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**FINAL MID-TERM REPORT**

**Review of District Business  
Solution Centre's and Promoting  
Women in Business and  
Investment in Kenya Projects**

**Project(s) IKEN08102-ID 00050350 and 1KEN 08103**

**2011/12**

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**MARCH, 2012**

## Table of contents

Acknowledgements .....	v
Acronyms and abbreviations .....	vi
Glossary of the Main Review Terms.....	vii
Map of Kenya .....	viii
List of Tables and Figures .....	ix
Executive Summary .....	x
Brief Background and Description of the Projects.....	x
Overall Assessment.....	xii
A Brief of PID Review.....	xiii
Project Design .....	xvii
Funding.....	xix
Achievements .....	xix
Relevance .....	xix
Effectiveness .....	xx
Efficiency.....	xx
Potential for Impact.....	xxi
Sustainability .....	xxi
Way forward.....	xxii
Recommendations.....	xxiii
Lessons learned .....	xxiv
Exit Strategies.....	xxv
Introduction .....	1
1.1 Background and Objectives of the Review.....	1
1.2 Purpose of the Review.....	3
1.3 Review Methodology .....	4
1.4 Structure of the Review Report.....	7
Implementation of Project Initiation Documents .....	8
2.1 Project Initiation Document Review.....	8
Project Controls.....	16
2.1.2 Stakeholders, Staff and Implementers Perception of Projects Initiation Documents.....	17
2.2 Projects Objectives .....	23
2.2.1 Objectives of the DBSC.....	23
2.1.2 PWBIK Objectives.....	24
2.3 Roles of Partners .....	24
2.3.1 The roles of partners in DBSC.....	24

2.3.2	The Roles of Partners in PWBIK.....	26
2.4	Human Resource Adequacy .....	27
2.5	Human Resource Competencies.....	28
2.6	Finance and Other Resources .....	29
2.7	Project Funding .....	31
2.8	Project Timing .....	32
2.9	Projects Operational levels.....	32
2.10	Project Design .....	34
	Impact of Projects Products on Targeted Needs .....	36
3.1	Project Products and Targeted Needs.....	37
3.1.1	Strong points.....	37
3.1.2	Weak points.....	37
3.1.3	Respondents views on the project strengths and weaknesses .....	38
3.2	Opportunities and threats to the Project.....	39
3.2.1	Opportunities.....	39
3.2.2	Threats .....	39
3.3	Operational Level in Relation to Need.....	39
3.3.1	Gaps before the intervention .....	40
3.3.2	Gaps after the intervention .....	40
3.3.3	Rationale for intervention .....	40
3.3.4	Needs versus provision of services .....	40
3.4	Coverage or scope .....	42
3.5	Effect on the Beneficiaries .....	42
3.6	Rationale for the Effects of the Projects on Beneficiaries .....	42
3.6.1	Contribution to employment generation .....	43
3.6.2	Poverty levels.....	43
3.6.3	Beneficiaries Wealth Creation.....	44
3.6.4	Investment levels of the Beneficiaries.....	44
3.6.5	Entrepreneurial competencies of the Beneficiaries .....	44
3.6.6	Beneficiaries Access to financial resources .....	44
3.6.7	Beneficiaries participation in global trade.....	45
3.6.8	Graduation of the beneficiaries in the enterprise continuum.....	45
	Benchmarking, Sustainability and Way Forward.....	46
4.1	Benchmarking and best Practices .....	46

4.2 Sustainability .....	52
4.2.1 Technical Sustainability .....	52
4.2.3 Product Range .....	52
4.2.4 Increase in Revenue.....	53
4.2.5. Increase in Usage .....	53
4.2.6 Increase in Resources .....	53
4.2.7 Optimization in Use .....	54
4.2.8 Networking Opportunities .....	54
4.3 Way Forward .....	54
Conclusions and Recommendations.....	56
5.1 Conclusions.....	56
5.1.1 Project implementation .....	56
5.1.2 Projects products and the targeted needs.....	57
5.1.3 Projects Sustainability .....	58
5.2 Recommendations.....	59
5.2.1 Implementation of initiation documents.....	59
5.2.2 Projects products and targeted needs.....	60
5.2.4 Exit Strategy .....	61
Appendix 1 .....	64
Bibliography.....	64
Appendix 2 .....	67
Appendix 3.....	75
Appendix 4: Field Visit schedule .....	78
Appendix 5: Tables.....	79

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**Acronyms and abbreviations**

DBSC	District Business Solution Center
PWBIK	Promoting Women in Business Investment in Kenya
MSE	Micro and Small Enterprise
SMLEs	Small Medium and Enterprises
MOT	Ministry of Trade
KIE	Kenya Industrial Estates
UNDP	United Nations Development Program
BDS	Business Development Services
ILO	international Labour Organisation
UNIDO	United Nations Industrial Development Organization
PID	Project Initiation Document
UNIFEM	United Nations Fund for Women
UNCTAD	United Nations Conference on Trade Development

## Glossary of the Main Review Terms

<b>Review</b>	An examination of something with the intention of changing it if necessary or Project review is a specific formal examination of Project implementation towards attaining its objective, as part of the Project monitoring Activities.
<b>Sustainability</b>	The continuation of benefits from a development intervention after a Major development intervention has been delivered. The probability of long term continued benefits.
<b>Rank</b>	Is a relationship between a set of items such that, for any two items, the first is either 'ranked higher than', 'ranked lower than' or 'ranked equal to' the second.
<b>Investment</b>	Money committed or property acquired for future income. Two main classes of investment are (1) Fixed income investment such as bonds, fixed deposits, preference shares, and (2) Variable income investment such as business ownership (equities), or property ownership.
<b>Time</b>	The continuum in which events occur in succession from the past to the present and on to the future
<b>Best practice</b>	Is a, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance
<b>Interventions</b>	A variety of measures undertaken by governments and development agencies aimed at a number of political or economic objectives such as promoting economic growth increasing employment, promoting equality, increasing investment and access to BDS services
<b>Efficiency</b>	A measure of how economically resources/ inputs (funds, expertise, time, etc) are converted to results.
<b>Recommendations</b>	proposal aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/ or at the reallocation of resources.



### Map of Kenya



## List of Tables and Figures

Table 0.1	PWBIK/DBSC by issues on implementation	xiii
Table 0.2	Strengths and weaknesses in the delivery of service(s)	xv
Table 0.3	Projects design strengths and weaknesses	xvii
Table 1.1	A Summary of the Review Methodology Matrix	7
Table 2.1	Promoting Women in Business and Investment in Kenya Project	8
Table 2.2	District Business Solution Centres- PID analysis	14
Table 2.3	PWBIK Project Objectives	24
Table 2.4	Roles of Partners	25
Table 2.5	Project Finance Report Bungoma DBSC	31
Table 2.6	PWBIK financial budget and expenditure schedule	31
Table 2.7	Budgeted Sum, Total expenditure and allocation for 2012	31
Table 3.1	DBSC/PWBIK by Operational level in relation to need	41
Table 3.2	DBSC/PWBIK by coverage	42
Table 4.1	Benchmarking DBSCs, the Kenyan and Ugandan case on PIDs and Gaps for the Kenyan situation	46
Table 4.2	Lessons learnt from Benchmarking	50
Table 5.1	The project implementation documents	56
Table 5.2	Operational Levels by DBSC and PWBIK Projects	57
Table 5.3	Projects Sustainability and way forward	58
Table A1	Assessment of the implementation pace	76
Table A2	Implementation Rationale	77
Table A3	Operational Levels	78
Table A4	Justification for operational levels	79
Table A5	All respondents Assessment of strengths at implementation	80
Table A6	Respondents Assessment of weaknesses at implementation	80
Table A7	Alternative Project designs	81
Table A8	Gaps before the intervention	81
Table A9	Gaps after the intervention	82
Table A10	Rationale for the intervention	82
Table A11	Adequacy of the intervention	83
Table A12	Rationale of needs VS Provision of service	83
Table A13	Effects of the project on beneficiaries	84
Table A14	Rationale for effect on beneficiaries	84
Table A15	Project technical sustainability	85
Table A16	Alternatives in project design	85
Table A17	Tests statistics for the group data on interventions	85

# **Executive Summary**

## **Brief Background and Description of the Projects**

The District Business Solution Centers and Promoting Women in Business and Investment in Kenya projects were established with the aim of enhancing entrepreneurial capacity development, entrepreneurial competence and productivity of Micro and small enterprises and Small medium and large enterprises owned by the youth, women entrepreneurs and MSEs in Kenya. The overall goal of the projects was employment creation, poverty reduction and effective participation of the beneficiaries in the Kenyan mainstream economy. The projects were a design of GOK/UNPD for the delivery of BDS to the Youth, Women and MSE operators through the DBSC and PWBIK.

The Implementing organisations of the DBSC and PWBIK projects are UNDP, ILO and UNIDO while the Co-ordination of implementation will be done by UNDP under guidance of the joint ILO, UNDP, UNIDO, MOTI project technical committee drawn from the respective organisations Kenya offices. Members of the steering committee comprise of the Ministry of Trade and Industry, the Ministry of Youth Affairs, the KIE, UNIDO, UNDP, ILO and relevant development partners who were to provide financial and non financial support to the project.

The Project Initiation Document (PID) for DBSCs indicate that nine (9) were planned to be established as pilots countrywide in the 'millennium districts', selected, based on a decision in a stakeholder consultative forum organized jointly by the Ministry of Planning and National Development and UNDP in October 2006. The districts selected were considered as the poorest in comparison to others in their respective provinces (Kilifi, Garrisa, Meru South, Muranga, Bungoma, Suba, Bondo, Siaya and Turkana). Of the nine DBSCs, three (3) were targeted for establishment and institutionalization in the year 2007, these were, Muranga, Garrisa and Bungoma.

Overall objective of the joint programme was to provide business development services to the 9 millennium districts selected for intervention

The specific objectives of the project are: -

1. To establish nine (9) District Business Solution Centres as one – stop – shops for effective and sustained delivery of a judicious mix of business development services to the youth taking up self-employment within the MSE sector and other existing MSEs targeting establishment of three (3) DBSCs as pilots by the end of year 2007.
2. To support DBSCs in developing, institutionalising and delivering demand - driven services and products suitable for MSEs development at district and lower levels.

Promoting Women in Business Investment in Kenya (PWBK) project was established to run as a project for a period of five years. Partners / Agencies are the United Nations (UNDP, UNIDO, ILO, UNCTAD, UNIFEM, IFAD), Government of Kenya (Ministry of Finance, and the then Office of the Deputy Prime Minister and Ministry of Trade) and Equity Bank. Target Group for the project is graduating small enterprises, Medium and Large Women Enterprises in Kenya. The Project idea was mooted on the Promotion of Medium and Large women enterprises, an inherently missing middle category in the Kenyan economy in order to enable them to improve their productivity, market access and competitiveness by exploring national, regional and global opportunities.

The Specific objectives of the PWBK were: To provide financial services to 2,000 small, medium and large scale women entrepreneurs (SMLEs) for investment in Kenya by 2011; To facilitate access and delivery of capacity development (technical and entrepreneurship enhancement) services to 2,000 women entrepreneurs (SMLEs) in Kenya by 2011; To increase access to sustained business development services to 2,000 growth oriented women MLEs in Kenya by 2011; To enhance an investment culture among 1,000 women entrepreneurs to increase wealth by 2011; To improve the Governments' regulatory, policy and support environment for small, medium and large enterprises making it conducive for women entrepreneurs to increase their productivity, competitiveness and access to wider markets.

## **Overall Assessment**

The overall performance of the project was, to a large extent on all objectives ineffective and inefficiently run. However, on some objectives that were implemented the projects had a significant positive impact given that it responded to the needs for BDS in areas of project locations. The projects have provided an important basis for the potential rolling out of this experience to other envisaged locations, for the use of DBSCs and PWBIK for reaching out with BDS to rural areas.

The major shortcomings of the projects were that the provision of stable internet services and ensuring adequate uptake is still limited. Equally, the women entrepreneurs have not integrated the adoption of ICT through various BDS service provision such as mentoring. The concept of BDS as a product/service to be used for enterprise development on market demand basis is not yet fully rooted among beneficiaries.

Currently the coverage of the objectives is limited. This is as a result of the delays in the project, for the reasons of a) Time taken to launch operations in the respective location b) the lengthy bidding process for the initial purchase of computer equipment and generators c) lack of seed capital and d) lack of a well defined communication network and modalities for operation of the centre's, these delays, in the early days of the projects, disrupted the planned schedules.

In addition, the planned 5-year project duration was overly ambitious for the projects of this scale and nature, and more time was and is needed to allow the DBSCs to mature and actively deliver on the objectives for which they were set to achieve. Due to the delay in implementation, some outputs had not yet been produced at the time of the review and it is therefore proposed that the results of the project are reviewed at the end of the project cycle.

## A Brief of PID Review

A review of the PID brings out the key issues with respect to the implementation of the PWBIK/DBSC projects are presented in Table 0.1.

**Table 0.1. PWBIK/DBSC by Issues on Implementation**

<b>PWBIK/DBSC</b>	<b>Issues on implementation consideration</b>
Project Period	<ul style="list-style-type: none"> <li>• Time frame provided for the projects is inadequate for the realization of the projects objectives.</li> <li>• Time constrained not managed appropriately for example Siaya and Bungoma DBSCs and PWBIK were commissioned in February 2009 instead of 2008 as provided in the PID.</li> </ul>
Partners / Agencies	<ul style="list-style-type: none"> <li>• The involvement of all partners and collaborators in the PID at implementation stage is not supported with documentary evidence.</li> <li>• Equally evidence on involvement of other stakeholders' and Private partners is not visible and the role of the community not specified in the PID.</li> <li>• Some stakeholders had diverse views and expectations of the projects.</li> <li>• Some stakeholders lack commitment to undertake their respective roles</li> <li>• Partners role conflict and Lack of focus on key objectives</li> <li>• Issues of ownership of the DBSCs have raised challenges</li> <li>• Poor communication mechanisms</li> </ul>
Target Group	<ul style="list-style-type: none"> <li>• Clear data on the target beneficiaries was not provided. For example the categories of those trained whether medium or large enterprises were not clear.</li> </ul>
Project idea	<ul style="list-style-type: none"> <li>• Project ideas were very good but implementation documents lack evidence on the extent to which the projects have progressed towards the realization of the targeted goals. Entrepreneurial development capacity is one area where the highest impact could be achieved. However achievement on this component is still low. Work plans for the implementation of the projects ideas and Strategies for sustainability not clearly outlined.</li> </ul>
Project Business Case	<ul style="list-style-type: none"> <li>• <b>PWBIK:</b> The project has not successfully addressed the challenges facing women entrepreneurs as envisaged and notably entrepreneurial training was the most noticeable intervention Achieved so far.</li> </ul>
Overall objective	<p><b>DBSC</b></p> <ul style="list-style-type: none"> <li>• Slow pace in the implementation of the DBSC projects.</li> <li>• DBSCs in two millennium development districts (Turkana and Suba) have not been established and yet no substantial justification for non implementation was provided.</li> </ul>
Specific objectives	<p><b>PWBIK- challenges</b></p> <ul style="list-style-type: none"> <li>• Lack of follow-up to establish the growth achieved so far and limited outreach. ICT usage is very low.</li> <li>• Inadequate staff to help realise the objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• Lack of competence in the current staff to facilitate this objective.</li> <li>• Not provided in the work plans on the specific issues which were to be addressed on the government regulatory framework.</li> </ul> <p><b>DBSC- challenges</b></p> <ul style="list-style-type: none"> <li>• The strategic plans have been developed but not domesticated to suit the targeted needs.</li> <li>• The needs assessment was not done at the time of implementation to establish what has changed in the client's business environments.</li> <li>• Failure to manage the time constraint.</li> <li>• Lack of provision of seed capital</li> <li>• A lot of confusion at start-up stage on aspects of ownership among some partners.</li> <li>• Limited range of products/ objective coverage.</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>• No set strategy for overcoming some of the identified challenges.</li> </ul>
Performance of Kenyan women enterprises	<ul style="list-style-type: none"> <li>• The Inherent intellectual capacity and ability to assimilate knowledge could be affected by the educational level.</li> <li>• The scope and coverage of the projects interventions is limited in scope and coverage.</li> </ul>
Partnership arrangement	<ul style="list-style-type: none"> <li>• Lack of an appropriate strategy to address the partnership commitment arrangement.</li> </ul>
United Nations Fund for Women (UNIFEM).	<p><b>PWBIK</b></p> <ul style="list-style-type: none"> <li>• The coverage is inadequate given that the 87% may not be realised in the remaining project period.</li> <li>• Inadequate human resources to provide BDS services. (Integration of DBSC and PWBIK could address the human resource inadequacy, and networking with Universities.</li> <li>• Lack of defined mechanism to achieve the coordination and implementation strategy.</li> </ul>
Equity Bank	<ul style="list-style-type: none"> <li>• The role played by equity bank lacked evidence on the degree of implementation.</li> <li>• Lack of implementation/evidence on the part of the collaborator with respect to training the remaining 80% of the targeted staff of the bank.</li> </ul>
Project Outcome	<ul style="list-style-type: none"> <li>• No mechanisms put in place to monitor and achieve the projects outcome.</li> </ul>
Project Outputs	<p><b>PWBIK</b></p> <ul style="list-style-type: none"> <li>• The project lacks records/ monitoring on the attainment of the objectives.</li> <li>• Project is behind the time schedule in terms of the achievement of the objectives.</li> </ul>

	<p><b>DBSCs</b></p> <ul style="list-style-type: none"> <li>• Most centers have experienced several challenges. In Changara the CPC does not generate enough power to meet local needs, the envisage use of the vegetable oil has not been implemented. The vegetable oil press is not functional even though the vegetable seed is available. The led lamps numbering a hundred are dysfunctional or not assembled. UNIDO didn't transfer the technical skills for project maintenance.</li> <li>• The UHURU CPC in Siaya does not have a functional generator.</li> <li>• The Kisumu DBSC generator is not operationalised.</li> <li>• In Muranga the generator set is not housed.</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>• Weak/lacking implementation of strategy by parties concerned</li> </ul>
Periodic reviews	<ul style="list-style-type: none"> <li>• Lack of a defined mechanism and responsibility.</li> </ul>
Project Controls/ Monitoring and Evaluation Plan	<p><b>PWBIK</b></p> <ul style="list-style-type: none"> <li>• Failure to address the risk log components in the project by the Project Steering Committees.</li> </ul> <p><b>DBSC</b></p> <ul style="list-style-type: none"> <li>• There has been lack of continuous project reviews and evaluation tools and mechanisms this has been compounded with Poorly kept and disorganized documentation</li> <li>• Communication breakdown from the top</li> <li>• The project staff seems to lack commitment/passion towards the achievement of the project objectives.</li> <li>• Lack of analysis of work plans which could be due to lack of requisite skills, or resources to undertake that.</li> <li>• Failure to develop a risk log in the project</li> </ul>

### Main Strengths and Weaknesses of the Projects Implementation

The main observations on the strengths and weaknesses of the project implementation are summarized in Table 0.2. The findings cover various aspects of the projects life.

**Table 0.2. Strengths and Weaknesses of the Project Implementation**

Strong Points	Weak points
<ul style="list-style-type: none"> <li>• Formation of the high-level Steering Committee, comprising of representatives from a variety of stakeholders: government and Donor development agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure: lack of steady power supply such as –Changara CPC and Uhuru CPC, lack of premises at Changara, Supplied led lamps (100) have not been assembled to date (Changara), this jeopardises the efforts to reach the aim of the project: provision of BDS on real time basis and business solutions for the target group.</li> </ul>
<ul style="list-style-type: none"> <li>• Favourable and accessible locations Focus on rural districts, where the need to</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in installing and full operationalisation of DBSCs at most locations- Project launching has</li> </ul>



fill the gap in BDS competencies knowledge/ awareness is greatest	been poor or not at all in almost all locations, Delay in implementation of the work plans.
<ul style="list-style-type: none"> <li>Eleven DBSCs established and functioning - A number of people trained under the EDA programme have managed to secure jobs , Local professional participation on the project, impact of Training on beneficiaries,</li> </ul>	<ul style="list-style-type: none"> <li>Insufficiently active networking with existing business community- Missing link with large enterprises,</li> </ul>
<ul style="list-style-type: none"> <li>Good equipment and tools- ICT and internet, and other training facilities</li> </ul>	National Steering committee not reaching out to DBSCs in all aspects- model for each DBSC, through continuous stakeholders' needs analysis, Projects definition is too board in relation to resource base and management capacity and competence to implement.
<ul style="list-style-type: none"> <li>Promotion of the provision of a judicious mix of services to targeted beneficiaries and the idea the DBS are demand driven services</li> </ul>	<ul style="list-style-type: none"> <li>Difficulties for some of the collaborating partners differentiating their core business and the implementation and operation of DBSCs and PWBIK projects and in some cases aspects of ownership of DBSCs by organisations that have provided premises.</li> </ul>
<ul style="list-style-type: none"> <li>Provision of much needed services by DBSCs- Products /needs are on high demand</li> </ul>	<ul style="list-style-type: none"> <li>Training provided to the targeted beneficiaries through the DBSCs &amp; PWBIK- Yet implementing staff have not received sufficient level of training in adult learning and entrepreneurial competence development, investment and advisory issues Staff capacity development of the projects staff is considered to be low.</li> </ul>
<ul style="list-style-type: none"> <li>Presence of a Strong technical team - High networking abilities of the teams</li> </ul>	<ul style="list-style-type: none"> <li>Projects lack adequate technical and other staff.- with diverse competencies and multidisciplinary skills vital in addressing the project objectives – Some projects staff lack the requisite commitment, passion and loyalty.- Weak human resource capacity- competence, weak or no training evaluation and follow-up of beneficiaries and performance of staff.</li> </ul>
<ul style="list-style-type: none"> <li>Potential long term sustainability by embedding DBSCs and PWBIK Projects to be independently led and private sector driven entities</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of local steering committees in some cases was based on representation but not the business acumen and Low level capacity development of committees.</li> </ul>
<ul style="list-style-type: none"> <li>Participation of the local stakeholders in the implementation of the project through the local Steering Committees - Goodwill and support by the local community</li> </ul>	Financial facilities and resources are inadequate/lacking- both the DBSCs and the PWBIP projects
	Lack of a legal entity status of the projects- this limits the projects from accessing opportunities, additional resources, ownership and domestication to meet local needs.
	Failure to integrate Research component and Technology transfer component lacking in the two projects.

## Project Design

The key observations on the strengths and weaknesses of the project design are presented in Table 0.3.

**Table 0.3: Projects design strengths and weaknesses**

<b>Strong Points</b>	<b>Weak Points</b>
<p>The project identification firstly aimed at addressing key issues and secondly the management was to comprise of key stakeholders and development partners were to run the project on the basis of steering committees at all levels.</p>	<p>The Project Document is very brief and does not provide sufficient information to justify the project design, nor does it describes the process of project identification and formulation in detail</p>
	<p>All DBSCs and the PWBIK Projects were not set up based on a separate Business Plan, resulting from a Need's Assessment and Situation Analysis. But based on the millennium development goals documents and other relevant documents at that time</p> <p>While the objective of linking the project with other the MS-YES, and MSEs to / with markets, technology &amp; financial services providers was indicated in the PID but no <i>concrete</i> mechanisms for such linkages were envisaged except with the equity bank through PWBIK project.</p> <p>There were no explicit mechanisms designed for linking up with other key stakeholders in the development of entrepreneurship or whose mandate geared at poverty reduction such as rural business associations and local authorities.</p>
<p>The stated objectives of the projects addressed the need for BDS which is considered to be essential to the targeted needs.</p>	<ul style="list-style-type: none"> <li>• A phased approach to the implementation of the projects could have been justified, with the initial phase targeting increased entrepreneurial skills development of the entrepreneurs.</li> </ul>
	<p>It was planned that 9 DBSCs will be established as pilots countrywide in the 'millennium districts', districts namely: - Kilifi, Garissa, Meru South, Murang'a,</p>

	<p>Bungoma, Suba, Bondo, Siaya and Turkana. Of the nine DBSCs, three (3) are targeted for establishment and institutionalization in the year 2007 and include Murang'a, Garissa and Bungoma.</p> <p>It would probably have been an advantage if the DBSC concept could have been tested in first three districts initially then reviewed before moving into the remaining districts.</p> <p>A broader participation arrangement will be worked out for establishing and institutionalising the other six (6) DBSCs in the year 2008. This has not been done as planned.</p> <p>The early recovery locations namely; Kitale Nakuru Eldoret and Kisumu could have added to the challenges in the establishment phase given that there was no needs assessment undertaken.</p>
<p>Identification of the millennium and early recovery districts where need was the highest.</p>	<p>The Project Document does not contain a discussion on alternative options to the hosting of DBSCs. There were many options, for example, Ministry of local authority, the chamber of Commerce and Industry, Associations of entrepreneurs among others and strengths and weaknesses for each design option should have been explored and described in the PID.</p> <p>The failure to undertaking a baseline survey and of a training needs assessment hindered the project to address real needs and priorities in the individual districts.</p>
<p>Collaboration with relevant organizations and other donor supported projects was appropriately integrated in the design of the project.</p>	<ul style="list-style-type: none"> <li>• There was no measure planned to ensure that there are agreed standards for entrepreneurial capacity training used by DBSCs and PWBK at the project design stage. Even though PWBK has used UNCTAT EMPRETEC Model.</li> </ul>
<p>The selection of a key partners MOT and KIE with strong outreach (provincial and district levels) contributed to the acceptance of the project.</p>	<p>Awareness building was not undertaken properly through advertising, seminars/workshops, sensitisation and other marketing or promotional events before project launch.</p>

It is mentioned in the Project Document that based on the successful implementation of the three pilot centers, the intention was to increase the number of DBICs accordingly to the other 6 DBSCs. No activity was envisaged in the design to discuss the scope for replication during the current project (post project strategy). No activities were envisaged to monitor the impact of the project on businesses, which could have been easily done through a University/consultant Needs Assessments. The Project Document for the DBSC did not provide for the risk log.

## **Funding**

The budgeted sum for the PWBIK was 680,913.9 (USD) was allocated to the PWBIK project from 2008-2009, out of which 745209.00 was spend on the project. This shows that the excess expenditure in the period was 9.44% over the budgeted sum by December 2011. The sum budgeted for expenditure for the DBSC project including the provision for 2012 was 1,164641.84 (USD).

## **Achievements**

The project has produced some impressive results on the objectives undertaken especially entrepreneurial training. The evaluation assessed the project's achievements in accordance with the evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Its assessment can be summarized as follows:

### **Relevance**

The broad projects objectives were and are still relevant today in addressing the BDS which indeed constitute the key to the successful operation of entrepreneurial ventures in not only the marginalized districts and early recovery but also the general population of entrepreneurs in Kenya. The relevance is reflected in the uptake of the projects products. Some of the suggestions proposed by the beneficiary's are relevant for the targeted need. These include: Employ competent human resources with the right passion; Develop a range of programmes that could assist in maximizing use of current resources; Set up focal points in various stations to enhance access to services (incubators); Ensure proper implementation and management of

the project; Hire additional resources as required; Integrate creativity and innovation as key objectives in the operation of the centers given that it will support entrepreneurial orientation.

### **Effectiveness**

The projects results were achieved to a small extent given that most of the projects objectives were not implemented at all, mainly owing to lack of human resources with the requisite capacity as well as the varied challenges faced at the start-up stage. In spite of this scenario the projects services offered by the DBSCs and PWBIK are in high demand, appreciated but unfortunately not paid for by beneficiaries at market rates. The projects raised awareness of the need for the need of BDS at the district and lower levels. At the same time, it should also be mentioned that the effectiveness of the projects has been undermined by the initial confusion at the start-up stage on the ownership, poor communication, excessive delays and the quality of passion of the implementers/staff. The effectiveness of the projects could have been higher if the focus could have been on few key objectives within the financial ability and human capacity of the implementing agencies and collaborators.

### **Efficiency**

The project was characterized by weak management at the lower levels with limited capacity for innovation and creativity. For instance, the project managers are unable to utilize the equipment and other resources to generate the seed capital. There is also limited evidence on the achievement of most of the objectives of the projects. In some centre's the internet has been dysfunctional for a long period of time. Major delays occurred from the inception to the operationalisation of the projects arising out of delays in procurements or commissioning of the projects. Lack of seed capital has also greatly affected the efficiency of the projects.

The Monitoring and Evaluation (M&E) system was not developed to assist in the operation of the projects yet it is provided for in the PID. In addition, the DBSC project did not have a risk log developed at the design stage, which was an additional hindrance for project management while the PWBIK had a

risk log. In spite of the fact that a lot of data is collected, work plans are prepared however, in most cases contained the same activities over and over. Weak evaluation of the work plans are against the progress reports was implied in the projects. No strong and structured linkages were designed, facilitated and achieved within the UNIDO Community Power Centers (CPCs). Evidence suggest that the projects at Changara and Uhuru CPCs were not set up properly owing to non functioning equipment, poorly maintained and lack of technical capacity development of the local People.

### **Potential for Impact**

The main indications of the strong potential for impact of the projects are the profiles of the project stakeholders (UNDP, MOT, KIE, UNIDO, Equity Bank) as well as the support from the community members. The equipment used in the two projects is also an added advantage which when utilized fully will ensure that the two projects achieve their desired results. The high local demand for the project products could propel the two projects to greater heights when fully exploited. The DBSCs project timing was late in most of the locations however, if properly managed within a period of one year could have a major impact on the targeted needs. The area with the greatest impact was access to business development services by the beneficiaries.

### **Sustainability**

The technical sustainability of the projects measured on, time, human resource competence, technology, quality of information, adequacy of financial services, relevance, adequacy of service, change in supported enterprises, employment creation and wealth creation on the basis of low, medium and high with the adequacy of financial services and employment.

In order to attain sustainability of the projects there is need to undertake the following measures:

- Provide market oriented products and services by undertaking continuous needs assessment as per the project locations.
- Enhance the range of products/ services in line with the specific needs as per project locations.

- Increase revenue generation through effective and efficient use of resources and resources mobilization through enlargement of collaborators base among other actions.
- Increase the use of product outputs on all objectives tailor mad to suit the needs.
- Increase the operational and functioning capacities of the CPCs and provide for maintenance of equipment and tools at the CPCs.
- Optimize the use of facilities through creativity and innovation and continuous assessment.
- Explore entrepreneurial networking opportunities at all levels - Stakeholders and among the beneficiaries.

### **Way forward**

The two projects are behind the time schedules and more time is thus required in order for the projects to have a significant impact and to achieve sustainability status. Measures to be undertaken to ensure that the two projects remain operational at the end of the project cycle are:

1. Provide seed capital to the DBSC and PWBIK projects
2. Undertake capacity development for staff and the local steering committee members to help them understand the projects specific objectives and concept.
3. Identify and recruit staff competitively who poses the required capacity, passion and entrepreneurial motivation who are also capable of working with the poor,
4. Reduce the gap between planning and implementation of work plans to ensure that the projects' undertakings are done within the prescribed time limit
5. Appoint/ second full time managers / staff to the projects answerable to the Local steering committees/ National steering committees as appropriate so as run independently and equally, collaborators should only contribute their support through established channels.
6. Carry out proper sensitization to enhance an understanding of the projects philosophy, clearly define the roles of the partners and the collaborators,

7. Carry out periodic reviews to establish the success of the implementation and to identify shortcomings of the projects early enough to ensure that they are solved at an early stage,
8. Appointment of an external consultant to undertake continuous monitoring and evaluation and capacity development on a periodic basis,
9. Integrated DBSC and PWBIK Projects in the provision of BDS services to the beneficiaries.
10. Create and sustain the link with the YES – MSE Programme and the DBSC AND PWBIK projects.

### **Recommendations**

1. To overcome the human resource deficiencies consider; Hiring volunteers from local universities and the EDAs, hire consultants, and competitive hiring/posting of managers to the centre's the project trainers should be contracted once they complete the training
2. Define the role of partners and collaborators at all levels and attract more stakeholders to the projects to provide resources both financial and non financial support. This will provide for enhanced channels of communication for all staff on the projects
3. Define the legal status of the projects and prepare for sustainability of the projects under community based management approach such as a limited company under guarantee
4. Develop the competencies of all people working on DBSC & PWBIK projects Capacity development is required in the following areas; Fundamentals of project management, Networking skills, Negotiation skills, Motivational skills, Leadership and community development and resource mobilization
5. Efforts should be undertaken to improve the financial position of the DBSC and PWBIK projects such as the CDF could provide financial support to the project
6. Develop a monitoring and evaluation framework for the projects.
7. Increase projects coverage and scope in the provision of projects outputs to meet the targeted needs and operationalise the DBSCs and PWBIK projects as scheduled and ensure that all services stated are provided and available.



8. Integrate PWBK and DBSC in the provision of BDS services to the targeted clients and use the DBSC as the main provider of clients for the PWBK project on graduation basis.
9. Provide market driven products based on defined needs of the targeted clients and undertake continuous needs assessment for respective targeted clients in all locations and project areas by integrating the project objectives and the community needs.
10. Enhance networks with all actual and potential stakeholders get more stakeholders on board and among the beneficiaries.
11. Firstly, the guiding principle for the projects is to take appropriate action whenever the risk log challenges are identified to have an impact to the project. Secondly, ensure that efficiency, effectiveness innovation and creativity are nurtured at all levels of project operation.
12. Provide a defined legal status for the projects and integrate ownership aspects in the projects with the community aspirations

### **Lessons learned**

A number of lessons have been learned from this project, in particular

- Effective communication is important in project implementation especially when projects are undertaken by joint/collaborating partners. There should be a proper two way communication process integrated in the projects. Equally mechanisms should be put in place to address any deviations from the designed communication channels.
- Entrepreneurial competence development of beneficiaries has a significant bearing on the success of entrepreneurial ventures however, this should be supported through provision of follow-ups, counseling and mentoring.
- The needs assessment should be carried out on continuous basis in order to establish the changes in the client business environment and provide appropriate interventions.
- When forming partnerships in projects, there is need for the partners to have a clear memorandum to ensure that conflict arising from the role clarifications is eliminated. And in case it occurs there should be a mechanism to solve the issues immediately.
- There is need to consider all the projects constraints such as time, physical resource, human resources among others right from the

objective formulation stage through the implementation and to the winding up to ensure that the objectives set will be achieved in relation to the above mentioned constraints.

- There should be proper sensitization prior to the implementation stage of the projects, to ensure that the stakeholders and the beneficiaries' expectations are considered and understood.
- Close linkages between potential network partners need to be proactively promoted, with activities explicitly spelled out in the project design.

## **Exit Strategies**

### **Option One**

Form a company limited by guarantee where the several stakeholders including the local community will be involved:

### **Option Two**

Domesticate the projects in the Ministry of Trade as a line programme.

### **Option Three**

The project could be run as a CBO's. The government to officiate the process by providing the technical and institutional framework needed then handover the project to the relevant communities.

### **Option Four**

Retain it under the ministry and commission a franchise of the respective community power centers and entrepreneurial ventures. The ministry should retain PDS and ICT components.

### **Option Five**

The project could be operated on a cooperative society model and the Ministry of Trade will provide technical support.

# 1

## **Introduction**

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### **1.1 Background and Objectives of the Review**

The District Business Solution Centers and Promoting Women in Business and Investment in Kenya projects were established with the aim of enhancing entrepreneurial capacity development, entrepreneurial competence and productivity of Micro and small enterprises and Small medium and large enterprises owned by the youth, women entrepreneurs and MSEs in Kenya. The overall goal of the projects was employment creation, poverty reduction and effective participation of the beneficiaries in the Kenyan mainstream economy.

In 2005 UNDP commissioned a study to assess the needs and profile of the Kenya's unemployed Youth and women; the quality of institutional infrastructure for enterprise development; and the quality and outreach of business development services (BDS) to the MSEs. The findings suggested that MSEs operating in rural areas were disadvantaged in terms of lack of access to information on markets, technology, financial services and policy issues. In addition, MSEs lacked a coordination body and programmes which supported financial services provision to them. Arising from this was a design of GOK/UNPD Programme for the delivery of BDS to the Youth, Women and MSE operators. The vehicle for the delivery of this service came in the form of DBSCs.

The Implementing organisations of the DBSC project are UNDP, ILO and UNIDO while the Co-ordination of implementation will be done by UNDP under guidance of the joint ILO, UNDP, UNIDO, MOTI project technical committee drawn from the respective organisations Kenya offices. In delivering the project, UNDP will work closely with the management committee of the targeted institutions for implementation. Relevant collaborating parties will actively be involved during the implementation of

the activities. Members of the steering committee comprise of the Ministry of Trade and Industry, the Ministry of Youth Affairs, the KIE, UNIDO, UNDP, ILO and relevant development partners.

The Project Initiation Document (PID) for DBSCs indicate that nine (9) DBSCs were planned to be established as pilots countrywide in the 'millennium districts', districts selected based on a decision in a stakeholder consultative forum organized jointly by the Ministry of Planning and National Development and UNDP in October 2006. The nine districts were observed as the poorest in comparison to others in their respective provinces and these are: - Kilifi, Garrisa, Meru South, Muranga, Bungoma, Suba, Bondo, Siaya and Turkana. Of the nine DBSCs, three (3) were targeted for establishment and institutionalization in the year 2007 and included Muranga, Garrisa and Bungoma. Out of the 9 initial projects to date three namely Suba, Turkana, and Kilifi have not yet been established.

A new dimension of the early recovery areas owing to the post election violence of 2007-2008, has benefited from the establishment of four additional, DBSCs in Kitale, Eldoret, Nakuru and Kisumu which are to date operational. The DBSC project has so far established 11 DBSCs in various parts of the country which are currently operational. They are delivering business development and other technical support services to the MSEs and youth at the district and lower levels. In addition demand - driven services and products suitable for the development of MSEs at the district and lower levels have been developed effectively by the DBSC's.

Promoting women in business investment in Kenya (PWBIK) was established to run as a project for a period of five years. Partners / Agencies are the United Nations (UNDP, UNIDO, ILO, UNCTAD, UNIFEM, IFAD), Government of Kenya (Ministry of Finance, and the then Office of the Deputy Prime Minister and Ministry of Trade) and Equity Bank. The target group for the project is graduating small enterprises, Medium and Large Women Enterprises in Kenya. The Project idea focused on the Promotion of MLEs owned by women entrepreneurs, an inherently missing middle category in the Kenyan economy, in order to improve their productivity, market access and competitiveness by exploring national, regional and global opportunities.

The project business justification lies in Women entrepreneurs, although constituting 55% of the total 2, 2,308,984 entrepreneurs in Kenya, the productivity, market access and growth of their enterprises is low compared to their male counterparts (growing at a rate of 7% annually compared to 11% of male counterparts). Of the women entrepreneurs in Kenya, 0.3% (ILO, 1999) fall in the category of small, medium and large (380 – 500 in number) thus the missing middle phenomena. This greatly affects women enterprises' potential contribution to employment and socio – economic development in Kenya. This project aims at building the capacity of women entrepreneurs so that they could access finance from Commercial banks, notwithstanding that Equity Bank as a partner was to provide finance to Women who had undergone capacity building under the programme. The project was to provide appropriate, easy access loan financing to women for investment; capacity development services; business development services; awareness on investment potentials through access to business information for wealth creation; and improving the business environment for women in business and investment in Kenya.

The Specific objectives were: To provide financial services to 2,000 small, medium and large scale women entrepreneurs (SMLEs) for investment in Kenya by 2011; To facilitate access and delivery of capacity development (technical and entrepreneurship enhancement) services to 2,000 women entrepreneurs (SMLEs) in Kenya by 2011; To increase access to sustained business development services to 2,000 growth oriented women MLEs in Kenya by 2011; To enhance an investment culture among 1,000 women entrepreneurs to increase wealth by 2011; To improve the Governments' regulatory, policy and support environment for small, medium and large enterprises making it conducive for women entrepreneurs to increase their productivity, competitiveness and access to wider markets.

## **1.2 Purpose of the Review**

The overall objective of this consultancy is to undertake a review on the operation and viability of the District Business Solution Centre's and Promoting Women in Business and Investment and establish benchmarks, identify operational and performance gaps and recommend specific interventions to increase efficiency.

The Scope of the consultancy work covers;

- Review the project initiation documents and determine how well they have been implemented- To analyze the strategic or operational levels in light of the project (s) design
- Identification of gaps - To rank how well the projects products or solution meets a targeted need and To evaluate the projects business processes by measuring investment of time, money, technology and human resources required to achieve a sustainable outcome
- Provide the way forward for the remaining project life and sustainability thereafter based on best practice- recommend specific interventions to increase efficiency and sustainability.

### **1.3 Review Methodology**

The review methodology covers the review questions, Data Sources and Data collection, Sampling Methods and Details, Data analysis and presentation. The project(s) review was guided by the following questions:

- How well have the project initiation documents been implemented by the partners?
- How well do the projects products or solution meet the targeted need(s)?
- What is the way forward for the remaining project life & sustainability thereafter based on best practice?

The overall approach to the review commenced by undertaking document reviews, followed by field visits and data collection from projects beneficiaries, Project (s) deliverers and Persons with knowledge of programme recipients. In addition, observation schedules and interview guides were used to collate the data collected for the review. The potential risks and limitations that may undermine the reliability and validity of the evaluation results include, responses from the various respondents not being reliable or grafted in such a way as to provide a colorful picture. Data triangulation strategy was used to reduce the limitations and risks were reduced by examining a large number of indicators. Document review and empirical evidence was collaborated to arrive at the results and conclusions.

## **Data Sources and Data Collection**

The review was conducted through analyses of various sources of information, including desk analysis, observations at the project sites and interviews with beneficiaries, partner agencies, donor representatives, and the project staff members at Headquarters and in the field and through the cross-validation of data. The data sources for the review of the District Business Solution Centers and Promoting Women in Business and Investment in Kenya projects included primary and secondary data. Primary data was captured from the programme recipients, Programme deliverers, Persons with knowledge of programme recipients using interview, while secondary data will be obtained from the programme documents and Programme records in the field offices and at the Head office. In order to enhance reliability and validity of data collected for this review data triangulation strategy was adopted (Denzin, 1970).

The data was collected basing on a survey strategy using questionnaires, interview guides, document review and observation and focus group discussion as main data collection tools. Survey design falls under descriptive and diagnostic research and is perceived to be authoritative by people and is easily understood, and it can therefore result in valuable findings if correct procedures are followed (Sunders *et. al.*, 2003; Clover *et. al.*, 1979; Nassiuma 2000; Peil, 1995). Open and closed ended instruments were used to collect data.

**Sampling Methods and Details:** The target population for the study comprised the Programme recipients, Programme deliverers and Persons with knowledge of programme recipients for both the District Business Solution Centers and Promoting Women in Business and Investment in Kenya center. The sampling frames for the review were developed from the target population. The selection of the DBSCs which participated in the review fell under two categories of the programmed DBSCs (Garrisa, Bungoma, Kitui, Siaya, Bondo Muranga and Meru south and the early recovery areas owing to the post election violence, which include Eldoret, Nakuru, Kitale and Kisumu). The sampling frames were developed then using simple random sampling strategies and purposive sampling. The sample size determination was based on Saunders *et al.*, (2003) method.

### **Sampling and Sample size Design**

The sampling and sample selection was constraint by the time hence the reviewer majorly used the focused group discussion (FGD) as the key primary data collection strategy. The reviewer also used questionnaires to a limited extent. The persons subjected to a focused group discussion were the technical team and the local steering committee members. The staff respondents were based in Nairobi equity bank for PWBIK, while the DBSCs were drawn from Eldoret, Bungoma, Kitale, Siaya, Kisumu, and Muranga, Nakuru, Meru South.

**Data Analysis and Presentation:** The data analysis comprised qualitative and quantitative strategies. The quantitative strategies included descriptive statistics and inferential statistics at 95% confidence limits while qualitative analysis used content analysis and document reviews. Data presentation is by use of tables' frequencies and graphs. Data analysis was achieved using a statistical package for social sciences (SPSS) computer programs version 18. Descriptive analysis strategies and content analysis were used in the review.

**Logistics:** This review involved desk work and field travel to the various locations of DBSCs and PWBIK. The reviewer was provided with assistance by MOT to access the relevant documents for desk review and access staff and beneficiaries in the field. The MOT provided arrangements for visiting particular field offices or sites (Eldoret, Kitale, Bungoma, Kisumu, Siaya, Nairobi and Muranga DBSCs and PWIK in Nairobi).

**Review Methodology Matrix:** The review methodology matrix is presented in Table 1. The matrix indicates the evaluation questions the indicators, data collection methods data sources sampling strategy and comments on each question.



**Table 1.1: A Summary of the Review Methodology Matrix**

<b>Evaluation Question</b>	<b>Indicator(s)</b>	<b>Data Collection Method(s)</b>	<b>Data Source</b>	<b>Sampling strategy</b>	<b>Comments</b>
How well have the project initiation documents been implemented by the partners?	<ul style="list-style-type: none"> <li>• Strengths &amp; weaknesses of project implementation</li> <li>• Project design &amp; formulation phase</li> <li>• Funding</li> <li>• Project objectives realization</li> <li>• Roles of partners</li> </ul>	Interviews and observations Secondary review	Project staff Beneficiaries PID Review Progress reports Work plans	Simple random & purposive	Headquarters & filed stations
How well do the projects products or solution meet the targeted need(s)?	<ul style="list-style-type: none"> <li>• Gaps in the targeted need</li> <li>• Need v/s provision</li> <li>• Effect on beneficiaries</li> <li>• Operational level in relation to need</li> <li>• Coverage or scope</li> </ul>	Interviews and observations Secondary review	Beneficiaries Documents Project staff Stakeholders Progress reports Work plans	Simple random & purposive	Field stations
What is the way forward for the remaining project life & sustainability thereafter based on best practice?	<ul style="list-style-type: none"> <li>• Relevance</li> <li>• Efficiency</li> <li>• Effectiveness</li> <li>• Impact</li> <li>• sustainability</li> </ul>	Interviews and observations Secondary review	Beneficiaries Documents Project staff Stakeholders Progress reports Work plans	Simple random & purposive	Headquarters & filed stations

## 1.4 Structure of the Review Report

This report presents the findings of the review on the DBSC and PWBIK projects. The report firstly, covers a general description of the projects background and objectives, purpose of the review, review methodology matrix and structure of the review report (Chapter1), Implementation of Project Initiation Documents (Chapter2), Projects products or solutions and the targeted Needs (Chapter3 Benchmarking, Sustainability and Way Forward (Chapter 4) Conclusions and Recommendations (Chapter 5).

# 2

## Implementation of Project Initiation Documents

The project initiation documents (DBSC, 2007 updated and PWBIK 1KEN108103, 2007/11) were reviewed by the consultant. The findings of this review pertain to the operational DBSCs in the country and the PWBIK projects. They were derived from the data collection instruments, observation guides, focus group discussion, interview and document review. The scope of the review was initiation and objectives, Roles of partners, human resource adequacy, human resource competencies, Finance and other resources, Project timing, Operational levels and sustainability in light of the best practices and benchmarks.

### 2.1 Project Initiation Document Review

The project initiation documents (PWBIK & DBSC) were reviewed on all key issues that constituted the pillars for the projects implementation. The PIDs for the two projects were examined in light of the current situation and gaps were identified as presented in Tables 2.1 and 2.2

**Table 2.1: Promoting Women in Business and Investment in Kenya Project**

	<b>PID</b>	<b>ACTUAL</b>	<b>GAP</b>
Project Period	5 years	4 years at the time of the review	Time frame inadequate for the project objectives to be achieved.
Partners / Agencies	United Nations (UNDP, UNIDO, ILO, UNCTAD, UNIFEM, IFAD), Government of Kenya (Ministry of Finance, Office of the Deputy Prime Minister and Ministry of Trade) and Equity Bank.	UNDP, GOK, Equity, are the main actors on the project.	No records on the involvement of other stakeholders' and Private partners.
Target Group	Medium and Large Women owned Enterprises in Kenya	Only 13% of the targeted entrepreneurs had been trained against a target of 2000 over the project period.	The categories of those trained whether medium or large were not clear.
Project idea	Promotion of Medium and Large women enterprises, an	Evidence on Productivity, Market access,	Work plan for the implementation of the project idea and

	inherently missing middle category in Kenyan economy enabling them to improve their productivity, market access and competitiveness by exploring national, regional and global opportunities.	competitiveness, exploring national and regional opportunities lacking	Strategies for sustainability not clearly outlined.
<b>Project Business Case</b>	Low productivity and access to growth of women entrepreneurs as compared to their male counterparts.	Women entrepreneurs were still facing the following challenges: <ul style="list-style-type: none"> <li>• Lack of access to finance</li> <li>• Lack of awareness of financial sources</li> <li>• Lack of consistent capacity development</li> <li>• Lack of access to BDS</li> </ul>	The project has not successfully addressed the challenges facing women entrepreneurs as envisaged and notably entrepreneurial training was the most noticeable intervention realised so far.
Specific objectives	<ol style="list-style-type: none"> <li>1. To provide financial services to 2,000 small, medium and large scale women entrepreneurs (SMLEs) for investment in Kenya by 2011;</li> <li>2. To facilitate access and delivery of capacity development (technical and entrepreneurship enhancement) services to 2,000 women entrepreneurs (MLEs) in Kenya by 2011;</li> <li>3. To increase access to sustained business development services to 2,000 growth oriented women MLEs in Kenya by 2011;</li> <li>4. To enhance an investment culture among 1,000 women entrepreneurs to increase wealth by 2011;</li> <li>5. To improve the Governments' regulatory, policy and support environment for small, medium and large enterprises.</li> </ol>	<ol style="list-style-type: none"> <li>1. No evidence on this objective.</li> <li>2. Only 13% of the 2000 targeted women entrepreneurs had been trained.</li> <li>3. No evidence of follow up.</li> <li>4. No evidence provided.</li> <li>5. No evidence on specific government regulatory policy and support for the targeted entrepreneurs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of information on the partnership arrangement with equity.</li> <li>2. Lack of follow-up to establish the growth achieved so far and limited outreach. ICT usage is very low.</li> <li>3. Inadequate staff</li> <li>4. Lack of competence in the current staff to facilitate this objective.</li> <li>5. Not provided in the work plans on the specific issues which were to be addressed on the government regulatory framework.</li> </ol>

Challenges	<ul style="list-style-type: none"> <li>Majority of women do not register their businesses due to bureaucratic procedures</li> <li>Access to justice for business operations is inadequate and lacking in more rural areas.</li> <li>Issues of human resource management policies, including drawing up contracts, Gender-related challenges.</li> </ul>	There was no evidence on the extent to which the women entrepreneurs had managed to address the challenges identified. However, most of the women entrepreneurs had been enlightened on the challenges through training. gender related challenges have been mainstreamed at the implantation stage.	No set strategy for overcoming some of the identified challenges.
Performance of Kenyan women enterprises	<ul style="list-style-type: none"> <li>Low level of education of women entrepreneurs</li> <li>Women have lower savings and as such start business with smaller capital.</li> <li>Women spend less time in their enterprises compared to men so as to undertake domestic chores.</li> </ul>	The educational level of existing women entrepreneurs remains the same. However, new beneficiaries of this project are entering businesses with higher levels of education. No evidence on the saving status of women entrepreneurs. Trained women entrepreneurs had integrated the managerial and human resource functions in the operations of their enterprises.	The Inherent intellectual capacity and ability to assimilate knowledge could be affected by the educational level. The scope and coverage of the projects interventions is limited hence the majority have not yet accessed the interventions to-date.
Partnership arrangement	The partnership commits the UN and Equity Bank to providing a judicious mix of entrepreneurial, business development services, capacity enhancement, financial services and a regulatory and policy environment to women in business and investment in Kenya.	There was no evidence provided on the implementation of the intervention by Equity Bank.	Lack of an appropriate strategy to address the partnership commitment arrangement.
United Nations Fund for Women (UNIFEM)	1. Provide technical and financial support for entrepreneurship development training and linkages for the delivery of business development services.	The training has been organised and delivered to 13% of the targeted group in Nairobi, Muranga, Eldoret, Bungoma, Kakamega, Kisumu and Mombasa among other areas. No evidence was provided on the status in the provision of sustainable BDS services.	The coverage is inadequate given that the 87% may not be realised in the remaining project period. Inadequate human resources to provide BDS services. (Integration of DBSC and PWBK could address the human resource inadequacy, and networking with Universities.
	2. Provide a coordination	No evidence on providing a coordination	lack of defined mechanism to achieve

	mechanism and focal point for mobilising and managing the Capacity Development Fund including building synergies for effectiveness.	mechanism and focal point for mobilising and managing the Capacity Development Fund including building synergies for effectiveness.	the coordination.
	3. Constitute forum where all actors including government will come together to assess the bottlenecks that impede women enterprises from being productive and globally competitive.	No evidence of a forum constituted to monitor the project progress	Lack of an implementation strategy mechanism.
	4. Provide technical backstopping to the supported women enterprises specifically to monitor their progression in improving the productivity, competitiveness and market access.	No evidence in providing technical backstopping to the supported women enterprises	Lack of a mechanism to implement the strategy.
Equity Bank	1. Provide sustained and up scaled financial services to women SMLEs throughout Kenya.	No evidence on actions of Equity bank on fulfilling it undertaking in releasing 2 billion fund for the project and also constituting designated women desks in its branches.	Lack of implementation/evidence on the part of the collaborator.
	2. Provide sustained Business development Services tailor made to address the needs of each level of women business growth	No evidence provided on sustained Business development Services tailor made to address the needs of each level of women business growth. Fankisha has been set-up.	Lack of implementation/evidence on the part of the collaborator.
	3. Provide customized services to women entrepreneurs/clients, through its specially trained staff based on 'Motivator-Counselor' model for women entrepreneurship development.	No evidence provided on the provision of customized services to women entrepreneurs/clients. However 20 Equity staff were specially trained on 'Motivator-Counselor' model for women entrepreneurship development.	Lack of implementation/evidence on the part of the collaborator to train the remaining 80% of the targeted staff of equity bank.

	4. Support the establishment of a network of women enterprises under the auspices of 'Women's Business Club' as forum for women to exchange ideas and access information as well as a feedback mechanism from the women enterprises.	No evidence provided on the establishment of a network of women enterprises under the auspices of 'Women's Business Club.	Activity not implemented by the collaborating partner.
<b>Project Outcome</b>	1. 8% increase in growth and investments among targeted women enterprises from the current 7% per annum to 15%.	No evidence on the achievement of growth targets.	No mechanisms put in place to monitor and achieve the project outcome.
	2. 20% increase in labour productivity of the women enterprise employees.	No evidence on the achievement of growth targets.	No mechanisms put in place to monitor and achieve the project outcome.
	80 women enterprises accessing and competing in regional and global markets.	No evidence on the achievement of the targets.	No mechanisms put in place to monitor and achieve the project outcome.
	3. Women enterprises roll out 5 additional new products in response to emerging market opportunities.	No evidence on the achievement provided.	No mechanisms put in place to monitor and achieve the project outcome.
	4. Women enterprises record 30% of sales turnover from new market opportunities.	No evidence on the increase in sales targets.	No mechanisms put in place to monitor and achieve the project outcome.
<b>Project Outputs</b>	Up to 2,000 women enterprises are targeted in the 5 - year project period (2007 - 2011) with annual targets as below: - 1. Twenty (20) medium and large women enterprises facilitated to access and compete in the regional and global markets. 2. Two hundred and twenty (220) women owned enterprises facilitated to upgrade	1. No evidence provided on the entrepreneurs' involvement in global businesses.	1. The project lacks records/ monitoring on the attainment. Project is behind the time schedule in terms of the achievement of the objectives.
		2. No evidence provided on the number of women enterprises facilitated to upgrade from small to medium and large enterprises.	2. The project lacks records/ monitoring on the attainment. Project is behind the time schedule in terms of the achievement of the objectives

	from small to medium and large enterprises. 2 200 women enterprises facilitated to scale up their operations to national levels.	3. No evidence of the number of women enterprises facilitated to scale up their operations to national levels	4. The project lacks records/ monitoring on the attainment. Project is behind the time schedule in terms of the achievement of the objectives
Strategy	Providing financial services to women entrepreneurs for business and investment through dedicated women bank services and credit from Equity Bank.	No evidence on the implementation of the strategy.	Weak/lacking implementation of strategy by parties concerned.
	Facilitating access including effective delivery of capacity development services	No evidence on actions required to implement the strategy.	Weak/lacking implementation of strategy by parties.
	Increasing access to sustained business development services to women enterprises	No evidence on actions taken to implement the strategy.	Weak/lacking implementation of strategy.
	Enhancing an investment culture among women to increase wealth	No evidence on actions taken to implement the strategy.	Weak/lack of implementation strategy.
	Improving the Governments' regulatory, policy and support environment for medium and large enterprises	No evidence on actions taken to implement the strategy.	Weak/lack of implementation strategy.
Periodic reviews	Will bring together the project partners (including the donors to the Capacity Development fund),	No evidence on the periodic reviews.	Lack of a defined mechanism and responsibility.
<i>Project Controls</i>	The Project will be reviewed at significant management points by the Project Steering Committee.	No evidence on the Project review at significant management points by the Project Steering Committee.	Failure to address the risk log components in the project by the Project Steering Committee.

## District Business Solution Centres

The PID for the DBSC was examined to ascertain the provision in the PID, the actual implementation situation and the gaps that need to be addressed in order for the project to operate smoothly. The results of the evaluation are presented in Table 2.2.

Table 2.2: **District Business Solution Centres- PID analysis**

ITEM	PID ( Ideal situation)	Current situation	Gap
Time	5 years ( starting 2007)	4 years since 2007 yet implementation has taken different starting periods.	Time constrained not managed appropriately. Siaya and Bungoma Commissioned in February 2009
Implementation		Not as structured	<ul style="list-style-type: none"> <li>Partners role conflict</li> <li>Lack of focus on key objectives</li> <li>Issues of ownership</li> <li>Poor communication mechanisms</li> </ul>
Key stakeholders	UNIDO, UNDP, ILO, MOTI, European Commission, KIE , YES – EA	Most of the stakeholders have not been active in the implementation of the project. Implementing partner MOT	<ul style="list-style-type: none"> <li>Stakeholders with diverse views and expectations.</li> <li>Lack of commitment to the respective roles by stakeholders</li> <li>The role of the community not specified in the PID.</li> </ul>
Overall objective	Provide business development services to the 9 millennium districts selected for intervention	To- date seven have been established and are operational. In addition four early recovery DBSCs (Kisumu, Eldoret, Nakuru and Kitale) have been established and are operational.	<ul style="list-style-type: none"> <li>Slow pace in the implementation.</li> <li>DBSCs in two millennium development districts ( Turkana and Suba) have not been established and yet no substantial justification fo non implementation was provided.</li> </ul>
Specific objectives	3 To establish nine (9) District Business Solution Centres as one – stop – shops for effective and sustained delivery of a judicious mix of business development services to the youth taking up self-employment within the MSE sector and	The one stop shop has been established the services offered include: <ul style="list-style-type: none"> <li>Internet</li> <li>Photocopying</li> <li>ICT training</li> <li>Business support trainings</li> <li>The three DBSCs established in February 2009</li> </ul>	<ul style="list-style-type: none"> <li>The strategic plans have been developed but not domesticated to suit the targeted needs.</li> <li>The needs assessment was not done at the time of implementation to establish what has changed in the client’s business environments.</li> <li>Failure to manage the time constraint.</li> <li>Lack of provision of seed capital</li> <li>A lot of confusion at start-up stage on aspects of ownership</li> </ul>



	<p>other existing MSEs targeting establishment of three (3) DBSCs as pilots by the end of year 2007.</p> <p>4 To support DBSCs in developing, institutionalizing and delivering demand-driven services and products suitable for MSEs development at district and lower levels.</p>		<p>among some partners.</p> <ul style="list-style-type: none"> <li>Limited range of products/ objective coverage.</li> </ul>
<b>Project Outputs</b>	<p>Established nine (9) self sustainable DBSCs in selected areas with independent power generating facilities with appropriate productive activities for income and employment generation and providing business development services to the MSMEs at district and lower levels.</p>	<p>Most DBSCs established with independent power generating facilities with appropriate productive activities for income and employment generation and providing business development services to the MSMEs at district and lower levels. Little evidence on the ground on the degree of achievement of objectives.</p>	<p>Most centers have experienced several challenges. In Changara the CPC does not generate enough power to meet local needs, the envisaged use of the vegetable oil has not been implemented. The vegetable oil press is not functional even though the vegetable seed is available. The led lamps numbering a hundred are dysfunctional or not assembled. UNIDO dint transfer the technical skills for project maintenance. The UHURU CPC in Siaya does not have a functional generator. The Kisumu DBSC generator is not operationalised. In Muranga the generator set is not housed.</p>

<p><b>Project Controls</b></p>	<p>The Project will be reviewed at significant management points by the Project Executive Group. These management points include the following deliverable reviews and approvals:</p> <ol style="list-style-type: none"> <li>1. Project Implementation Document</li> <li>2. Annual Work Plan</li> </ol>	<ul style="list-style-type: none"> <li>• No evidence of the project Executive group continuous reviews.</li> <li>• The PID was developed, though the document was not provided in some of the DBSCs. In some cases several versions of PIDs are alleged to have caused confusion to staff at the DBSCs</li> <li>• The annual work plans were missing in some stations and in some cases they are copy and paste.</li> </ul>	<ul style="list-style-type: none"> <li>• There is lack of continuous reviews</li> <li>• Communication breakdown from the top</li> <li>• The project staff seems to lack commitment/passion towards the achievement of the project objectives.</li> <li>• Lack of analysis of work plans which could be due to lack of requisite skills, or resources to undertake that.</li> </ul>
<p>Monitoring and Evaluation Plan</p>	<p>UNDP, ILO, UNIDO, European Commission, MOTI and KIE will undertake continuous monitoring as part of the Monitoring and Evaluation system. The Management committee chaired by the Programmes Manager will hold programmatic review meetings on a quarterly basis, to assess progress and re-strategies appropriately</p>	<ul style="list-style-type: none"> <li>• No evidence of continuous monitoring undertaken at all levels of the project</li> <li>• In some case evaluation materials were available</li> <li>• Poor record keeping and documentation is a common feature in most of the DBSCs</li> <li>• Poor projects revenue accounting records</li> <li>• PID specific on who should do the evaluation.</li> <li>• Current review commissioned by the project management team.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of evaluation tools and mechanisms.</li> <li>• Poorly kept and unorganised documentation</li> <li>• Failure to develop an appropriate strategy in light of the risk log</li> </ul>

### **2.1.2 Stakeholders, Staff and Implementers Perception of Projects Initiation Documents**

Initiation of the projects was undertaken arising out of a consultative meeting arranged by UNDP following a decision to involve a number of partners including ILO and UNIDO in the implementation of the business development services (BDS) component of the YES – MSE Programme. The District Business Solution Centers (DBSCs) were hence identified as a framework for BDS delivery at district levels. This suggests that the DBSC framework was initiated to complement the interventions of the Yes –MSE programme. A good working relationship and collaboration is thus essential for the two initiatives.

The project initiation documents had been provided to most of the lower levels in the project design at the time of this review. In Kitale the DBSC management alluded that the PID had assisted in ensuring an efficient management and operationalisation of the project.

The steering committee members in Kitale DBSC had been dully appointed and had received the appointment letters detailing their Mandates. However, some of the local steering committee members, project managers and some technical committee members had not accessed the PID.

The Chairman of Bungoma DBSC for example accessed the PID two months before this review was undertaken; while the secretary had not seen it by the time the review was undertaken. It was argued by some of the respondents that flaws at the initiation stage in the project resulted in a lot of confusion in the assignment of roles and responsibilities in most DBSCs in the country and has therefore affected the implementation phase to date. It was further argued that the DBSC concept was not internalized by the implementers at the initiation phase thus resulting in the inability to sell the DBSC concept. While in Eldoret the project initiation is alleged to have been conducted properly in spite of the gaps in the financial allocation to the centre at start-up stage. Most of the respondents suggested that the project intervention strategies were appropriate and timely. However, an interesting, aspect on the initiation is that at the outset there was no focus on the ultimate project self sustainability.

The respondents in Siaya DBSC alleged that the project initiation was not conducted well given that the management had too many PIDS which to some degree resulted in confusion hence affected the project implementation phase. UNIDO and UNDP working structure on the Community Power Centre (CPC) was poorly implemented in spite of the fact that it was clearly defined in the PID. The CPC has so far succeeded owing to the support of the local community however, at the mention of the project as being owned by the government has resulted in a lot of resentment among the local community.

In Siaya DBSC the project launch was organized in two separate functions by two collaborating partners the (MOT and KIE) till the last moment. The initial facilitation of the project in Siaya launch was facilitated by the District Commissioner Siaya, District. It is alleged that the DBSC staff members in Siaya were never sensitized on the PID. This could have resulted in different perspectives of the project. In addition, the implementation of the BDS component in the PID was not defined in terms of delivery to the beneficiaries.

The project structure in the PID for the DBSCs has not been implemented as proposed in real terms hence; the project implementation has faced serious challenges. To date the project implementation in Siaya DBSC is still considered to be poor. In order to provide for continuity, the working relationship at the Siaya DBSC is undertaken on a gentleman's agreement. Equally, there was no provision in the PID as to who should handle the bills for project in Siaya. This has therefore resulted in accumulated water bills for the project.

In Siaya initially the Local Steering Committee had 30 professionals, but to date the majority have resigned from the project team. Some of the key reasons that may be attributed to the resignation were firstly, failure to pay them the allowances and secondly, the state of confusion in the project implementation stage. It has also been argued by respondents at the Siaya DBSC that the National Steering Committee has not worked in harmony with the DBSC during the entire implementation phase.

In Kisumu the project initiation had flaws owing to the top down management approach, rendering the Local steering committee members unable to fully be involved. It has been alleged that all decisions concerning

the project are made by the UNDP through the coordinator. The local steering committee has been rendered to the level of receiving the reports without their involvement in the works undertaken. The coordinator has thus taken up the duties with little regard to the other stakeholders.

The project initiation process in Kisumu DBSC was thus not conducted well this has thus resulted in problems facing the project to date. The initiation stage seems to have ignored the needs assessment criteria before initiation. Communication on the project issues has not been coordinated systematically resulting in the UNDP single handedly undertaking training programmes.

There has also been lack of consultation with regard to procurement of equipment and tools for the project. The computers of the project have not been commissioned equally; internet connection has not been effected. There was no sensitization on the PID as alleged by the local steering committee respondents in Bungoma DBSC. However, all work plans provided for sensitization yet, it was never undertaken in spite of the demand by the local steering committee members. During the launch of the project in Bungoma DBSC the concepts were not explained clearly with respect to the roles of the various stakeholders in the project.

#### Alternative projects

The participant agreed that the projects could still achieve their objective by taking a different approach which included operating independently, involving other stakeholders in the community or involving already running projects like YEDF, employing more staff who are qualified in project management issues and who have the ability to work with people at the community levels or turning the project into a limited company by guarantee (Table A8).

#### **Formation of Local Structures**

It is alleged that the formation of the local steering committee in Bungoma was not based on the people's entrepreneurial orientation but on the basis of representation of communities. This could thus have resulted in lack of focus to the project objectives. The human resources appointed to the various committees in Bungoma DBSC (technical and local steering committees) had

not performed their functions as stipulated owing to lack of meetings or absence from the operations of the DBSC meetings. It was further alleged that the systems used in the appointment of the DBSC managers and the role of the DBSC consultant does not seem to have been well defined in the PID or either the appointment was undertaken poorly resulting in conflict and infighting in most centre's such as Bungoma.

Most of the committee members had not been issued with appointment letters. The involvement of many partners in the projects was ideal however lack of proper coordination seems to have affected the implementation of the projects due divergent interests and lack of follow-up on the respective roles of partners and collaborators in the project.

The poor coordination and communication in setting up the structures of the projects could have resulted in loss of valuable time for the project implementation. Information flow in the project has not been consistent resulting in perceptions of the people not being consistent with project ideals at all levels. Capacity development of key stakeholders to undertake project management courses, resource mobilization among others has not been undertaken to date. Under the PWBK the initial training of 22 counselors of equity bank was undertaken and to date no further training has been undertaken. Yet, 200 were earmarked for training under the project.

The responsibilities of the various stakeholders in Kisumu had not been clearly defined resulting in the technical team undertaking to execute the project solely, yet this was not the initial goal of the project. This scenario could have been compounded by the failure to officially appoint the local steering committee membership to the DBSC. There has also been conflict in the supervision of the project.

The legal entity statuses of the projects were not defined in the PID. This has thus resulted in a lot of problems and limitations on the functionality of the project. Had the legal entity status been defined in the PID the project operation could have been much better. The project promotion of women in business and investment is alleged not to have been initiated properly. Logistic issues have constituted a major problem for the project since initiation. Initially, the UNDP managed the implementation of the project; later the Ministry of Trade joined in the management but has so far made

little contribution to the project. ILO was to provide training while equity bank was to provide office space and finance as stipulated in the PID.

In Muranga it is stated that the project initiation was not conducted well if at all it was undertaken, else it has not been done. If proper initiation was undertaken the project could have achieved tremendous success to-date. The slow non interested actions or no implementation at all has resulted in disillusionment in the DBSC (Muranga). Committee members therefore feel cheated and hence believe that either there is a problem with the people running the project or there is no interest in the project.

It was alluded that local people in Muranga strongly believed that something was seriously wrong with the National Steering Committee commitment. It was argued that the team in Nairobi seems to have a negative attitude towards the project and has not shown interest in working with the local people. It was also alleged that the UNDP made several promises but thereafter it has been disaster given that they never fulfilled them. As such local people have been disappointed with the slow implementation of the project in Muranga. Workshops have not been conducted to sensitize the local stakeholders on the project.

It has also been argued that the Muranga DBSC should be launched officially to create greater awareness of the project to the local communities. Equipment supplied to the Muranga DBSC seems to have been overpriced owing to the long procurement process of the UNDP. The poor initiation process in Muranga DBSC has impacted negatively on the efficient and effective operation of the DBSC.

The induction training in Kisumu DBSC was inadequate at the initiation stage. The failure to define which partners should pay the bills had resulted for example in power disconnection in Kisumu DBSC. The contract of the UNDP coordinator is alleged to have expired yet he still runs the project at the DCs office. The UNDP through the coordinator is alleged to make project decisions without the involvement of the project team. In Kisumu the only activity which was operating (currently not running due to lack of electricity) was the photocopier.

The intervention strategies of the project are appropriate but there is lack of capacity for implementation in terms of human resource competencies. The definition of the mandate of the local steering committee of the project in Kisumu DBSC is not yet clear.

### **An Assessment of the Projects Implementation**

The results with respect to the project implementation obtained from the three categories of respondents as presented in Table A1. The results show that the implementation pace of the project was slow as compared to the anticipated one in the PID. The majority (62.5%) beneficiaries considered the implementation to have been good. On the other hand the majority (76.9%) of the project staff and the technical team considered the pace to have been fair. The stakeholders (42.9%) with knowledge on the project assessed implementation pace as fair. This finding support the results of the focused group discussion on the project and given that limited implementation had been achieved on a number of objectives yet; the PID had a clear time frame within which the project outputs were to be realised. On overall the project implementation falls between good and fair.

The results on strengths at implementation are presented in Table A5. The results show that poverty reduction, quality of training, good infrastructure, technology and facilities were the main strengths of the projects. This implies with a proper mind set and competency the projects could succeed.

The results on the main weaknesses at project implementation are presented in Table A6. The results show that the main weaknesses at implementation were; Low funding, lack of transport facility, inadequate staff and Lack of publicity.

### **The Implementation Rationale**

The justification of the rating for the implementation pace is presented in Table A2. The project beneficiaries felt that the low outreach (27.1%) as the main factor to the implementation pace of the project being rated as good. While the project staff (23.1%) identified delay in funding as the main factor. Persons with knowledge of the project identified weak implementation, low outreach and delay in funding as the factors that had



slowed the implementation pace of the project. The aspect of good facilities featured in all the three categories of respondents with respect to their choice of the rationale. The implication of this finding rest with the human factor on ensuring that the project implementation was achieved as planned. This thus brings us to the focus of human resource adequacy, passion and competencies with respect to the projects implementation.

## **2.2 Projects Objectives**

The two projects had separate objectives as set out in their PID. This is highlighted below:

### **2.2.1 Objectives of the DBSC**

The projects objectives were clearly outlined in the PID. The overall objective of the DBSC project was; The overall development objective of the project is to provide business development services to the 9 millennium districts selected for intervention.

The specific objectives of the project were: -

- 1 To establish nine (9) District Business Solution Centre's as one – stop – shop for effective and sustained delivery of a judicious mix of business development services to the youth taking up self-employment within the MSE sector and other existing MSEs targeting establishment of three (3) DBSCs as pilots by the end of year 2007.
- 2 To support DBSCs in developing, institutionalising and delivering demand - driven services and products suitable for MSE development at district and lower levels.

The views of most of the respondents suggest that the projects objectives were timely and appropriate for the targeted need. However, they have not been implemented in accordance with the PID. Owing to the implementation of the objectives in Kitale DBSC it is suggested that many people have redefined their abilities and hence started entrepreneurial ventures.

The DBSC staff in Kitale has developed business profiles and collected data on youth groups in the district. In Kisumu DBSC it is alleged that the project objectives were not made in consultation with the local communities and stakeholders. The targeted beneficiaries were not in camps (IDPs) hence the required strategy should have been different, such as quick and practical

solutions to fast track early recovery. There was no evidence to support the needs assessment. In Muranga it was asserted that the major problem could have been the poor support provided by the national team.

### 2.1.2 PWBIK Objectives

The project objectives of the PWBIK seem to have been over ambitious and were too many, given the time frame and in adequate project human resource base. The objectives of the PWBIK are presented in Table 2.3.

**Table 2.3: PWBIK Project Objectives**

<b>Objective</b>	<b>Target</b>	<b>Actual</b>
Finance	2000 women	unknown
Capacity development	2000	253(13%)
Sustained BDS	2000	unknown
Business investment	1000	Unknown
Improvement of the business environment		Unknown

## 2.3 Roles of Partners

The roles of the project partners were clearly outlined in the PID.

### 2.3.1 The roles of partners in DBSC

The partners for the DBSC were UNDP, ILO and UNIDO and MOT. They were to establish three pilot BDSCs. A broader participation arrangement was to be worked out for establishing and institutionalising the other six (6) DBSCs in the year 2008. Co-ordination of implementation was to be done by UNDP under guidance of the joint ILO, UNDP, UNIDO, MOTI project technical committee drawn from the respective organisations Kenya offices.

In delivering the project, UNDP was to work closely with the management committees of the targeted institutions for implementation. The relevant collaborating parties have actively been involved during the implementation of the activities. Members of the steering committee comprise of the Ministry

of Trade and Industry, the Ministry of Youth Affairs, the Kenya Industrial Estates, UNIDO, UNDP, ILO and relevant development partners.

The role of partners in Bungoma DBSC is described as one which Lacks Committeement as reflected in the conduct of the current and previous managers of the project. In Kitale DBSC the partners have fulfilled their respective roles in spite of the fact that in some cases extreme delay in procurement has seriously affected the operationalisation of the project. The Ministry of Trade has provided the premises while the UNDP provided the equipment for the DBSC in Kitale. The Kenya industrial estate (KIE) has provided the technical skills on the technical committee. The partners have not yet launched the DBSC project officially which to some degree has affected the acceptance of the project in Kitale.

In Eldoret DBSC the KIE a collaborating partner has not shown any interest in the project while the UNDP and MOT have played their respective roles. The Siaya DBSC has witnessed a lot of problems due to the structure and role definitions of staff. The MOT was to provide skills & technical support which it has done well. The UNDP was to provide finance the equipment, tools and office furniture which has been done while KIE was to provide premises and skills which has been done. The Siaya DBSC has witnessed a number of challenges such as communication, who is to pay bills and the loose definition of duties hence causing confusion among the partners. The local steering committee in Muranga has the capacity attract local partners to support the project so long as the legal entity status is addressed.

A summary of the role the partners are presented in Table 2.4.

**Table 2.4: Roles of Partners**

<b>DBSC</b>	<b>MOT</b>	<b>UNDP</b>	<b>KIE</b>
Siaya	Provision of skills and technical support	<ul style="list-style-type: none"> <li>Equipment, furniture and tools</li> <li>Has not provided the USD 1000 for operations as promised</li> </ul>	<ul style="list-style-type: none"> <li>Staff – participating fully in the project implementation</li> <li>Provided premises which are equally used as KIE offices</li> </ul>
Kisumu	<ul style="list-style-type: none"> <li>Provision of premises-yes</li> <li>Skills –yes</li> <li>Generator installation not</li> </ul>	<ul style="list-style-type: none"> <li>Equipment, furniture and tools internet not connected and computers have not been made operational</li> </ul>	Staff – however, could be defined as dormant and uninterested

	done owing to lack of a transformer	<ul style="list-style-type: none"> <li>• Has not provided the USD 1000 for operations as promised</li> <li>• The coordinator has created an antagonistic kind of relationship with the other stakeholders and runs the show alone thus affecting implementation phase</li> </ul>	
<b>Muranga</b>	<ul style="list-style-type: none"> <li>• Provision of premises</li> <li>• Skills –yes but inadequate</li> </ul> Generator house not done	<ul style="list-style-type: none"> <li>• Equipment, furniture and tools internet connected in December 2011</li> <li>• Has not provided the USD 1000 for operations as promised</li> </ul> Delay in approval of work plans thus affecting implementation	Staff – however could be defined an uninterested partner owing to giving no support

### 2.3.2 The Roles of Partners in PWBK

The partners in promoting women in business and investment project partners were UN and Equity bank. Specifically, the UN (ILO, UNIDO, UNCTAD and UNIFEM) was to undertake the following:

5. Provide technical and financial support for entrepreneurship development training and linkages for the delivery of business development services. So far, the first batch of 20 executives (staff) of Equity Bank has been trained by UNDP in order to provide first-class financial services to their women clients.
6. Provide a coordination mechanism and focal point for mobilizing and managing the Capacity Development Fund including building synergies for effectiveness.
7. Constitute fora where all actors including government will come together to assess the bottlenecks that impede women enterprises from being productive and globally competitive; drawing interventions to address the bottlenecks; and monitoring progress.
8. Provide technical backstopping to the supported women enterprises specifically to monitor their progression in improving the productivity, competitiveness and market access.

Thus Equity Bank was to undertake the following:

5. Provide sustained and up scaled financial services to women SMLEs throughout Kenya.
6. Provide sustained Business development Services tailor made to address the needs of each level of women business growth.
7. Provide customized services to women entrepreneurs/clients, through its specially trained staff based on '*Motivator-Counsellor*' model for women entrepreneurship development.
8. Support the establishment of a network of women enterprises under the auspices of 'Women's Business Club' as forum for women to exchange ideas and access information as well as a feedback mechanism from the women enterprises.

Promoting women in business and investment project partners have played their respective roles. The UNDP has provided equipment, tools and some funds to support the project. Ministry of Trade has provided the technical support. Equity bank has not played the role of providing funds and financial advice satisfactorily as alleged by the participants from Eldoret who had not receive any financial assistance. The evidence on the degree to which the objectives have been realized could not also be obtained.

#### **2.4 Human Resource Adequacy**

For the objectives of the two projects to be realized, human resource adequacy was a key factor which ought to have been factored in right from the conceptualization of the project. Though there was an attempt to outline the same in the PID of the two projects, the reality from the field reveals lack of focus on the same.

Human Resources are inadequate in Bungoma DBSC. At the Changara community power center for example there is need to employ a technical person to manage the projects. The Kitale DBSC has employed the office assistant and the office administrator whom they pay out of the project revenues while the project manager is seconded by the Ministry of Trade. The local steering committee members in Kitale feel that the project could have performed better in case it had a full time manager posted by the

partners. The partners should post staff to work on the DBSC on fulltime basis. It was also suggested that all staff eligible to work for the DBSC should be interviewed. Equally, the local steering committee members in Kitale DBSC alleged that had the PID had been implemented fully at the outset; the DBSC could by now be in a position to employ a full time manager.

The LSC alluded that they had adequate strategies to raise funds for the project. It was further argued that some of the technical staff members had not been attending DBSC meetings. This has thus reduced the capacity of the team to transact the business of the DBSC. It was suggested in Kitale that the EDAs set up consultancies to provide market driven services at the end of their training and certification.

## **2.5 Human Resource Competencies**

The success of the two projects is pegged on the ability of the project staff to operationalise the projects objectives to suit the needs of the targeted groups. The review revealed some shortcomings which ought to have been addressed at the early stages of the implementation.

The Bungoma DBSC lacks skilled human resources to handle the technical aspects of the project. The local steering committee and the technical staff have not been trained after the initial training by UNIDO on the Changara CPC. Lack of passion among the project staff was another major challenge for the project in Bungoma. The rejection of work plans could be an indicator of the competency level of the staff on the ground. In Kitale DBSC the local steering committee feels that if they had a chance to attend the national steering committees on invitation properly their issues could have been handled faster. It was also asserted in Kitale that there is need to bring all stakeholders in one forum such as a summit or conference as a promotional strategy. The team in Kitale also proposed some capacity development programmes which included; leadership and governance, resource mobilization, foundations of project management, entrepreneurial competencies, networking and partnership.

The team in Kitale suggested that all the staff on the project and local steering committee members should sign performance contracts to facilitate

the measurement of their performance. They however, stated that funding must be provided on time for the project to succeed. In Eldoret DBSC the capacity of the local steering committee should be enhanced through training on entrepreneurship. In Siaya DBSC no training has been provided to staff to sustain the demands of the project. The staff requires new skills in areas such as creativity and innovation. There has been lack of continuous training to sustain the project in meeting the targeted needs. There seems to be a problem on the certification of EDA trainees this has resulted in demoralization. In Kisumu DBSC no training has been provided to the project staff to sustain the demands of the project. There is need new skills in areas such as creativity and innovation. In Muranga DBSC the centre has qualified staff however; there is need for continuous up-scaling of the skills in new relevant areas such as innovation and creativity. The project has not endeavored to develop the capacity of the local steering committee members which is vital in managing the project efficiently to sustainability.

**PWBIK:** The current human resources have capacity in some areas but not all hence requires continuous capacity development in the areas covered by the project objectives both technical, BDS provision and investment among others.

## **2.6 Finance and Other Resources**

The projects highlighted in their PIDs access to financial resources as one of the key factor influencing the success of entrepreneurs especially in the developing countries. The DBSC in Bungoma for instance lacked the seed capital this resulted in a very difficult start-up process. It was suggested by the management team that financial support for two quarters could assist the project to take off it was further argued that the information resources available at the DBSC could generate adequate revenue.

The management team in Kitale DBSC asserted that the PID failed to define who was to provide the operational funds for the project at the start-up stage. Financial support for the project has not been forthcoming from the partners. This has rendered the project non functional in areas requiring inputs that should be purchased. Equally, seed capital for the projects was not provided even after the UNDP promised of USD1000 during the Nyeri meeting. The DBSC in Kitale does not have a car for transportation of the

staff on duty. The revenue generation capacities of the DBSC projects are low and may not sustain the projects at the moment.

The project resources in terms of internet connectivity have not so far been connected in Kitale since the project initiation. Yet, this is an integral part in the provision of BDS services. The CDF in Kitale has promised to provide 20 additional computers for the DBSC project. Financial resources in Kitale DBSC have only been available for training programmes. There is also the possibility of the county in Trans Nzoia identifying and allocating land to the DBSC for development. It was also suggested in Kitale that the DBSC could certify all business development programmes in the county as a way of raising revenue. The DBSC in Kitale requires a vehicle Nissan caravan, office cabinets, additional computers printers and photocopy. Former DBSC manager has not handed over since leaving office.

Eldoret DBSC has had inadequate provision of funds and in most cases the little finance that has been provided has been delayed. It was argued by the local steering committee that may be seems the project didn't have a start-up plan. In Siaya there the DBSC and CPC do not have adequate funds for operations. Volunteers engaged in Siaya DBSC are paid from the funds generated by the project. The Generator supplied to the CPC in Siaya is non functional to-date. In Kisumu DBSC there is inadequate provision of funds and also delay in that provision.

The Kisumu DBSC centre requires a transformer estimated at Kshs 700,000.00 to operationalise the generator set. In Muranga the financial provision has been inadequate in most cases. The centre requires a generator house and a vehicle for field operations. The PWBK project is funded by UNDP however requires more funds in order to meet the project objectives. The entrepreneurs trained in Eldoret for instance were not fully informed on how they could access the funds provided by Equity Bank to expand their business.

The improvement of income during the year 2011 came as a result of incorporation of the Changara CPC into DBSC and the conducting of BSED training at Bungoma DBSC. A summary of the financial position is presented in Table 2.5.



**Table 2.5: Project Finance Report Bungoma DBSC**

<b>Year</b>	<b>Income (Kshs.)</b>	<b>Expenses (Kshs.)</b>
2009	69,992	65,850
2010	30,407	30,300
2011	317,974	259,292
<b>TOTAL</b>	<b>418,373</b>	<b>355,442</b>

## 2.7 Project Funding

The budgeted sum and the expenditure for the PWBK are presented in Table 2.6. An amount totaling to 680,913.9 (USD) was allocated to the PWBK project from 2008-2009, out of which 745209.00 was spend on the project. This shows that the excess expenditure in the period was 9.44% over the budgeted sum by December 2011.

Table 2.6: PWBK financial budget and expenditure schedule

	2008		2009		2010		2011	
	Bud.	Expend.	Bud.	Expend.	Bud.	Expend.	Bud.	Expend.
Mgt.	6159.16	6159.16	122237	135722.65	42435.29	32658.45	121039	117899.25
Improve Client Services & Products	6530.79	6530.79	123197.88	102570.57	112564.76	119461.61	230179.99	213892.31
Learning &Evaluation	12872.96	12568.38	304.58	0	0	0	0	0
<b>Sub Total</b>	<b>25562.91</b>	<b>25258.33</b>	<b>245131.19</b>	<b>238233.22</b>	<b>153000</b>	<b>151520</b>	<b>257219.79</b>	<b>330197.4</b>

The sum presented in Table 2.7 shows the budgeted sum and the total expenditure for the DBSC project including the provision for 2012.

Table 2.7: Budgeted Sum, Total expenditure and allocation for 2012

<b>Year</b>	<b>Total Exp (USD)</b>
2008	346502.78
2009	289139.06
2010	220000.00
2011	134000.00
2012 Budget allocation	175000.00
<b>Total</b>	<b>1164641.84</b>

## **2.8 Project Timing**

Project timing in Bungoma DBSC was appropriate and consistent with the client needs. However, communication at the start-up stage was not handled well. In Eldoret some benefits have so far been realized even though the project timing was a bit late. Up to the time of the review, the project in Eldoret had been in operation for two years. In Kitale DBSC the project timing and client needs were appropriate. In Siaya DBSC the project timing was okay but there is a mismatch between the client expectations and the reality on the ground. If sensitization had been undertaken this scenario could be different.

Projects networking with some partners and the stakeholders have not been successful such as the devolved funds schemes. In Kisumu the project timing was appropriate to the needs of the targeted needs. However, consultation/ stakeholders analysis on the client needs in Kisumu was not undertaken hence the intervention strategies in many respects lacked a match with the client needs.

The PWBK project timing was appropriate to the targeted needs. The Muranga DBSC project timing was late however, if properly managed within a period of one year could have a major impact on the targeted needs. The management suggested that the project requires a further 4 years through proper initiation and implementation then could be sustainable.

## **2.9 Projects Operational levels**

The operational levels of the two projects are a function of the set objectives, the project staff, the commitment of the partners as well as continuous monitoring and assessment. The review has indentified inadequate staff, delays in implementations, lack of passion from the project staff, lack of commitment from the stakeholders, poor communication as the impediments to the success of the two projects. In Bungoma DBSC the in Changara CPC is not fully functional due to the weak solar system and secondly, the generator set has not started operating on vegetable oil. The operational levels of the Changara CPC are low owing to irregular generation of power, lack of capacity development especially the local steering committee, lack of a technical staff to manage the project.

The led lambs supplied (about 100) are not functional yet owing to supply defects. The projects operational levels are estimated at approximately 50%. Equally there was no publicity undertaken at the project launch. Most of the work plans have not been implemented and the seed capital has not been provided. And low level of competencies among the staff.

The Kitale DBSC Operations have been limited owing to lack of adequate financial resources and transport. The DBSC requires more space and computers. Operation level is estimated at 80%. In Eldoret DBSC operations have been limited owing to lack of adequate financial resources. The projects faced weak Promotional strategies at the initiation stage. The DBSC requires more space and more computers. The training facility has been utilized fully and to date the operation level is estimated at 70%. Lack of key services in Eldoret DBSC such as a cyber for browsing has made it difficult to provide services. It was suggested that the operational level in Eldoret DBSC could be improved in case a DBSC shop was established.

In Siaya DBSC the operational levels are estimated at 60% owing to the low level of funding and lack of adequate and competent human resources. There is need for additional human resources for the project. The members Siaya DBSC suggested that the local graduates could be utilized to enhance the human resource capacity. The project should rent additional rooms near the town centre to improve on capacity utilization given the distant location of KIE. In Kisumu DBSC the operational levels are low owing to the low level of funding and lack of adequate and competent human resources.

There is need for additional human resources for project implementation in Kisumu. The DBSC in Siaya requires a vehicle for effective operation. In Muranga DBSC the operational levels are estimated at 60-70% owing to the low level of funding and lack of adequate and competent human resources. Networking in Siaya should be enhanced to attract additional human resources to support the project. The PWBK project, financial resources were inadequate in the first year however, at the moment the resources are at optimum. It is argued that Government procurement targets from the SMEs have not been realized to date hence could result in reduced growth.

The beneficiaries of the PWBK project lack the internet culture this could deprive them off the opportunity to network as well as to benefit from the mentoring program. There was no evidence on the status of the investment culture of the beneficiaries under the PWBK. The information on beneficiaries' access to financial resources was not available. Equity bank has also not established information desks designed for entrepreneurs in its branches country wide as provided for in the PID.

### **Operational levels**

The findings on the project operational levels are presented in Table A3. The results show that on overall the project operation was at 51.5%. The majority (56.2%) of the project beneficiaries rated the operational level to be good. The majority (53.8%) of the project staff rated the project operational levels to be fair. While most (42.9%) of the persons with knowledge on the project rated the operational levels to be fair and good respectively. The implication of these findings is that the projects have not optimized the use of resources. Even though, the coverage of the projects objectives is limited, hence brings into question the aspects of project efficiency and effectiveness. . The reviewer considers the operation level to be much lower than the perception provided given the time limit of the project and the several objectives which had not been implemented at all.

### **Justification of the Operational Level**

The results on the respondents Justification of the Operational Levels are presented in Table A4. The beneficiaries' rationale is based on lack of publicity, and resources while the staff is lack of publicity and too much government involvement. The persons with knowledge on the project consider lack of established networks to be the main factor. The results imply that the provisions in the PID have not been realised. It also suggests lack of resources, capacity and competence to implement the project.

### **2.10 Project Design**

The results on the project design by the beneficiaries, project staff and the persons with knowledge on the projects are presented in Table A7 and A16. The results in Table A7 show that the most (33%) of the beneficiaries desired a design that optimized on coverage.

The majority (71.4) project staff and persons with knowledge on the projects respectively suggested that the projects should operate independently. The results in Table A16 suggest alternative approaches in the focus on what the projects should do such as provide demand driven training, provide financial support, provide BDS and Improve internet service provision. These finding imply there is need to firstly, get focused on the objective provided in the PID and secondly, the projects to be operated as independent entities and this could be achieved by embracing the results presented in the benchmarking (Table 4.1) of this report.

# 3

## **Impact of Projects Products on Targeted Needs**

The Kenya Vision 2030, economic pillar addresses key issues that are relevant to poverty reduction in Kenya. For example the tourism sector would deservedly contribute to the reduction of poverty levels through a number of measures identified in the Kenya vision 2030. This could ideally constitute the fertile ground for intervention in realizing the objectives for the two projects.

Vision 2030 in agricultural sector strives empower the citizenry economically and reduce poverty by transforming agriculture into an innovative, commercially-oriented, thoroughly modern sector. The vision of the manufacturing sector gears towards reduction of poverty among the households through the development of 'robust, diversified and competitive manufacturing' nation while advancing the state owned corporations and also the private ones. The vision for the wholesale and retail sectors is to 'move towards a formal sector that is efficient, multi-tiered, diversified in product range, and innovative'. This would create an entrepreneurial culture among the people and therefore improve their business and economic heights.

The goal for the financial sector is to develop into a more efficient and competitive financial system that will drive savings and investments for sustainable, broad-based economic growth. There is need to increase access to financial services and products especially by the poor, low-income households and micro- and small-scale enterprises, to strengthen the stability of the financial system and to create an enabling environment for different players in the financial system. Though business process outsourcing and off shoring sector is small and new in Kenya it is said to be contributing only 0.01 per cent of GDP and engaging about 1,000 employees. The vision of the BPO sector is to be the "top offshoring destination in Africa".

The sector is also expected to become the sector of choice for employment among the youth and young professionals hence reducing the rates of unemployment and poverty. The goal of the BPO sector is to create at least 7,500 direct BPO jobs.

### **3.1 Project Products and Targeted Needs**

The project products and targeted needs are analysed on the basis of strong and weak points of the intervention delivery.

#### **3.1.1 Strong points**

Favourable and accessible locations, Strong technical team, Support by the government and the Donor agencies, Good equipment and tools, Donor support, Trained EDA should enhance the consultancy capacity, Goodwill and support by the local community, Training had an impact while other services had no impact at all, A number of people trained under the EDA programme have managed to secure jobs, High networking abilities of the teams, Goodwill of the local communities, Products /needs are high, Local professional participation on the project.

#### **3.1.2 Weak points**

Project lacks adequate technical and other staff, Unsteady power supply – Changara, Lack of on premises in Changara, Supplied led lamps (100) have not been assembled to date, Missing link with large enterprises, Research component lacking, Technology transfer component lacking, Project launching has been poor or not at all in almost all stations, Some project staff lacks commitment and passion, Financial facilities and resources are inadequate/lacking, Weak human resource capacity- competence, Low level capacity development of committees, No training evaluation and follow-up of beneficiaries, Low capacity development of the projects staff, Project definition too board in relation to resource base and management capacity, Delay in implementation of the work plans, Lack of a legal entity status.

### **3.1.3 Respondents views on the project strengths and weaknesses**

The findings on the strengths of the projects by the respondents identified various elements which according to them can be used to ensure project staff. These included training, technology and facility, networking, strong management team, strong PID, good infrastructure, competent HR and strong partners. Given that the entrepreneurs' do require continuous training on the ever changing business environment, the project could capitalize on the training since it already have the capacity in terms of the personnel and facilities. The project should also make use of the modern computers they have to widen their market outreach. Strength of the project is the profiles of the partners which could be used positively in marketing the project product. The PID document could also add value to the project if it was strictly implemented by all the stakeholders.

The weaknesses of the project identified by the beneficiaries, staff and the technical team included low funding (27.1% of the beneficiaries, 61.5% of the staff and 28.6% of the technical team). The achievement of the objective required timely funding of the project identified in the work plans. However the delays on funding of the projects shows that either the work plans were not considered in the annual planning or the priorities were not considered. Poor communication was also identified as another weakness to the project. There is poor communication among the project stakeholders and from the top to the various operational centres. Other challenges identifies included unreliable internet connection, lack of clear organizational structure, little project impacts, lack of teaching aids, lack of follow-ups, inadequate technological applications inadequate staff lack of client attention, lack of transport facilities, lack of publicity among others. These weaknesses ought to have been addressed long enough if the project goals were to be realised within the time schedule stipulated in the PID.



## **3.2 Opportunities and threats to the Project**

### 3.2.1 Opportunities

The projects could enhance the resource local resources utilization such as underutilized Potential for hosting entrepreneurs websites, Potential of delivery of BDS services on the Website, Potential for enhancing the use of it in business, Entrepreneurs ability to identify opportunity is very low, high demand for project products, On line courses, Demographic structure of the youth, Online library, Incubators should be integrated on the project as a key component.

### 3.2.2 Threats

There are private sector service providers who are meeting the entrepreneurs' needs more efficiently at a fee. The local communities may lose interest in the projects owing to the slow pace of implementation KPLC power scheme for- Changara Diminishing financial resources for the project.

## **3.3 Operational Level in Relation to Need**

The Operational Levels in Relation to Need were examined before and after the projects interventions, Rationale for intervention Needs versus provision of services. The results presented in table A17 shows a highly significant difference in the intervention before and after the intervention. The results on the effects of the projects on the beneficiaries (Table A13) indicate that the effect was medium. This implies that more is required to be done. The rationale of the effect on the beneficiaries (Table A14) the beneficiary respondents (35.4%) indicate lack of commitment by the implementing agencies, equally the persons with knowledge of the projects ( 42.9%) cite agencies lacking commitment to the projects, while the majority (69.2%) of the staff also cite lack of commitment from implementing agencies. These results question the commitment of the implementing agencies. Either the design should be changed altogether or radical changes such as independently operated projects.

### 3.3.1 Gaps before the intervention

The results on the gaps before the intervention are presented in Table A8. The respondents comprised on the beneficiaries, staff and persons with knowledge of the projects. The results show that the majority (76.1) of the respondent's performance was low. While the project staff ( 69.2%) felt the gaps were medium and the persons with knowledge ( 85%) also felt that the performance was low. This suggests that the interventions were timely. The project staff noted that the gaps were medium especially for PWBK project since some of the targeted entrepreneurs were already running their own enterprises thus already had basic entrepreneurial skills.

### 3.3.2 Gaps after the intervention

The results on the gaps after intervention are presented in Table A9. The results show that the majority (65.2%) of the beneficiary respondents rated the gap to be medium. The majority (84.6%) of the staff rated the gaps to be medium. While the majority (85.7%) of persons with Knowledge rated the gaps to be medium. This implies that the project interventions had an impact on the targeted needs.

### 3.3.3 Rationale for intervention

The results on the rationale for the assessment of the projects intervention before and after are presented in Table A10. The majority (85.4%) of the beneficiaries indicated that the interventions were positive. The staff majority (69.2%) show that the intervention was positive while the majority (57.1%) persons with knowledge of the project also indicated that the interventions were beneficial. The results support the assertion of the need for the intervention by the project designers.

### 3.3.4 Needs versus provision of services

The results on the adequacy of the intervention in relation to the need are presented in Table A 11. The majority (60.4%) of the beneficiaries considered the interventions to be adequate. The majority (69.2%) technical team considered the interventions to be inadequate. The majority (71.4%) of persons with knowledge of the projects considered the interventions to be inadequate. The results have differing implications for example from the

beneficiaries firstly, they have benefited from in training provided and secondly, they have no proper understanding of what the projects are all about so they cannot see at the end of the tunnel. The projects staff is aware of the project objectives as provided in the PID yet they lack the requisite seed capital and could be key competences.

The results on the rationale of needs v/s provision of services are presented in Table A12. The results show that the most (47.9%) of the beneficiaries indicated that intervention was inadequate, while the majority (92.3%) of the staff indicated the need for staff capacity development. The majority (83.3%) of persons with knowledge indicated that the intervention was in adequate. The results imply that key challenges must be addressed in order for the project intervention to have significant meaning to the beneficiaries.

The findings on the project Operational levels as perceived by respondents in relation to need are presented in Table 3.1.

**Table 3.1: DBSC and PWBIK by Operational level in relation to need**

DBSC/PWBIK	Respondents	Estimated Operational level
Bungoma	•	Low- lack transport
Kitale	•	Low- lack transport
Eldoret	70%	-Logistics have been issues in Uasin Gishu County
Siaya	•	Low -MOT has transport however, lack adequate operating resources
Kisumu	•	Low- transport issues
Muranga	•	70%
PWBIK	•	Low
Garissa	•	Low
Meru south	•	50%
Nakuru	•	Not operational owing to the theft of computers

### 3.4 Coverage or scope

The DBSC/PWBIK projects coverage is presented in Table 3.2.

**Table 3.2: DBSC/PWBIK by coverage**

<b>DBSC/PWBIK</b>	<b>COVERAGE</b>
Bungoma	Bungoma county but is limited to Bungoma central
Kitale	Kitale -Tran Nzoia County
Eldoret	Uasin Gishu County
Siaya	Siaya county
Kisumu	Kisumu County
Muranga	Muranga County
Meru South	Meru South
Nakuru town	Nakuru County
Garissa	Garissa County
PWBIK	The entire country, but to date the main activity undertaken has been entrepreneurial competence development

### 3.5 Effect on the Beneficiaries

The majority (68.8% of the beneficiaries, 84.6% of staff and 57.1% of the technical team) of the respondents rated the benefits of the projects as medium. The findings suggest that more efforts have to be put in place in order to realise the projects objectives (Table A14).

The effect of the project on the beneficiaries are presented on the basis of the DBSCs and PWBIK; Contribution to employment generation, on poverty levels, wealth creation, investment levels, entrepreneurial competencies development, access to financial resources, participation in global trade and graduation in the enterprise continuum.

### 3.6 Rationale for the Effects of the Projects on Beneficiaries

The findings show that the rationale for the effects on beneficiaries includes lack of support from all the stakeholders and agencies lack commitment.

The success of the two projects thus requires the full support of all the stake holders in order to consolidate the efforts required in achieving the targets.

### 3.6.1 Contribution to employment generation

**Bungoma-** The projects have created employment opportunities for the beneficiaries. It has also impacted on sunflower farming in Bungoma district. The women groups have enhanced their skills and capacity building. The poor have been able to access loans through networking mechanisms.

The entrepreneurs have been able to gain entrepreneurial competencies. The project has had a positive effect on the crime rate in Changara. Kitale- There is no information on the beneficiaries' employment creation capacity as a result of the project. Owing to the nature of the intervention in terms of early recovery a number of entrepreneurs have started successful enterprises in Kachibora trading centre. There is also increased cohesion among the local communities. Eldoret -Cannot be quantified however 100 disabled people have been trained. In Uasin Gishu County the cohesion has increased among the people. Siaya- Most of the EDA and BSED graduates have been employed by Equity bank. There is no information on the beneficiaries' employment creation capacity as a result of the project. Kisumu- Unknown. Muranga -The trained have ventured into self-employment and have succeeded in poultry projects. The chairman of the LSC has assisted many youth to get into self employment owing to his professional orientation. The PWBK project has created employment for others but cannot be quantified.

### 3.6.2 Poverty levels

The effects of the project outputs in Bungoma and Kitale DBSCs on poverty levels showed some impact as evidenced by the change in the entrepreneurial orientation of the beneficiaries and the new enterprise start-ups. In Eldoret DBSC the impact is negligible/ unknown. In Siaya DBSC it has substantially changed the beneficiaries in a positively way. In Kisumu DBSC it has had an impact owing to the grants given to the beneficiaries. While in Muranga poverty levels are still too high.

### 3.6.3 Beneficiaries Wealth Creation

The projects have had minimal effect on wealth creation in Siaya DBSC owing to lack of focus and the negative poor attitude of the beneficiaries. In Eldoret it is stated that there was some effect while in other location (Bungoma, Kitale, Kisumu, Muranga, and PWBIK) there was minimal evidence to support the achievement of this activity.

### 3.6.4 Investment levels of the Beneficiaries

The effects on the Investment levels of the Beneficiaries were minimal owing to lack of supportive evidence on the contribution of the DBSC and PWBIK projects. In Siaya local investment projects had been set up, while in Muranga the beneficiaries had engaged in poultry projects and brick making funded by the Ministry of Housing.

### 3.6.5 Entrepreneurial competencies of the Beneficiaries

The effects on the Entrepreneurial competencies of the Beneficiaries in Bungoma had been achieved through two entrepreneurial training programmes that had been conducted since project initiation. In Kitale DBSC Entrepreneurial competencies had been provided to over 800 beneficiaries. In Eldoret DBSC entrepreneurial competencies have been provided to over 800 beneficiaries including 100 disabled. In Muranga DBSC the youth orientation towards entrepreneurship has changed substantially. In Siaya and Kisumu it was alleged that entrepreneurial competencies had been delivered to many youth's women and MSEs in the counties however; there was no evidence to support this aspect. Under the PWBIK project entrepreneurial skills had been provided to entrepreneurs in Muranga, Mombasa, Nakuru, Eldoret, Kericho, Bungoma, Kisumu and Nairobi.

### 3.6.6 Beneficiaries Access to financial resources

Evidence on the beneficiaries' access to financial resources in most of the DBSCs (Bungoma, Kitale and Kisumu) was lacking. In Eldoret the beneficiaries had accessed funds from the National youth development fund while in Siaya seed capital was raised mainly from friends, relatives and table banking. In Muranga DBSC equity bank and the Joint Loan Board scheme had facilitated the financial requirements of entrepreneurs.

The PWBIK beneficiaries had obtained some funds from Equity bank however, lacked evidence on the number of beneficiaries. Participants trained in Eldoret were not linked to Equity bank to access loans as outline in the PID.

### 3.6.7 Beneficiaries participation in global trade

Evidence on the beneficiaries' participation in global trade in most of the DBSCs was not available. In Siaya minimal efforts had been made especially on regional basis. In Kisumu and under the PWBIK entrepreneurs were participating however no evidence on the numbers was provided. In Bungoma, Kitale, Eldoret and Muranga there was no evidence of participation. Entrepreneurs in Eldoret alleged that attention is paid to the beneficiaries in Nairobi only. Respondents in Eldoret cited delays in communication concerning business forums as one of the key challenges.

### 3.6.8 Graduation of the beneficiaries in the enterprise continuum

The DBSC and PWBIK effects on enterprise graduation in the enterprise continuum were noticed in Siaya and Eldoret while in Muranga it was alluded that it had been noticeable. PWBIK beneficiaries had improved remarkably however, there was no evidence to support the level and the numbers that had graduated under the two projects. There was no evidence in Bungoma, Kisumu and Kitale to support the effect of the projects on the beneficiary enterprise graduation.

# 4

## Benchmarking, Sustainability and Way Forward

In order to determine the sustainability of the two projects, the consultant undertook a comparative study of the Kenyan case with that of Uganda which to greater extent is considered to have succeeded in the achievement of its set objectives. The comparison also helped in drawing the way forward for the DBSCs and PWBK projects.

### 4.1 Benchmarking and best Practices

Projects benchmarking was undertaken in comparison with the Ugandan case as presented in Table 4.1. The analysis focused mainly on the respective PIDS and the assessment of projects performance by project managers. Lessons learnt from Benchmarking are presented in Table 4.2.

**Table 4.1: Benchmarking DBSCs, the Kenyan and Ugandan case on PIDs and Gaps for the Kenyan situation**

Sno.	Kenya	Uganda	Gaps for Kenyan situation
Objectives	<ul style="list-style-type: none"> <li>To establish nine (9) District Business Solution Centres as one – stop – shops for effective and sustained delivery of a judicious mix of business development services to the youth taking up self-employment within the MSE sector and other existing MSEs targeting establishment of three (3) DBSCs as pilots by the end of year 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a sustainable one stop shop information centre.</li> <li>Narrow the digital divide.</li> <li>Revitalize the old pilot teleconferencing based on DBIC Model.</li> <li>Facilitates access to information locally, nationally and internationally.</li> <li>Provide supply and demand domain information services.</li> <li>Provide better quality of</li> </ul>	<ul style="list-style-type: none"> <li>The DBSCs objectives are too broad thus making it different to operationalise them to fit the client needs.</li> <li>The objectives are static and do not give room to the changes in the client environment as well as the business environment.</li> </ul>



	<ul style="list-style-type: none"> <li>To support DBSCs in developing, institutionalising and delivering demand - driven services and products suitable for MSEs development at district and lower levels</li> </ul>	<p>government services.</p> <ul style="list-style-type: none"> <li>Facilitate local government management information services.</li> <li>Enhance SMEs competitiveness globally.</li> <li>Develop ICT and entrepreneurship skills.</li> <li>Create direct and indirect employment</li> </ul>	
Key Outputs	Established nine (9) self sustainable DBSCs in selected areas with independent power generating facilities with appropriate productive activities for income and employment generation and providing business development services to the MSMEs at district and lower levels.	<ul style="list-style-type: none"> <li>Establishment of DBIC in 30 districts.</li> <li>Integration of District web- portal with District information centre.</li> <li>Strengthening ICT infrastructure and networking with local government and MoICT.</li> <li>Establishment and promotion of Municipal ICT forum.</li> <li>Proliferation of ICT usage at district level.</li> <li>Creation of linkages to the community information systems being set up at sub county level</li> </ul>	The key outputs for the DBSC were not clear while PWBIC were very good
Key Outcomes	<ul style="list-style-type: none"> <li>Entrepreneurship and indigenous enterprises development' in Kenya</li> </ul>	<ul style="list-style-type: none"> <li>Promoting Socio economic Development</li> <li>Poverty reduction programs</li> </ul>	The project has positive anticipated outcome which are ideal but the actions towards the realization has been inefficient.
Initiation	The initiation was done in a hurry thus there are some project staff who are not aware of the same	<p>There was proper explanation of the project objectives to the project staff.</p> <ul style="list-style-type: none"> <li>he document was made available in time.</li> </ul>	Needed more sensitization and training.

Project objectives	The objectives are static and do not reflect the dynamic business environment. too broad to be achievable	Are SMART since they were reached after consultation with the client in terms of their needs.	Should be operationalised to fit the specific objectives of the clients
Roles of partners	There is lack of commitments among the partners e.g. failure to honor their promises	Clearly indicated and there are structures to support the same since the project is company owned be the people.	For accountability and commitment the project should operate under one umbrella as a legal entity
HR adequacy	There are no specific staff for the project, that is, the available ones were seconded from their line ministries.	Adequate personnel's who are empowered with resources to accomplish their assigned tasks e.g. one Busia DBIC having eight motorcycles	Staff should be recruited solely for the project and optimally utilized
HR competency	They lack specific project objective competencies, there were not competitively recruited.	Are recruited through a competitive process thus they competencies are determined by the specific roles they are required to play.	Staff should be interviewed so as to determine their passion and ability to work with the poor/community.
Financial resource	Funded by the UNDP. There has been a delay on the release of funds.	The project is autonomous thus the funds are raised either by the project undertakings or by the several member firms or through donations.	The project managers should mobilize the resourced needed
Project timing	Appropriate to the prevailing economic situation	Appropriate to the targeted needs	The implementation should also include time constrain
Client needs	The client needs was not clearly defined since the project was based on secondary source of data e.g. Millennium report	It is community based project	The project should be people centered e.g. the services should be taken to the people
Operational level	30-40%	Over 80%	Re-engineer the project implementation process
Strengths	UNDP and Government support Equipments are available Availability of office spaces High number of interested clients	Community based Legalized Committed staff Good design Continuous improvement in all areas Good background (stems from UNDP which is a world recognized body	Integrate community initiatives

Weaknesses	No legal status Shortages of resources e.g. seed capital Delays in implementation Lack of follow ups	Resource constrains but coping with the challenges within the financial resources	The weaknesses could have been identified and dealt with at an early stage through effective monitoring and evaluation. Risk log was not considered
Coverage scope	The scope of the programme is to effectively contribute to Goal No. 5 of the Private Sector Development Strategy of GOK (2006/10) of 'entrepreneurship and indigenous enterprises development' in Kenya.	The project is undertaken in regional terms and Covers a total of 30 district	Concentrate on the current ones and ensure that they are fully operational before expansion
Market oriented products	One stop shop for ICT solution	Consultancy services Training	Define to fit the client immediate needs Do needs analysis
Product range	Focuses more on training while internet provision has not been used to the fullest	Demand driven services Supply driven services	Expand and follow-ups on the graduates of the project to determine the usefulness of the acquired skills in improving their welfare.
Increase in revenue	There no records on the money collected from various projects undertaken e.g. training, internet services etc	The revenue collected has increased e.g. they have acquired motorbikes and they are constructing their own premises. This is clearly shown on the annual reports	Work plans that can be implemented within the resources available and good record keeping coupled with resource mobilization in Kenya
Optimization in use	The project is centralized thus hinders peoples communication	The project is consumer centered thus strives to reach out as many as practical	Requires very active and innovative personnel in order to realize Passion for the project required in the Kenyan situation
Networking opportunities	The project has not made use of the networking	Owned by several partners with different skills and capabilities	Should be reengineered in the Kenya situation

**Table 4.2: Lessons learnt from Benchmarking**

	<b>Uganda</b>	<b>Kenya</b>	<b>Lessons Learnt</b>
Initiation	There was proper explanation of the project objectives to the project staff. The document was made available in time.	The initiation was done in a hurry thus there are some project staff that are not aware of the same.	Needed more sensitization and training.
Project objectives	Projects are SMART since they were reached after consultation with the client in terms of their needs.	The objectives are stagnant and lack flexibility as a result of changes of the consumer demands.	Should be operationalised to fit the specific objectives of the clients
Roles of partners	Clearly indicated and there are structures to support the same since the project is company owned by the people.	There is lack of commitments among the partners such as failure to honor their promises	For accountability and commitment the project should operate under one umbrella as a legal entity
HR adequacy	Adequate personnel's who are empowered with resources to accomplish their assigned tasks e.g. Busia DBIC having eight motorcycles	There is no specific staff for the project, that is, the available ones were seconded from their line ministries.	the staff should be recruited solely for the project
HR competency	Are recruited through a competitive process thus their competencies are determined by the specific roles they are required to play.	They lack specific project objective competencies, there were not competitively recruited.	The staff should be interviewed so as to determine their passion and ability to work with the poor/community.
Financial resources	The project is autonomous thus the funds are raised either by the project undertakings or by the several member firms or through donations.	Funded by the UNDP. There has been a delay on the release of funds.	The project managers should mobilize the resources needed
Project timing	Was appropriate	Was appropriate	The implementation should also include time constrain factor.
Client needs	It is community based project	The client needs was not clearly defined since the project was based on secondary source of data e.g. Millennium report	The project should be people centered e.g. the services should be taken to the people
Operational level	Over 80%	Around 30-50%	Re-evaluation of the project implementation process

Strengths	Community based has a legal status Committed staff Good design Continuous improvement in all areas Good background (stems from UNDP which is a world recognized body)	UNDP and Government support Equipment are available Availability of office space High number of interested clients	The project to expand on its focus
Weaknesses	Resource constraints	No legal status Shortages of resources such as seed capital Delays in implementation Lack of follow up	The weaknesses could have been identified and dealt with at an early stage through effective monitoring and evaluation.
Coverage scope	The project is undertaken in regional terms and Covers a total of 30 districts	The scope of the programme is to effectively contribute to Goal No. 5 of the Private Sector Development Strategy of GOK (2006/10) of 'entrepreneurship and indigenous enterprises development' in Kenya.	Should concentrate on a few Districts till the project succeeds before launching others.
Market oriented products	Consultancy services Training	One stop shop for ICT solution	Defined to fit the client immediate needs
Product range	Demand driven services Supply driven services	Focuses more on training while internet provision has not been used to the fullest	Expand and follow-ups on the graduates of the projects to determine the usefulness of the acquired skills in improving their welfare.
Increase in revenue	The revenue collected has increased. They have acquired motorbikes and they are constructing their own premises. This is clearly shown on the annual reports	There are no records on the money collected from various projects undertaken such as training, internet services.	Good work plans and good record keeping coupled with resource mobilization are needed.
Optimization in use	The project is consumer centered thus strives to reach out as many as practical	The project is centralized thus hinders peoples communication	Requires very active and innovative personnel in order to realize
Networking opportunities	Owned by several partners with different skills and capabilities	The project has not made use of the networking	The networking opportunities should be reengineered

## **4.2 Sustainability**

### **4.2.1 Technical Sustainability**

The technical sustainability of the projects measured on, time, human resource competence, technology, quality of information, adequacy of financial services, relevance, adequacy of service, change in supported enterprises, employment creation and wealth creation are presented in Table A15. The results show that there is need for adequate financial resources for the project to be sustainable, followed by employment creation and change in supported services.

### **4.2.2 Market Oriented Products/Services**

The projects should provide market oriented products/ services. For example the DBSC in Changara area of Bungoma district should venture into agro-processing. Given that this will directly support the economy of the local people through value addition. Market oriented products/services could equally enhance the graduation potential the beneficiaries such as internet based products/services, online library, Online newsletters and publication of manuals for projects, Food processing and candle making in Matunda, and a show room, Business process outsourcing and development of entrepreneurship schools/clubs for and by entrepreneurs to enhance talent development among the youth, women and MSEs. The focus on market oriented products should be on value addition aspects.

### **4.2.3 Product Range**

The product range should be enhanced in-order to address the key needs of the beneficiaries. For example integrate the incubation concept in the DBSC project such as starting BDS online services, Incubation and mentoring programme; Provision of start-up capital through a revolving fund; Food processing; Market identification and connection; Use billboards and website hosting for entrepreneurs.

#### **4.2.4 Increase in Revenue**

- Resource mobilization through fundraising activities and other methods.
- Provide complete range of products to satisfy the various needs of the clients.
- Set up Sacco's/table banking for the beneficiaries.
- Seek for grants from other development agencies e.g. CDF, County government etc
- Change the legal status of the DBSC to enable it take available commercial tenders in ICT/Trainings/Team building from other organizations at a fee.
- Establish sub-branches in attractive locations to enhance ease accessibility.

#### **4.2.5. Increase in Usage**

- Promote the outputs of the projects and the potential outcomes to the beneficiaries through the internet media.
- Use the internet capability of the DBSC and PWBK to entrench Business process outsourcing (BPO) as one of the key products. This will assist in enhancing the growth in the BPO contribution to the GDP from 0.01% .The aspect will be realized owing to the high capability of the internet and the stable power availability at the centers.
- The centers should encourage talent search, identification and development.

#### **4.2.6 Increase in Resources**

- Power generated should be increased for example in Changara through additional investment in power.
- Provide appropriate means of transport in each centre for example motor cycles or vehicles to ease the movement of project staff.
- Purchase the required office equipment in all the DBSCs centers, however focus should be in areas of higher needs like Bungoma, Eldoret, Kitale and Muranga
- Provide premises for the projects.

- Increase the financial resources to enhance the provision of seed capital for the projects' graduates and the trained entrepreneurs.
- Develop the capacity of the local departmental heads and stakeholders
- Seek for support from the local communities and institutions

#### **4.2.7 Optimization in Use**

- Employ competent human resources with the right passion needed to perform specific project tasks.
- Develop a range of programmes that could assist in maximizing use of current resources.
- Set up focal points in various stations to enhance access to services (incubators).
- Ensure proper implementation and management of the project
- Hire additional resources as required by the project tasks.
- Integrate creativity and innovation as key objectives in the operation of the centers given that this will support entrepreneurial orientation

#### **4.2.8 Networking Opportunities**

- Creation of a website to host enterprises to enhance networking among the entrepreneurs.
- Network with middle level colleges, universities and polytechnics through exchange programmes.
- Could network with BAACH project
- Setting up an online news letter for the beneficiaries to access information concerning the entrepreneurial ventures.
- Network with financial institutions, county governments, social services, labour and special programmes, SACCOS and NGOs and Local professionals for technical support

### **4.3 Way Forward**

- Provide seed capital to the DBSC and PWBIK projects.
- Undertake capacity development for staff and the local steering committee members.
- Identify and recruit staff with the requisite passion and entrepreneurial motivation. Appoint full time managers / staff to the



projects answerable to the Local steering committees/ National steering committees as appropriate.

- Reduce the gap between planning and implementation of work plans.
- The project should be run independently and collaborators should only contribute their support. Define the legal status of the projects.
- Perception of the beneficiaries varies with project goals hence there is need to take time to explain issues clearly and sensitization of all committee members to be undertaken.
- Appointment process of members should be undertaken competitively and properly.
- Clearly define the roles of the partners and the collaborators.
- Identify and invest in major skills required by the local steering committees.
- YEDF and JLB should provide start-up funds for entrepreneurs.
- Undertake proper initiation and launching of all projects.
- Visit successful projects in other countries to benchmark with them.
- Appointment of an external consultant to undertake continuous monitoring and evaluation and capacity development on periodic base.
- DBSC and PWBK Projects could work together in the provision of BDS services to the beneficiaries.
- Develop strong monitoring and evaluation instruments to be implemented continuously at all levels of the projects by the project management team.

# 5

## Conclusions and Recommendations

### 5.1 Conclusions

Conclusions are based on the evaluation questions for the review which are; How well have the project initiation documents been implemented by the partners?, How well do the projects products or solution meet the targeted need(s)?, and What is the way forward for the remaining project life & sustainability thereafter based on best practice?.

#### 5.1.1 Project implementation

The project initiation documents were not implementation documents properly as provided for in the PID. Some of the deficiencies identified are presented in Table 5.1.

**Table 5.1:** The project implementation documents

Aspect	Project	Conclusion
Initiation	DBSC	Client need assessment was not done, project staff was not properly inducted and project sensitisation was either not proper or adequate.
	PWBIK	Stakeholders' sensitization on the project was not comprehensive and some of the project partners/collaborators do not seem to cultivate the requisite commitment.
Project objectives	DBSC	Client needs assessment was not undertaken however, the PID development was based on was based on secondary source of data. Equally the identified needs were not operationalised resulting in poor tracking of the project objectives.
	PWBIK	Project time frame was not put in consideration with respect to the project objective realization and project implementation lacks flexibility to fit in the changing business environment.
Roles of partner's - Commitment	DBSC	The project implementation experienced communication breakdown at the start which resulted in Inability to team work and Lack of commitment however, there was a lot of

		improvement at the time of this review. Evaluation standards at the implementation stage both for the objectives and the partners was lacking.
	PWBIK	Some partners lacked commitment to the project as reflected in their Inability to honor promises or perform roles and in some case slow pace in taking action.
Human resource adequacy	DBSC	The project staff are few however, some of the lack the requisite commitment and passion to work with the poor and to drive the project to success.
	PWBIK	Project staff are few however; they are highly committed to the success of the project.
Human resource competence	DBSC	Lack some specific project objective skills hence require skill upgrading.
	PWBIK	Lack some specific project objective skills hence require skill upgrading.
Financial resources	DBSC	inadequate financial resources in the form of seed capital and sometimes delay in the disbursements of the funds
	PWBIK	Not given as anticipated in the PID
Project timing and client needs	DBSC	The timing was ok but lacked client need assessments
	PWBIK	The time was appropriate though the implementation pace is slow

### 5.1.2 Projects products and the targeted needs

The review results showed that most of the projects in the work plans had not met their target levels. Thus the operational level was estimated to be below the anticipated output indicated in the PID. The specific areas dealt with during the review included are presented in Table 5.2.

**Table 5.2: Operational Levels by DBSC and PWBIK Projects**

Major Weaknesses	DBSC	Operational levels have been affected by ,Lack of to seed capital, undefined Legal status, Delays in implementation ,Inadequate staff, Lack of follow-up and Inadequate resources
	PWBIK	Operational levels have been affected by lack of seed capital and inadequacy of staff.
Operational level	DBSC	Estimated at by the management staff at 60-70 % by the management and the technical teams. The

		consultant estimates it at 30-40%
	PWBIK	Estimated at approximated at 40% due to: Poor skill transfer by some of the beneficiaries, lack of ICT skills among participants, socio-cultural influences ,HR inadequacy, weak/low staff competencies for implementation of some objectives.
Coverage or scope	DBSC	Limited since quite a number of the projects are yet to start up or are in the take-off stage
	PWBIK	Training has covered most parts of Kenya
Effect on the beneficiaries	DBSC	Employment creation for the beneficiaries and access to BDS services
	PWBIK	Employment creation for the beneficiaries and access to BDS services

### 5.1.3 Projects Sustainability

There are a number of strategies that could be adopted to ensure projects services meet the targeted client needs as presented in Table 5.3.

Table 5.3: Projects Sustainability and way forward

ITEM	Project	Conclusions
Market oriented products/services	DBSC	Market oriented products however some lack market/client needs assessment for example in Kisumu.
	PWBIK	Expend to accommodate the ever changing clients needs
Product range	DBSC	Product range limited to entrepreneurial skills training, photocopying, computer services and consultancy services SMEs
	PWBIK	Product range has been narrowed down to training hence not implementing other objectives not stated in the PID.
Increase in revenue	DBSC	Increase in revenue is possible but with proper record keeping, Proper marketing of the project outputs and Increased staff passion for the project.
	PWBIK	Marketing of the project outputs was not undertaken appropriately. The implementing staff strength is low. The project outreach and objective coverage should be enhanced.

Increase in usage	DBSC	Efforts are being made but still below average
	<i>PWBIK</i>	Efforts are being made but still below average
Increase in resources	DBSC	Resource mobilization competencies are lacking in the management committees and technical staff.
	<i>PWBIK</i>	Resource mobilization competencies lacking in the management committees and technical staff.
Optimization in use	DBSC	Most resources underutilized or non operational
	<i>PWBIK</i>	Resource use is good
Networking opportunities	DBSC	Networking opportunities not adequately utilized, locally available networks with other relevant stakeholders like local authority, universities should be undertaken.
	<i>PWBIK</i>	Networking opportunities have not been implemented

## 5.2 Recommendations

### 5.2.1 Implementation of initiation documents

Recommendations on the implementation of the initiation documents are arranged in the orders of their preference as presented below:

1. Define the role of partners and collaborators at all levels and attract more organisation to the projects to provide resources both financial- Efforts should be undertaken to improve the financial position of the DBSC and PWBIK projects such as the CDF could provide financial support to the project.
2. Enhance channels of communication for all staff on the projects and non financial.
3. To overcome the human resource deficiencies consider; Hiring volunteers from local universities and the EDAs, hire consultants, and competitive hiring/posting of managers to the centre's the project trainers should be contracted once they complete the training.
4. Develop the competencies of the all people working on DBSC & PWBIK projects Capacity development is required in the following areas; Fundamentals of project management, networking skills, negotiation skills, motivational skills, leadership and community development and resource mobilization.

5. Define the legal status of the projects and prepare for sustainability of the projects under community based management approach such as a limited company under guarantee.

### **5.2.2 Projects products and targeted needs**

1. Operationalise the DBSCs and PWBIK projects as scheduled and ensure that all service stated are provided and available
2. Increase projects coverage and scope in the provision of projects outputs to meet the targeted needs.
3. Integrate PWBIK and DBSC in the provision of BDS services to the targeted clients.
4. Use the DBSC as the main provider of clients for the PWBIK project on graduation basis.

### **5.2.3 Sustainability**

1. Undertake continuous needs assessment for respective targeted clients in all locations and project areas by integrating the project objectives and the community needs.
2. Provide market driven products based on defined needs of the targeted clients
3. Enhance networks with all actual and potential stakeholders get more stakeholders on board and among the beneficiaries.
4. Provide a defined legal status for the projects and integrate ownership aspects in the projects with the community aspirations
5. Develop a guiding principle for the projects which take appropriate action whenever the risk log challenges are identified to have an impact to the project. Also ensure that efficiency, effectiveness innovation and creativity are nurtured at all levels of project operation.

### 5.2.4 Exit Strategies

Based on the midterm review the following are the suggested preliminary exit strategy that could be adopted at the end of the project cycle, however, it is important to note that a final review may give the best possible options:

1. The ownership of the projects should be expanded to specifically include the county government.
2. Seed capital should be provided to run the projects as sustainable entities.
3. Tailor made products/services that meet the targeted needs should be developed consistent with the needs assessments for specific locations.

Based on the above approaches the following are the options that could be adopted during the exit phase from the project:

#### **Option One**

Form a company limited by guarantee where the several stakeholders including the local community will be involved:

##### *Advantages of a company limited by guarantee*

- Greater acceptance by the stakeholders
- Greater support from the locals
- Peoples ownership of the project
- Success rate will be extremely high due to client needs assessment.
- The financial constraints will be addressed.
- Use of the local available resources

##### *Disadvantages of company limited by guarantee*

- Community participation may be limited to some degree
- Difficulty in resource allocations or distributions
- Require intensive initiation to explain clearly the roles of the government and community

#### **Option Two**

Domesticate the projects in the Ministry of Trade as a line programme.

##### *Advantages of domestications*

- Availability of technical staffs
- There are already established structures

- Enhanced close supervision
- Ease in monitoring and evaluation

*Disadvantages of domestications*

- Lack of local ownership
- Inadequate staffs
- Difficulties in operationalisation of the project objectives
- Lack of commitments from the line staffs

**Option Three**

The project could be run as a CBO's. The government to officiate the process by providing the technical and institutional framework needed then handover the project to the relevant communities.

*Advantages of CBO's*

- Increased community participation/involvement
- High rate of acceptance
- Increased base for resource mobilization
- Utilization of local resources

*Disadvantages of CBO's*

- Resource inadequacy
- Lack of technical skills
- Mismanagement of the projects
- Lack of government and donor agency support
- May lack national outlook

**Option Four**

Retain it under the ministry and commission a franchise of the respective community power centers and entrepreneurial ventures.

The ministry should retain PDS and ICT components.

*Advantages of Franchise*

- Public private sector project model
- Greater acceptance/ ownership
- High rates of specialization
- Easy monitoring by ministry
- Enhancement of objectives
- Room for other stakeholders to join

*Disadvantages of franchise*

- Conflict of interest
- Ownership challenges



- Limited capacity of the franchisee
- Limited range of products
- Profit centered biasness

### **Option Five**

The project could be operated on a cooperative society model and the Ministry of Trade will provide technical support.

#### *Advantages of cooperative*

- Clear membership structure
- Enactment under the cooperative Act
- Share contribution
- Clear ownership

#### *Disadvantages of cooperative*

- MOT may face difficulty in supervising the projects
- Lack of relevant skills by the cooperative management
- The project objectives might change
- Greater conflict of interest may arise

### **5.2.5 Primary Targeted Needs For the Project**

#### 1. BDS

Entrepreneurial training

Counseling

Consultancy

#### 2. ICT skills

Access to resources and Equipments

Finance/ tools

Premises

#### 3. Legal and regulatory framework

#### **Flexibility**

- Could be achieved through continuous need assessments
- PWBIK could be integrated with the DBSC
- Development of the project staff capacity

## Appendix 1

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## Appendix 2

### Impressions of visits to DBSCs in, Bungoma, Kitale, Siaya, Muranga, Kisumu

District business solution centre at the KIE shades in Bungoma town, along Mumias road



DBSC LOGO IN BUNGOMA



DBSC OFFICES IN BUNGOMA TOWN



Building housing Changara community power centre under Bungoma DBSC



Changara arc welding machine,  
Incubator and soap making equipment  
(Bungoma DBSC)



Sunflower processor (Bungoma DBSC-  
Changara)



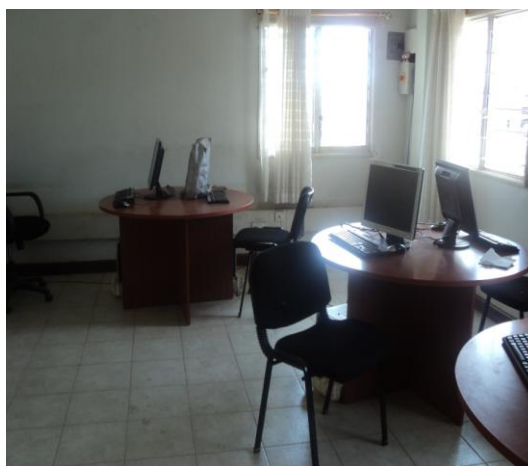
Mobile phone charging project at  
Changara (Bungoma DBSC)



Changara CPC Solar charging Panels  
(Bungoma DBSC)



Training in session at Bungoma DBSC



Computer room (Bungoma DBSC)



Training in session at Bungoma DBSC



Training in session at Bungoma DBSC



Computer room (DBSC Kitale)  
16<sup>th</sup> December 2011



The (DBSC Kitale) Secretary hands over a cheque to a beneficiary at Gachibora in Cherengy, witnessed by the project manager



Location of the DBSC Kitale in the provincial administration BLDG, on third floor



A beneficiary signing the grant agreement at Gachibora Kitale





An entrepreneur's business premise in Gachibora- Kitale DBSC



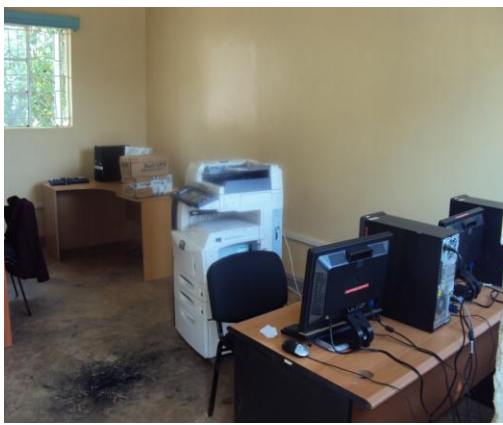
Steering committee members in the company of the consultant at Gachibora – Kitale (16-12-2011)



An entrepreneur's business premise in Gachibora- Kitale DBSC



An entrepreneur's business premise in Gachibora- Kitale DBSC



Muranga DBSC Computer and photocopy room



From left, Joel, Kamande, charity, Waweru and Dr. Nassiuma- Muranga DBSC Boardroom



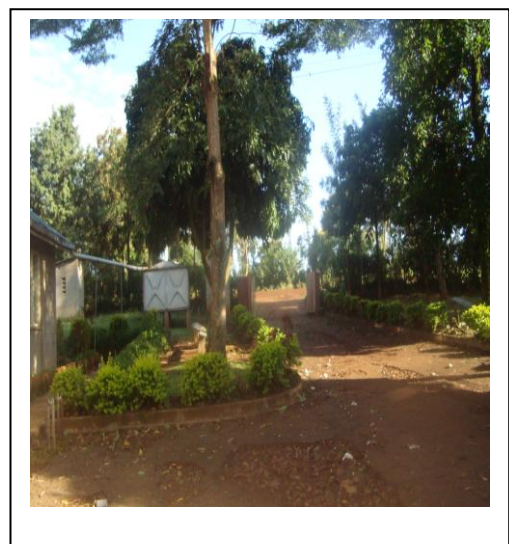
The DBSC Muranga community cyber



Provision of business development services to a client in action at Muranga DBSC



Siaya DBSC



Location of Siaya DBSC



The location of the Siaya DBSC



**Uganda-Busia DBIC ICT training Lab.**



**Busia-Uganda DBIC**

### Appendix 3

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	<b>KISUMU</b>				
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2	Asikoe		0721511835	PDT KSM	Technical Committee
3	Nandi Miriam Akinyi		0728878102		LSC Member
4	Rose Mary Adeyo				LSC Member

5	Peter K'ochiel		0725615964		LSC Member
6	Sophie Omoro		0720383986		LSC Member
	<b>MURANGA</b>				
<b>1</b>	Aram Waweru	<a href="mailto:alarhm14@yahoo.com"><u>alarhm14@yahoo.com</u></a>	0722 178734	Muranga	Business development Analyst
<b>3</b>	Joel Munyiri	<a href="mailto:munyirijm@yahoo.com"><u>munyirijm@yahoo.com</u></a>	0711334557	Muranga	DTDO/ Member Technical Committee
<b>4</b>	Dr. S.G. Gichuru	<a href="mailto:gathiigichuru@yahoo.com"><u>gathiigichuru@yahoo.com</u></a>	0724888872 / 0727288194	Muranga	Chairperson
<b>5</b>	Francis Kamande	<a href="mailto:kamandemwoya58@gmail.com"><u>kamandemwoya58@gmail.com</u></a>	0725258852	Muranga	Member of the Committee
<b>6.</b>	Charity				Beneficiary

#### **Appendix 4: Field Visit schedule**

<b>Date</b>	<b>DBSC</b>
13 <sup>th</sup> December 2011	Eldoret
15 <sup>th</sup> and 27 <sup>th</sup> Dec.12011	Bungoma
17 <sup>th</sup> December 2011	Kitale
20 <sup>th</sup> December 2011	Siaya
20 <sup>th</sup> December 2011	Kisumu
22 <sup>nd</sup> December 2011	Muranga
23 <sup>rd</sup> December 2011	Equity Bank – PWBIK-Nairobi
3 <sup>rd</sup> - 5 <sup>th</sup> January – 2012	MOT – Nairobi
11 <sup>th</sup> January 2012	Kisumu
15 <sup>th</sup> February 2012	KIE and UNDP offices- Nairobi
24 <sup>th</sup> February 2012	Visited Uganda DBICs



## Appendix 5: Tables

**Table A1. Assessment of the implementation pace**

<b>Participants Category</b>	<b>Rating</b>	<b>Frequency</b>	<b>Percent</b>
<b>Beneficiary</b>	Poor	2	4.2
	Fair	11	22.9
	Good	30	62.5
	Excellent	5	10.4
	<b>Total</b>	<b>48</b>	<b>100</b>
<b>Staff</b>	Poor	1	7.7
	Fair	10	76.9
	Good	2	15.4
	Excellent		
	<b>Total</b>	<b>13</b>	<b>100</b>
<b>Persons with Knowledge</b>	Poor	1	14.3
	Fair	3	42.9
	Good	2	28.6
	Excellent	1	14.3
	<b>Total</b>	<b>7</b>	<b>100</b>

**Table A2: Implementation rationale**

<b>Participants Category</b>	<b>Rating</b>	<b>Frequency</b>	<b>Percent</b>
<b>Beneficiary</b>	Good facility	8	16.7
	Low outreach	13	27.1
	Weak implementation	6	12.5
	Delay in funding	2	4.2
	Lack of publicity	6	12.5
	lack of implementation of the Work Plan	6	12.5
	Project has achieved some objectives	7	14.6
	<b>Total</b>	<b>48</b>	<b>100.0</b>
<b>Staff</b>	Good facility	3	23.1
	Low outreach	1	7.7
	Weak implementation	2	15.4
	Delay in funding	3	23.1
	Lack of publicity	1	7.7
	lack of implementation of the Work Plan	1	7.7
	Project has achieved some objectives	2	15.4
	<b>Total</b>	<b>13</b>	<b>100.0</b>
<b>Persons with Knowledge</b>	Good facility	2	28.6
	Low outreach	2	28.6
	Weak implementation	1	14.3
	Delay in funding	1	14.3
	Lack of publicity	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

**TABLE A3: Operational levels**

Participants category	Aspect	Frequency	Percent
<b>Beneficiary</b>	Poor	1	2.1
	Fair	12	25.0
	Good	27	56.2
	excellent	8	16.7
	<b>Total</b>	<b>48</b>	<b>100.0</b>
<b>staff</b>	Poor	1	7.7
	Fair	7	53.8
	Good	5	38.5
	<b>Total</b>	<b>13</b>	<b>100.0</b>
<b>Persons with Knowledge</b>	Fair	3	42.9
	Good	3	42.9
	excellent	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

**Table A4: justification for operational levels**

Participants category	Aspect	Frequency	Percent
<b>Beneficiary</b>	MOT has done their part	7	14.6
	Yet to establish networks	6	12.5
	too much government involvement	3	6.2
	lack of publicity	9	18.8
	LSC need training	1	2.1
	PID design workable	14	29.2
	Lack of clear guideline	2	4.2
	Provide resources	6	12.5
	<b>Total</b>	<b>48</b>	<b>100.0</b>
	<b>staff</b>	MOT has done their part	2
Yet to establish networks		1	10.0
too much government involvement		2	20.0
lack of publicity		2	20.0
PID design workable		2	20.0
Lack of clear guideline		1	10.0
<b>Total</b>		<b>10</b>	<b>100.0</b>
<b>Persons with Knowledge</b>		MOT has done their part	3
	Yet to establish networks	2	40.0
	<b>Total</b>	<b>5</b>	<b>100.0</b>

**Table A5: All Respondents Assessment of Strengths at Implementation**

<b>Participants category</b>	<b>Count</b>	<b>Responses</b>	<b>% of cases</b>	<b>Rank</b>
poverty reduction	33	19.0	49.3	1
technology and facility	29	16.7	43.3	2
training	28	16.1	41.8	3
good infrastructure	28	16.1	41.8	3
competent HR	16	9.2	23.9	5
networking	10	5.7	14.9	6
strong PID	9	5.2	13.3	7
strong partners	8	4.6	11.9	8
strong management committee	8	4.6	11.9	8
high local demand	5	2.9	7.5	10
<b>Total responses</b>	<b>174</b>	<b>100.0</b>	<b>259.7</b>	

**Table A6: Respondents Assessment of weaknesses at Implementation**

<b>Aspect</b>	<b>Count</b>	<b>Resp.</b>	<b>5% of Cases</b>	<b>Rank</b>
Low funding	34	18.6	35.4	1
lack of transport facility	27	14.8	41.5	2
Inadequate staff	27	14.8	41.5	3
Lack of publicity	26	14.3	40.0	4
poor service delivery	12	6.6	18.5	5
poor communication	9	4.9	13.8	6
lack of clear organizational structure	8	4.4	12.3	7
No teaching aids	7	3.8	10.8	8
Project has little impact	7	3.3	10.8	8
Intervention not marketable	6	3.3	9.2	10
Unreliable internet connection	6	3.3	9.2	10
lack of follow-up	6	3.3	9.2	12
inadequate technological application	5	2.7	7.7	13
lack of client attention	2	1.1	3.1	14
<b>Total</b>	<b>182</b>	<b>100.0</b>	<b>280.0</b>	

Table A7: Alternative projects designs

Participants category	Aspect	Frequency	Percent
<b>Beneficiary</b>	operate independently	7	14.6
	involve YEDF	3	6.2
	employee qualified staff	12	25.0
	Make it a company by guarantee	7	14.6
	change to SACCO	3	6.2
	Increase Coverage	16	33.3
	<b>Total</b>		<b>48</b>
<b>staff</b>	operate independently	5	71.4
	involve YEDF	1	14.3
	employee qualified staff	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>
<b>Persons with Knowledge</b>	operate independently	5	71.4
	involve YEDF	1	14.3
	Make it a company by guarantee	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

Table A8: Gaps before intervention

Participants category	Aspect	Frequency	Percent
<b>Beneficiary</b>	low	35	76.1
	Medium	9	19.6
	High	2	4.3
	<b>Total</b>	<b>46</b>	<b>100.0</b>
<b>staff</b>	low	2	15.4
	Medium	9	69.2
	High	2	15.4
	<b>Total</b>	<b>13</b>	<b>100.0</b>
<b>Persons with Knowledge</b>	low	6	85.7
	Medium	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

Table A9: Gaps After Intervention

Participants category	Aspect	Frequency	Percent	
<b>Beneficiary</b>	low	1	2.2	
	Medium	30	65.2	
	High	15	32.6	
	<b>Total</b>	<b>46</b>	<b>100.0</b>	
<b>staff</b>	low	1	7.7	
	Medium	11	84.6	
	High	1	7.7	
	<b>Total</b>	<b>13</b>	<b>100.0</b>	
<b>Persons Knowledge</b>	<b>with</b>	low	1	14.3
		Medium	6	85.7
		<b>Total</b>	<b>7</b>	<b>100.0</b>

Table A10: Rationale of intervention

Participants category	Aspect	Frequency	Percent	
<b>Beneficiary</b>	Negative	1	2.1	
	Average	6	12.5	
	Positive	41	85.4	
	<b>Total</b>	<b>48</b>	<b>100.0</b>	
<b>staff</b>	Average	4	30.8	
	positive	9	69.2	
	<b>Total</b>	<b>13</b>	<b>100.0</b>	
<b>Persons Knowledge</b>	<b>with</b>	Average	3	42.9
		positive	4	57.1
		<b>Total</b>	<b>7</b>	<b>100.0</b>

Table A11: Adequacy of intervention

Participants category	Aspect	Frequency	Percent
<b>Beneficiary</b>	Crossly inadequate	5	10.4
	Inadequate	14	29.2
	Adequate	29	60.4
	<b>Total</b>	<b>48</b>	<b>100.0</b>
<b>staff</b>	Inadequate	9	69.2
	Adequate	4	30.8
	Total	13	100.0
<b>Persons Knowledge</b>	<b>with</b>	Crossly inadequate	
		Inadequate	2
	Total	5	71.4
			7

Table A12: Rationale of Needs v/s provision of services

Participants category	Aspect	Frequency	Percent	
<b>Beneficiary</b>	Training staff strength	1	2.1	
	Motivated learners	1	2.1	
	Intervention adequacy	23	47.9	
	Intervention inadequacy	13	27.1	
	Beyond intervention so what	1	2.1	
	Minimal sensitization	5	10.4	
	Intervention pricing good	4	8.3	
	<b>Total</b>	<b>48</b>	<b>100.0</b>	
	<b>staff</b>	Training staff strength	12	92.3
Motivated learners		1	7.7	
<b>Total</b>		<b>13</b>	<b>100.0</b>	
<b>Persons Knowledge</b>	<b>with</b>	Intervention adequacy	1	16.7
		Intervention inadequacy	5	83.3
	<b>Total</b>	<b>6</b>	<b>100.0</b>	



**Table A13: Effect of the project on beneficiaries**

<b>Participants category</b>	<b>Aspect</b>	<b>Frequency</b>	<b>Percent</b>	
<b>Beneficiary</b>	Low	2	4.2	
	Medium	33	68.8	
	High	13	27.1	
	<b>Total</b>	<b>48</b>	<b>100.0</b>	
<b>staff</b>	Medium	11	100.0	
<b>Persons Knowledge</b>	<b>with</b>	Low	2	28.6
		Medium	4	57.1
		High	1	14.3
		<b>Total</b>	<b>7</b>	<b>100.0</b>

**Table A14: Rationale for the effect on beneficiaries**

<b>Participants category</b>	<b>Aspect</b>	<b>Frequency</b>	<b>Percent</b>	
<b>Beneficiary</b>	Lack support from stakeholders	15	31.2	
	Agencies lack of commitment	17	35.4	
	Less impact so far	16	33.3	
	<b>Total</b>	<b>48</b>	<b>100.0</b>	
<b>staff</b>	lack support from stakeholders	3	23.1	
	agencies lack of commitment	9	69.2	
	<b>Total</b>	<b>12</b>	<b>92.3</b>	
<b>Persons Knowledge</b>	<b>with</b>	lack support from stakeholders	3	42.9
		agencies lack of commitment	1	14.3
		less impact so far	3	42.9
		<b>Total</b>	<b>7</b>	<b>100.0</b>

**Table A15: Project technical sustainability**

<b>Aspect</b>	<b>Count</b>	<b>Response</b>	<b>&amp; of cases</b>	<b>Rank</b>
Adequacy of financial resources	32	16.0	60.4	1
Employment creation	26	13.0	49.1	2
Change in supported service	26	13.0	49.1	2
Adequacy of service	24	12.0	45.3	4
Wealth creation	21	10.5	39.6	5
Technology	18	9.0	34.0	6
Time	18	9.0	34.0	6
Human resource competency	15	7.5	20.8	8
Quality of information	11	5.5	20.8	9
Relevance	9	4.5	17.0	10
<b>Total responses</b>	<b>200</b>	<b>100.0</b>	<b>377.4</b>	

**Table A16: Alternatives in Project Design**

<b>Aspect</b>	<b>count</b>	<b>Response</b>	<b>%of cases</b>
Provide demand driven training	32	19.6	49.2
Provide Financial support to DBSC/PWBIK	35	21.5	53.8
Involve other key stakeholders	7	4.3	10.8
Increase Usage/Product range	3	1.8	4.6
Do training follow-up	7	4.3	49.2
Enhance human resource competency	7	4.3	10.8
Improve internet services	37	22.7	56.9
Provide premises	10	6.1	15.4

**Table A17: Test Statistics for the group data on intervention**

<b>Test Details</b>	<b>Gaps before intervention</b>	<b>Gaps After intervention</b>
Chi-Square(a)	35.182	46.455
df	2	2
Sig.	.000	.000

## APPENDIX 6: CONTRACT AGREEMENT



MINISTRY OF TRADE  
FUNDED BY UNDP



Ref. No. MOT/DIT/DIT/1/65

### CONTRACT AGREEMENT

**THIS AGREEMENT** (hereinafter called "the Contract") is entered into this ----  
--November, 2011 (insert starting date of assignment), by and between,

The District Business Solution Centres and Promoting Women in Business and Investment in Kenya Projects whose registered offices are situated at Teleposta Towers P.O. BOX 30430-00100 NAIROBI. (hereinafter called "the Client") of the one part AND

Dr. BENARD K. NASSIUMA whose registered office is situated at ELDORET, P.O.BOX 5497, ELDORET. (hereinafter called "the Consultant") of the other part.

**WHEREAS** the Client wishes to have the consultant perform the services (hereinafter referred to as "the services", and

**WHEREAS** the Consultant is willing to perform the said Services,

NOW THEREFORE THE PARTIES hereby agree as follows:

#### 1 Services

- (i) The Consultant shall perform the services specified in Appendix A, Terms of Reference and Scope of Service, "which is made an integral part Of this Contract
- (ii) The consultant shall provide the services personally.
- (iii) The Consultant shall submit to the client the reports in the form and within the time periods specified in appendix C, Consultant's Reporting Obligations."

(Appendices A, B and C to be prepared as appropriate.)

- 2 Term: The consultant shall perform the services during the period commencing 28<sup>th</sup> November 2011 and through to 27<sup>th</sup> December 2011 (insert completion date) or any other period(s) as may be subsequently agreed by the parties in writing.

3 Payment : A. Ceiling

For services rendered pursuant to Appendix A, the Client shall pay the Consultant an amount not to exceed Kshs. 595,000/- (insert amount). This amount has been established based on the understanding that it includes all the consultant's costs and profit as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of payments

The schedule of payments is specified below:

**30 (thirty) percent** upon the receipt of the in caption report

**70 (seventy) percent** upon the receipt of the final report

C. Payment conditions

**Payment shall be made in Kenya Shillings unless otherwise stated.**

4. Project Administration

A. Manager

The client designates MR. NICHOLAS NJOGU as Client's MANAGER; the MANAGER will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables, by the Client and for receiving and approving invoices for payment.

B. Report

The reports listed in Appendix C, "Consultant's Reporting Obligations", shall be submitted in the Course of the assignment and will constitute the basis for the payments to be under paragraph 3.

5. Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

6. Confidentiality

The Consultant shall not, during the term of this Contract and within two years after its expiration disclose any proprietary or confidential Information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client

7. Ownership of Materials

Any studies, reports or other material, graphic, software or otherwise prepared by the Consultant for the Client under the contract shall belong to and remain the property of the client. The Consultant may retain a copy of such documents and software

**8. Consultant Not to be engaged in certain activities**

The Consultant agrees that during the term of this contract and after its termination the consultant and any entity affiliated with the consultant shall be disqualified from providing goods, works or services (other than the services and any continuation thereof) for any project resulting from or closely related to the Services

**9. Insurance**

The Consultant will be responsible for taking out any appropriate insurance coverage.

**10. Assignment**

The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent

**11. Law governing contract and language**

The Contract shall be governed by the Laws of Kenya and the language of the contract shall be English language

**12 Dispute Resolutions**

Any dispute arising out of the contract which cannot be amicably settled between the parties shall be referred by either party to the arbitration and final decision of a person to be agreed between the parties. Failing agreement to concur in the appointment of an Arbitrator, the Arbitrator shall be appointed by the Chairman of the Chartered Institute of Arbitrators, Kenya Branch On the request of the applying party.

For the Client:

For the Consultant:

DIRECTOR INTERNAL TRADE  
MINISTRY OF TRADE  
P.O. Box 30430  
NAIROBI

Full Name: JOYCE A. OGUNDO  
(MRS.)

Full Name: BENARD K. NASSUIMA

Title: DIRECTOR

Title: Consultant

Signature: 

Signature: 

Date: 28/11/2011

Date: 28<sup>th</sup> Nov. 2011