Definition - Detailed analytics isolated industry segments holding strong promise for women-owned enterprises spanning technology, creative arts and professional services.
2. Policy Enablement – Reviewed and updated the procurement policy framework to facilitate reservations for special interest groups within high-potential categories.
3. Recruitment and Capacity Building – Wide promotions, workshops and mentorship platforms bolstered new supplier registrations, upskilled ability to meet commercial expectations and unlocked access to affordable financing.
4. Impact Tracking – Monthly and quarterly monitoring ensures performance metrics translate to genuine wins and expanding impacts; triggering adjustments that optimize conversions.

By 2023, registered women-owned businesses have swollen from an initial 100 to over 700 enterprises competitively participating in Safaricom's ecosystem. This empowers propagating regional economic benefits whilst cementing the company's innovation edge and local stakeholder legitimacy.

Ripple Effects Amplify Development Dividends

Commercial partnerships certainly generate financial outcomes al-

lowing the entrepreneurs to sustainably expand commercial operations. However, the resulting personal empowerment equally bears tremendous social dividends reflected across communities. Economic inclusion unlocks agency for business leaders to support schools, health facilities and vulnerable families through CSR initiatives where their enterprises reside.

Workforce development and job creation outcomes also arise as more county-based suppliers step up to fulfil Safaricom contracts from implementing station upgrades to supplying retail merchandise. Cascading county level impacts thus slowly transform marginalization narratives.

Additionally, international organizations approaching Safaricom for insights on replicating the inclusion model signifies immense pride and motivation for the women to excel as ambassadors for Kenyan innovation.

Commitment into the Future

Presently at 8.3% procurement share from women-owned suppliers, Safaricom revised its original target to an ambitious 30% expenditure through diverse businesses by 2030. This stretch commitment backed by the board and C-Suite signals long term internalization. Tactical steps around category-based reservations, tailored fi-

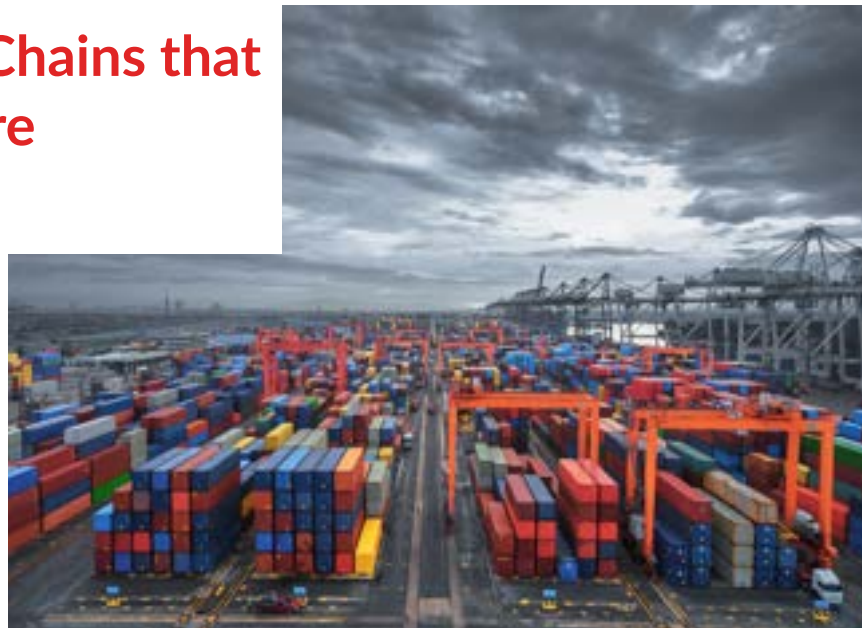
nancing products by banking partners and cross-border trade opportunities aim to nurture this pipeline.

Safaricom's conscious push for economic inclusion resonates widely for underscoring business commitments to national development. Its efforts reveal the immense catalytic power procurement commands for positive change. Ultimately this calls for more private and public institutions to similarly leverage commercial influence in uplifting community welfare beyond profits. Business for good represents the future.

Building Supply Chains that Sustain the Future

By proactively adopting sustainable processes, organizations can reduce operational expenses through resource efficiency while preempting threats from disruptions

With intensifying climate change, biodiversity loss, inequality and ethical concerns globally, private and public sector institutions increasingly embrace sustainability to secure business continuity while consciously mitigating environmental and social impacts. This article explores pragmatic pathways Kenyan entities across can embed to amplify sustainable supply chain practices for multidimensional value creation.



The Commercial Logic for Virtue

Beyond fundamental ethical necessity, the business case for sustainable transformation continues strengthening. By proactively adopting sustainable processes, organizations can reduce operational expenses through resource efficiency while preempting threats from disruptions or reputational risks that erode market share and profit

margins.

Additionally, purpose-driven branding proves vital in attracting investor capital and talent, especially among conscious young demographics. With benefits spanning economic, social and environmental realms, sustainability cements institutional resilience allowing companies to deliver enduring and holistic stakeholder value.

Collaborative Action for Change

Voluntary initiatives like the UN Global Compact provide: normative frameworks outlining sustainable operating principles, capacity building through training academies, and collective action platforms to magnify industry impacts. Locally, the Kenya Association of Manufacturers has developed sector-specific Environment Social and Governance (ESG) toolkits tailored for SMEs lacking internal technical bench strength to commence sustainability journeys aligned with global standards.

Such collaborative platforms allow pooling of resources to overcome adoption barriers beyond the reach of single entities. They also foster public-private policy dialogues to set sustainability agenda for entire sectors.

Four Pillar Approach to Supply Chain Transformation

As supply chain activities account for over 60% of corporate emissions and material impacts, managing extended networks of vendors and distributors represents a vital frontier. Methodical transformation focuses on four interlinked pillars:

1. Internal Policy Alignment - Review and integrate sustainable procurement policies ensuring organizational practices adhere to set standards that suppliers must meet around energy use, ethical conduct, waste handling and water conservation.
2. Supplier Evaluation - Incorporate sustainability criteria encompassing human rights, anticorruption, environmental principles plus validation of sound governance structures into supplier codes of conduct.
3. Capability Building - Conduct supplier training forums, offer digital sustainability academies and provide mentorship platforms to elevate capabilities covering topics like emissions measurement, sustainable financing mechanisms and gender inclusive workplace enhancement.
4. Impact Validation - Maintain clear reporting metrics that monitor and disclose performance outcomes on sustainability KPIs as part of ethical supply chain transparency. Patterns inform strengthening interventions.

Localizing Win-Win Opportunities

Multinational companies and large local firms play invaluable roles in sustaining inclusive national growth by deliberately channeling procurement towards youth and women-owned SME suppliers through subcontracting agreements. This empowers transferring technical, digital, managerial and even export market competencies onto local small-enterprises previously unable to meet threshold expectations.



By Harun Mukiiu, Participant Engagement Manager for the Global Compact Network Kenya

Such partnerships must move beyond superficial corporate social responsibility by intentionally building capabilities enabling SMEs to eventually directly participate competitively across entire industry value chains. This future-proofs supply continuity with positive socioeconomic externalities like job creation.

Additionally, collaborations between county entities, trade associations and anchor firms present immense potential to nurture regionalized sustainability initiatives amplified through cluster approaches. For instance, textile firms can work with governments to fund community water recycling infrastructure preventing pollution while securing operations.

In Conclusion, the scale of sustainability challenges today necessitates urgent, ambitious initiatives from all institutional actors. As catalysts for production and consumption, re-envisioning ethical and inclusive supply chain practices fosters public-private partnerships that propel national development goals. These further cements institutional relevance and resilience for greater shared value. The future belongs to responsible business leadership.

Supply chain activities account for over 60% of corporate emissions and material impacts, managing extended networks of vendors and distributors represents a vital frontier.

Public-Private Partnerships: A Vehicle for Shared Prosperity

The full potential of public-private partnerships further unlocks at county levels, tailored to devolved mandates and locales.

**By Ms. Dorcas Koome, PPP
Project Specialist**

With constrained fiscal space, growing infrastructure deficits and urgent development needs, Public-Private Partnerships (PPPs) offer Kenya tremendous potential to attract private capital and efficiencies towards public goods while accelerating inclusive economic growth.

PPPs constitute collaborations between governmental agencies and private sector entities to finance, construct, rehabilitate, manage or maintain infrastructure facilities or services traditionally delivered by the state. This allows harnessing commercial technologies, managerial acumen and financial resources for optimal risk allocation.

The model has delivered major transport and energy projects globally from airports in Europe to highways in Asia that achieve value-for-money and high-quality standards beyond plausible through traditional procurement approaches.

Legal Underpinnings

Kenya enacted the Public-Private Partnership Act in 2013 to establish the institutional, operational and fiscal framework governing project conceptualization to implementation. The law outlines compo-

sition, powers and functions of the Public Private Partnerships Committee jointly under the National Treasury and Attorney General in screening proposals, facilitating approvals and providing policy direction.

The PPP Directorate further appraises submitted project technical merits, bankability and value assessments before respective contracting authorities finalize negotiations and monitoring responsibilities based on model concession or project agreements.

Sectoral Promise

Selected priority areas stand out including transport given sharply rising vehicle sales and aging rail networks, housing fueled by rapid urbanization rates, plus healthcare covering specialized medical equipment and regional multi-specialty facilities. Renewable energy generation equally offers immense viability from geothermal, wind and solar sources via build-own-operate-transfer models.

However, effective risk allocation, transparency safeguards and dispute resolution mechanisms remain imperative in engineering private sector confidence while

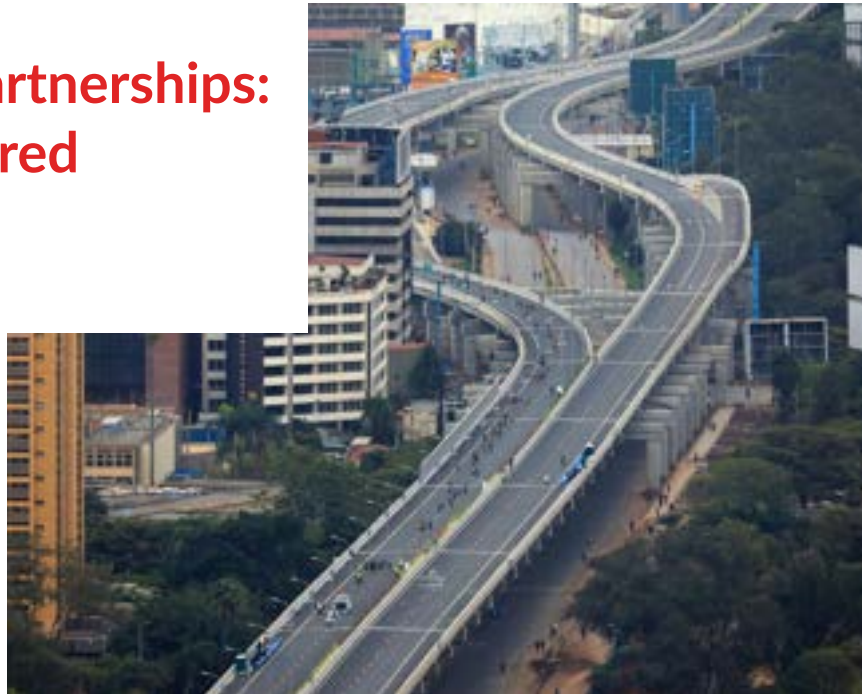
upholding public interest. This further necessitates sound technical due diligence and competitively appointed transaction advisors.

Deliberate SME Participation

As mega-projects get commissioned over the coming years, PPPs can consciously integrate and nurture local SME participation through selective outsourcing of ancillary works from facility maintenance services to supply of assorted equipment. This avails skill transfer and business growth prospects for local enterprises through partnerships with elite Tier 1 contractors.

County projects also offer PPP opportunities to specifically develop regional SME capabilities in complementary industries aligned to county government development blueprints for additional multiplier outcomes. Joint business forums between counties, domestic industries facilitated by the Kenya Association of Manufacturers and foreign investors can unlock such conversations.

Ultimately win-win collaboration requires a policy push where governments not solely pursue lowest cost, but deliberately evaluate local skills development and technology transfer potential within project proposals. This guarantees locally



anchored, competitive and sustainable supply value chains that uplift communities.

Continuous Policy Improvement

Whilst the enactment of the PPP law marked a seminal moment, continuous policy enhancements around balancing flexibility that hastens approvals without weakening or ambiguating investor rights also assists optimized regime effectiveness.

Streamlining lengthy procedural delays similarly retains private sector interest. Beyond projects with cost-recovery models, hybrid partnerships for social infrastructure in health and education with partial commercial viability present areas for innovative fiscal support required to attract commercial investment.

Learning Lab for Devolution

The full potential of public-private partnerships further unlocks at county levels, tailored to devolved mandates and locales. Replicating PPP capacities to sub-national entities through model templates, knowledge transfers and secondment of skilled state officials or transaction advisors builds foundations. It allows governors to tap global development finance using structured PPP approaches for high-impact initiatives be it renewable mini-grids or waste-management facilities built and operated viably by private parties.

As eloquently stated by renowned industrialist Henry Ford, working together through partnerships fuels success. The future undoubtedly belongs to public-private collaboration in catalyzing Kenya's development. Paving the Digital Path to Agile and Resilient Supply Chains

Businesses worldwide face immense pressure to adapt as disruptions reveal supply chain vulnerabilities. Rising inflation, climate events, geopolitical conflicts, and more underline the need for transformation. Organizations require modernized,



data-driven systems to drive efficiency, visibility, and responsiveness across their procurement and supply chain operations.

The stakes could not be higher. IDC predicts that by 2025, 60% of G2000 companies will have adopted automated and analytics-driven sourcing, contracting, and supplier management solutions to enhance resilience. Those who lag risk losing competitive ground.

According to Oxford Economics research, an overwhelming 96% of organizational leaders already see procurement strategy as invaluable for profitability. Additionally, 95% link it to innovation enablement, 93% to revenue growth, 90% to cost reduction, and 90% to risk reduction.

So, what sets leading organizations apart on their digital transformation journey? They are taking an end-to-end approach to completely reimagining systems, experiences and models across all areas of spend. This means looking beyond traditional procurement to manage non-PO services, contingent labor, marketing expenses, MRO, and every other category.

By seamlessly connecting to all trading partners both inside and outside their walls, they access perfect transactional

visibility to optimize decisions. Intelligent, personalized experiences guide managers and employees by embedding actionable intelligence and contextual guidance directly into workflows.

Underpinning it all is world-class domain expertise woven into the fabric of core source-to-pay processes. This equips organizations with best practices for supplier management, transaction automation, contract lifecycle management, user experiences, and more.

Market leaders gain the agility and resilience to respond to whatever comes their way. They succeed by unleashing the power of their people through technology. Suppliers become collaborators rather than vendors. Insights unlock innovation rather than just cost savings. Commerce becomes rewarding instead of administrative.

Bold organizations are already implementing solutions like SAP Business Network and SAP Ariba to manage over \$4.9 trillion in B2B commerce annually. The question you must ask yourself now is simple: will you lead the future of digital supply chains, or be left behind still struggling with yesterday's challenges? The choice is yours.

Revolutionizing Commerce:

By House Of Procurement Group Africa

In the dynamic world of commerce, House of Procurement Group Africa (HOP) emerges as a trail-blazing entity, redefining the essence of supply chain management. With an expansive footprint across the continent, HOP is rapidly evolving into a Pan-African conglomerate, uniquely positioning itself as a comprehensive commerce ecosystem.

The Symphony of Supply Chain Excellence: At the core of HOP's prowess lies its deep-rooted expertise in supply chain management. From orchestrating intricate logistics to mastering procurement strategies, HOP is not merely participating in the commerce sector; it's actively transforming it. This transformation transcends traditional procurement, involving raw material conversion, sales enhancement, product quality elevation, and profitability augmentation. HOP's approach is a symphony of efficiency, innovation, and strategic foresight.

Building a Commerce Ecosystem: HOP's evolution into a commanding market force is evident in its strategic diversification. Spanning sectors like finance, manufacturing, logistics, agriculture, technology, and waste management, HOP weaves an integrated commerce network. This diversified strategy positions HOP not just as a supply chain entity but as a facilitator of robust economic ecosystems, driving sustainable growth across the continent.

Empowering Partnerships: For suppliers and buyers alike, HOP stands as a beacon of opportunity and quality. Suppliers find in HOP a gateway to expanded markets and enhanced revenues. For buyers, HOP guarantees quality, competitive pricing, and seamless procurement experiences. This dual approach makes HOP a strategic partner for all stakeholders, fostering growth and driving mutual success.

Capabilities That Span Industries: HOP's versatility is reflected in its wide array of services, ranging from commodity trading, global procurement, and government contracting to specialized areas like



scrap metal recycling, emergency procurement, and smart technology integration. Each service is a testament to HOP's adaptability and commitment to meeting diverse industry needs.

Financing Solutions Tailored for Success: Recognizing the importance of financial support, HOP offers tailored financing solutions. Its array of financial services, including supply chain finance and micro-leasing, is designed to empower businesses of all sizes, ensuring their success and growth.

Group Purchasing: Uniting for Greater Impact: HOP's Group Purchasing Organization exemplifies the power of unity in commerce. By aggregating purchasing power, HOP ensures beneficial terms for its partners, demonstrating the strength of collaborative effort in the complex tapestry of African commerce.

Industry Specialization: A Multifaceted Approach: HOP's industry specialization is vast, covering sectors from healthcare to manufacturing, digital solutions to agriculture. This multifaceted approach not only showcases HOP's expansive expertise but also its ability to innovate and adapt to varying

industry demands.

The HOP Advantage: Choosing HOP means embracing a multitude of benefits – from unparalleled sales growth, unbeatable prices, and unwavering product quality to precision delivery and comprehensive support for MSMEs and women-led businesses. At its core, HOP is customer-centric, ensuring each transaction is not just a business exchange, but a step towards building lasting relationships.

Conclusion: House of Procurement Group Africa is more than a conglomerate; it's a visionary force in the Pan-African commerce landscape. With its comprehensive ecosystem, unparalleled expertise, and unwavering commitment to excellence, HOP is not just leading the present; it's shaping the future of commerce in Africa.

As HOP continues to expand its reach and deepen its impact, it stands as a testament to the transformative power of strategic supply chain management and collaborative economic growth.



What is sustainable supply chain practice?

Supply chain sustainability is the management of environmental, social, and economic impacts & the encouragement of good governance practices, throughout the lifecycles of goods & services.



80%

Of global trade passing through supply chains



The Business Imperative of Sustainable Supply Chain Practices

The shift toward sustainable supply chain practices is no longer optional but a strategic necessity in a world emphasizing environmental and social responsibility.

Introduction

With an estimated 80% of global trade passing through supply chains, this is one of most important processes in any business globally. Supply chain has the potential to make a significant impact in promoting human rights, fair labour practices, environmental stewardship and anti-corruption policies, all important elements for fostering sustainability.

United Nations Global Compact, the largest corporate sustainability initiative in the world, ranks supply chain practices as the biggest challenge to improving their sustainability performance. Therefore, there is need to adopt a more sustainable supply chain if we are to improve sustainability and achieve the Sustainable Development Goals (SDGs).

According to DHL, the global supply chain and logistics industry generates approximately 3.9 billion tons of CO2 emissions

annually, which is about 8% of the world's total emissions.

Socially, supply chain is a source for millions of jobs globally and thus has immense impact in the society. As a result, in an era marked by heightened environmental awareness and corporate social responsibility, sustainable supply chain practices have emerged as a critical component for businesses worldwide.

This paradigm shift towards sustainability is not just a moral obligation, it is increasingly becoming a strategic imperative for companies aiming to secure long-term success in a changing global landscape.

What is sustainable supply chain practice?

Supply chain sustainability is the management of environmental, social, and economic impacts & the encouragement of good governance practices, throughout the lifecycles of goods & services.



Pillars of Sustainable Supply Chain Practices

a. Environmental Stewardship

Whereas many topical issues under environmental stewardship matters for a sustainable supply chain I will emphasis on the following:

- ▶ **Minimizing carbon footprint:** Many companies and organizations have mastered reporting their carbon footprint under Scope 1 and Scope 2 categories. Scope 1 Emissions essentially represent direct greenhouse gases (GHG) that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, and vehicles). Scope 2 is emissions that a company causes indirectly and come from where the energy it purchases and uses is produced. These can be best managed by adopting efficient technologies such as energy-efficient appliances and sourcing renewable energy. Scope 3 remains the largest source of emissions and is largely controlled by the supply chains that support the company's business – upstream and downstream. Supply chain adoption of less carbon-intensive solutions will aid in addressing the carbon footprint businesses are creating.
- ▶ **Waste reduction:** Implementing circular economy principles to minimize waste and promote recycling.
- ▶ **Sustainable sourcing:** Prioritizing suppliers with environmentally responsible practices.
- b. Social Responsibility**
 - ▶ Fair labour practices - Ensuring fair wages, safe working conditions, and adherence to human rights throughout the supply chain.
 - ▶ Community engagement - Supporting local communities through responsible business practices and community development initiatives.
- c. Governance and Ethics**
 - ▶ Anti-corruption measures- Implementing policies and controls to prevent corruption within the supply chain.
 - ▶ Transparent reporting- Providing clear and accurate information on sustainability performance through regular reporting.

Steps to Achieving Sustainable Supply Chain Practices

To establish a sustainable supply chain, a comprehensive approach is vital. The process begins with a meticulous

Assessment and Benchmarking of the current supply chain, benchmarked against industry standards to set realistic sustainability goals. Stakeholder Engagement is crucial, necessitating collaboration with suppliers and customers to understand sustainability expectations and fortifying ethical partnerships.

Technology Integration, utilizing advancements like blockchain and data analytics, ensures transparency and efficiency, shaping a technologically advanced supply chain. Capacity Building is pivotal, involving extensive training for employees and suppliers to enhance awareness and skills, fostering a commitment to continuous learning and innovation.

Adopting Global Best Practices, including bespoke supply chain templates and certifications, fortifies the commitment to ethical and sustainable sourcing. Continuous Improvement guides the journey, establishing a robust system for ongoing monitoring, evaluation, and adaptation, ensuring a dynamic and responsive supply chain.

This multifaceted process not only cultivates sustainable supply chain practices but also positions businesses as contributors to a more ethical and resilient global marketplace, emphasizing transparency, efficiency, and a commitment to long-term environmental and social responsibility.

Conclusion and Call to action

The shift toward sustainable supply chain practices is no longer optional but a strategic necessity in a world emphasizing environmental and social responsibility. Businesses, guided by global frameworks like the United Nations Global Compact, the sustainable development goals (SDGs), alongside various national regulations and legislations that demand compliance to the core, sustainability becomes the in-thing focus area. Embracing pillars of environmental stewardship, social responsibility, and governance, companies mitigate risks, enhance competitiveness, and contribute to a sustainable future. In Kenya's evolving commitment to sustainability, businesses have a unique chance to lead positive change. Though the path is challenging, the rewards in resilience, reputation, and long-term viability make the journey worthwhile. To join the UN Global Compact like-minded business, you can click [here](#)

Digital Transformation of Procurement and Supply Chain Management

By SAP

Organizations are increasingly looking to procurement strategy as a key enabler of business outcomes and goals. According to SAP research, over 90% of leaders say procurement helps improve profitability, drive innovation, boost revenue, reduce costs and mitigate risks. This highlights the strategic role of procurement in delivering value.

So what does strategic spend management look like today? It's about taking control of every spending category across all suppliers and creating a seamless, collaborative procurement experience. It also means using data, AI and intelligent technologies to gain visibility into spend, streamline processes, and enable informed and personalized buying experiences.

SAP's integrated end-to-end procurement workflow brings together sourcing, contract management, purchasing, invoice processing and payment on one platform across direct and indirect spend. This connects internal stakeholders to a business network of over 200,000 suppliers across Africa and 8 million globally. Transacting over \$4.9 trillion in commerce

annually, this extensive network powers resilience and continuity.

To drive efficiency and productivity, SAP focuses on three key areas - data and AI, user experience, and network connectivity. AI-infused workflows, guided buying, mobile apps, and redesigned UIs create intuitive and modern experiences. And integration of core source-to-pay processes with network connectivity enables process optimization.

As business needs and priorities evolve, procurement faces pressing challenges from risk management to sustainability. Cost volatility, supply uncertainty, labor issues, regulatory changes all spotlight the necessity for agility and responsiveness. By unifying disconnected systems and workflows, SAP Business Network delivers visibility, control and coordination across the end-to-end value chain. This is the future of spend management - one that balances cost, value and resilience while transforming procurement into a profit center.

Teleworking in Supply Chain Management

By: Stella Mutanu Geoffrey

The practice of teleworking is both popular and divisive. Teleworking has evolved into a manner of working that may be employed as part of agile working overtime. Working remotely has a significant impact on productivity. Offering employees more control over their schedule boosts their autonomy, which helps them meet key psychological need. Organizations that al-

to the various organization's systems and work comfortably as if they are in the traditional office space.

In other terms, telework refers to work done remotely using ICTs. It gives employees power to work anytime, and anywhere using the Information Communication Technologies

teleworking, companies implementing teleworking programs may also face significant challenges including; difficulties in supervising and managing remote workers, more possible distractions, can be difficult to draw line between work time and personal time, feelings of loneliness among employees, inefficiencies associated with poor col-



Working remotely has a significant impact on productivity. Offering employees more control over their schedule boosts their autonomy, which helps them meet key psychological need. Organizations that allow employees to pick their own schedules are more likely to retain satisfied and devoted employees who believe they are a good fit for their firm.

low employees to pick their own schedules are more likely to retain satisfied and devoted employees who believe they are a good fit for their firm. Organizations will change their structures or methods, in whole or in part, in order to keep up with changing market conditions or shifting environmental elements. Organizational adaptability is a thorny issue. The notion serves as glue that holds the core challenges of organizational change, performance, and survival together. Telework is described as the use of information and communication technologies (ICTs). Smart phones, tablets, laptops and desktop computers are important in facilitating teleworking. Teleworking involves use of emails, online chat programs, video calls and also telephone calls in communicating unlike in normal office where there is physical interaction and communication. Information Communication Technology tools like Google classroom, zoom, Google meet, Slack and Microsoft teams enables shifting from face to face to online meetings. Virtual Private Network (VPN) enabled the employees to log in

(ICT) there by blurring the temporal and geographical boundaries of work. New information and communication technologies have revolutionized work and life in the twenty-first century. With tele-working, there are several opportunities that help reconcile work and family and create a new approach to work-life balance, and these benefits women the more. It has become more common for organizations to offer their employees the option to tele work for various reasons. Its benefits both actual and perceived include; decreasing office rent costs, greater flexibility, balancing work life for the employees, increased productivity, better quality communication with customers, improved employee's morale and reduced congestion in traffics and air pollution and saving time on commuting. There are however challenges associated with

laboration due to remote location of workers and increased security risks. Those with supervision responsibility should ensure that ensure that work schedule is developed for virtual workers to eliminate the disadvantages that come with teleworking.



Stella Mutanu Geoffrey

Contributing Author

2024 Continuous Professional Development (CPD) Training Program

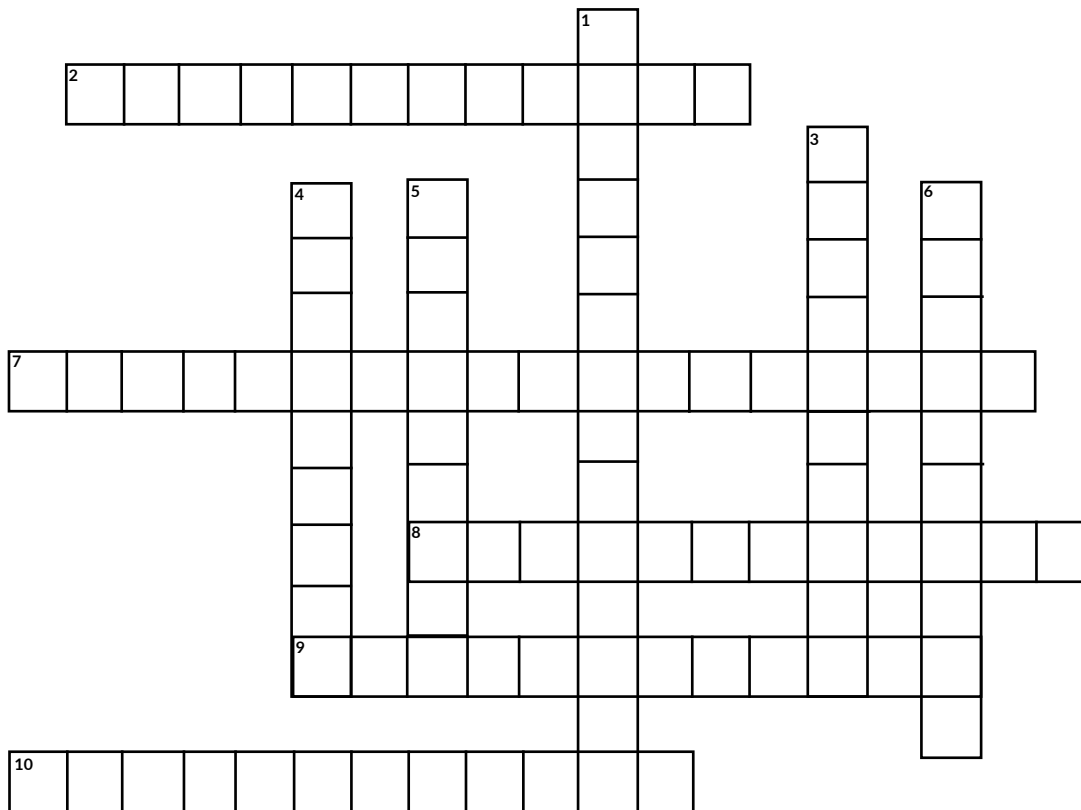
MONTH	TRAINING	DATES	NO. OF DAYS/ HOURS & VENUE	CPD POINTS	CHARGES (ALL PRICES ARE VAT EXCLUSIVE) KSH.		TARGET GROUP
					Member	Non-member	
January	Managing your Workload	19th January	2 Hrs Virtual	2	Free	Free	Public and private sector supply chain practitioners; all staff involved in supply chain functions.
	Problem-Solving in Supply Chain Management	26th January	2 Hrs Virtual	2	1,500	1,500	Procurement and supply chain managers, and supervisors; finance, administrative, and senior personnel involved in supply chain; policy makers.
	Procurement Planning & Budgeting	5th - 9th February	5 Days Kisumu	30	60,000	65,000	Senior and mid-level managers involved in procurement, production planning, supply chain managers; finance managers; administrators, and operations managers.
February	The data-led and Innovative Supply Chain Practitioner	18th February	2 Hrs Virtual	2	1,500	1,500	Supply chain managers, officers & buyers; materials management officers; import/export managers & officers; shipping/transportation & logistics officers.
	Procurement for World Bank-financed projects: Foundation Class	26th Feb - 8th Mar	10 Days Mombasa	30	160,000	180,000	Senior, mid-level, and other officials involved in the implementation of projects funded directly or indirectly by the World Bank. Accounting officers, procurement and supply chain management practitioners, members of committees involved in procurement processes, contract implementation teams, and user department staff involved in planning and managing procurement activities; project accountants and finance personnel supporting procurement processes in donor-funded projects.
March	Sustainable Supply Chain Development	14th March	2 Hrs Virtual	2	1,500	1,500	Procurement and supply chain professionals working in NGO's, private and public sectors; policy makers, and executives
	Women in Supply Chain	20th - 22nd March	3 Days Naivasha	18	48,000	53,000	Women performing supply chain functions in public and private sectors; women participating in procurement processes; women involved in supplying goods, services, and works to public and private organizations; male supports (he for she) of the empowerment of women in supply chain management.
	Supply Chain and Bottom-Line Performance	26th - 28th March	3 Days Nairobi	18	48,888	53,000	Senior & mid-level managers in supply management, logistics & warehousing; operations managers and administrators; finance managers and heads of departments.
	Mitigating Risks in International Sourcing	27th March	2 Hrs Virtual	2	1,500	1,500	Supply chain practitioners in the manufacturing, processing, and service industries; senior project managers, team leaders, product managers, program managers; public and private sector supply chain managers, officers, and all staff involved in the procurement processes.
April	Big Data Analysis - CARISCA	3rd - 5th April	3 Days Nairobi	18	48,000	53,000	Supply Chain managers, officers & buyers; materials management officers; import/export managers & officers; shipping/transportation & logistics officers; project analysts, and project leaders.
	Governance in Supply Chain Management - CARISCA	8th - 12th April	5 Days Mombasa	30	60,000	65,000	Senior and mid-level managers involved in procurement, production planning; supply chain managers; county executive committee members, members of committees involved in the procurement process, contract implementation teams; user department staff involved in procurement activities; project accountants and finance personnel supporting procurement processes; production officers; suppliers; operations managers, and administrators.
	Role of Procurement on ESG: Inclusivity and Diversity	22nd - 26th April	5 Days Naivasha	30	60,000	65,000	Procurement and supply chain management managers, officers, assistants, and specialists; user departments; consultants; administrators; departmental heads and staff involved in procurement.

MONTH	TRAINING	DATES	NO. OF DAYS/ HOURS & VENUE	CPD POINTS	CHARGES (ALL PRICES ARE VAT EXCLUSIVE) KSH.		TARGET GROUP
					Member	Non-member	
	Applying Alternative Dispute Resolutions in Contract Management	30th April	2 Hrs Virtual	2	1,500	1,500	Supply chain directors, managers; staff involved in contract management including procurement, finance, project managers, and administrators.
	Public Procurement Audit	6th - 10th May	5 Days Nanyuki	30	60,000	65,000	Procurement and supply chain practitioners; procurement auditors; financial auditors; policymakers; executives; professionals working in regulatory functions.
	Managing Risk in Procurement & Supply Chain	15th - 17th May	3 Days KISM Towers	18	18,000	20,000	All levels of procurement and supply chain staff; procurement auditors; financial auditors; technical auditors; policymakers and regulators; logistics managers, and others interested in procurement risk management.
	Coaching Skills for Supply Chain Management Professionals	24th May	2 Hrs Virtual	2	Free	Free	Procurement and supply chain practitioners interested in mentoring and coaching others
June	World Bank: Intermediary Class	27th May - 7th June	10 Days Mombasa	30	160,000	180,000	Senior, mid-level, and other officials involved in the implementation of projects funded directly or indirectly by the World Bank. Accounting officers, procurement and supply chain management practitioners, members of committees involved in procurement processes, contract implementation teams, and user department staff involved in planning and managing procurement activities; project accountants and finance personnel supporting procurement processes in donor-funded projects.
	Research Forum Conference - CARISCA	12th-13th June	2 Days Nairobi	12	27,500	39,100	Senior managers and mid-level supply chain specialists; policymakers; lecturers and trainers in supply chain; curriculum developers; consultants and persons interested in conducting research in supply chain management.
	Appraising Suppliers	14th June	2 Hrs Virtual	2	1,500	1,500	Senior & mid-level managers in supply chain management; logistics officers; production officers; suppliers; operations managers and administrators and staff involved in procurement committees.
	Artificial Intelligence (AI): Delivering in Supply Chain	20th - 21st June	2 Days Nairobi	12	27,500	39,100	Supply chain managers; programs/projects officers; administrative officers/assistants. Procurement managers, category buyers; finance managers, administrative staff involved in procurement processes.
	Contract Management and Negotiation	24th - 28th June	5 Days Machakos	30	60,000	65,000	Procurement and supply chain directors; senior managers; auxiliary staff supporting procurement and supply policies and decisions; administration and contract managers; departmental heads, project engineers; architects; and contractors.
July	Enhancing Ethics in Public Procurement: A Collaboration with Ethics & Anti-Corruption Commission (EACC)	10th - 12th July	3 Days Nairobi	18	48,888	53,000	Procurement and supply chain managers, officers; logistics & warehousing; operations managers; administrators; finance managers and heads of departments; user departments; consultants, and staff involved in procurement.
	Emotional Intelligence and Corporate Culture	17th July	2 Hrs Virtual	2 Hrs Virtual	Free	Free	Supply chain practitioners in public and private sectors, NGOs; human resource managers, and practitioners from all disciplines.
	Supply chain logistics East Africa summit - in Partnership with Fortinus	24th - 25th July	2 Days	12	TBC	TBC	Directors and Managers of: sustainable management; distribution management; operations; innovation; technology; manufacturing, quality assurance; production and distribution; digitalization; analytics; procurement and sourcing; inventory management; warehousing; transportation; engineering; collaboration; automation; talent and people; and sustainability
	Acquiring The Right Skill Sets for a Career in Supply Chain	31st July	2 Hrs Virtual	2	1,500	1,500	Supply Chain Management practitioners; graduates in supply chain management; students pursuing careers in supply chain management.

MONTH	TRAINING	DATES	NO. OF DAYS/ HOURS & VENUE	CPD POINTS	CHARGES (ALL PRICES ARE VAT EXCLUSIVE) KSH.		TARGET GROUP
					Member	Non-member	
August	Leadership Conference - India	12th – 16th August	5 days India	30	170,000	180,000	Chief executive officers; board directors; procurement and supply chain directors; managers; finance, administration and audit managers; policymakers; and all heads of departments
	Diversity, Equity & Inclusivity	29th August	2 Hrs Virtual	2	Free	Free	Supply chain practitioners and buyers; public sector supply chain managers, officers, and all staff involved in the procurement processes.
September	Preparation of Tender Documents for Goods, Works & Services	2nd - 6th September	5 Days Naivasha	30	60,000	65,000	Procurement and supply chain management manager; officers, assistants, and specialists; user departments; consultants; administrators; departmental heads and staff involved in procurement.
	Managing Talent in Supply Chain Management	10th September	2 Hrs Virtual	2	Free	Free	Procurement and supply chain managers; officers; human resource staff; project managers; inventory and warehousing managers; heads of departments and supervisors.
	Sustainability: Climate Smart Procurement	23rd - 27th September	5 Days, Mombasa	30	60,000	65,000	Procurement and supply chain professionals working in NGO's, private and public sectors; policy makers, and executives.
	World Bank: Advanced Class	23rd Sept - 4th Oct	10 Days Kisumu	30	160,000	180,000	Senior, mid-level, and other officials involved in the implementation of projects funded directly or indirectly by the World Bank. accounting officers; procurement and supply chain management practitioners; members of committees involved in procurement processes; contract implementation teams; and user department staff involved in planning and managing procurement activities; project accountants and finance personnel supporting procurement processes in donor-funded projects.
October	Resilient and Sustainable Logistics in Supply Chain	9th October	2 Hrs Virtual	2	1,500	1,500	Procurement and supply chain professionals working in NGO's, private and public sectors; policy makers, and executives
	3rd National Dialogue	14th - 18th October	5 Days Mombasa	30	60,000	65,000	Chief executive officers; board directors; procurement and supply chain directors, managers, finance, administration and audit managers, policymakers, and all heads of departments, medium and SME owners; manufacturing organizations, multinationals, civil society, suppliers and KISM stakeholders
	Improving Warehouse Operations	30th October	2 Hrs Virtual	2	1,500	1,500	Warehousing managers and officers; purchasing and contract managers; senior supply chain managers and executives; logistics personnel; engineering, maintenance, and operational personnel
November	Procurement training for committees, CECs, user departments, and procurement professionals.	4th - 8th November	5 Days Mombasa	30	60,000	65,000	Procurement and supply chain management staff, county executive committee members, members of committees involved in the procurement process, contract implementation teams, user department staff involved in procurement activities, project accountants and finance personnel supporting procurement processes, production officers, suppliers, operations managers, and administrators.
	Procurement audit and investigations	20th November	2 Hrs Virtual	2	Free	Free	Procurement and supply chain practitioners; policymakers; executives; audit managers; professionals working in regulatory functions; audit managers
	Sourcing & Procurement in Logistics	18th - 22nd November	5 Days Naivasha	30	60,000	65,000	Logistics managers and officers; purchasing and contract; senior supply chain managers and executive; warehousing personnel; engineering, maintenance, and operational personnel.
December	Procurement of Complex and Specialized Projects	2nd - 6th December	5 Days Mombasa	30	60,000	65,000	Procurement and supply chain directors; senior managers; auxiliary staff supporting procurement; project engineers; architects; contractors; quantity surveyors; consultants and contractors involved in the implementation of construction projects.

COFFEE BREAK

Supply Chain Crossword Puzzle



Across

2. Entity that makes a good through a process involving raw materials, components, or assemblies, usually on a large scale with different operations divided among different workers
7. Where finished goods are sorted/shipped to various retailers or customers
8. A person or organisation that resell goods or services directly to consumers or end-users
9. Also known as the vendor
10. A network of all the individuals, organizations, resources, activities and technology involved in the creation and sale of a product, from the delivery of source materials from the supplier to the manufacturer, through to its eventual delivery to the end user.

Down

1. Means of conveyance or travel from one place to another
3. A complete listing of merchandise or stock on hand, work in progress, raw materials, finished goods on hand, etc
4. Commercial activity of transporting goods to customers
5. Customer/final customer of finished product
6. Where goods are stored throughout supply chain

RIBS CRACK



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Supply Chain Prayer

Our Almighty God,

We commit ourselves to be honest, ethical and transparent and behave in the best interests to provide quality and reliable services to the public. That is why we have accepted to be answerable and liable for our conduct. In so doing, we embrace ideas that drive learning and positive changes, which add value, improve procurement, and supply chain management.

So help us God

KISM Mashinani

KISM Chairman John Karani (center) during a courtesy visit to Karatina University College



Ombi la Wanunuzi na Ugavi

Mungu wetu, tumedhamiria kuwa waaminifu, waadilifu, wawazi na kutoa huduma inayoaminika na yenye ubora kwa umma wa wakenya. Ndiyo maana tumekubali kuwa-jibika kwa matokeo ya kazi na matendo yetu.

Kwa kufanya hivyo, tunapokea mawazo yanayochochea ku-jifunza na kufanya mabadiliko chanya yatakayoongeza tija ili kuboresha mnyororo wa thamani katika tasnia ya ununuzi na ugavi

Tunaomba Mungu utusaidie





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