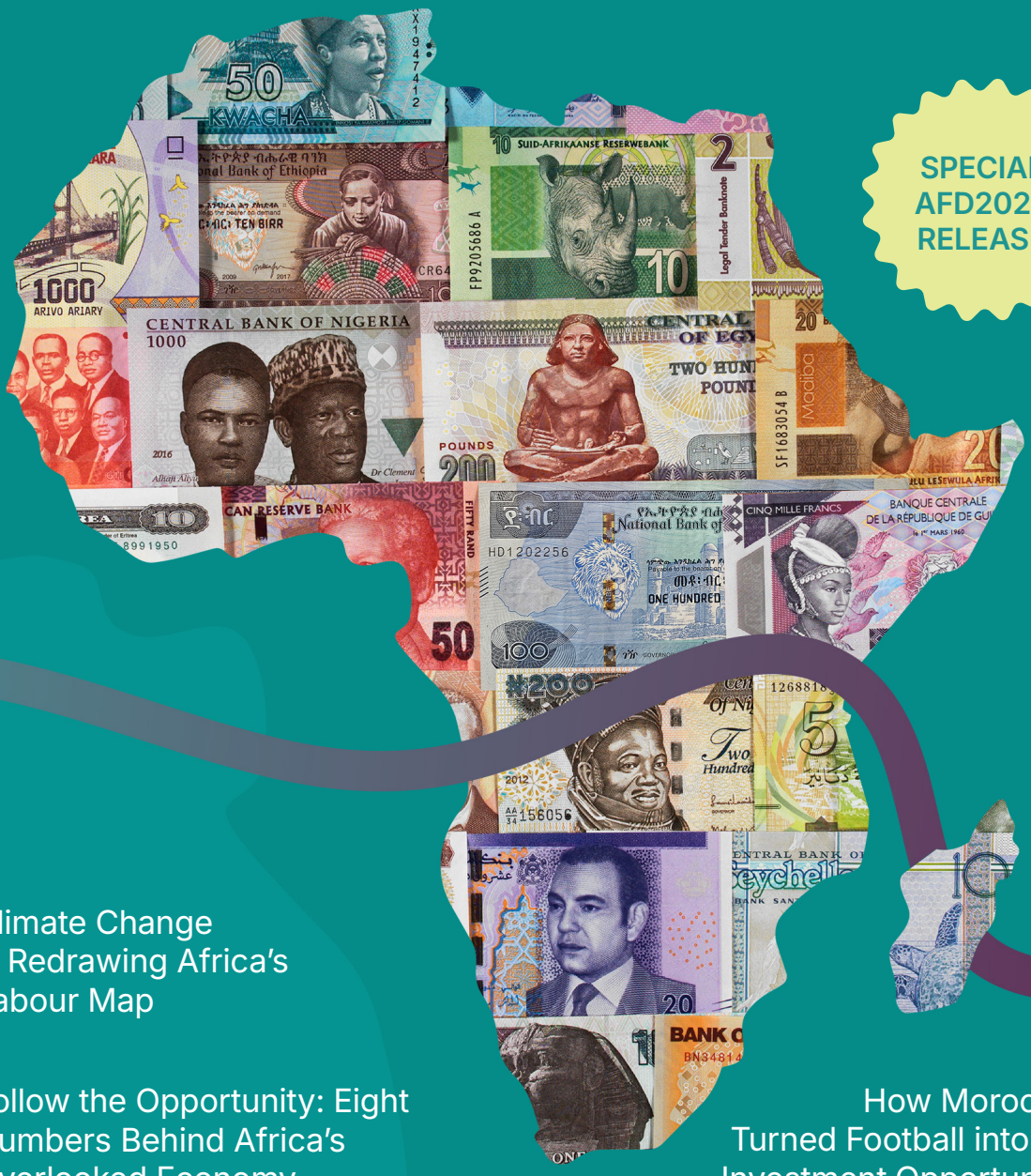
AMAHORO COALITION

The Unmapped

THE BUSINESSES, TALENT AND MARKETS HIDING IN PLAIN SIGHT



SPECIAL AFD2026 RELEASE

Climate Change Is Redrawing Africa's Labour Map

Follow the Opportunity: Eight Numbers Behind Africa's Overlooked Economy

How Morocco Turned Football into an Investment Opportunity



COVER

Africa has over 40 currencies, each representing an economy rich in possibilities. Behind every currency is a market, and behind every market are people with the potential to drive growth. What if Africa's next economic breakthrough isn't a stronger currency, but more people with the opportunity to earn, trade and invest across borders?

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Foreword

By **Isaac Kwaku Fokuo, Jr.**, Founder and Curator, Amahoro Coalition

Disclaimer: I had no idea my team was putting this together until they asked me to write the foreword. 2026 has been a big year for us at Amahoro Coalition.

We've continued to scale our work mobilising the private sector to create more inclusive economic ecosystems for forcibly displaced people. Alongside building partnerships and bringing businesses into displacement-affected markets, we've invested considerably in how we share stories, data in displacement affected markets while keeping the dignity of the people affected by it. I personally spent time with my team on Mondays so we could sharpen how we write, together.

We believe that changing how businesses engage with displacement begins with changing how they understand it. *The Unmapped* brings together some of our thinking.

Watching Morocco at the World Cup got us wondering why Africa isn't making bigger business out of its sporting talent.

Climate change had us following the trail of emerging green jobs.

And in Kakuma, a famous TikToker had us reconsidering where brands should be spending their influencer marketing budgets.

You're receiving this magazine on the first morning of AFD, as we travel to Kebribeyah.

We're all here because we're working on the same challenge. We might as well start by reading from the same page.

Enjoy the read. And to the editorial team, well played!



Why We Do What We Do

By **Tito Mbathi**, Strategy Custodian - Partnerships

We believe that forcibly displaced persons (FDPs) in Africa are vibrant economic actors whose environments often hamstring their potential. There is a lack of access to the formal systems that convert that capacity into a durable livelihood, such as credit, recognised identity, land, structured hiring and reliable markets for the goods they produce.

The barrier exists on both sides of every potential transaction. This is best illustrated through an example. Consider a displaced smallholder farmer. This individual is typically unverified, with no credit history and no documentation that a bank's compliance team would accept. A business looking at that farmer sees elevated risk in unfamiliar terrain, with no obvious partner to help it navigate. Each actor, viewed in isolation, rationally declines to engage. The result is a population with real productive capacity sitting outside markets that could absorb it, and a private sector forgoing value in some of the continent's fastest-growing labour and consumer markets.

Amahoro Coalition exists to close that gap. Established in 2019 and now working across more than 15 African countries, we sit between the private sector and displaced communities, providing the market knowledge and verification capacity that neither side possesses independently. Our work is to make inclusion a sound commercial decision for businesses and a lasting source of income for displaced people. We measure success by the number of FDPs earning and producing within mainstream economic systems, and by whether those systems continue to include them once Amahoro steps back.

We work through the private sector because that is where durable livelihoods are created. When inclusion is embedded in how a bank lends or how a company plans its growth, it carries a commercial incentive that outlasts any grant cycle and grows with the business itself.



OUR THOUGHTS THIS YEAR

Beyond the Game: The Business of Sports and Economic Inclusion

We watched the world cup, and we thought about developing African talent, displaced or not.

On 30 June 2026, Morocco's football team did something no African nation had done before. A 3-0 win over Canada sent them into a second consecutive FIFA World Cup quarter-final, four years after their historic run to the semi-finals in Qatar.

To much of the football world, Morocco's rise has looked extraordinary. To those who have watched it closely, it has looked deliberate.

Morocco invested in grassroot football and world-class infrastructure for nearly two decades. Today, its players feed Europe's biggest leagues, and in 2030, Morocco will co-host the FIFA World Cup alongside Spain and Portugal.

But Morocco's success is less interesting than what it suggests for the rest of Africa. If sustained investment can transform one country's football fortunes, what could it achieve economically across a continent rich in sporting talent?

The answer begins nearly two decades earlier.

How Morocco Built a World-Class Football Talent Pipeline

In 2008, Morocco's football fortunes had fallen far enough to demand action. In a letter, King Mohammed VI addressed Morocco's National Conference on Sport, asking them to stop waiting for talent to appear and start building the conditions for it to thrive. A year later, construction began in Salé, near the capital Rabat, on what would become the Mohammed VI Football Academy.





The academy opened its doors in September 2010 on 17 hectares of what had once been empty land. Each year, around 120 boys arrive to the academy from across Morocco. Most come from low-income families, and many are spotted through a nationwide scouting network that begins looking for talent as young as six.
Once admitted, everything is covered, from school and accommodation to healthcare and elite football training.

Today, 26 academy graduates have played in Morocco's top division, while around 30 compete professionally across Europe.
In 2022, one of them, Youssef En-Nesyri, a former Sevilla striker, scored the goal against Portugal that sent Morocco into the World Cup semi-finals.

Morocco's investment also helped change another long-standing trend. For decades, many footballers of Moroccan heritage who grew up in Europe represented the countries they'd been raised in. But that began to change.

Achraf Hakimi, Hakim Ziyech, Sofyan Amrabat and Noussair Mazraoui all committed their international careers to Morocco, where years of investment had created the facilities, talent and ambition to compete on the global stage.

As Morocco's ambition grew, so did the scale of investment.

In 2017, the country launched an ambitious bid to host the 2026 FIFA World Cup, pledging US$16 billion to modernise and expand its sporting infrastructure. This was a level of commitment no previous African bid had attempted. The tournament ultimately went to the joint Canada, Mexico and United States bid, but Morocco's investment plans did not disappear with the vote.

Instead, they gathered pace.

Morocco hosted the Africa Cup of Nations in 2025 and is now preparing to co-host the 2030 FIFA World Cup alongside Spain and Portugal. Around US$4.4 billion has been committed to tournament infrastructure, including US$500 million for the 115,000-seat Grand Stade Hassan II outside Casablanca, set to become the world's largest football stadium.

The Investments Are Already Paying Off

When Morocco hosted the 2025 AFCON, the tournament created more than 100,000 jobs and generated over €1.5 billion in direct revenue, according to Industry and Commerce Minister Ryad Mezzour.

Nearly 80 percent of that revenue is going into covering the infrastructure costs for the 2030 World Cup. More importantly, thousands of young Moroccans were trained to international standards, leaving them with skills that remain valuable long after the tournament.

The 2030 World Cup is expected to multiply that effect. Valoris Securities estimates the broader impact at between 200,000 and 250,000 jobs, alongside a US$1.2 billion injection into the economy.

But Morocco's football is only one country's story. Its biggest lesson belongs to the rest of the continent.

A Blueprint for Africa's Sports Economy

For decades, Africa has supplied the world with sporting talent. Cameroon's Samuel Eto'o became one of football's most decorated strikers, while Nigeria's Asisat Oshoala (pictured below) has won a record six CAF Women's Player of the Year awards.



Now, the world is recognizing Africa beyond just a supplier of talent. This year, Dakar will host the Youth Summer Olympic Games, the first Olympic event ever held on African soil. Four years later, Morocco will co-host the FIFA World Cup.

Those events will be remembered for the medals won, but their longer legacy will be measured in the businesses, infrastructure, and jobs they leave behind.

Turning that opportunity into jobs will take governments, sports federations, development institutions, and the private sector pulling in the same direction.

And to achieve this, two recommendations stand out:

1. The Private Sector Needs to Play

For decades, the private sector has largely engaged with sport through sponsorships. A logo on a jersey. Naming rights for a tournament. A television advert during a major competition.

Morocco suggests a much bigger opportunity, and its construction sector was among the first to seize it. More than 3,000 industrial companies took part in the infrastructure programme for the 2025 Africa Cup of Nations, helping build and upgrade stadiums across the country.

Among them was SGTM, one of Morocco's largest construction companies. It built Prince Moulay Abdellah Stadium in Rabat and now forms part of the consortium constructing the 115,000-seat Grand Stade Hassan II. When SGTM went public in 2025, demand for its shares far outstripped supply, attracting more than 170,000 individual investors.

Hospitality soon followed.

Morocco plans to add 25,000 hotel rooms through a US$4 billion public-private investment programme before 2030. Hilton is expanding from 12 hotels to 27, while Radisson aims for 30 properties. Accor, IHG and Wyndham are growing their presence too, investing in tourism demand that will outlast the World Cup.



But the business opportunity doesn't stop at bricks and concrete. It reaches the talent pipeline too.

Built at a cost of 140 million dirhams ($14 million), the Mohamed VI Football Academy in Morocco was funded by the King alongside private partners including Maroc Télécom and Attijariwafa Bank.

In Ghana, Right to Dream proves the model can scale commercially. Acquired by Egypt's Mansour Group for US$120 million in 2021, the academy develops players through FC Nordsjælland before reaching Europe's top leagues. Mohammed Kudus alone has generated well over €100 million in transfer fees across moves from FC Nordsjælland to Ajax and West Ham. Since the acquisition, the Danish club has generated more than €65 million in player transfer revenue.

2. Design the Sports Economy for Inclusion

Sport is one of the fastest job creators available to Africa's youth. It needs no degree and little starting capital, only early access to a system built to find talent.

Morocco understood that early. Its academy scouted children as young as six, 90% from low-income communities. And the wider the search, the deeper the talent pool, and the bigger the sports economy built around it.

Africa's next generation of sporting investment should follow the same principle, reaching women, people with disabilities, underserved communities and displaced populations whose talent often goes unseen. We have already seen what that can look like.

In 2025, Amahoro Coalition partnered with Samaritan Group to host Ghana's first Refugee Football Scouting Tournament. More than 120 refugee and host-community players took part. By the final whistle, 17 had earned structured training opportunities and trials with Division One and Premier League clubs.



Ghanaian football legends Kwadwo Asamoah – Former Juventus Football Club & Inter Milan midfielder, Emmanuel Agyeman Badu – Former Ghana Black Stars & Udinese Calcio midfielder and Fatau Dauda – Former Orlando Pirates player & current Goalkeepers Coach, Ghana National Team interact with players in the maiden Refugee Football Scouting Tournament held in partnership with the Ghana Refugee Board, Samaritan Angels, Sports King South Africa and Challenges Ghana

Climate Change Is Redrawing Africa's Labour Map

75% of land in Africa is deteriorating and more than half of refugee settlements are in areas of economic distress. With El ninos, flooding, extreme heat, refugee settlements are the worst affected. The last time we checked, it had rained just once in Kakuma this year... Again, we penned our thoughts.

In early 2020, Ethiopia suffered its worst desert locust invasion in 25 years. Months of unusually heavy rain created ideal breeding conditions across East Africa, and within months the swarms had destroyed more than 1.5 million hectares of cropland and pasture in Ethiopia.

The economic damage was immediate. A single swarm can consume in a day what 35,000 people eat, and the effects quickly reached household incomes. Farm earnings fell, pastoralists lost grazing land and livestock, and cereal prices rose by roughly 50%, leaving households with less to sell as food became more expensive.

Ethiopia had seen this connection before. In 2015 and 2016, El Niño disrupted rainfall and caused a severe drought that displaced more than 280,000 people. In Amhara, failed harvests sent more people looking for paid work just as agricultural jobs were becoming scarcer.

The same climatic forces are now playing out across the continent. Africa recorded 7.8 million new disaster displacements in 2024, up from six million the year before. Across a continent where so much employment depends on land, water and predictable weather, a climate shock increasingly doubles as a labour shock.

When the Weather Takes the Job

Much of Africa's employment remains tied to the natural world. Agrifood systems account for roughly 64% of jobs on the continent, spanning farms and fisheries as well as the processing, transport and trade around them.

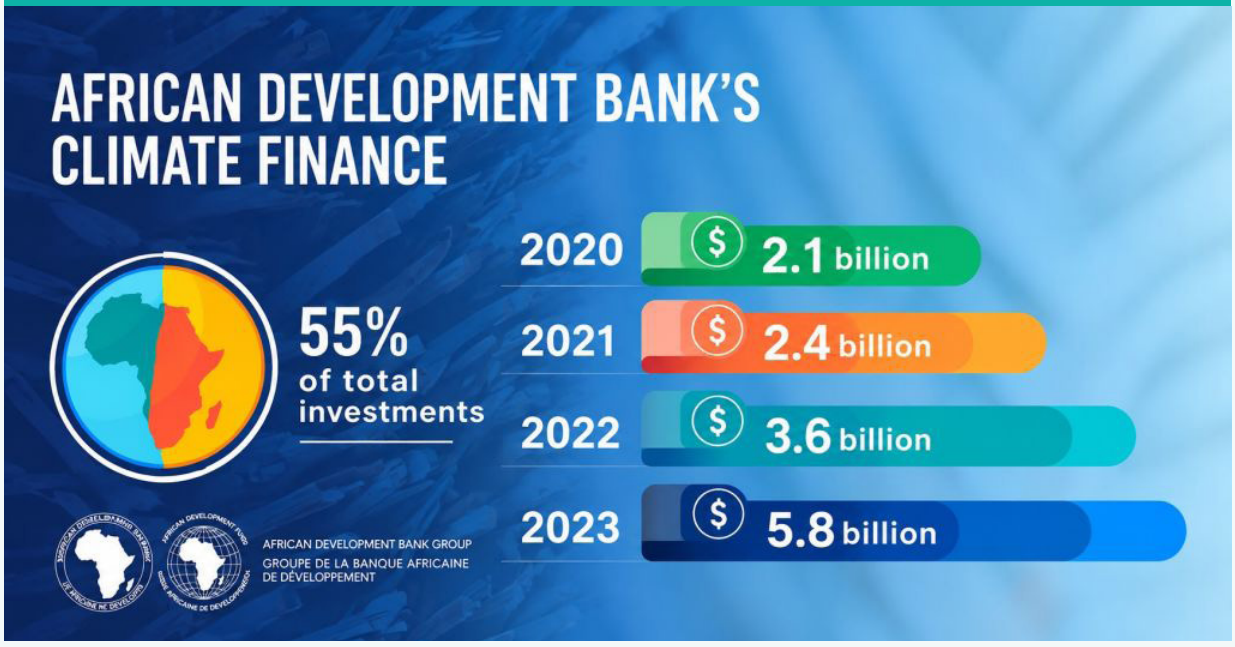




When heat, drought or erratic rainfall weakens that base, the effects spread through the wider economy. They are already visible in the hours people can work. Research across 31 African countries found that heat waves reduced agricultural working hours by about 40%. The International Labour Organization estimates that by 2030 heat stress could cost Africa the equivalent of more than 14 million full-time jobs. Drought strips away productive capital too. Five consecutive failed rainy seasons between 2020 and 2023 dried up pasture and water across Ethiopia, Kenya and Somalia, killing roughly eight million livestock. For pastoralist households, those animals are income-producing assets that can take years to rebuild.

The response to that destruction, however, is generating demand of its own. Billions are being committed to the industries intended to make African economies cleaner and more resilient and those industries are creating demand for new talent.

Follow the Climate Money, Find the Jobs



Climate finance is becoming a much larger part of Africa's development agenda. The African Development Bank increased its climate finance from $2.1 billion in 2020 to $5.8 billion in 2023, when it accounted for 55% of the Bank's total investments.

Investment on that scale is expected to create substantial demand for labour alongside the infrastructure and businesses it finances.

FSD Africa estimates that the green economy could generate between 3.8 million and 7.9 million jobs across the continent by 2030. Roughly 40% are expected to require relatively low levels of formal education, while many others will depend on vocational training.

Off-grid solar offers one of the best examples of how climate investment is already creating new markets and demand for labour.



M-KOPA and Sun King built large businesses around a common constraint. Millions of households wanted solar power but struggled with the upfront cost. By turning mobile money into a financing tool, both companies expanded the market. M-KOPA has since extended $1.3 billion in credit to nearly 10 million customers across Africa. Sun King has reached more than 100 million people in sub-Saharan Africa and is connecting roughly 300,000 homes and businesses every month.

Smaller enterprises show how this new economy can reach people who have already experienced displacement. In Uganda's Kyaka II Refugee Settlement, Congolese FDP and Amahoro Coalition Fellow Didier Maliki built UBUCHANGE around one of Uganda's largest waste streams.

The country produces more than 10 million tonnes of bananas a year, leaving discarded stems after harvest. Maliki turns them into fibre for reusable bags. He now employs 16 people and has trained more than 200 refugee women in production, with over 100 earning income through the enterprise.



A bag made with fibre from banana by UBUCHANGE

In Jos, Nigeria, Amahoro Coalition Fellow Zang Luka works with another waste stream. Nigeria produces more than 500,000 tonnes of e-waste each year. His company, Zang Global, recovers lithium-ion cells from discarded electronics and rebuilds them into power banks, chargers and solar lamps. It processes about 30 tonnes of e-waste a month and employs 127 displaced young people.



Zang Luka with a power bank produced from discarded e-waste for the Nigerian market

Maliki and Luka demonstrate how displaced people can find work and build businesses in the green economy. The next challenge is turning examples like these into a broader labour-market response through policy, finance and employer demand.

What Governments, Financiers and Employers Should Do About the Green Skills Gap

This week, governments, investors and business leaders gather in New York for UNGA High-Level Week and Climate Week NYC. The UN's Climate Summit is focused on climate action and a just transition, while Climate Week is bringing together the institutions making decisions on capital, policy and implementation. The workforce required to deliver those ambitions belongs in the same discussion.



For African governments, the first task is to map out where climate shocks are destroying livelihoods and where new labour demand is appearing. The scale is continental, but the geography is uneven. In 2024, disasters triggered 2.8 million new displacements in East Africa and 2.4 million in Central Africa. West Africa recorded another 256,000, almost all caused by floods.

Malawi offers an early example of how this can work. Cyclone Freddy displaced more than 508,000 people in 2023, destroying homes, farmland and incomes across the south. One of them was 25-year-old Esimy Rabson from Lundu Village in Zomba District, who lost both her home and crops. She later joined a solar installation

programme run by the Sparkle Foundation, part of a wider effort to equip 100 women and young people with vocational and financial skills. Rabson saw the training as a route to rebuilding her livelihood after the cyclone.

Elsewhere, in communities where families displaced by Freddy were resettled, a Joint SDG Fund programme installed clean-energy systems and trained local artisans to maintain them.



A technician installing a solar panel on a roof in Malawi

Employers have an equally important role because they know which skills the market will buy. A study of solar-technician programmes across Nigeria, Ghana and Uganda found that only 20% of African TVET institutions forecast market demand before setting curricula. For that reason, Nigeria still lacks a standardised solar-technician curriculum even as installers are in short supply and youth unemployment remains high. Training divorced from hiring demand risks producing qualifications with little value in the labour market.

The green transition will create jobs that Africa needs to prepare its young people for. The opportunity is to make those jobs reachable for people whose livelihoods climate change is already destroying. That requires governments to map demand, financiers to fund skills, and employers to shape training where displaced workers actually are.

From Camps to Campaigns

Influencer marketing is a thing now.. What if we told you we can find you the big baller influencers from Africa all with lived experience of displacement.

From Camps to Campaigns: Influence Lives here

In 2020, when the pandemic locked down the world, TikTok blew up. A new wave of creators picked up their phones and started filming pieces of their lives. One of them was Alato Machar. A Dinka and a South Sudanese national, Alato went viral lip syncing to a Kikuyu song, fluent and effortless. She stood out quickly, pulling in over 1 million viewers in less than a week.



What most of her viewers did not know was where she was filming from. Kakuma refugee camp in Northern Kenya, where she lived with her parents.

Today, Alato has turned that viral moment into a TikTok career. She has amassed over 376,000 followers and built a community that cuts across refugees and non-refugees alike. They call her the “Kikuyu bae.”

But Alato is one of many. Across social media, young people with lived experience of displacement are creating, building audiences, and helping brands tap into a consumer segment that is still largely underserved.

A Market Bigger Than It Looks

Africa is home to about 45.7 million people displaced from their homes. That includes refugees, internally displaced people, and asylum seekers, roughly 43% of the global total.

Some, like Alato, live in organised settlements like Kakuma or Bidi Bidi in Uganda. Many others are in cities like Nairobi and Kampala, getting on with daily life. And daily life comes with spending – on food, airtime, beauty products, and financial services.

Around 160 million people of African origin live across the world. Together, they form the African diaspora, a population so large it could be its own country. The African Union treats it that way, recognising the diaspora as Africa's sixth region.

With a higher earning and spending ceiling, they send billions back home every year, often outpacing foreign aid. In 2022 alone, the diaspora sent home $95 billion in remittances, compared to just $29 billion in official development aid.

But the diaspora is also a hungry market. Hungry for beauty and fashion that sees them, food that tastes like home, and financial services that move money across borders without taking half of it.

For brands chasing new audiences, this is a market ripe for taking, and refugee influencers are a way in.

The Refugee Influencer Advantage

Displaced communities like Kakuma are natural melting pots of culture. Food, music, entertainment, fashion and beauty from different countries come together in one place. So for brands, there are many ways to plug in.

Creators like Alato have found their pocket. Most of her partnerships so far have been with skincare brands, building an audience that trusts what she puts on. If you're familiar with Sudanese models in high fashion and beauty, you know what she's onto.

A model like Adut Akech, who spent her early years in Kakuma, has risen to front campaigns for beauty brands like Estée Lauder, Valentino, and Rhode. Alato is tapping into the same energy, now targeting brands like Vaseline East Africa.

Catch Them Before They Go Big

Celebrity influencers are losing their grip as the high-lifestyle appeal wears thin. Mega-influencer campaigns are delivering weaker practical results, while mid tier and nano-influencers, those with fewer than 10,000 followers, are driving stronger engagement and trust.

Numbers back this up. A 2024 analysis found that brands working with nano-influencers saw a 30% higher conversion rate than those using macro influencers.

With refugee creators, that trust runs deeper. Their audiences are communities built around shared language, cultures, and lived experiences. At $250 to $500 per post, a brand can run a multi-creator campaign across five refugee influencers for less than the cost of using a single top-tier urban creator.

And in practice, this partnership can look like many things:

- A skincare brand like Vaseline or Cantu reaching South Sudanese and East African women through a creator who uses their products as part of her actual routine
- A remittance service like NALA or Sendwave getting endorsed by a creator whose audience sends money home every month and is actively looking for a provider they can trust
- A food brand getting its oil, flour, or spice blend into a recipe video that a Congolese creator in Kampala makes for her 8,000 followers, most of whom cook the same food

And in working with refugee creators, the impact goes beyond just one person. Content creation is rarely ever a solo act. One big YouTube or TikTok channel can create employment for a videographer, a video editor, a scriptwriter, a social media strategist, and often a brand liaison to manage partnership deliverables.

By Mercy Awiti

A reflection on Then, Now and What's Next

By **Sheba Asati**, Principal Strategy Custodian - Growth

Having been at Amahoro from the very beginning, I sometimes find myself reflecting on how much we have built and how different some of it looks from what we first imagined. The Fellowship is one of my favourite examples.

When we designed the program in 2023, there was so much we couldn't anticipate. Having since gone through a Fellowship myself, I've also come to appreciate the experience from the other side. People join fellowships for the learning and funding, but also for community, access to people and opportunities, and sometimes simply the chance to step away from the day-to-day and think differently about what they are building. How thoughtfully that experience is curated matters.

It has made me particularly proud of how our own Fellowship has evolved. One of my favourite developments has been the Fellowship Fund. We have now codified and digitised almost the entire process, from applications and awards to disbursement, reporting and tracking fund utilisation. Reporting has improved, we have much better visibility over how funds are being used, and our Fellowship, Finance and MEL teams are increasingly working as one team around the Fellows.

And there is still a lot to learn. On 21st October, we welcome 12 climate-focused leaders into our newest cohort, which we will share more publicly in December. I'm excited about what this cohort will teach us, particularly about the intersection of climate, business and economic opportunities for displaced communities. Three years later, what excites me most is not simply growing the Fellowship. It is getting better at the experience we create, the opportunities we open up, and the scale and impact we achieve with our Fellows.



The Amahoro Skills Hub connects businesses to talent from 41 nationalities.



amahorocoalition.com/skillshub/

Five Ways Ethiopia Is Opening the Formal Economy to Displaced People

Did anybody tell you about FDP Briefs? Our Thursday newsletter on Linkedin giving you snippets of investment and how to hire in displaced communities? We should have emailed you to tell you, but it is not too late. Set your alarms to 7pm on Thursdays.



Few African countries are carrying a refugee crisis and mass internal displacement at the same time like Ethiopia.

As of March 2026, it hosts 1,124,655 registered refugees and asylum seekers, most from South Sudan (43%), Somalia (32%) and Eritrea. At this scale, economic inclusion becomes an economic question for the country itself. More than a million refugees shut out of formal work means wages that never enter the formal economy, businesses that remain unregistered and potential taxpayers who cannot participate fully.

Over the past six years, Ethiopia has been chipping away at the rules that create that exclusion. Here are five ways Ethiopia has made it easier for refugees to enter the formal economy and for employers to hire them.

1. It gave FDPs the legal right to work.

A refugee's right to work determines whether they can earn formally, pay taxes, build a business and reduce their reliance on humanitarian assistance. Globally, that right remains surprisingly scarce.
Of 51 countries studied by the Center for Global Development, together hosting 87% of the world's refugees, only 30 explicitly allow refugees to work. At least 55% of refugees live in countries where access to work remains restricted through measures such as sector caps, geographic limits, hiring quotas and local-partner requirements.

Ethiopia moved early. Refugee Proclamation No. 1110/2019 granted refugees the right to work under Article 26 and freedom of movement under Article 28, and that law became the foundation for the more practical reforms that followed.

2. It cleared a bureaucratic trap for refugee entrepreneurs.

For years, starting a formal business came with a catch. Refugees needed a Tax Identification Number (TIN) to obtain a business licence, but could not get the TIN. Many operated informally or borrowed an Ethiopian national's licence.
Paperwork can have large economic consequences. World Bank experiments in Malawi found that removing the cost and friction of business registration raised formalisation registration rates by 54 to 68%.

Ethiopia's 2024 Right to Work Directive tackled the same friction by clarifying the TIN process and creating a formal registration pathway for refugee-owned commercial activities. A seemingly mundane administrative fix gave entrepreneurs a route to formally registered businesses that can pay taxes, borrow to grow, hire formally and compete for larger contracts.

3. It made FDPs easier to hire.



A glimpse at the Hawassa Industrial Park in Ethiopia

Under the 2019 rules, an employer hiring a refugee had to prove that no Ethiopian was available for the job. Every refugee candidate therefore arrived with an extra layer of paperwork and scrutiny attached.

Amahoro's Pathways to Employment: Ethiopia report captures the frustration created through one employer: "It is difficult for us to justify why we want to hire a refugee when there are Ethiopians who can do those jobs."

The 2024 Directive scrapped the requirement, removing a powerful incentive to choose the administratively easier candidate.

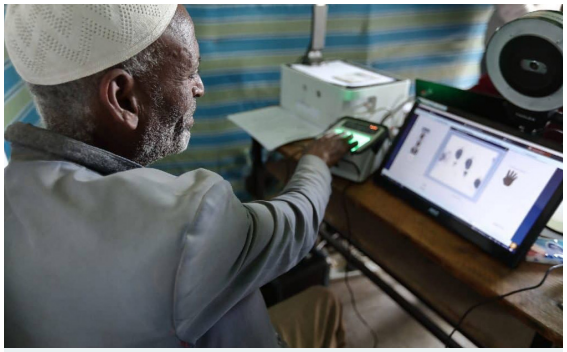
4. It is giving FDPs digital identities the economy can recognise



The Ethiopian Digital ID Card

Almost every route into the formal economy begins with the same request: prove who you are. Banks need it to open an account, telecom companies to register a SIM, government agencies to register a business and schools to enroll a student.

For refugees, Ethiopia is bringing those functions under one credential. Fayda, its national digital identity programme, is being extended to refugees, beginning in Addis Ababa, where roughly 77,000 live. Around 3,000 had received IDs at the most recent count.



Biometric Registration Process for Fayda

That gives refugees an identity recognised across institutions, allowing the same credential to support banking, SIM ownership, school enrolment and business registration. The rights granted elsewhere in Ethiopia's reforms suddenly have something the financial and administrative system can recognise.

Other African countries are making the same connection. Chad issues refugees credentials through the national identification system used for citizens, while Rwanda has also extended digital IDs to refugees.

5. It put permit issuance under one roof.

Until November 2022, work and residence permits involved the Ministry of Labour and Skills, adding an institutional hand-off to an already cumbersome process.

A memorandum that year transferred permit authority to the Refugees and Returnees Service. Applicants can now deal directly with RRS from beginning to end. Delays remain, with some refugees reporting waits of two to six months, but responsibility now sits with one agency.

Taken together, the reforms follow a clear sequence. Ethiopia established the right to work, then began clearing the machinery around it: hiring rules, business registration, identification and permits.

Want to dig deeper into what it takes to bring refugees into the formal economy?

Read and download Amahoro Coalition's Pathways to Employment: Ethiopia **(https://amahorocoalition.com/wp-content/uploads/2025/08/Pathways-to-Employment-Ethiopia.pdf)** report for a closer look at the policies, employer experiences and remaining barriers shaping refugee economic inclusion in Ethiopia.

Follow the Opportunity: Eight Numbers Behind Africa's Overlooked Economy

"The numbers have no way of speaking for themselves. We speak for them. We imbue them with meaning."

So wrote statistician Nate Silver in *The Signal and the Noise*, making the case that numbers are only as useful as our ability to interpret them.

A statistic can reveal an overlooked market, challenge assumptions about an industry or give investors reason to reconsider where they put their money.

For this week's FDP Brief, we've been rummaging through Amahoro Coalition's *Hiding in Plain Sight* report and picked out eight numbers that deserve more attention than they've received.

Let's get into them.

1. $27 billion. Too Big to Be Overlooked

Africa's forcibly displaced people generate an estimated **$27.7 billion in annual income**, exceeding the GDP of 30 African countries. That's a considerable amount of money changing hands across local markets.

While this income is spread across countries and communities, it supports an economy of consumers and entrepreneurs whose spending rarely features in conventional market research.

For companies hunting for Africa's next big consumer market, it's worth taking a closer look at the ones hiding in plain sight.

2. 450,000 people. A City in All but Name



Kenya's Dadaab refugee complex has nearly 450,000 residents, making it one of the world's largest refugee camps. Curiously, Dadaab isn't classified as a town in Kenya's statistical or administrative systems.

That's a rather consequential omission for a settlement of its size. Companies routinely use population data to decide where to open branches or expand distribution networks. And when a market doesn't appear in conventional urban statistics, it risks being overlooked.

For retailers and financial institutions, Dadaab warrants the same commercial scrutiny as any other population centre of

comparable size. A market of nearly half a million people doesn't become any less interesting simply because it lacks town status.

3. $2.2 billion. The Annual Business of Camp Economies

Africa's displacement camps and settlements generate an estimated **$2.2 billion in annual economic activity**, alongside approximately $400 million in accumulated wealth.

The larger settlements, with populations exceeding 400,000, generate upwards of $100 million in economic activity individually.

These are substantial local economies, supporting everything from food markets and transport services to retail shops and small manufacturers.

Their concentration is particularly interesting for distributors. Serving 20,000 customers within a relatively compact settlement presents a different logistical proposition from serving the same number scattered across remote villages.

4. $4 billion. The Entrepreneurship Opportunity

The report estimates approximately **3.4 million displaced-led businesses** across Africa, with potential annual earnings of $4 billion.

Every one of these enterprises needs something to keep business moving, whether that's working capital, reliable electricity or machinery to increase production. But many operate with limited access to the very services that help businesses grow.

For banks, energy providers and equipment suppliers, that's a substantial B2B market waiting to be served

5. $5.2 billion. Where There's an Appetite, There's a Market

Feeding the estimated 25.8 million forcibly displaced people living in Africa's camps and settlements represents a **$5.2 billion annual food requirement**, according to the report's modelling.

That's a sizable market for farmers and agribusinesses operating near displacement settlements.

In Uganda, Omia Agribusiness is already making inroads. The company operates farmer hubs where more than 49,000 farmers, including refugees and host community members, have accessed farming inputs and training. Omia also buys their produce for resale, connecting farmers to markets they would otherwise struggle to reach.

6. 25%. The Neighbours Are Cashing In Too

Research cited in the report links refugee food demand to **25% higher earnings among host households living within 10 kilometres of Kakuma.**

In Ethiopia, a 1% increase in refugee numbers is associated with a 15.9% rise in local livestock sales.

Clearly, the economic benefits don't stop at the camp gates. Neighbouring farmers and traders are doing brisk business serving these populations, giving governments

good reason to invest in infrastructure that supports trade between displaced and host communities.

Better roads, marketplaces, storage facilities and agricultural services support commerce among both displaced people and their neighbours.

7. $3.2 billion. Where Are All the Banks?

Africa has 852 commercial banks and 1,263 fintech companies, but remarkably few offer services tailored to forcibly displaced people.

The report estimates a **$3.2 billion formal financial services opportunity**, including $2.7 billion in potential savings.

In Malawi's Dzaleka refugee camp, MyBucks spotted an opening. By accepting UNHCR registration cards as identification, the bank attracted over 7,500 customers and became profitable within its first year.

For banks looking to expand their customer base, perhaps it's time to reconsider who's eligible to open an account.



8. 95%. Credit Where Credit Is Due

Refugee-focused lenders report **repayment rates of 95% or higher**, comparable to those of other microfinance customers.

Take Inkomoko, which provides loans and business support to displaced entrepreneurs across East Africa. The organisation has reached more than 29,000 clients and recorded a 95% loan repayment rate.

That's a figure worth putting before any banker hesitant to lend to displaced entrepreneurs because they lack conventional collateral or credit histories.

All these figures give businesses plenty to investigate, from overlooked consumer markets to enterprises in need of investment. For policymakers, they make a strong economic case for removing barriers to participation. And for anyone still unconvinced that displacement economies deserve serious commercial attention, there's plenty more where these numbers came from.

Read Amahoro Coalition's full Hiding in Plain Sight report.

https://amahorocoalition.com/hiding-in-plain-sight-africas-27b-displacement-market-opportunity/



Voices from Source

A weekly storytelling series bringing frontline voices directly to funders, policymakers, and CEOs. Because you can't shift systems if you don't first shift perspective.

62 Jobs, Six Sectors: How Amahoro's Women Fellows Are Driving Market Growth in Uganda

Talk about displacement in most rooms and the conversation turns to need, aid, and vulnerability. But that story feels incomplete when you see what forcibly displaced people are building in their communities. Take Uganda, which hosts nearly 2 million refugees. It has one of the largest displaced populations on the continent, 80% of them women and children.

We followed six women in Uganda from the Amahoro Coalition Fellowship, each building a scaling business. Together, they have created 62 jobs across sectors ranging from organic beauty and infant nutrition to menstrual health, leather goods, mental health, and ecological farming.

The Businesses Behind the Numbers

1

Leather, Jobs, and Education

Vanessa Ishimwe

Vanessa Ishimwe founded Authentic African Works, which produces leather goods such as sandals, bags, and wallets for local and international markets under the Ddala African Works brand. The business has created 13 jobs, with a focus on refugee women and youth who have limited access to formal education.

She resettled in Uganda from Rwanda in 2008, and her model ties income to opportunity, with part of every sale funding secondary education for displaced girls.



2 Beauty, Built for Scale
Catherine Isaiah

Catherine Isaiah founded Black Girl Magic Naturals in Uganda in 2021 after arriving from South Sudan. Her organic hair and skincare products are now sold in more than ten countries, including the United States, Canada, Australia, and Germany. The business employs nine people and runs a skills programme for refugee women.

She has also built a strong distribution base, with over 260,000 followers across her platforms, and that gives her a direct line to customers that many brands spend years trying to build. What started as a belief in natural beauty has grown into a business with a supply chain, trained staff, and consistent demand.





3 Solving for Childcare and Work
Gloria Asiimwe

Gloria Asiimwe built the Ademaria Initiative around a simple constraint. Many women cannot work because they have nowhere safe to leave their children. Her model brings both together. Women receive vocational training in areas like hairdressing, fashion, metal fabrication, and bricklaying, while their children attend an on-site early childhood centre.

The initiative has created 31 jobs and operates across Kampala, Busia, and Tororo. Gloria, who is originally from the DRC, also produces affordable menstrual pads for underserved communities, addressing a gap that directly affects whether girls stay in school and women stay in work.





4 Nutrition Meets Market Access

Esther Kitumaini

Esther Kitumaini's venture, Afya Moms and Tots, works across food systems and maternal health, supporting mothers and smallholder farmers in refugee camps to improve child nutrition. She employs nine people.

She joined Amahoro's second cohort with an idea, and within a year she had a product in the market, employed nine people and operations running across borders. The fellowship supported her growth, but the business was already taking shape.



5 Mental Health as Infrastructure

Nyibol Racheal

Nyibol Racheal founded the Refugee Mental Health Network to support women and young girls dealing with trauma linked to displacement and gender-based violence.

She is also a published author, content creator, and documentary maker.

Her work shows how mental health shapes economic participation, because without stability it becomes much harder to sustain work or build anything long term.



6 Environment and Livelihoods

Ansiima Rolande Casinga

Ansiima Rolande Casinga runs For the Love of Nature (FOLONA), a venture focused on ecological learning, permaculture, and sustainable livelihoods among refugee and host communities in Uganda. She started out conducting livelihood surveys, collecting data on people's needs, but over time she saw that the same problems kept showing up. So she shifted her focus to building solutions.

FOLONA connects land, knowledge, and sustainable practice to income, and that foundation matters because displacement often disrupts all three.

Beyond Potential: The Economic Reality of Displacement

Across six diverse ventures, 62 jobs have been created by women within a single country and across multiple high-growth sectors. While investment programs often question the viability of displacement-led economies, the evidence is already on the ground. These businesses are not speculative; they are built on lived experience, driven by verified market demand, and anchored in the trust of their communities.

The Amahoro Fellowship was the catalyst, providing the visibility, critical mentorship, peer learning, and networks to accelerate their growth. Today, the opportunity is undeniable. It is now time for capital and institutional partners to engage with this untapped economic engine.



How We Work With the Private Sector



Amahoro currently has eight unique models in which we collaborate with the private sector, together functioning as a *product suite*. They operate at different distances from our clients, the FDPs across Africa. Some of the work happens within organisations, changing how it hires and provides services. Others work across markets, helping our clients connect to new markets and doing the same for the businesses we work with. Our work also aims to shape the wider environment, lowering the risk and building the infrastructure that makes any private investment in displacement settings viable in the first place.

Model	What Amahoro Does	Principal Examples
1. Institutional Capacity and Advisory	Embeds technical expertise inside a partner, or advises on its growth strategy, so it can include FDPs in what it already does	Bank of Agriculture (Nigeria), Omia (Uganda)
2. Program and Product Design	Works with partners to design programs and financial products adapted to displacement contexts	Bank of Agriculture aggregator lending, Numida
3. Inclusive Hiring	Secures workforce commitments from employers and supplies verified displaced talent to meet them	Menzies Aviation (Uganda), Hormuud Salaam Foundation and BTI (Somalia), sponsored internships
4. Market Access	Supports partners to expand into new frontiers where their services open economic opportunity for FDPs	Omia, Equity Bank savings groups, Exuus
5. Venture Funding	Funds displacement-focused businesses directly and connects others to development finance	Amahoro Fellowship, Equity Bank blended finance
6. Connections And Ecosystem Building	Brokers relationships between partners so that each one strengthens the others	Nigeria agricultural ecosystem, AgroLog, Alzira'a Tech, OCP
7. Derisking Through Capital and/or Government	Designs or feeds into guarantees, concessional windows and government mechanisms that lower the risk of investing	Central Africa access-to-finance facility, NCRDS (Somalia)
8. Infrastructure Development	Helps infrastructure investors overcome the obstacles that stall energy, connectivity and water projects in displacement settings	Renewvia (Kenya), Sudan solar technician program



Learn more about the state of refugee employment across Africa.

Explore the **Pathways to Employment** series here.

Private Sector Partnership Delivery Models

CASE STUDIES

CASE STUDY ONE

Omia, Uganda. Displacement Expertise Applied to a Private Company

Omia is an agribusiness headquartered in Arua, Uganda, with hubs in Kampala, Arua and Gulu, distributing seeds and inputs and offering offtake, mechanisation and extension across Northern and West Nile Uganda. Its network already includes 10,000 refugee farmers, but it had no dedicated route to reach more and ineffective ways of verifying who was already in the network.

Under an MOU signed in September 2026, Amahoro is advising Omia on which of its seven candidate regions to enter first, which business lines carry the strongest margins, and how a hub-and-franchise model can extend its reach without fixed costs rising at the same rate. Regions with large displaced populations will be weighted heavily in the ranking. Amahoro will also support the verification of its existing and new network of farmers. The idea around collaboration is that both organisations want to expand their impact to displaced populations, Omia has the tools to execute upon it but does not know the most effective methods to doing so, Amahoro understand how Omia can best do it and so we will collaborate to bring at least 5,000 new refugee farmers into its operations in 2027.

Omia is the first application of this model to a private company outside the banking sector. The work runs from October 2026 into the first half of 2027. If the verification framework holds, it becomes a template for any agribusiness with a large existing network that wants to grow among displaced communities.

CASE STUDY TWO

Bank of Agriculture, Nigeria. Bringing Displaced Farmers Into Formal Credit

We placed an advisor inside Nigeria's apex agricultural lender and verified the aggregator companies it lends through, most of which already worked with displaced farmers. The bank has since committed to finance 200,000 of them over five years.

Inclusion grows fastest when it is built into lending that already works.



9500
displaced farmers financed in the first window



₦6B
in in-kind credit extended to them

CASE STUDY THREE - **INCLUSIVE HIRING**

Menzies Aviation, Uganda. Opening a High-Volume Sector to Displaced

Aviation hires in large numbers and understands what it means to cross borders. Menzies Aviation in Uganda has committed to fill at least 5% of its workforce with displaced people, a first for a major aviation employer in Africa, and Amahoro finds and verifies every candidate.

The same roles exist at almost every airport, so the model can travel across the continent.



5%
minimum share of the workforce committed



12
displaced hires in the first cohort

CASE STUDY FOUR

صندوق الشيخة فاطمة للمرأة اللاجئة
Sheikha Fatima Fund for Women Refugee

Sheikha Fatima Fund Is Opening New Routes to Economic Opportunity



For many forcibly displaced people, skills and experience do not guarantee economic opportunity. World Bank research in Uganda found that most refugees worked below their skill levels, while self-employed refugees earned 32% less than their Ugandan counterparts. Limited access to finance, professional networks and business support makes it harder to compete and grow.

Through its partnership with Amahoro Coalition, the **Sheikha Fatima Fund for Women Refugees** is addressing these barriers across agriculture, creative industries, digital technology and renewable energy.

More than **2,700** people have participated in Fund-supported programmes. In Nigeria, over 1,400 displaced farmers have received agricultural training and market access support. Through the Naseej program, 1,168 creative entrepreneurs have completed business and digital training, with 69% of the first cohort reporting higher incomes within six months.

Meanwhile, in Uganda, women artisans are producing goods for commercial buyers through the Zuhur Al Amal programme, which provides equipment, production facilities and connections to the market.

Across these programmes, the partnership is helping displaced people turn their skills into viable businesses and more reliable sources of income.









Partnerships in Practice

Twice a month, we spotlight private sector partnerships creating commercial opportunities, expanding market access and delivering measurable economic impact in displacement-affected communities.

Amahoro Coalition, in partnership with PSA BDP, runs a Founder Enablement and Enterprise Scaling Program that connects SMEs in displaced communities across Africa with global executive leaders to share practical experience, tackle real operational challenges, and apply proven business practices.

THE IMPACT

77 SMEs matched

19 Countries covered

2,477 Jobs created

Scaling and Accelerating FDPs Enterprise Growth Through Global Expertise

Entrepreneurs face a myriad of challenges, from securing funding to navigating market complexities. For FDPs, these hurdles are amplified by the unique circumstances of displacement. While these entrepreneurs possess immense courage, resilience, and an "ability to operate in ambiguity and chaos", they often lack the networks and access to resources needed for success. The Amahoro Coalition's Fellowship program was designed to bridge this gap by partnering with FDP leaders to create transformative change. It is in the pursuit of this goal that the need for technical assistance from seasoned professionals became apparent.

Research has shown that 70% of small businesses that receive these assistance in various forms including mentoring survive for five years or more, which is double the rate of those that do not receive such support. Amahoro Coalition designed this program in partnership with PSA BDP to pair Amahoro Fellows with senior business leaders from PSA BDP and its global network. Each mentor commits an average of two to four hours per month and delivers at least one tangible value-add aligned with the Fellow's specific business needs. The mentorship program is mutually beneficial to the mentors and the mentees. For the MSMEs in the program, they are able to benefit from personalized guidance from experts with years of experience under their belts. Allowing them to overcome some of the pitfalls many SMEs fall into in business and grow to achieve their potential. When Zang Luka was paired with Colm McElroy

under this mentorship program, Zang was able to benefit from Colm's experience in global supply chains. McElroy facilitated the acquisition of automated machinery from Asia for Zang Global's production facility allowing Luka to transition from manual production to industrial scale.



In its first cohort, the programme delivered approximately:

102 Hours of mentorship

$287K In direct value

"It has been a phenomenal experience and a really educational one for me. It is very easy for people to go on with their daily lives and put this experience behind their back. For me, I do not think my life will ever be the same after this experience." **Colm McElroy** - Vice President, Key Account Management - BDP International.

For the mentors, through interacting with MSMEs from all over the world, this partnership with FDP leaders provides them with an opportunity to directly contribute in building livelihoods and seeing their expertise lead to real-world change. As Nina Olatoke, VP of HR EMEA at PSA BDP, states, "If you have knowledge, let others light their candles in it". The mentors also have the opportunity to deepen their understanding of how businesses operate across different regulatory, economic, and market environments.

Because the program is rooted in emerging markets, it offers practical insight into how companies navigate these contexts and build resilience while growing and scaling. Building on the programme's early success and the strength of its global network, the partnership with PSA BDP has enabled the expansion of the advisor pool beyond its core executives to include accomplished leaders from diverse sectors and geographies. By leveraging their relationships, PSA BDP has mobilised experienced business, creatives and public-sector leaders whose practical insights significantly enrich the programme and enhance the quality of guidance available to Fellows.

This expanded group brings real-world experience across different market, regulatory, and operating environments, ensuring that FDP-led enterprises benefit from credible, relevant, and high-calibre business advice that supports sustainable growth and long-term impact. The program is championed by Executive Sponsors at PSA BDP, Colm McElroy and Andy Tan Kian Tat, who advocate for the collaboration while serving as mentors themselves.

Beyond the technical guidance, Colm was instrumental in our organizational formalization process. His strategic advice on structure, growth and long-term development provided the clarity we needed to strengthen our internal systems and position the organization for sustainable expansion.

Zang Luka Founder,
Zang Global



How Somalia Is Creating Jobs for Forcibly Displaced People Through Private-Sector Partnerships

In this edition of Partnership in Practice, we spotlight BECO and the Banadir Technical Institute (BTI), long-term partners of Amahoro Coalition, alongside the inspiring work of Sadiq Sheikh, who collaborates with them to create opportunities for forcibly displaced people in Somalia. A former displaced person himself, Sadiq returned home determined to rebuild not only his own life, but also the future of his community. Through his work with BECO and BTI, he is helping remove barriers to employment and unlock market-based opportunities that enable young people to regain dignity, purpose, and self-belief through skills training and meaningful work.

The BTI story begins with a classic business challenge. BECO, Mogadishu's primary electricity company, faced a critical shortage of skilled technicians, a gap that forced it to look outside Somalia's borders for talent. Sadiq Sheikh, one of the founders, explains:

"We were driven by a simple truth: jobs without skills are unsustainable. Despite building a major electricity company, we lacked trained solar and electrical technicians and relied on costly foreign engineers while young people remained unemployed and local factories stood idle. Technical skills were undervalued and vulnerable groups, especially displaced youth and women, were left behind.

So we chose to act by training them. Today, many of our workers come from internally displaced (IDP) communities, families are supported, and industries are hiring local talent. What began as a necessity is now building hope, dignity, and opportunity.



The goal was clear and strategic: to build a direct pipeline of skilled, job-ready talent. This is the core of BTI's demanddriven model: they train for existing, guaranteed jobs. The results have been eye-opening.

> Every BTI graduate in the electrical and solar energy program is guaranteed a position with BECO, earning a starting salary of $200–$350 a month, which is significantly higher compared to the monthly average income in Somalia.

This is not just training; it's a direct and sustainable pathway to employment and a powerful example of a public-private partnership that delivers tangible business and social returns. The success of the BTI-BECO partnership

507
Trainees placed in jobs, has created a ripple effect.

Recognizing the power of this model, the Benadir Water Association, a coalition of 56 water companies, has approached BTI to solve its own critical shortage of skilled plumbers. The institute is now expanding its curriculum to include water plumbing services, once again ensuring that its training programs are directly aligned with the urgent needs of the private sector.

Key Lessons

01	Training works best when it is demand-driven and tied to real jobs
02	Private-sector leadership can unlock both business performance and social impact
03	Scalable partnerships create system-level change



Representatives from Somalia-based institutions, including Hormuud Salaam Foundation, Benadir Training Institute and City University of Mogadishu, at an Amahoro private sector roundtable discussion.

How Partnerships Develop

Each partnership is shaped around shared goals and grows as the evidence builds.



01 - Understand

We start by learning about your priorities and the communities involved, and agree where working together could make the greatest difference.



02 - Co-design

Together we design the programme and agree how success will be measured, with due diligence on both sides.



03 - Pilot and Learn

A first cohort begins, with Amahoro verifying participants and holding the community relationship. What we learn shapes the next phase.



04 - Scale and Embed

What works is expanded and built into the partner's own systems, so inclusion continues once Amahoro's direct role ends.

Monitoring, evaluation and learning run throughout, with every participant verified and results shared with partners and the communities involved.

FUN CORNER

26 Little Stories From The Road to Addis

by **Gilbert Muyco**, Strategy Developer - Communications

A is for Addis (or Accra) where AFD 2026 will bring the conversation on displacement and economic inclusion back to the city that helped shape Africa's response to forced displacement. Special mention to Accra as the host of AFD2023.

B is for Business. The question is no longer whether businesses can play a role. This year, the focus is on how to grow the approaches that are already working.





C is for Coffee, Crafts, food and tailoring... just some of the products visitors can expect to find at the marketplace.of AFD2023.

D is for Displacement, a story woven through Africa's history and central to the economic future the Forum hopes to shape.

E is for Ethiopia, which gets its own spotlight in the programme.

F is for Fourth edition. AFD has come a long way since its first gathering in Kigali in 2021. programme.

G is for the Gathering: business, government, philanthropy, partners and people with lived experience, all in the same conversation.

H is for History. At Africa Hall, the opening will connect the continent's stories of exile and liberation with the future of economic inclusion.

I is for Investment in markets, enterprises and ideas that can create opportunity for displaced people and host communities.

J is for Jobs and the partnerships that can help more people access them.

K is for Kigali, where the first Forum featured a tree hung with unlit lanterns. Each light represented a pledge, and the room watched the tree glow as commitments were made.

L is for Lived Experience. People affected by displacement will help shape the conversation, bringing expertise as well as personal perspective.

M is for Marketplace. Thirty-six shared stands are provisionally planned across Tomorrow is Better, Inkomoko, UNHCR, Zeleman and Amahoro Coalition.



N is for "The Next Act," this year's theme and a reminder that the work continues after the Forum ends.

O is for the Organization of African Unity, founded at Africa Hall in 1963, long before the building became home to UNECA.

P is for Partnership: Amahoro Coalition, Inkomoko and UNHCR are convening the Forum, with the Mastercard Foundation as strategic partner.



Q is for the Question at the heart of it all: how do we build an African economy where everyone has the opportunity to contribute?

R is for Refugee-led businesses, whose products and ideas will take centre stage at the marketplace.

S is for Suzanna Massingue, our fantastic AFD project manager, bringing people, plans and resources together to make the Forum happen.



T is for Tomorrow is Better, the Ethiopia-based refugee-led organization helping bring local community voices and entrepreneurs into the Forum.

U is for UNHCR, which is leading the Corridor of Evidence: a chance to see the research and experience behind the conversation.



V is for Venues. Africa Hall sets the historical scene; the Adwa Victory Memorial Museum brings delegates together for the marketplace and main programme.

W is for ወደፊት (wede fit), meaning "forward" or "the future" in Amharic. It's a fitting word for Addis: the Forum is about moving forward together towards a more inclusive economic future.

X is a letter you won't find in the Kinyarwanda or Kirundi alphabets. The two closely related languages link Rwanda and Burundi, countries whose histories have also been marked by decades of conflict and forced displacement.

X



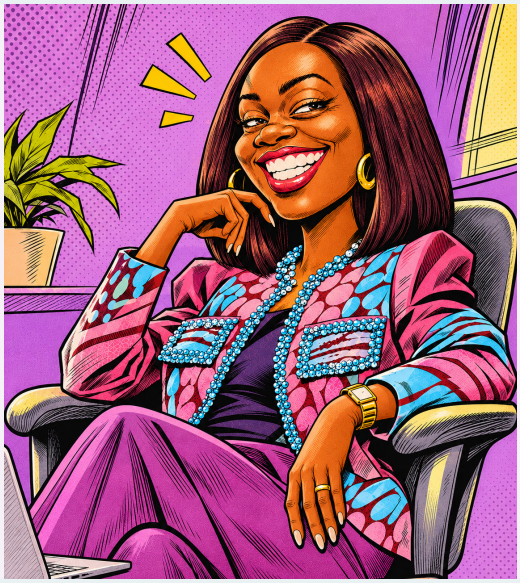
Y is for Young Leaders, whose ideas and perspectives will be part of the conversation about what comes next.

Y

Z is for Zeleman, an Ethiopian creative agency bringing experiential booths to the marketplace mix to showcase the potential of Africa creative economy.

Z

Editorial Team



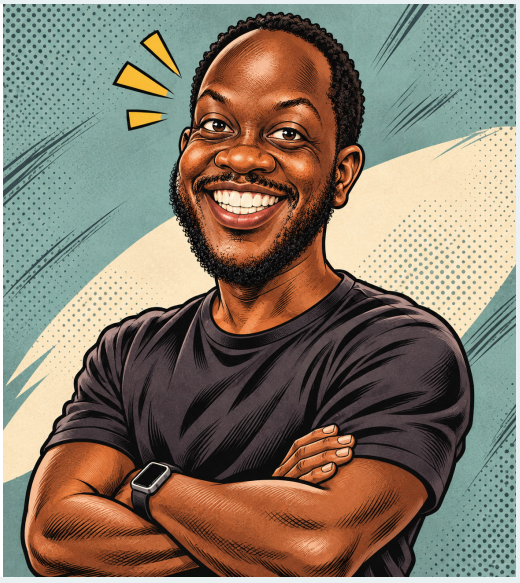
Mercy Kusiwaa Frimpong

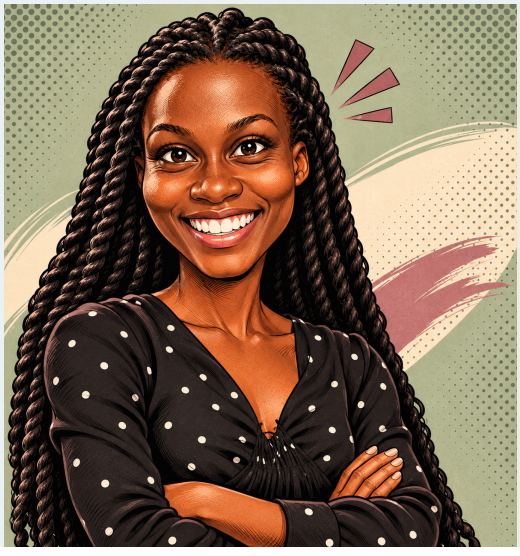
She goes by the moniker **MaGiK** because of her *whatever-it-takes* attitude. Isaac says she's ambitious. Sheba calls her a ruthless executor.

And that, ladies and gentlemen, is why you're reading this!

Gilbert Muyco

Angel Gilbert, the sense-checker of the trio. Gilbert's calmness is as constant as change. He is the correct balance of the 'unmercyness' of the Mercys. We took the liberty to create a word, after all, we are talking about Gilbert, and we had to create because he is a creator.





Mercy Awiti

The Miracle worker in the trinity. Mercy is the lead writer, likely 70% of the articles you read here were written by her, except the witty ones. We don't want her to live her name on IG, Awiti the Witty!

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