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Impact of COVID-19 on Textile and Apparel Businesses in East Africa - April 2020 .................... 13
1. List of Abbreviations

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<th>Description</th>
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<tr>
<td>AGOA</td>
<td>Africa Growth and Opportunity Act</td>
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<tr>
<td>Covid 19</td>
<td>Corona Virus Disease 2019</td>
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<td>CK</td>
<td>Calvin Klein</td>
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<tr>
<td>COMESA</td>
<td>Common Market for East and Central Africa</td>
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<td>EAC</td>
<td>East African Community</td>
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<td>EPZ</td>
<td>Export Processing Zone</td>
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<td>ETP</td>
<td>Effluent Treatment Plant</td>
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<td>KAM</td>
<td>Kenya Association of Manufacturers</td>
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<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
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<td>KES</td>
<td>Kenya Shillings</td>
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<td>KEMSA</td>
<td>Kenya Medical Supplies Agency</td>
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<tr>
<td>LTD</td>
<td>Limited</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NSSF</td>
<td>National Social Security Fund</td>
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<tr>
<td>NYS</td>
<td>National Youth Service</td>
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<td>PAYE</td>
<td>Pay as You Earn</td>
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<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
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<tr>
<td>PVH</td>
<td>Phillips Van Heusen</td>
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<tr>
<td>SA</td>
<td>South Africa</td>
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<tr>
<td>TCP</td>
<td>The Children’s Place</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
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<tr>
<td>USA</td>
<td>United States of America</td>
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<tr>
<td>VAT</td>
<td>Value Added Tax</td>
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<td>VF</td>
<td>Vanity Fair</td>
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<td>WFTO</td>
<td>World Fair Trade Organization</td>
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2. Introduction

MSINGI is a not-for-profit organization focused on the development of East African industries. The organization aspires to build a globally competitive textile and apparel industry in East Africa.

On March 11th, 2020, The World Health Organization declared the COVID-19 virus spread a global pandemic. This was informed by the levels of spread and severity of the virus and by the alarming levels of inaction across the world. The impact of the pandemic is being felt in all sectors, with unprecedented slowdowns and shutdowns of normal businesses across the world. According to the United Nations Economic Commission for Africa’s estimates, between January and March 2020, Africa has lost about US$30 billion of its combined GDP and the forecast is that it will get worse before it improves.

In response to the current pandemic, Msingi commissioned quick survey to assess the immediate and projected impact of the COVID-19 pandemic on the textile and apparel industry and identify areas for urgent intervention.

3. Overview of the methodology

The survey covered textile and apparel companies that cater for local, regional and international markets in Kenya, Uganda, Tanzania and Rwanda. The survey was conducted via telephone, skype and zoom calls with senior management of the textile and apparel companies. We wish to thank the following companies that participated in the Survey:


C. Uganda: Fine Spinners Uganda Ltd, Southern Range Nyanza Textiles Ltd, Sigma Knits Ltd.

D. Rwanda: Pink Mango, Karssh Collections, UTEXRWA.
4. Executive Summary

4.1 Company Distribution by Number of Employees

- Less than 50: 6%
- 51-500: 37%
- 501-2000: 31%
- 2001 and above: 26%

4.2 Origin of Key Raw Materials

- Within and outside EAC: 57%
- Within EAC: 26%
- Outside EAC: 17%

4.3 Key Market Destinations

- EAC: 19%
- Outside EAC: 81%

NB: Key markets refers to a share of 60% or more based on the company responses and not actual value of exports.

4.4 Covid 19 Impact: Between Jan and Mid March 2020

- No impact: 81%
- Scaled down: 19%

NB: Majority of the companies had not been impacted before Mid-March 2020
4.5 Current & Projected Impact: From Mid March to June 2020

**NB:** Closure period ranges from 2 weeks to 3 months

4.6 COVID-19: Impact on Employees in Each Country

The impact was analysed under three perspectives:

a. **Unaffected:** These are employees that were still actively employed as at the time of the study. This is likely to change every month depending on the prevailing situation.

b. **Away on paid leave:** These are employees that had been asked to take leave owing to inadequate business activities to retain them or due to temporary closure of the company. The period ranges from 2 weeks to 4 weeks. Some of the employees will be recalled at the end of their leave while others will remain home but under unpaid leave.

c. **Away on unpaid leave:** These are employees that have been asked to go home indefinitely or for a definite period without pay owing to the prevailing situation. The situation is likely to change with time depending on how soon the company resumes operations.
4.6.1 Kenya

- Unaffected: 73%
- Away on Paid leave: 20%
- Away on unpaid leave: 7%

**NB:** As at the time of the study, majority of the employees were unaffected. This could change significantly since some companies were set to make decisions on their employees between end of April and end of May 2020.

4.6.2 Uganda

- Away on paid leave: 67%
- Unaffected: 33%

**NB:** As at the time of the study, Uganda had no employees sent home under unpaid leave. Majority of the employees were away on paid leave following the mandatory lockdown imposed by the Government.

4.6.3 Tanzania

- Unaffected: 96%
- Away on Paid leave: 4%

**NB:** As at the time of the study, Tanzania had no employees sent home under unpaid leave. Majority of the companies were unaffected.

4.6.4 Rwanda

- Away on paid leave: 66%
- Away on unpaid leave: 34%

**NB:** As at the time of the study, all employees in Rwanda had been affected, with majority of them on paid leave.
4.7 Covid 19 Response: Repurposing for Hospital Protective Gear (Local Market)

NB: Other PPEs include Dust coats, Coveralls, Hospital Scrubs etc

4.8 COVID-19 Response: Masks Manufacturing Capacity (pieces per day)

NB: These are the companies that have started producing masks to respond to the demand. Some companies have the capacity to produce but have not considered it.
4.9 Key Observations:

A. Impact on Market

   o Large Exporters:
     a. Large exporters that produce in bulk for major fashion brands targeting the US and EU markets are facing the biggest impact. This is because they employ the largest number of workers yet most of their orders were put on hold for an indefinite period.
     b. Companies that produce hospital wear for export, including Personal Protective Equipment, reported receiving more orders than they could handle.

   o Small and Medium Companies and Integrated Textile Mills:
     a. Companies that cater exclusively for the local and regional markets experienced reduced business and in some cases cancellations of orders. This is because majority of their clients are now focussing on survival (food and medicine) and many borders have been closed.
     b. Companies that cater for both export and local / regional markets have experienced a bigger impact on the export side (EU/US) owing to the market disruption in those regions, while also being affected in their local markets.
     c. Companies that rely on government orders reported increased business especially on uniforms for the government institutions and hospital apparel.

B. Impact on Supply Chain:

   a. The large export-oriented companies mainly source their raw materials (fabric and accessories) from Asia (mainly China and India) while exporting to US and EU markets.
   b. The small and medium companies either source fabrics and accessories from the local market or from Asia.
   c. The integrated textile mills rely on some local materials (cotton lint) and imported ones (polyester fibres). Those that rely on cotton lint were not adversely affected.
   d. All those that had sourced and stocked up before the Chinese New Year were able to produce normally in Jan and Feb and even had stocks that can last them between one to four months
   e. Those that were stocking up from Asia between Jan and March were affected by the closures in China and India resulting in delays in accessing the raw materials.
   f. Some companies had produced but were unable to ship to the EU, US and even regional markets owing to closures of borders or under instructions from buyers.
C. Impact on Production
   a. All companies had to incorporate some measures to accommodate the new public health guidelines including: social distancing, enhanced use of masks; washing points with soap; use of sanitizers and health briefings to employees. These measures resulted in overall reduction in productivity.
   b. The fashion-based export oriented companies were instructed to only produce what they had cut and wait for further instructions.
   c. Companies in Uganda and Rwanda have had to halt production when the lock downs were imposed. This is with the exception of 1 factory in Uganda that was allowed to continue production under special provisions.
   d. In Kenya, companies have had to adjust their shifts or reporting and closure times to accommodate curfew restrictions.

D. How the companies are coping:
   a. Some companies had to send employees home either on paid on unpaid leave upon reduction or total disruption of business. Closure period ranges from 2 weeks to 4 weeks with possibility of extensions.
   b. Some companies are making efforts to assist the employees during the closure periods. This is much harder for the bigger companies considering the uncertainty in the market. Some are even worried whether they will recover.
   c. Some of the companies are making an effort to repurpose their factory towards manufacture of masks, dustcoats and other personal protective equipment for the local market.
   d. Initially, most of the firms were producing cloth masks from their off cut fabrics but are gradually shifting to production of surgical masks, coveralls and other PPEs upon publication of local standards and increase of demand.

E. Government Response:
   a. In Kenya some relief measures have been put in place for at least 3 months including:
      i. Reduction in VAT – Impacting positively on the small and medium companies along with the integrated mills. The large exporters are already exempted hence not impacted.
      ii. Reduction of Corporate tax – impacting positively on the companies that cater for the local and regional markets.
iii. Temporary ban on importation of second hand clothing aimed at impacting positively on the local market in Kenya. Rwanda already has a permanent ban in place. However, there are many pros and cons associated with second hand clothes which need to be carefully assessed.

No other measures have been announced in Uganda, Tanzania and Rwanda. The companies were in active engagement with governments at the time of the study.

4.10 Conclusions and Recommendations

A. Short Term Interventions

1) Manufacturing of Masks, Coveralls, Hospital Scrubs and other PPEs:

Following the growing demand for masks for general public and for hospital use, several companies had begun production to respond to the demand. However, it was clear that the companies that had embarked on production of surgical masks, coveralls, hospital scrubs and other PPEs, were at different levels of engagement with the national standards bodies for certification of their products and processes. It also emerged that there are numerous technical issues that needed to be addressed.

However, those that were producing non-surgical cloth masks were using different fabrics considering that there are no local standards for such masks.

2) Working Capital:

A number of companies were considering alternative business lines to keep the employees engaged while waiting for the traditional businesses to resume. This included expanding online sales, forging sub-contracting relationships and developing new business lines under apparel. Such proposals would need to be reviewed on individual basis before being recommended for support or financing.

3) Cash flow support for Employees:

It is clear from the study that several thousand employees are likely to fall under unpaid leave for extended periods or even lose their jobs as the impact of the pandemic continues to unfold. This is because it is uncertain how long the pandemic will last.

There is therefore a need to develop a fund to support such employees in collaboration with key stakeholders, including the affected companies, governments, major buyers and development partners.
B. Medium Term Intervention

Investment Support

From the study, it was clear that some companies are considering major investment into new business lines that touch on the Personal Protective Equipment for the long term and not just to address the current situation. This includes one company each in Rwanda, Uganda and Tanzania, and two in Kenya. It is not clear at this time what kind of investment support that each may require.

The proposals above and others targeting both the local and international markets would need to be carefully evaluated on an individual basis for possible support. The support may be financial or technical depending on the needs. This calls for continuous interaction with the companies to establish the needs and also monitor progress.

C. Long Term Interventions

1) Post COVID-19 Evaluation: There is a need for primary and benchmarking studies on impact and response by different actors including Governments, Buyers, Manufacturers, Associations

2) EAC Role: There is a need to explore how to strengthen the regional value chain to reduce over-reliance on imports.

3) Future Resilience Strategies: Focus on global best practices to develop local and regional strategies

The Covid 19 pandemic is unprecedented for the world at large including the textile and apparel industry. One key outcome is the need to have an Emergency Business Continuation Facility in place. This would help to respond to various interventions needed to minimize the negative impact on the industry including direct support to workers salaries, working capital to sustain production where possible and capital investments for those planning to re purpose and keep employees engaged.
Impact of COVID-19 on Textile and Apparel Businesses in East Africa - April 2020

Countries: Kenya | Uganda | Rwanda
No of Firms Covered: 35
Interviews conducted: 26th March to 26th April 2020

Short Term Help
• Food
• Washing materials i.e. Soap/Sanitizers
• Medicines/infra-red thermometers
• Help from Government to keep employees at work (orders)
• Help from Govt and banks to help pay salaries
• Technical and market support for production of hospital gear

Mid Term Help
• New orders
• Financial support (e.g. Interest free loans) to acquire machinery for repurposing of factories

Long Term Help
• Set up a meeting to discuss ways of increasing exports
• Create a revolving fund to support the industry in times such as these
  • Technical assistance – Best practices in similar situations in future

Factory 1
Product made: School Uniforms
Country: Kenya
Market: Domestic
Raw goods supplier: China and India
Length of current orders / next orders: Week's work in Progress
Mid-May before next raw materials arrive for their traditional market.
Cancellations: No
New orders: No
Precautions taken in response to Covid-19: Temperature checks; social distancing adjustments and enhanced use of masks
Turnover/absence: Not affected in short term
Govt intervention that has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities:
• Producing surgical masks – 15,000 a day and Coveralls – 1,000 a day.
How they are helping/ supporting communities:
• Selling masks to the community @ 35 shillings.
• Giving extra masks to employees to distribute at home
Repercussions of the outbreak:
• Reduced workforce for 2 weeks then recalled them after repurposing for masks
• Shops closed /customer are not taking orders
• Workers require public transport which is restricted
• Fabric prices increasing from China
• Reduced sales from traditional market
• Change in working hours due to evening curfew.
Help required
• Cleaning materials
  i.e. soap, sanitizer

Factory 2
Product made: Re-washable Hospital Uniforms to the US
Country: Kenya
Market: Exports – US
Raw Goods Supplier: China
Length of Current orders / next orders: 2 months stock – replenishment orders
Cancellations: No
New orders: Yes
Precautions taken in response to Covid-19:
• Masks
• Take temperature twice a day
• Social distancing
• Employee Covid awareness meetings
• Wash hands
Turnover/absence: No issue
Govt intervention that has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities:
• Currently manufacturing FDA approved re-washable cloth masks for export to USA. Can also supply the local market. Their capacity is 50,000 per day.
How they are helping/ supporting communities:
• Engaging with landlords to accept delayed payments from the workers
• Selling masks to the communities
Repercussions of the outbreak:
• 6-weeks gap in production
• Feb/March no orders = loss of sales USD 900,000
• Majority of workforce were on unpaid leave for up to 6 weeks, but they have since been recalled to focus on masks production and coveralls.
Help required:
They would be interested to purchase additional single needle machines to expand their production of coveralls. The machines can be sourced locally.

Factory 3
Product made: Reflective workwear and leisure wear
Market: Exports – US and EU
Raw Goods Supplier: China
Length of current orders / next orders: Six weeks WIP
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Gone to 2 shifts to increase distancing
• Use of masks
• Temp taken twice daily
• Covid-19 orientation sessions
• MoH send team daily to make checks and do employee Covid awareness meetings
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities: Capacity per day:
• Producing 30,000 re-washable fabric masks; 20,000 aprons;
• 20,000 Disposable surgical face masks and 20,000 safety footwear
How they are helping/ supporting communities:
• Engaging with landlords to accept delayed payments from the workers
• Selling masks to the communities
Repercussions of the outbreak:
• 6-weeks gap in production
• Feb/March no orders = loss of sales USD 900,000
• Majority of workforce were on unpaid leave for up to 6 weeks, but they have since been recalled to focus on masks production and coveralls.
Help required:
They would be interested to purchase additional single needle machines to expand their production of coveralls. The machines can be sourced locally.
Factory 4

Product made: Fabric for school uniforms (70%), hospital sheets and corporate uniforms

Country: Kenya
Market: Domestic market
Raw Goods Supplier: Cotton – 50% Uganda, 50% Kenya
Length of Current orders / next orders:
• 2 months stock.
• Not peak season, therefore little impact
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
• Sterilise hands, masks
• Social distancing
• Employee Covid awareness meetings, stopped gatherings for prayers etc
• Clean work area before work
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities:
• Providing fabric to the market for reusable masks production.
• Looking to import a micro-biochemical for manufacture of hospital bed linen
• How they are helping/supporting communities: selling fabric for mask production
Repercussions of the outbreak:
• looking at shifts – curfew
• Sending people on paid leave until after Easter.
• Cost of reduced production to 30% becomes expensive, same overheads to maintain.
Help required:
In need of sanitisers and infra-red thermometers

Factory 5

Product made: School uniforms (70%) and corporate uniforms

Country: Kenya
Market: Domestic market, some small exports
Raw Goods Supplier
• Polyester yarn and acrylic yarn from India and Indonesia
• Chemicals/dye stuffs - China
Length of Current orders / next orders:
• 1-2 months, current period is traditionally a slow period.
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Hand washing
• Social distancing
• No grouping
Turnover/absence: No issue.
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities:
• Currently manufacturing reusable fabric (Kikoi) masks ~18,000 a day in 3 shifts. Have also received approval for coveralls ~1,400 per day.
How they are helping/supporting communities: Have made some limited donations to the community
Repercussions of the outbreak:
• Currently operating under reduced capacity and workforce but can scale on demand.
• Schools closed – no orders, also when schools go back no demand for uniforms as previous not worn
• Cash flow affected
• Experimenting with new yarn from India -stopped.
Help required:
• Wage subsidy
• Marketing support
• Explore export

Factory 6

Product made: Hotels uniforms and polo shirts

Country: Kenya
Market: Domestic
Raw Goods Supplier: Cotton – Tanzania/ Accessories –local
Length of Current orders / next orders:
• 3-6 months
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Hand sanitizing
• Sinks and soap at entrance
• Use of masks
• Employee Covid awareness meetings and posters
• Supplying workforce with masks to take home.
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak:
• Closing production by end of March
• Workers on paid leave to 15/4
• After paid leaves are exhausted, workers to remain home under unpaid leave until they decide to resume.
Help required:
• Need orders
• Cash flow
• Need advice on how to sustain the workforce.
Factory 7

Product made: Export – EU woven and knitted products
Country: Kenya
Market: Export
Raw Goods Supplier: Cotton – Tanzania/ Mauritius; Accessories – Mauritius/ local
Length of Current orders / next orders: 3-6 months
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Hand sanitizing
• Sinks and soap at entrance
• Use of masks
• Employee Covid awareness meetings
• Supplying workforce with masks to take home.
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak:
• Closing production from 27/3
• Workers on paid leave to 15/4
• Made orders for EU on hold, therefore no cash flow. Credit terms.
• After paid leaves are exhausted, workers to remain home under unpaid leave until they decide to resume.
Help required:
• Need orders
• Cash flow
• Need advice on how to sustain the workforce

Factory 8

Product made: Woven and synthetics. Dress pants and sports wear
Country: Kenya
Market:
• Export 60%
• Domestic 40%
Raw Goods Supplier: China
Length of Current orders / next orders: 1 month
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities: Can produce up to 60,000 surgical masks a day and 30,000 Coveralls and scrubs per day.
How they are helping/supporting communities: N/A
Repercussions of the outbreak:
• Challenges in negotiating extended credit terms with banks.
• Cotton prices dropping
• No cash flow due to orders put on hold.
Help required:
• Cash flow support
• Salary support to retain workers
• Advocacy support to engage international buyers

Factory 9

Product made: Knits and cottons, T shirts
Country: Uganda
Market: Export 60%, Domestic 40%
Raw Goods Supplier: Local, China
Length of Current orders / next orders: 1 month
Cancellations: Yes
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities for staff and communities
Turnover/absence: No issue
Govt intervention which has helped:
• Reduced tax on employee earnings
• Reduction of VAT from 16 to 14%
• Ban on second-hand clothing will take time to impact.
New activities: producing masks to keep employees in work *took 6 months to get simple surgical cotton certified
How they are helping/supporting communities: N/A
Repercussions of the outbreak:
• Cash flow support
• Salary support to retain workers
• Advocacy support to engage international buyers
### Factory 10

**Product made:** Promotional Wear  
**Country:** Kenya  
**Market:** 100% Domestic  
**Raw Goods Supplier:** Local  
**Length of Current orders / next orders:** Secure supplies on demand.  
**Cancellations:** No  
**New orders:** Yes  
**Precautions taken in response to Covid-19:**  
- Provide hand sanitizing facilities  
- Employee Covid awareness meetings  
- Washing facilities for staff and communities  
- Increased spacing  
**Turnover/absence:** No issue  
**Govt intervention which has helped:**  
- Reduced tax on employee earnings  
- Reduction of VAT from 16 to 14%  
- Ban on second-hand clothing, except that it doesn’t affect his promotional market  
**New activities:** Producing coveralls - 2,000 a day and dustcoats - 3,000 a day. Surgical masks: 25,000 per day.  
**How they are helping/ supporting communities:** N/A  
**Repercussions of the outbreak:** Adjustments to accommodate curfew restrictions: The workers arrive earlier and leave early to be home on time for the curfew. They have also removed night shift and accommodated all workers on day shift.  
**Help required:** They need support in form of interest free loan to purchase and airlift mask making machine and working capital. They have already identified some suppliers in China.

### Factory 11

**Product made:** Fabric and some apparel, mostly cotton products some Polyester/ Cotton blends.  
**Country:** Kenya  
**Market:** Domestic and Regional  
**Raw Goods Supplier:**  
- Cotton lint: Local & regional.  
- Polyester & Viscose from China; Chemical & Dyes: South Africa, India  
**Length of Current orders / next orders:** 4 Months  
**Cancellations:** No  
**New orders:** Yes  
**Precautions taken in response to Covid-19:**  
- Provide hand sanitizing facilities  
- Employee Covid awareness meetings  
- Washing facilities for staff and communities  
- Increased spacing by relocating half of tailoring unit  
**Turnover/absence:** No Issue  
**Govt intervention which has helped:**  
- Additional orders from Public Institutions; 50% discount on power supply.  
- Tax rebate on employees’ salaries  
**New activities:** Considering manufacturing local masks, but they need local standards to be established.  
**How they are helping/ supporting communities:** Planning to give food subsidies to be distributed to the most vulnerable.  
**Repercussions of the outbreak:**  
- Closed down for 2 weeks sending employees home on paid leave.  
- They have since re opened up operating on reduced scale of work and workers.  
**Help required:** Information or linkages on machinery and fabric for mask production

### Factory 12

**Product made:** 100% Acrylic Hand Knitting yarn, Machine Knitting Yarn, Knitwear, Baby Shawls & Blankets  
**Country:** Kenya  
**Market:** Domestic and Regional  
**Raw Goods Supplier:** Europe & Far East  
**Length of current orders / next orders:** 3 months. More supplies of raw materials are already in the high seas  
**Cancellations:** No  
**New orders:** No  
**Precautions taken in response to Covid-19:**  
- Provide hand sanitizing facilities  
- Employee Covid awareness meetings  
- Washing facilities for staff and communities  
- Temperature checks  
**Turnover/absence:** No Issue  
**Govt intervention that has helped:** Tax Incentives for Employees and reduction of Corporate Tax; VAT reductions;  
**New activities:** They have started producing 8,000 surgical masks a day and are expecting some machinery by end of April that would increase the capacity to 40,000 a day.  
**How they are helping/ supporting communities:** Planning to give food subsidies to be distributed to the most vulnerable.  
**Repercussions of the outbreak:**  
- Closed down for 2 weeks sending employees home on paid leave.  
- They have since re opened up operating on reduced scale of work and workers.  
**Help required:** Information or linkages on machinery and fabric for mask production
Factory 13
Product made: Kids, Men’s and Ladies Wear: Denim Jeans; Basic Knits; Twill Pants; Ladies semi-formal trousers; Woven shirts.
Country: Uganda
Market: Local and regional
Raw Goods Supplier: India
Length of current orders / next orders: N/A
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities for staff and communities
• Temperature checks
Turnover/absence: No Issue
Govt intervention which has helped: N/A
New activities: Have produced masks for other industries
How they are helping/ supporting communities: Planning to negotiate for discounts and credit terms for employee to access food and cooking gas.
Repercussions of the outbreak:
• Currently working on reduced hours: adjusted production from 3 shifts to 1 shift working half day but still paying them in full
• Suspended Saturday shifts due to low production.
Help required:
Considering manufacturing masks locally depending on local demand and level of standards. Other proposals to be advised later.

Factory 14
Product made: Men’s and Ladies’ Fashion wear
Country: Rwanda
Market: International Export and Local/Regional
Raw Goods Supplier: China via Dubai
Length of current orders / next orders: 3 Months
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities for staff and communities
• Temperature checks
Turnover/absence: No Issue
Govt intervention which has helped: Tax incentives for Employees.
New activities: N/A
How they are helping/ supporting communities:
Planning to negotiate for discounts and credit terms for employee to access food and cooking gas.
Repercussions of the outbreak:
• Currently working on reduced hours: adjusted production from 3 shifts to 1 shift working half day but still paying them in full
• Suspended Saturday shifts due to low production.
Help required:
Considering manufacturing masks locally depending on local demand and level of standards. Other proposals to be advised later.

Factory 15
Product made: Outwear
Country: Rwanda
Market: Export
Raw Goods Supplier: China
Length of Current orders / next orders: N/A
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities for staff and communities
Turnover/absence: No Issue
Govt intervention which has helped: Duty Free imports of fabric
New activities: N/A
How they are helping/ supporting communities:
Planning to negotiate for discounts and credit terms for employee to access food and cooking gas.
Repercussions of the outbreak:
• Lockdown meant sending all employees home while still on full pay.
Help required: Marketing assistance targeting the fashion Events when they resume

Factory 16
Product made: Corporate uniforms, Security uniforms, Knitwear, Socks,
Country: Uganda
Market: Local and regional
Raw Goods Supplier: India
Length of current orders / next orders: N/A
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
• Provide hand sanitizing facilities
• Employee Covid awareness meetings
• Washing facilities for staff and communities
Turnover/absence: No Issue
Govt intervention that has helped: N/A
New activities: N/A
How they are helping/ supporting communities:
Planning to negotiate for discounts and credit terms, rebate on electricity, water, and local municipal rates.
Repercussions of the outbreak:
• Decided to shut down until lockdown is lifted. Employees on paid leave.
Help required: They are lobbying for: delay of NSSF payments, banks to relax payment terms, rebate on electricity, water, and local municipal rates.

**Factory 17**

- **Product made:** Ladies ready-to-wear clothes
- **Country:** Kenya
- **Market:** Local and regional
- **Raw Goods Supplier:** China, Mauritius
- **Length of Current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** No
- **Precautions taken in response to Covid-19:**
  - Provide hand sanitizing facilities
  - Employee Covid awareness meetings
  - Washing facilities for staff and communities
- **Turnover/absence:** No Issue
- **Govt intervention which has helped:** Tax incentives, 2nd Hand Clothing Ban – If sustained
- **New activities:** Can produce up to surgical 10,000 surgical masks a day and 2,000 reusable fabric masks.
- **How they are helping/supporting communities:** Producing masks to distribute. Plan to pay some tokens to the workers
- **Repercussions of the outbreak:** All retail outlets have been closed. Incurring rent without sales. Most of the workers were sent home on unpaid leave. However, many have been recalled to focus on masks.

**Factory 18**

- **Product made:** Fashion Knits: Tailored Jackets; Knitted tops & Bottoms; Baby Wear; Ladies Tops; Men’s Boys & Tops
- **Country:** Kenya
- **Market:** Export - USA
- **Raw Goods Supplier:** China
- **Length of Current orders / next orders:** 1 Month
- **Cancellations:** No
- **New orders:** No
- **Precautions taken in response to Covid-19:**
  - Provide hand sanitizing facilities
  - Employee Covid awareness meetings
  - Washing facilities for staff and communities
- **Turnover/absence:** No Issue
- **Govt intervention which has helped:** Tax Benefit to Employees
- **New activities:** Can produce masks for the mass market only if clear standards are established.
- **How they are helping/supporting communities:**
  - Provide masks for free distribution to local market
- **Repercussions of the outbreak:** 50% of the staff are home on unpaid leave. The rest could follow by end of April.
- **Help required:**
  - Short term: They need urgent financial support to cover the workers for at least 3 months @ USD 200 each.
  - Long term: They are requesting for 10-15% export benefit to cushion them from the high cost of business and incentivize them to expand and attract parent mills to invest locally.

**Factory 19**

- **Product made:** Woven products including corporate uniforms being shirts, trousers, skirts, overalls & dust coats
- **Country:** Kenya
- **Market:** Local
- **Raw Goods Supplier:** Kenya
- **Length of Current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** No
- **Precautions taken in response to Covid-19:**
  - Provide hand sanitizing facilities
  - Employee Covid awareness meetings
- **Turnover/absence:** Not an issue
- **Govt intervention which has helped:** Reduction of Corporation Tax
- **New activities:** Surgical masks production with an estimated capacity of 10,000 units a day.
- **How they are helping/supporting communities:**
  - Plans to distribute free masks to the community
- **Repercussions of the outbreak:** Had to adjust working hours to allow employees to leave 2 hours earlier to cross the ferry and cope with the curfew restrictions.
- **Help required:** N/A

**Factory 20**

- **Product made:** Fabrics, Uniforms, Bedsheets and T-shirts
- **Country:** Uganda
- **Market:** Local and Regional
- **Raw Goods Supplier:** Uganda, Indonesia, Turkey and Pakistan
- **Length of Current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** Yes
- **Precautions taken in response to Covid-19:** Social distancing by spacing out the lines. Extra washing routines and staff orientations.
- **Turnover/absence:** Not an issue
- **Govt intervention which has helped:** Currently engaging with Government
- **New activities:** They are producing up to 150,000 fabric masks a day; Surgical Masks (from 21st May - 150,000 per day); Coveralls – 2,000 per day from Mid-May. N95 Masks awaiting approval
- **How they are helping/supporting communities:** Donating to the isolation centres in Uganda 10,000 bedsheets and 10,000 masks.
- **Repercussions of the outbreak:** When the lockdown was imposed, about 50% of the staff were sent home on paid leave. The other 50% had to be housed in a hotel next to the factory to continue production of key products including: Army and Policy uniforms, hospital bedsheets and masks
- **Help required:** They are requesting support for developing a regional cotton textile and apparel supply chain to reduce overdependence on international value chains. They will need technical, policy and promotional support to supply the EAC region.
Factory 21
Product made: Khanga & Kitenge, Bed sheets, Grey Fabrics, Blended Fabrics, Uniforms
Country: Tanzania
Market: Local and Regional
Raw Goods Supplier: Tanzania, India, China, Korea
Length of Current orders / next orders: N/A
Cancellations: No
New orders: Yes
Precautions taken in response to Covid-19: social distancing, washing points and enhanced use of masks
Turnover/absence: Not an Issue
Govt intervention which has helped: N/A
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak: Not yet affected
Help required: N/A

Factory 22
Product made: Sportswear
Country: Tanzania
Market: USA
Raw Goods Supplier: China
Length of Current orders / next orders: 2 Months
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
- Checking of temperatures twice a day, washing hands regularly with soap and enhanced use of masks.
- Precautions taken in response to Covid-19: Checking of temperatures twice a day, washing hands regularly with soap and enhanced use of masks.
Turnover/absence: Not an Issue
Govt intervention which has helped: N/A
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak: Not yet affected
Help required: N/A

Factory 23
Product made: Denim Jeans
Country: Tanzania
Market: Tanzania
Raw Goods Supplier: China
Length of Current orders / next orders: N/A
Cancellations: No
New orders: Yes
Precautions taken in response to Covid-19:
- Communications with workers through notice boards, use of sanitizers and enhanced use of masks.
- Precautions taken in response to Covid-19: communications with workers through notice boards, use of sanitizers and enhanced use of masks.
Turnover/absence: Not an Issue
Govt intervention which has helped: N/A
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak: Not yet affected
Help required: N/A

Factory 24
Product made: Grey Fabric
Country: Tanzania
Market: Local
Raw Goods Supplier: Tanzania
Length of Current orders / next orders: N/A
Cancellations: No
New orders: No
Precautions taken in response to Covid-19:
- Use of masks, sanitization and checking of temperatures
- Precautions taken in response to Covid-19: use of masks, sanitization and checking of temperatures
Turnover/absence: Not an Issue
Govt intervention which has helped: N/A
New activities: N/A
How they are helping/supporting communities: N/A
Repercussions of the outbreak: Not Yet Impacted but are monitoring the situation
Help required: N/A
<table>
<thead>
<tr>
<th>Factory</th>
<th>Product made</th>
<th>Country</th>
<th>Market</th>
<th>Raw Goods Supplier</th>
<th>Length of current orders / next orders</th>
<th>Cancellations</th>
<th>New orders</th>
<th>Precautions taken in response to Covid-19</th>
<th>Turnover/absence</th>
<th>Govt intervention which has helped</th>
<th>New activities</th>
<th>How they are helping/ supporting communities</th>
<th>Repercussions of the outbreak</th>
<th>Help required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factory 25</td>
<td>African Kanga, Kitenge, Batik, Bed linen and plain fabrics</td>
<td>Tanzania, India &amp; Pakistan</td>
<td>Tanzania</td>
<td>Tanzania, India and Pakistan</td>
<td>N/A</td>
<td>No</td>
<td>No</td>
<td>Enhanced use of masks, sanitization and checking of temperatures</td>
<td>Not an Issue</td>
<td>N/A</td>
<td>N/A</td>
<td>Not yet impacted but are monitoring the situation</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Factory 26</td>
<td>Mosquito nets; Non-woven bags, Knitted cotton fabrics, T shirts and polo’s (Export) Cement Bags, Underwear’s, and Bed sheets (Local)</td>
<td>Tanzania</td>
<td>EAC, USA, SA</td>
<td>China &amp; India</td>
<td>N/A</td>
<td>No</td>
<td>No</td>
<td>Temperature Checks at entry points, Adverts on hygiene, Wearing of Mask, orientations.</td>
<td>Not an Issue</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Factory 27</td>
<td>Standard Hospital Scrubs</td>
<td>Kenya</td>
<td>USA</td>
<td>China</td>
<td>1 Month</td>
<td>No</td>
<td>Yes</td>
<td>Wearing of masks, social distancing and sanitation measurers.</td>
<td>Not an Issue</td>
<td>Removal of PAYE for Employees</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| Factory 28 | T Shirts, Polo Shirts, Safety Clothing, Baseball caps and Uniforms | Kenya | Local | Local | N/A | No | No | Wearing of masks, social distancing and sanitation measurers. | Not an Issue | Removal of PAYE for Employees; Reduction of VAT & Corporation Tax | N/A | N/A | N/A | N/A | N/A | Are in discussion with Dupont to explore a partnership to produce hospital protective gear for the local and regional market May require support.
**Factory 29**

**Product made:** Sports, Casual Shirts and Hospital scrubs  
**Country:** Kenya  
**Market:** 90% export to US market; 10% EU  
**Raw Goods Supplier:** Various countries in Asia  
**Length of current orders / next orders:** 2 months  
**Cancellations:** No  
**New orders:** No  
**Precautions taken in response to Covid-19:**  
- Hand sanitization  
- Covid-19 awareness  
- Washing facilities  
**Turnover/absence:** Yes  
**Govt intervention that has helped:** Tax benefit has helped for workers still employed.  
**New activities:** Can produce re-washable fabric masks a day. However currently sitting on one million masks that are unable to sell in the local market.  
**How they are helping/ supporting communities:** Feeding the community around them and giving away masks to immediate community for free.  
**Repercussions of the outbreak:** Buyer customers have not cancelled orders but are asking for increased payment terms from 45 days to 120 days.  
Are only working with 1,400 staff on rotational basis mainly on manufacture of scrubs.  
**Help required:** Require assistance with Salaries and export financing to insure one of their orders for TCP.  
They also need support to cover rent and utilities, including security.

**Factory 30**

**Product made:** Male and Female Underwear, T Shirts and Polo Shirts  
**Country:** Kenya  
**Market:** USA  
**Raw Goods Supplier:** China  
**Length of current orders / next orders:** 1 month  
**Cancellations:** No  
**New orders:** No  
**Precautions taken in response to Covid-19:** Social distancing, enhanced use of masks and sanitation  
**Turnover/absence:** Not an issue  
**Govt intervention which has helped:** Removal of PAYE for Employees  
**New activities:** N/A  
**How they are helping/ supporting communities:** They are focussing on sustaining the workers  
**Repercussions of the outbreak:** Reduced efficiency owing to new public health guidance.  
**Help required:** They are in discussion with a client to develop a new line focussing on PPEs for export.

**Factory 31**

**Product made:** children wear, bottoms, jackets, swim wear and T shirts  
**Country:** Kenya  
**Market:** USA  
**Raw Goods Supplier:** India, China & Hong Kong  
**Length of current orders / next orders:** 2 Months  
**Cancellations:** No  
**New orders:** No  
**Precautions taken in response to Covid-19:** Temp Checks, Hand washing, Social Distancing  
**Turnover/absence:** Not an Issue  
**Govt intervention which has helped:** Removal of PAYE for Employees  
**New activities:** They produce up to re washable fabric 1,000 masks a day but can scale up if needed  
**How they are helping/ supporting communities:** N/A  
**Repercussions of the outbreak:** Reduced efficiency owing to new public health guidance.  
**Help required:** They are in discussion with a client to develop a new line focussing on PPEs for export.

**Factory 32**
- **Product made:** children wear, bottoms, jackets, swim wear and T shirts
- **Country:** Kenya
- **Market:** USA
- **Raw Goods Supplier:** India, China & Hong Kong
- **Length of Current orders / next orders:** 2 Months
- **Cancellations:** No
- **New orders:** No
- **Precautions taken in response to Covid-19:** Temp Checks, Hand washing, Social Distancing
- **Turnover/absence:** Not an Issue
- **Govt intervention which has helped:** Removal of PAYE for Employees
- **New activities:** They produce up to 1000 re-washable fabric masks a day but can scale up if needed
- **How they are helping/supporting communities:** N/A
- **Repercussions of the outbreak:** Reduced efficiency owing to new public health guidance.
- **Help required:** N/A

**Factory 33**
- **Product made:** Uniforms for schools and public institutions
- **Country:** Kenya
- **Market:** Local
- **Raw Goods Supplier:** Kenya
- **Length of Current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** Yes
- **Precautions taken in response to Covid-19:** Temp checks, use of masks and social distancing
- **Turnover/absence:** Not an Issue
- **Govt intervention which has helped:** Removal of PAYE for Employees
- **New activities:** They are producing 30,000 surgical masks a day. Coveralls – 1,000 a day
- **How they are helping/supporting communities:** They have trained 20 local tailors and given them fabric for mask production
- **Repercussions of the outbreak:** They had to accommodate all employees in nearby facility at their cost
- **Help required:** N/A

**Factory 34**
- **Product made:** Uniform fabrics for Security Organizations & Other institutions and Suiting fabrics
- **Country:** Rwanda
- **Market:** EAC and COMESA
- **Raw Goods Supplier:** Tanzania, Uganda, Burundi, China, USA, Kenya
- **Length of current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** No
- **Precautions taken in response to Covid-19:** Wearing of masks was the only measure before the lockdown
- **Turnover/absence:** Not an Issue
- **Govt intervention that has helped:** N/A
- **New activities:** They can produce 10,000 re-washable fabric masks a day
- **How they are helping/supporting communities:** N/A
- **Repercussions of the outbreak:** They had to close on 22nd March when the government ordered a total lockdown.
- **Help required:** N/A

**Factory 35**
- **Products made:** Sportswear, Acrylic blankets, textiles
- **Country:** Tanzania
- **Market:** Local, Kenya and South Africa
- **Raw Goods Supplier:** Tanzania, South Africa, India
- **Length of current orders / next orders:** N/A
- **Cancellations:** No
- **New orders:** Yes
- **Precautions taken in response to Covid-19:** Wearing of masks and extra hand washing stations
- **Turnover/absence:** Not an Issue
- **New activities:** They have produced 9,000 re-washable fabric masks for sale to the public
- **How they are helping/supporting communities:** N/A
- **Repercussions of the outbreak:** They had to send 450 workers home under paid leave owing to reduced business
- **Help required:** N/A