

**Minutes of the combined Final Projects Closure Meeting held on 17<sup>th</sup> September  
2013 at Treasury Building, 11<sup>th</sup> Floor Small Boardroom**

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**Projects:**

1. Promoting Women in Business & Investment in Kenya – Ministry of Trade
  2. Kenya National Youth Development & Training Programme – Ministry of Youth affairs and Sports
  3. District Business Solution Centres – Ministry of Trade
  4. PSDS/DCU – Ministry of Trade
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**Present:**

1. Kennedy Nyachiro The National Treasury (Chair)
2. Carolin Averteck United Nations Development Programme
3. Collins Aseka The National Treasury (External Resources Department)
4. Samuel Wambugu The National Treasury (External Resources Department)
5. Boniface Kitili United Nations Development Programme
6. Dr. Dinah Mwinzi Ministry of Education Science and Technology  
Directorate of Youth Training (Project Manager-Kenya National Youth Development & Training Programme)
7. Nicholas Njogu Ministry of East Africa Community & Trade  
Representative – Project Manager District Business Solution Centre:  
and Promoting Women in Business and Investment in Kenya
8. Geoffrey M. Kionano Ministry of East Africa Community & Trade  
Project Manager Private Sector Development Strategy/Dono  
Coordination Unit (PSDS/DCU)
9. Eunice Onyango United Nations Development Programme
10. Josephine Kasera Ministry of Education Science and Technology  
Directorate of Youth Training

**Absent with Apology:**

1. Joyce Ogundo Director-Ministry of Ministry of East Africa Community and Trade  
(Formerly Ministry of Trade)

**Agenda:**

1. Opening remarks
2. Final project report for each project
  - (a) Project brief
  - (b) Project achievements
  - (c) Challenges & Mitigation
  - (d) Lessons learnt
  - (e) Reactions from members
3. Transfer of equipment
4. Way forward
5. AoB

**MIN 1: OPENING REMARKS**

The participants were welcomed to the meeting by Kennedy Nyachiro and reminded all present that that the main agenda was to officially close four projects listed below.

1. Private Sector Development Strategy/Donor Coordination Unit (PSDS/DCU)
2. Promoting Women in Business and Investment in Kenya) (PWIBIK)
3. District Business Development Centres (DBSCs)
4. Kenya National Youth Development & Training Programme (KNYDT)

He further requested the Project Managers to ensure that they include the project brief/background, achievements, challenges & mitigations, project expenditure, lessons learnt and any other concerns.

In her preliminary remarks, Carolin Averbek noted that even though the projects were being closed, there was already an existing opportunity for taking forward the best practices and viable tasks that may not have been completed in the previous projects. She observed that it was expected that the project managers made reference to the evaluation and mid-year reports in drafting their final project reports. Further, Carolin informed the members that while drafting the new Economic Empowerment Programme, some of the key lessons learnt were considered.

**MIN 2A: PRIVATE SECTOR DEVELOPMENT STRATEGY – DONOR COORDINATION UNIT**

The final project report was presented by the Director - Private Sector Development Mr. Kionano of Ministry of East African Community & Trade which was formerly Ministry of Trade.

## **PSDS/DCS: Background**

Mr. Kionano noted that the project was designed to run from January 2008 to December 2012. The collaborating partners involved in this project were Government of Kenya and UNDP with the support of Development Partners (EC, DANIDA, DFID, Dutch Embassy). Further, he noted that the main objective of the project was to coordinate interventions related to implementation of PSDS and Programme Implementation Plan (PIP) and the project outcomes were (i) The Donor Coordination Unit established and functioning (ii) The Catalyst Fund (CF) established and operational and (iii) The Business Advocacy Fund (BAF) revised and operational

## **PSCS/DCU: Achievements**

The following were highlighted as the key achievements of this project

- (i) PSDS and PIP were developed and this contributed to the enhancement of private sector growth and competitiveness.
- (ii) A rapidly disbursing catalyst fund was created.
- (iii) The catalyst fund was designed to accommodate contributions of DPs through a pool funding modality. Hence a DCU was also created to manage the CF.
- (iv) Capacity of PSDS department was enhanced.
- (v) Improvement of Kenya's business environment through strengthening public & private sector institutions crucial to the implementation of the PIP and towards the achievement of PSDS goal.
- (vi) Support of entrepreneurship and Micro and Small Enterprise (MSE) was developed.
- (vii) Improved public-private sector dialogue (High level advocacy, Prime Minister Round Table and the Speaker's Round Table).

## **PSDS/DCU: Project Expenditure Summary**

UNDP Trac Fund	USD 775,748.90
Cost Sharing Catalytic Fund (from all Dev. Partners)	USD 1,022,798.90
To EU Cost Sharing (ASMEP)	<u>USD 1,329,812.00</u>
Total Estimate	<b><u>USD 3,128,366.25</u></b>

## **PSDS/DCU: Challenges & Lessons Learned**

- (i) Slow start up in post-election violence period 2008.
- (ii) Inability by IP to attract additional funds to the Catalyst Fund
- (iii) Capacity gaps at Ministry of Trade - Private Sector Department.
- (iv) Limited time frame for Business Member Organization (BMO) component to be implemented.

## **PSDS/DCU: Reaction from members**

After the presentation, members deliberated on the reports and noted that there was need to keep proper updates and tracking funds received and those pledged by donors. Further, issues regarding the status of the Government PSDS department with the withdrawal of donor support were discussed and government advised to prepare candid proposals for fund raise from government kitty and other donors as it was noted that the department had inadequate budget allocation by the government to support its operations and deliver her mandate.

In view of this, Boniface recommended that a proper audit of PSDS and her relevance be undertaken and recommendations be made in regard to its way forward. It was noted that even though sustainability measures had been put in place, the phase out was not properly tracked. This was noted as key lesson and IPs were advised to track the exit strategies of project with the technical support from UNDP closely.

## **MIN 2B: DISTRICT BUSINESS SOLUTION CENTRES**

This agenda item was presented by Mr. Nicholas Njogu, Chief Trade Officer on behalf of Joyce Ogundo (Project Manager) of Ministry of East Africa Community and Trade which was formerly Ministry of Trade.

### **DBSCs: Background**

The project period was 2006 - 2013. Collaborating partners to implement the project were UNDP, Ministry of Trade, Kenya Industrial Estates. The main aim was to develop and implement stronger linkages between the formal and informal sectors. The projects were designed to respond to the following Outcomes:

- (i) District Business Solution Centres established as one-stop-shop delivery mechanisms for provision of business development services to internally displaced persons, youth and women, MSMEs at district and lower levels.
- (ii) National Council of Small Enterprises established fast tracked to guide SMEs development and growth.
- (iii) Three MSMEs support institutions (KIE, KIA and KIRDI) strengthened and positioned to support MSMEs.
- (iv) Increase in persons accessing training in business management, entrepreneurship development and business services.
- (v) Increase in percentage growth of enterprises from the current 7% for women enterprise and 11% for make enterprises to 15%.

The main objectives were outlined as (i) Establishment of 9 DBSCs in 9 Millennium Districts – Kilifi, Suba, Murang’a, Meru South, Turkana, Garissa, Bondo, Bungoma and Siaya; (ii) Establishment of post-election violence early recovery business support centres in Eldoret, Nakuru and Kisumu; (iii) Delivery of business development services to youth, women and MSMEs; (iv) Strengthening of three MSMEs support institutions (Kenya Industrial Estates, Kenya Investment Authority and KIRDI) to effectively undertake their mandates and (v) Support the establishment of National Council of Small Enterprises to coordinate MSMEs policy development and fulfillment of its mandate.

#### **DBSCs: Achievements**

- (i) 11 DBSCs have been established (Siaya, Bungoma, Bondo, Murang’a, Garissa, Meru South (Chuka), Nakuru, Eldoret, Kitale, Kisumu and Kilifi).
- (ii) 237 youth trained on ICT 47 have gone on to further education on ICT related courses.
- (iii) 7124 youth, women and micro entrepreneurs have been trained on enterprise development of which 1209s were IDP and 47 groups of IDP each of 15 members have started their enterprises again.
- (iv) 163 women have been linked to financial institutions mainly Equity Bank, Family Bank.
- (v) 43 farmers groups linked to Kenya Agriculture Commodities Exchange.

#### **DBSCs: Project Expenditure Summary**

Year:	<u>Amount USD</u>
2008	343,863.68
2009	300,795.37
2010	224,126.91
2011	133,126.91
2012	160,466.28
2013	<u>29,385.69</u>
<b>TOTAL</b>	<b><u>1,192,137.54</u></b>

### **DBSCs: Challenges, Lessons Learned and Mitigation**

- (i) Lack of security at the centres (for the equipment)- Theft in Nakuru, Muranga, Kisumu and Bondo DBSCs reported
- (ii) Financial constraints (day-to-day operations)
- (iii) Human Resources (Inadequate staff and capacity at project offices)

### **DBSCs: Reactions from Members**

The MoEAC&T was challenged to present viable concepts to the Ministry of Devolution and Planning and The Treasury with a view to seeking for funding and in-cooperating DBSC activities in the now consolidated programme. The IP advised to support the rolling out of the successful and best practices to other parts of the country which may not have been covered by the project.

### **MIN 2C: PROMOTING WOMEN AND INVESTMENT IN KENYA - PWIBI (Fanikisha)**

This agenda item was also presented by Mr. Nicholas Njogu of Ministry of East Africa Community and Trade on behalf of Mr. Joyce Ogundo.

#### **PWIBI: Background**

This was a 5 years project 2008-2012. The partner agencies were UNDP, UNIDO, ILO, UNCTAD, UNIFEM, IFAD), Government of Kenya (Ministry of Finance, Office of the Deputy Minister and Ministry of Trade) and Equity Bank.

The Programme for Promoting Women in Business and Investment was a joint UNDP Kenya, and Equity Bank Ltd initiative with participants of ILO and UNIDO. Its objective was to increase the number of business owned and managed by women empowered to engage in a competitive regional and global market. The programme was launched by then His Excellency, Hon. Mwai Kibaki, the then President of the Republic of Kenya at a national forum held at the Kenyatta International Conference Centre in Nairobi during a women's exhibition held between 24-26 June, 2007.

The project targeted the medium and large scale women run enterprises in Kenya and aimed at propelling women enterprises towards equal participation in the global market with enhanced economic empowerment, job creation and poverty alleviation. This was achieved by enhancing the productivity, market access and competitiveness of up to about 2,000 women enterprises in Kenya.

## PWIBI: Achievements

The following were outlined as the main achievements of this project.

- (i) Twenty two Equity Bank staff trained in financial counseling and guidance to women borrowers.
- (ii) Equity Bank diversified their financial products into 7 Fanikisha business and development loan products.
- (iii) 500 women entrepreneurs linked to Equity Bank and other financial institutions.
- (iv) Business information disseminated through countrywide forums and trainings as well as the project's website [www.empreteckenya.com](http://www.empreteckenya.com).
- (v) Over 1,500 entrepreneurs, 70% women undergone business counselling and clinics
- (vi) Over 400 entrepreneurs trained on internationally recognized UNCTAD/EMPRETEC branded programme whose methodology is based on everyone has a personal motivation to achieve, be affiliated and have power. (See attachment).
- (vii) Establishment of EMPRETEC Centre/Programmes is on-going with 5 national trainers having been trained awaiting UNCTAD/EMPRETEC certification.
- (viii) 15 women entrepreneurs profiled of which 4 have been featured by KTN.
- (ix) 12 women have attended local and international trade fairs and exchange programmes
- (x) Through the Cherie Blair Foundation for women [www.cherieblairfoundation.org](http://www.cherieblairfoundation.org) ~ over 50 women entrepreneurs has undergone a 12 months e-mentoring programme.

## PWIBI: Project Expenditure Summary

Year:	<u>Amount USD</u>
2008	25,205.51
2009	238,274.94
2010	320,913.28
2011	152,225.14
2012	97,719.63
2013	<u>24,593.18</u>
TOTAL Est.	<u><b>858,931.68</b></u>

### **PWIBI: Challenges, Lessons Learnt and Mitigation**

- (i) IP prefers direct disbursement of funds to GoK account.
- (ii) Resource mobilization
- (iii) Motoring and Evaluation.
- (iv) Issue about the sustainability of the EMPRETEC Centre that is currently being put up.

It was noted that reporting channels for the UNVs were finally changed as preferred by the IP and IP was finally involved and participated/led the project implementation process.

### **PWIBI: Reactions**

Boniface of UNDP reiterated that most of the time Government requested UNDP to do the procurement saying that the process. Whereas UNDP had no objection, he reiterated the need for the government to take charge of NIM projects as per NIM guidelines.

### **MIN 2D: KENYA NATIONAL YOUTH DEVELOPMENT AND TRAINING PROGRAMME**

This was presented by the Director; Dr. Dinah Mwinzi (Project Manager) of Ministry of Education, Science and Technology formerly of Ministry of Youth and Sports.

#### **KNYDTP: Background**

The project was a 5 year project with an extension of upto March 2013. The overall objective of the project was to contribute to the livelihood support for the Kenyan Youth and their effective and peaceful participation in all levels of political, developmental, social-economic and cultural spheres in Kenya. The project focused on sustainable livelihoods through entrepreneurship development and support to Youth Polytechnics; Peace building and reconciliation among youth (later component was transferred to peace building unit); and capacity building and development of Ministry of Youth Affairs and Sports.

#### **KNYDTP: Achievements:**

- (i) Promoted sustainable entrepreneurship culture among university graduates and enhanced their capacity to provide BS.
- (ii) Enhanced capacity for YPs to offer Market Focused/Skills development.
- (iii) Finalized and launched Youth Polytechnics support materials.
- (iv) Supported trees for jobs under 'kazi kwa vijana' initiative, where more than 200 youths participated in planting of trees on a 12 acre piece of land in Ngong Hills.
- (v) Carried out business profiling.



- (vi) Reviewed and edited Business Skills and Entrepreneurship Development Manuals, now published and in use.
- (vii) Procured project equipment such as laptop, printer and scanner.
- (viii) Trained 131 Enterprise Development Agents and 535 Business Skills and Entrepreneurship Development for Youth Enterprise Development Fund in a total of 18 districts.
- (ix) Trained 50 officers on Quality Assurance Officers.
- (x) Facilitated training of 59 YP instructors in pedagogical skills.
- (xi) Trained 347 youth under the post election interventions.
- (xii) Trained 25 youth officers and 23 youth leaders on youth friendly service provision in the Nyanza and Rift Valley provinces.
- (xiii) Carried out visibility studies and assessment of 9 violence prone districts.
- (xiv) Held 4 exchange programmes where over 200 youth were involved in community activities and formed Tuelewana Youth Exchange groups.
- (xv) Facilitated the young exchange programme documentary on K24.
- (xvi) Facilitated the development of plans of action on the various thematic areas in the national youth policy.

**KNYDTP: Project Expenditure Summary**

Year	<u>Amount USD</u>
2008	462,130.50
2009	420,779.68
2010	284,986.76
2011	133,290.83
2012	93,127.47
2013	42,318.00
TOTAL Est.	<b><u>1,436,633.24</u></b>

**KNYDTP: Challenges, Lessons Learnt and Mitigation**

Challenges noted included:

- (i) Bureaucracies in both institutions resulted in a lot of time being wasted

- (ii) Inadequate staff
- (iii) Transport challenges for activities due to lack of vehicles

Key lesson learnt were highlighted as:

- (i) Youth resistant to traditional methods of farming but prefer modern farming methods e.g. drip irrigation, mechanized farming, green house farming.
- (ii) The average age of a Kenyan farmer is 59/60 years hence the need to bridge this gap.
- (iii) Youth prefer quick win projects as opposed to long term capacity building.
- (iv) There is need to focus on short modular training to fill in the specified gaps for the youth and informal sector as opposed to the formal long term training.
- (v) The youth prefer service oriented business rather than production.

#### **KNYDTP: Reactions from members**

Having reviewed and deliberated upon the project activities, members noted that this was a successful project and its focus was quite significant. Members requested that the project activities be carried forward. In response, Carolin informed members that most of the project activities including entrepreneurship development training and support to youth polytechnics and vocational training had already been included in the new integrated Economic Empowerment Programme

#### **MIN 3: TRANSFER OF ASESTS**

Mr. Kitili informed the members that given that all the projects being discussed were nationally executed, all the assets were literally transferred during the point of purchase. Consequently, all the logistical arrangements had been made and all assets formerly transferred. Consequently, all the formal transfer documents had been signed off by both parties for the DBSCs and PWIBI. However, the finalization of the transfer documents for the Kenya National Youth Development and Training Programme and PSDS/DCU projects was in progress.

The Project Managers (Government) confirmed this as a true reflection in regard to the status of the project assets and also confirmed that their offices had received the assets at the point of procurement and delivery. It was also confirmed that each of the IPs had received a consolidated asset register.

**MIN 4: WAY FORWARD**

- (i) Having reviewed all the presentations made, the meeting approved the formal closure of all project subject to the following:

PSDS/DCU	Closure approved subject to sign of the asset register
DBSCs	Asset register signed off, formal closure approved unconditionally
KNYD&TP	Closure approved subject to sign off of asset register
PWIBI	Asset register signed off, formal closure approved unconditionally

- (ii) Project Managers to review their presentations and final project reports and submit the revised/edited versions on or before Friday 27<sup>th</sup> September 2013.

**MIN 5: AoB**

Ms. Kasera requested to know if the projects were going to support the maintenance of the equipment supplied to the Ministries. Mr. Kitili responded and confirmed that having formerly closed the projects, there is no resource allocation for project equipment maintenance and that the government was to take up this responsibility by budgeting funds from internal resources and ensure sustainability.

S. Wambugu recommended that an impact assessment be carried out between 3-5 years after project closure. Specifically he commented the Youth programme and requested that this project be documented to enable all parties share as a best practice model. Members agreed that there was need to carry out an impact assessment and document best practices. Further he requested to know how the then Ministry of Trade was following up with the “thefts” reported for some of the DBSCs. Mr. Njogu provided a detailed brief and confirmed that the PS was well briefed and following up on this. He was then advised to update The National Treasury and UNDP accordingly.

In his closing remarks, Mr. Kitili stressed the need for partners to track and submit final report on loss of equipment and noted that ability to deal with thefts would most likely boost donor confidence. He advised Ministry of East Africa Community to re-engage with counties and come up with convincing proposals on how the existing projects can be supported under the devolved structures for sustainability. In regard to rolling out ‘best practices”, he advised the then Ministry of Trade to liaise and collaborate with Youth Enterprise Development Fund and Women Enterprise Fund on collaboration.

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Ms. Carolin indicated that an impact assessment was carried out by New York and that this can be used to gauge the impact of the projects and sometimes the institutional memory related to the projects might not be there. She also stressed that the projects were not pilot project but real projects. That devolution was not factored in project design as pertaining to sustainability and noted this as a real challenge.

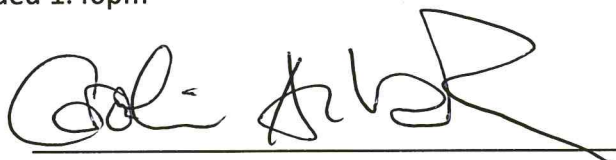
In his concluding remarks, Mr. Nyachiro stressed the importance of following the theft case to its conclusion at the MoEACT and report on the final outcome and the importance of insuring project equipment which should be embedded in the project document. He stressed that lack of follow ups and concluding the case may lead to the government being blamed for mismanagement and misappropriation of resources. He also stressed the importance of Mid-Term Reviews for projects to take into consideration any new changing dynamics. He finally thanked all members present, reiterated the governments' commitment to national development interventions and requested all to track to finalization the milestones agreed upon.

There being no other business the meeting ended 1.40pm

Sign:



Kennedy Nyachiro  
The National Treasury  
External resources department



Carolin Averbeck  
Inclusive Growth & Social Protection Unit  
UNDP-Kenya

for **PRINCIPAL SECRETARY  
THE NATIONAL TREASURY  
P. O. Box 30007, NAIROBI**

8/10/2013

Date/Stamp



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