The Entrepreneurship and Enterprise Growth Landscape

Kenya
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Introduction

The purpose of the information presented in this report is to inventory different organizations in Kenya that could help build local capacity and catalyze and accelerate SME development and growth. The information includes specific activities, programs and services offered by the different organizations and, where possible, shows their interconnectivity. The organizations inventoried have specific services (i.e. technical assistance programs and offerings) to help entrepreneurial growth and enterprise development in Kenya. Organizations that are included are believed to have some type of sustained institutional capacity to maintain and/or grow their services (evidenced by such characteristics as having a fulltime presence in Kenya, permanent staff, institutional longevity and/or fee-for-service programs). This information has been compiled primarily via desk research and thus relies on resources available in the public domain.

The report includes a contextual overview of Kenya, which helps to shed light on some of the challenges and opportunities for SME development and poverty alleviation. This information puts into perspective some of the key sectors that have been the focus of enterprise development activities. The report also includes an overview of key donor programs, as they can often stimulate SME-related activities and also provide a sense of where large interventions in the SME landscape are occurring.

Section I: Overview

Kenya

Kenya, a former colony of the United Kingdom, became an independent country in 1963 and functions as a democratic republic. It has a population of nearly 45 million people\(^1\), and a Gross Domestic Product of nearly US$61 billion\(^2\), with a per capita Gross National Income of around US$1300\(^3\), qualifying it as a low middle income country. It is the fifth largest economy in Sub-Saharan Africa behind Nigeria, South Africa, Angola and Sudan, and the largest in East Africa.\(^4\) Economic growth is predicted to be stable: the forecast is for growth at a rate of 6% in 2015, 6.6% in 2016, and 7% in 2017.\(^5\) Despite these relatively positive economic indicators, Kenya’s human development indicators rank extraordinarily low, at 147 out of 187 in the 2014 Human Development Index (HDI).\(^6\) Forty-three percent of the population lives below

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\(^2\) Ibid.

\(^3\) Ibid.


the poverty line\(^7\), and unemployment stands at 40\%.\(^8\) The gap between the rich and the poor remains high: the poorest 20\% account for only 4.7\% of national income or consumption.\(^9\)

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### Key Human Development Indicators\(^{10}\)

**Education**
- Literacy: 78\% (81.1\% for males, 74.9\% for females)
- School life expectancy: 11 years

**Health**
- Children under 5 underweight: 16.4\% (2009)
- HIV adult prevalence rate: 6.04\%
- 0.2 physicians/1000 people
- 1.4 hospital beds/1000 people
- Birth rate per woman: 3.31
- Life expectancy: 63.77 years
- Infant mortality: 39.38 deaths/1000 live births

**Housing**
- Access to improved sanitation: 29.6\% (31.3\% in urban areas)
- Access to improved drinking water: 61.7\% (82.3\% in urban areas)
- IDPs: 309,200 (people displaced since the 1990s)

**Energy**
- Access to energy: 23\%\(^{11}\)

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### Global Competitiveness

According to the CIA World Factbook:

While Kenya has a growing entrepreneurial middle class, faster growth and poverty reduction is hampered by corruption and by reliance upon several primary goods whose prices have remained low. Inadequate infrastructure threatens Kenya’s long-term position as the largest East African economy, although the Kenyatta administration has prioritized infrastructure development. International financial lenders and donors remain important to Kenya’s economic growth and development, but Kenya has also successfully raised capital in the global bond market.\(^{12}\)

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Corruption is a serious problem: Kenya ranks 145 out of 175 in the Transparency International Corruption Perceptions Index.\(^\text{13}\) Despite market reforms, several business surveys reveal that business-government corruption is still widespread and that companies frequently encounter demands for bribes and informal payments in order to ‘get things done’ in Kenya.\(^\text{14}\) Furthermore, foreign companies often find corruption a challenge at the market entry and business start-up stages.\(^\text{16}\)

Factors holding back overall competitiveness and long-term growth:

- Low rates of secondary and tertiary education enrollment
- Inadequate infrastructure (especially telephony and electricity)
- Weakening fiscal finances
- Health
- Security\(^\text{16}\)

Kenya has also been considered a “fragile state” by the OECD since 2008.\(^\text{17}\)

The World Economic Forum’s Global Competitiveness Index (GCI) characterizes Kenya as a factor-driven economy.

The GCI identifies three specific stages, each implying a growing degree of complexity in the operation of the economy:

**Stage 1: Factor-driven** (based primarily on unskilled labor and natural resources). Companies compete on the basis of prices and sell basic products or commodities (with their low productivity reflected in low wages).

**Stage 2: Efficiency-driven** As wages rise with advancing development, countries move into the efficiency-driven stage of development, when they must begin to develop more efficient production processes and increase product quality. At this point, competitiveness becomes increasingly driven by higher education and training, efficient goods markets, efficient labor markets, developed financial markets, the ability to harness the benefits of existing technologies, and market size (both domestic and international).

**Stage 3: Innovation-driven** Countries are only able to sustain higher wages and a higher standard of living if their businesses are able to compete by providing new or unique products. At this stage, companies must compete by producing new and different goods using the most sophisticated production processes and through innovation.


Security

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\(^{15}\) Ibid.


There is a continued security threat in Kenya from extremists linked to Al Shabaab, a militant group that has carried out attacks in Kenya in response to Kenya’s military intervention in Somalia. Some have been large-scale attacks, with smaller attacks also occurring. Further attacks are deemed likely. There are also frequent incidents of violent crime including mugging, armed robbery and carjacking, particularly in the large cities. This is a reality that the people of Kenya live with but recognize as one of the greatest threats to their economic growth, especially because of their reliance on tourism.

Ease of Doing Business

Kenya’s place in the World Bank’s “Ease of Doing Business” ranking is 136 out of 189. Kenya ranks 143 on starting a business, with new businesses taking an average of ten procedures and 30 days to start. The cost is 42.7% of income per capita.

The most problematic factor for doing business is corruption (20% of responses), followed by access to financing (18.1%). Other significant problems include:
- Crime and theft
- Inadequate infrastructure
- Tax rates
- Inefficient government bureaucracy
- Inflation

Devolution

The Constitution of Kenya 2010 provided for a major devolution—not only decentralizing resources and functions, but also creating a whole new layer of county government. The sweeping changes in Kenya’s policy and institutional framework have brought about a new regime of governance. Multiple new laws have been put in place—including new legislation on county government, urban areas, public financial management and the transition to devolved government—as well as multiple national bodies and commissions responsible for devolution. Elections in March 2013 marked the official launch of decentralization, as 47 new county governors and county assemblies were elected and began the challenging work of setting up new institutions, as well as a new national senate representing each county. Functions and funds have been transferred to the new counties, and new county institutions are gradually taking shape.

Gender

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20 Ibid.
21 Ibid.
Gender inequity has historically been an issue, particularly in regard to ownership, land rights and grievances. However, the country’s new constitution, passed in 2010, provides a framework for addressing gender equality. It seeks to remedy the traditional exclusion of women and promote their full involvement in every aspect of growth and development. As a result, Kenya is making strides in three very important areas: women’s access to institutions, access to justice, and ability to control and use property. Consequently, Kenya no longer differentiates between men’s and women’s access to institutions or the use, ownership and inheritance of property. Female business owners can now quickly resolve minor disputes in small claims courts. Political parties are required to respect and promote gender equality. Customary and traditional laws that contradict new legislation – many of which cemented gender inequality – are now considered invalid.

Youth and Young Adult Unemployment

Kenya’s population is young: eighty percent of Kenyans are less than 35 years old. The highest unemployment rates are for people around 20 years old, at 35%. Young people joining the labor market early (aged 15-16) face unemployment rates of above 20%, but rates are even higher for older age groups, and are highest for 18-20 year-olds. After that age, unemployment rates decrease rapidly.

Environment

Kenya has a land area of 580,728km, of which approximately 85% is classified as arid and semi-arid land (ASAL). As of the 2009 census, 67.7% of the population lives in rural areas and 32.3% in urban centers. The ASAL areas support almost 30% of the total national population and 70% of livestock production.

Recognizing the country’s dependence on agriculture and tourism, and the fact that the majority of the population’s livelihoods will be affected by climate change, the government has put forward a National Climate Change Action Plan to be implemented between 2013 and 2017 as part of Vision 2030.

Game poaching is also an issue. The lucrative black market for ivory from elephant tusks continues to threaten the important elephant population, which is essential for tourism.

Key Economic Sectors

Agriculture remains the backbone of the Kenyan economy, contributing 25% of GDP and representing over 50% of export earnings. About 80% of Kenya’s population work at

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least part-time in the agricultural sector, including livestock and pastoral activities. Over 75% of agricultural output is from small-scale, rain-fed farming or livestock production.\(^{28}\)

After agriculture, the other sectors that contribute to the economy are:

- Transport & Communications (12%)
- Manufacturing (9.1%)
- Education (6%)
- Financial Services (5.4%)\(^{29}\)

The service sector is growing: it increased by 5.2% in 2014, ahead of industry (4.9 %), manufacturing (3.6%) and agriculture (2.5%).\(^{30}\)

Kenya’s Vision 2030 lays out the government’s pillars for economic growth, including the key sectors of the economy for which it is providing specific growth strategies, investments and infrastructure support.

**Kenya Vision 2030**

Vision 2030 is a development blueprint launched in 2006, the aim of which is to transform Kenya into a middle-income country whose citizens enjoy “a high quality of life” by 2030 (although a re-basing of the economy in 2014 found that Kenya is technically a middle-income country already). In developing the plan, particular reference was made to Southeast Asia’s newly industrializing nations, which were considered to be good role models for Kenya. Implementation is carried out through five-year medium-term plans, the first of which ran through 2012.

The economic component of the plan involves reaching 10% GDP growth by 2017 by targeting six sectors that supposedly account for 57% of Kenya’s GDP. These sectors were chosen based on their current size and potential for growth, with a view towards increasing Kenya’s global competitiveness and attracting local and international investment. The stated goals for each sector are as follows:

- **Tourism**: quadrupling tourism’s GDP contribution, raising the number of international visitors and the amount each visitor spends, and increasing the number of hotel beds. This involves developing the coast, building resort cities, improving the safari parks, attracting high-end international hotel chains, investing in new conference facilities, and creating niche tourism products like water sports, cultural sites and eco-tourism.
- **Agriculture**: raising incomes in agriculture, livestock and fisheries through internationally competitive value-added processing, increased yields, smallholder specialization in cash crops, and utilization or cultivation of uncultivated or newly-opened land. This includes irrigation of arid and semi-arid land and increased

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market access for farmers.

- **Wholesale and Retail Trade**: lowering transaction costs through institutional reform and strengthening informal trade, in order to raise the market share of products sold through formal channels from 5% to 30% by 2012. The goal is to attract three new retailers with at least ten stores each into the Kenyan market; improve conditions for informal traders; simplify business registration and licensing; and establish “Producer Business Groups” to feed wholesale hubs in rural areas.

- **Manufacturing**: becoming the main regional provider of basic manufactured goods, before then breaking into the international market with niche products. This involves investment in training, research and development to produce consumer goods that can compete with imports, and raising Kenya’s regional market share from 7% to 15%. Industries that use local raw materials will be restructured to make them more competitive, imports will be further processed in order to add value for re-export, and local agriculture products will be processed to create niche exports (such as organic foods).

- **IT-Enabled Services (BPO)**: providing online services to developed countries, especially North America and the UK. The goal is to attract five major IT suppliers and ten multinational corporations, as well as creating 7,500 direct BPO jobs and identifying five large local players that can develop their own operations.

- **Financial Services**: creating a vibrant and competitive financial sector in Kenya to create jobs and boost savings rates to 30%. This includes increasing bank deposits, dropping interest rates, raising financial inclusion and increasing stock market capitalization. Reforms of the banking sector include consolidating smaller banks, credit referencing, streamlining SACCOs and MFIs, and pension fund reform. Legal and institutional reforms will occur in order to increase transparency and trust, and make justice more efficient.

There are also other components of the plan, including a social pillar (covering topics like health, education, the environment, housing, gender and youth) and a political pillar (covering fair elections, transparency, service delivery, security and public sector reform).

In order to make these improvements possible, Vision 2030 involves making reforms in eight sectors to boost macroeconomic stability and enhance wealth creation opportunities for the poor: macroeconomic, infrastructure, energy, science and technology, land reform, human resources, security, and public sector reforms (there is some overlap here with the political pillar).

**Flagship projects**

A considerable chunk of the investment in Vision 2030 will go into major flagship projects intended to boost each of the target sectors (some of these were meant to be completed by 2012). The economic flagship projects, by sector, are as follows:

- **Tourism**: three resort cities, two on the coast and one in Isiolo; better marketing of little-visited parks; the “premium parks initiative” to upgrade popular parks; the “under-utilized parks initiative” to upgrade little-visited parks; a “niche tourism products initiative” targeting four sites in Western Kenya; certification of 1,000 home-stay sites; and a “business visitors’ initiative” to attract five new international hotel chains and try to leverage Isiolo as a high-end destination.
• **Agriculture**: agricultural policy reform legislation; a three-tiered fertilizer cost reduction program; branding Kenyan farm products; bringing Kenyan meat, hides and skins up to international standards through disease-free zones and processing facilities; creating publicly-accessible land registries; developing an Agricultural Land Use Master Plan; and an agricultural development scheme for the Tana River basin.

• **Wholesale and Retail Trade**: create ten wholesale hubs and 1,000-1,500 Producer Business Groups; build ten “Tier 1” retail markets; and build a free trade port at Lamu to serve East and Central Africa (part of the LAPSSET project).

• **Manufacturing**: develop a strategy for the establishment of two “economic clusters” of related industries; and create at least five SME industrial parks.

• **BPO**: establish a BPO park in Nairobi that can serve as a one-stop shop and attract foreign IT companies.

• **Financial Services**: consolidate smaller banks into larger, stronger ones; pension reform; pursue a strategy for remittances; develop a policy for issuing benchmark sovereign bonds; and implement legal and institutional reforms required to make Kenya a regional financial center.


One sector that seems to be gaining traction, especially for entrepreneurs, is the ICT sector, with a specific focus on software, mobile technology and apps.

**Digital Entrepreneurship & the Mobile Revolution**

Kenya has earned the moniker “Silicon Savannah”. The conditions, circumstances and innovations that have led to the digitizing of life in Kenya include:

• Mobile money (e.g.M-Pesa)
• A global crowdsourcing app, Ushahidi, which digitally, rapidly, and publicly tracked outbreaks of violence during Kenya’s election crisis
• Africa’s tech incubator model (e.g.iHub)
• A genuine government commitment to ICT policy

According to the Communications Authority, there are over 32 million mobile subscriptions in Kenya.

The GSMA, which represents mobile operators and has an office in Nairobi, published a study: [Digital Entrepreneurship in Kenya 2014](http://www.vision2030.go.ke/wp-content/uploads/2015/06/Vision2030_Popular_version_final2.pdf). Key facts from that report include:

• 60% of Kenyans living on less than US$2.50 a day have access to a mobile phone
• There are 23 million (74% of adults) registered mobile money users
• 16 million people access the Internet through mobile technology

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Constraints observed by the GSMA research team include: a lack of early-stage investment capital (e.g. angels); a lack of mentors/high-quality mentorship to help entrepreneurs; and insufficient management teams. Fewer than 50% of founding teams at any stage felt they had all the skills necessary to run a company, and inadequate skills within these teams was a big reason why investors were not backing startups. Awareness of intellectual property was also lacking.

The report also noted “cluster development” in Nairobi: the Bishop Magua building in Nairobi has been the cornerstone of Kenya’s digital entrepreneurship ecosystem, and is host to iHub, Nailab, m:lab East Africa, Savannah Fund and GSMA, as well as several startups. Other clusters include a development near 88mph’s accelerator and Strathmore University, which hosts the Climate Innovation Centre as well as @iLabAfrica.

Public Sector SME/MSE Support

SMEs are an integral part of the Kenyan economy. According to the Capital Markets Authority of Kenya (CMA), SMEs offer employment to an estimated 7.5 million people, account for 80% of employment, and contribute over 92% of the new jobs created annually. Research indicates that SMEs contribute about 45% per cent to Kenya’s GDP.

In Kenya, in lieu of using the term SME, “MSE” is used. MSE stands for “Micro and Small Enterprise” – a business with annual sales of under Ksh1 million, or 50 or fewer employees. For the purpose of this report, they are used interchangeably.

While MSEs are thought to make up 80% of the economy, there is no adequate registrar and therefore no published number of MSEs (nor are there statistics available on micro vs. small vs. medium-sized enterprises). Work is being done to address the number of MSEs: Kenyan authorities in 2013 announced plans to develop a public record of all legally registered MSEs operating in the country. The database is expected to ease the identification of companies and eliminate fraudulent ‘ghost’ companies who pose as legal establishments.

According to estimates made in the #ClosingthegapKenya report based on IFC data from 2010, there are 2.3 million MSEs, of which only 1.03 million are registered. Of those registered, they estimate 87% are micro, 12% are small, and 1% are medium (although their definitions of micro, small and medium are not supplied). As a reference point, the definitions used by the Ministry of Industrialization and Enterprise Development between micro and small are:

- A micro enterprise is a business that has less than Ksh.5million invested in it, or has sales of less than Ksh.500,000 a year, or has 1 – 9 people working in it.

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• A small enterprise is a business that has sales of between Ksh.500,000-Ksh.1million a year, or has 10–50 people working it.37

The Micro and Small Enterprises Act of 201238 creates a structural framework for the promotion of MSE activities, with four new government institutions:

• Registrar of MSEs: responsible for registering MSEs, MSE associations and umbrella organizations.
• MSE Authority: to formulate and review policy programs for MSEs, as well as raising resources for the development of MSE activities. It also develops capacity-building programs for MSEs, identifies markets for MSEs and administers the MSE Fund.
• MSE Fund: provides access to affordable credit. This credit is accessible by MSE associations or umbrella organizations, or by NGOs and other organizations promoting MSE activities. It is meant to finance research, development and transfers of technology for MSEs.
• MSE Tribunal: to settle disputes specific to MSEs.
• Categorization of MSMEs: farm, manufacturing/industry, service and trade.

Observers, cited below, believe that the Act should help to legitimize MSEs and support them, although progress is slow.

• The categorization and formalization of MSEs means that they have to keep business transaction records, which attracts investors and makes it easier to get loans from banks. Private equity funds and venture capitalists are likely to come up with new investments for the MSE sector.39
• The Act requires formalization of businesses through registration, making them more attractive to lenders and insurers.40
• The categorization of businesses by sector and income puts them in a better position to bid for public- and private-sector tenders, and makes it easier for them to get long-term leases from county governments.41

The Effects of Devolution on SMEs

How devolution, discussed previously in this paper, will affect policy and support to SMEs has yet to be fully understood. However, there are some concerns about what might happen, based on the following observations:

37 Ibid.
small--/2560/1849392/-/hw4nbngz/-/index.html.
13y1sr1z/-/index.html.
There’s not enough public/private dialogue at the county level, and little consultation with SMEs on the ground in the policy-making process due to a lack of strong sector-specific associations of county level SMEs.  

- Poor coordination between national and county governments has led to poor enforcement of regulations impacting SMEs.

- County levies and regulator frameworks greatly affect the performance of SMEs.

- Uncertainty surrounding devolution could be discouraging private sector investment, as investors wait to see what will happen.

**Government Bodies**

The *Ministry of Industrialization and Enterprise Development* is the government body that has the mandate for private sector development policy and strategy. This includes SME policy, development, training, and programming which, is overseen by the Directorate of Enterprise Development. The Ministry is home to the MSEA featured below.

[http://www.industrialization.go.ke/](http://www.industrialization.go.ke/)

The MSE Act established the *Micro and Small Enterprises Authority (MSEA)*, housed within the Ministry of Industrialization and Enterprise Development. The MSEA was established for the promotion, development and regulation of the Micro and Small Enterprises (MSE) Sector in Kenya. The Authority is mandated to formulate and review policies and programs, promote and develop the MSE sector, and monitor and evaluate implementation policies, programs and activities related to MSE development. In addition, the Authority was established to coordinate, harmonize and facilitate integration of various public and private policies, programs and activities related to Micro and Small Enterprises in Kenya.


**The ICT Authority** has a broad mandate to foster the development of ICTs in Kenya (including businesses, innovation and capacity building), implement and maintain systems and technology for the Government, oversee the development of integrated information and communication technology (ICT) projects, and to develop and enforce

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43 Ibid.


ICT standards for the government. They have launched Enterprise Kenya, a national accelerator to catalyze innovations and provide entrepreneurs with support. The initiative was an outcome of the inaugural Kenya ICT Innovation Forum held in February 2015 in Nairobi. Enterprise Kenya will drive engagements with relevant government agencies to cause a review of the current procurement law with a view to giving Kenyan ICT businesses more opportunity to supply government technology solutions. The entity also looks at the establishment of an Equity Fund to support ICT innovations that could be quasi-government or private; and the creation of ICT Centers of Excellence that are linked to government ICT spending.
http://innovation.icta.go.ke/enterprise-kenya/

The Kenyan government also finances the Youth Enterprise Development Fund. It was established in year 2006 with the sole purpose of reducing unemployment among the youth who account for over 61% of the unemployed in the country. The target of the fund is young people within the age bracket of 18 to 35 years (population 13 million). The Fund was transformed into a State Corporation in May 2007. The Fund’s strategic focus is on enterprise development as a key strategy that will increase economic opportunities for, and participation by Kenyan youth in nation building. The government has so far released Ksh. 3.8 billion to the Fund. The Fund is currently working on a 5-year strategic plan in line with the Medium Term Plan (MTP) of the Vision 2030. They offer a variety of loans and financing products, as well as training and mentoring.
http://www.youthfund.go.ke/

The Uwezo Fund is a flagship program for Vision 2030 aimed at expanding access to finances and promote women, youth and persons living with disability led enterprises at the constituency level. It also provides mentorship opportunities to enable the beneficiaries take advantage of the 30% government procurement preference through its Capacity Building Programme. The fund is aimed at supporting the incubating of enterprises, catalyzing innovation, promoting industry, creating employment, and growing the economy. It provides loans to qualifying groups, and is administered locally.
http://www.uwezo.go.ke/

Private Sector Organizations

Kenya National Alliance of Street Vendors and Informal Traders (KENASVIT)

The Kenya National Alliance of Street Vendors and Informal Traders (KENASVIT) was formed in 2005 to bring together street vendors, traders and other types of informal workers from 12 towns in Kenya. The Alliance currently has over 8,600 members in 170 local associations. The mission of KENASVIT is “to promote the growth of small business in Kenya, to increase livelihoods and participate in national development, through collective action, promotion of entrepreneurship, practice of responsible management and provision of a voice for the most marginalized in society. Their vision is “transforming street vending and informal business into corporate establishments.” They focus on policy, advocacy and research and are supported by the Center for Private Enterprise (CIPE).
https://kenasvit.wordpress.com/

Kenya Private Sector Alliance
The Kenya Private Sector Alliance is the membership organization representing the private sector on matters of policy and advocacy. Their role is to: strengthen the role of private sector as the pillar and engine of economic growth, employment and wealth creation; support formulation and implementation of pro-growth policies; promote, coordinate, monitor and evaluate private sector activities in pursuit of an enabling business environment; and facilitate harmonized private sector approaches on cross-sectorial issues.

http://www.kepsa.or.ke/

SME Financing

Overview of the Banking Sector

The Kenyan banking sector is composed of banks, microfinance institutions, chamas and SACCOs. Chamas are informal cooperative societies that pool and invest savings. SACCO stands for Savings and Credit Co-operative (or a credit union). SACCO members generally share some sort of common bond (belonging to the same church, working for the same company, etc.), and membership is open to all who belong to the group. They save their money together and make loans to one another at reasonable interest rates. There is an elected board and supervisory committee, and staff are hired to carry out the day-to-day work of the SACCO. Interest rates on SACCO loans tend to be significantly lower than banks: 12-14% vs. 19-25%. Some SACCOs have partnered with commercial banks, allowing their members to open current accounts and clear checks. They are regulated by the SACCO Societies Regulatory Authority, established by the SACCO Societies Act 2008.

In total there are 43 banks operating in Kenya, according to the Central Bank, and 12 licensed microfinance “banks”. Regulations for non-deposit-taking MFIs have not yet been put in place, so the Central Bank does not produce a list of those organizations. There are currently around 300,000 chamas and 181 licensed deposit-taking SACCOs.

Chamas are reported to have combined assets of at least 300 billion shillings – 6.3% of GDP. One in three Kenyans is thought to be in a chama, registered or unregistered. Because of this, banks and MFIs have begun developing products for chamas, including “Rafiki Deposit-Taking Microfinance” (Chase Bank), which loans clients up to 200 million shillings for investment. K-Rep, Cooperative Bank, Barclays, KCB and Bank of Africa have all developed products for this segment.

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47 "#ClosingTheGapKenya: Update on Key Challenges for the 'Missing Middle' in Kenya 2015."
48 Ibid.
49 Herbling, “Bank’s Chama Awards to Showcase Power of Group Investments.”
50 Waitathu, “Chama Revolution.”
On average, SACCOs contribute 48.55% to Gross National Savings. SACCO assets are growing – they stood at 335 billion shillings in December 2013, up from 293 billion a year earlier. Membership rose from 2.97 million to 3.3 million in that same timeframe.

MFIs lend small ticket sizes to SMEs and have a total exposure of about US$44 million to Kenyan SMEs, which is around 13% of the total MFI portfolio.

There are also a number of companies in Kenya that specialize in offering supply chain financing, factoring, LPOs and invoice discounting. Many banks offer these products as well.

**SME Finance**

There are SME financial products and services available from conventional banks, and 50% of banks report that they are motivated to participate in the SME sector because of its profitability. In 2013, 17.4% of total bank lending was to SMEs, and Kenyan banks earned 20.5% of their income from SMEs. Of that income, 68% was from credit, 12.7% from deposit and account management, and 19.3% from other transactions and services. There is a strong market for hire-purchase and invoice-discounting, adoption of which has allowed mid-sized banks into the SME financing space. However, these tools are short-term and focused on working capital; there is a dearth of long-term capital options available and 68% of SMEs in Kenya use retained earnings to finance the business.

Many Kenyan banks cite the lack of quality information as the biggest SME-specific hindrance to SME lending. Banks also lack skills to properly assess SMEs. In addition, they are used to using physical assets as collateral, which many SMEs don’t have.

The #ClosingthegapKenya report highlights barriers to SME financing, including high interest rates (18%), high cost of recovery for bad debt (40% of loan amount), and poor contract enforcement. They point out demand-side challenges as well, including low

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54 #ClosingTheGapKenya: Update on Key Challenges for the “Missing Middle in Kenya 2015.”
56 Ibid.
58 #ClosingTheGapKenya: Update on Key Challenges for the “Missing Middle in Kenya 2015.”
60 Mungai, “High Cost of Credit Slowing Growth of Kenya’s SMEs, Says World Bank.”
awareness of products (less than 20% uptake of letter of credit and factoring) and the inability to offer collateral.\textsuperscript{61} The report also cites the following facts about the state of angel investing, which they see as a relatively new phenomenon that is gaining momentum:

- An analysis of the most active angel investors shows that a total of approximately US$10 million has been invested in Kenya since 2008, spread across 82 investments.\textsuperscript{62}
- Ticket size generally ranges from US$20,000-500,000 per deal.\textsuperscript{63}
- Average ticket size is US$140,000 and the median is around US$44,000.\textsuperscript{64}
- Typically, three to four investors co-invest in a start-up and acquire up to 25% of the stake in the enterprise.\textsuperscript{65}
- Angel investors fund only 2% of Kenyan startups, most of which are in the ICT sector.\textsuperscript{66}

\textit{Impact Investing}

Kenya functions as both the hub and destination of impact capital. According to a recent study by Global Impact Investing Network (GIIN), at least 136 impact capital vehicles are active in Kenya, managed by some 95 impact investors (this figure excludes DFIs). At least US$240 million has been committed specifically to investments in Kenya. Regionally, there is a commitment of US$2.5 billion, and it is anticipated that a large amount of that money will also flow into the country. Almost half of all impact capital disbursed in East Africa has been placed in Kenya to date, representing more than US$650 million of non-DFI capital and more than US$3.6 billion of DFI capital. This is more than double the amount deployed in the next most active country in East Africa (Uganda) for non-DFI investments.\textsuperscript{67}

\textbf{Conclusion}

Kenya has a plan for growth and hopes that economic growth will solve the issues of poverty and unemployment, particularly for young Kenyans. There is a clear recognition by the government and others in Kenya that SMEs are a key part of that strategy. There are a number of government-supported initiatives promoting various interventions, and a significant portion of the banking sector recognizes the market opportunity SMEs present. The question of how coordinated and effective these initiatives are remains to be answered.

\textsuperscript{62} Ibid.
\textsuperscript{63} Ibid.
\textsuperscript{64} Ibid.
\textsuperscript{65} Ibid.
\textsuperscript{66} Ibid.
International Donor Support

Kenya receives significant donor support; in 2012, Kenya received US$404 million in international humanitarian assistance, making it the 11th largest global recipient.68 The United States government is the largest aid donor to Kenya.69 Other significant donors are EU institutions and the United Kingdom. The Netherlands has a “transitional relationship” with Kenya.

International donor support has been focused since 2010 on support for devolution; however, there is some specific support for economic growth and SME-related activities. USAID is supporting Kenya to achieve inclusive, market-driven, environmentally sustainable economic growth. DANIDA has a goal to promote growth and development of MSEs and enhance capacity of MSEs to create employment and reduce poverty among Kenyans.70 Even when there is not a specific SME strategy (e.g. UK Aid does not have a specific program for SME development), there may be support for specific initiatives highlighted in this paper.

The following are international donor funded organizations and programs in Kenya.

**African Development Foundation (USADF)** is an independent U.S. federal agency established to support African-led development programs that grow community enterprises by providing seed capital and technical support. They provide grants of up to US$250,000. In Kenya USADF launched the Turkana Food Security Program in March 2011 and has funded 16 grants in enterprises related to irrigated agriculture, livestock and fishing. They also support the U.S. government’s Power Africa Off-Grid Energy Challenge.


**The African Guarantee Fund (AGF),** officially launched in 2012, is a pan-African non-bank financial institution founded by the Danish International Development Agency (DANIDA) and the Spanish Agency for International Cooperation and Development (AECID) in partnership with the African Development Bank (AfDB). The primary mandate of AGF is to facilitate access to finance to SMEs by sharing potential risk with financial institutions, as well as providing capacity development to financial institutions in appraising SMEs. They host the Africa SME Champions Forum, which includes matchmaking between SMEs and financing institutions.


**The African Women’s Entrepreneurship Program (AWEP)** is organized and supported by several U.S. agencies under the leadership of the U.S. Department of State, and seeks to equip African businesswomen with the tools and opportunities to accelerate the growth of their businesses, become leaders in their communities and drive social and economic progress in Africa. The program is designed to accelerate the growth of women-owned businesses and export capacity; foster leadership for women’s

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business organizations; and support women’s advocacy roles as “voices of change” in their communities. They have a Kenya-based chapter.  
http://awepkenya.org/

**IFC** has built an online SME Toolkit, intended to be an interactive training center.  
http://kenya.smetoolkit.org/kenya/en/

**ILO’s Youth Entrepreneurship Facility (YEF)** is part of the International Labour Organization. The facility exists to support emerging and existing young entrepreneurs to succeed in their business ventures. It is designed to improve attitudes towards entrepreneurship among young women and men; promote education systems that produce more entrepreneurial graduates; support youth employment policy makers and promoters in making evidence-based decisions for better resource allocation and program design; support youth organizations in delivering innovative youth entrepreneurship solutions; and help more young women and men to establish and manage sustainable enterprises. The facility is active in Kenya, Tanzania and Uganda. The YEF in Kenya has worked with Junior Achievement, hosted business plan competitions, developed online/mobile training programs, trained trainers, developed educational and advocacy programs, and coordinated with a variety of organizations highlighted in this report (TechnoServe, Equity Group Foundation, MSEA, etc.).  
http://www.yefafrica.org/yef-kenya/

**NorFund** is the Norwegian Investment Fund for Developing Countries. It is the government’s main instrument for combatting poverty through private sector development and contributing to sustainable commercial businesses in developing countries. Norfund provides equity, other risk capital and loans to companies, and invests in clean energy, financial institutions and agribusiness, in addition to small and medium-sized companies through investment funds. Kenya is one of their target countries.  
http://www.norfund.no/

**UNDP** is currently supporting the establishment of **County Business Development Centres (CBDCs)**. The key objective of the centers is to promote inclusive economic growth and job creation at the county level through empowering MSEs, small holders, youth and women to access and leverage economic opportunities. Other beneficiaries include medium-sized and large enterprises engaged in inclusive business approaches or value chain development programs driving backward-forward market linkages, local business development service providers and financial institutions. The main implementing partners are the Ministry of Devolution and Planning (MoDP), the Ministry of Industrialization and Enterprise Development (MoIED) and county governments. They are being established under a public-private sector partnership model and will operate with the private sector in the provision of business development services. During the 2014-2018 plan period, 20 County Business Development Centres will have been established.  

**USAID** has a specific program that stands out in regards to enterprise development: **The Feed the Future Kenya Innovation Engine**. This program identifies, fosters and brings to scale innovative market-driven solutions to persistent food insecurity, undernutrition and poverty. It partners with people who design new concepts, products and
services with investors who can maximize their commercial potential. The Innovation Engine is a vehicle through which innovative private sector strategies that improve food security, nutrition and livelihoods are proactively sought out, incubated and scaled up for widespread impact. It uses a competitive process for innovations at proof of concept, pilot rollout and transition to scale. Coaching comes from partners IDEO.org and Dalberg, and links to venture and social capital investors as well as leveraging USAID funding and connections.

http://kfie.net/
Section II: The Ecosystem

The organizations, platforms, projects and events featured in this section of the report are offering products and services to enable entrepreneurship and enterprise development. Below the name of each organization is a short description of the organization, as well as their services and programs.

The following page contains a design of how the ecosystem is organized for the purpose of categorization in this report, as well as how the various organizations and activities work in support of enterprise development.
Ecosystem Design Map

**Support for Entrepreneurs & SMEs**

*Direct support for entrepreneurs and SMEs to learn, grow and scale their businesses*

- Incubators / Accelerators
- Educational Programs & University Centers
- Professional Associations & Networks
- Technical Advisory / Capacity Development Providers & Programs
- Local Consultants & Businesses

**Direct financing and technical advisory for SMEs (from idea through to scale)**

- MFIs, Banks, Investors & Financial Service Companies

**Convening people and ideas to advance the ecosystem**

- Consortiums & Platforms
- Work & Event Spaces
- Events & Convenings

**Thought leadership and capital to enable the ecosystem**

- Advisory & Research Service Providers
- Foundations
Ecosystem-building Organizations & Activities

The organizations and activities in this section may or may not directly serve SMEs; however, all are designed to support the development of an enabling environment for entrepreneurship and enterprise growth.

Consortiums & Platforms

**ANDE East Africa Chapter**

The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organizations that propel entrepreneurship in emerging markets. ANDE supports its 200+ members primarily through knowledge sharing and networking, but also provides training, research and funding, and coordinates advocacy and education. The East Africa Chapter is the largest chapter in the ANDE network and is based in Nairobi; 15 organizations are based in East Africa, 88 have staff in the region and 144 are interested in the region.

The East Africa Chapter brings together ANDE Members supporting small and growing business in East Africa. They work with their members to identify common challenges that can be addressed collectively. This has led to a variety of programs, including developing a legal toolkit for enterprises in Kenya. In addition, the East Africa Chapter has hosted the ANDE Investment Manager Training workshop in Kenya, ANDE’s first conference in Africa, and other sector specific events. Examples of these events include an agribusiness event in Tanzania and a roundtable on invention-based businesses with the Lemelson Foundation.

The chapter also hosts quarterly meetings for members in Nairobi. These meetings are an opportunity for members to share best practices for supporting entrepreneurs in the region and to seek out opportunities for collaboration with one another.

[http://www.andeglobal.org/?page=EastAfrica](http://www.andeglobal.org/?page=EastAfrica)

<table>
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<tr>
<th><strong>Aspen Network of Development Entrepreneurs (ANDE) Legal Working Group</strong></th>
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<tr>
<td>The ANDE Network’s Legal Working Group (with financial support from the ANDE Capacity Development Fund) has developed tools focused on enabling SME growth in East Africa.</td>
</tr>
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</table>

**East Africa Legal Guide:** The ANDE Legal Working Group (with leadership from New Markets Lab) created a Legal Guide for Doing Business in East Africa, in collaboration with the Acumen Fund, Open Capital Advisors, the Grassroots Business Fund and Root Capital, which introduces social entrepreneurs to the legal environment for doing business in the region.

**Legal Guide for Women Entrepreneurs:** As a follow-up project to the East Africa Legal Guide, a number of the aforementioned partners and Land O’Lakes produced a legal guide for women entrepreneurs, with a focus on East Africa. The project includes capacity building among lawyers and entrepreneurs in the field.

The Legal Working Group compromises over 90 professionals working on legal issues in the social enterprise sector.
Note: **ANDE is housed in the same office building as GrowthAfrica, Open Capital Advisors (both featured accelerator programs in this report) and Voxtra (an impact investment fund focused on agriculture). This office space in Lenana Towers in Nairobi is becoming a small ecosystem for SME development, with room to grow.**

**Africa Business Angel Network**
African Business Angel Network (ABAN) is a pan-African non-profit association founded to support the development of early-stage investor networks across the continent and to get many more (early-stage) investors excited about the opportunities in Africa. ABAN seeks to promote a culture of angel investing across Africa and connect national networks to share knowledge and best practice. They are focusing on capacity building, advocacy and coordination. They held an Angel Investor Boot Camp in Nairobi in 2015, although they are not linked to any investor networks in Kenya.
http://abanangels.org/

**AfriLabs**
AfriLabs is a pan-African network of 40 technology innovation hubs in 20 countries. It was founded in 2011 to build a community around rapidly emerging tech hubs—spaces that serve as physical nexus points for developers, entrepreneurs and investors. AfriLabs is working through these spaces to build an innovation infrastructure that will encourage the growth of Africa’s knowledge economy by supporting the development of start-ups, technology and innovation. They facilitate knowledge sharing and collaboration, and focus on capacity and financial sustainability of hubs. Members include Nailab and LakeHub.
http://afrilabs.com/

**Biz4Afrika**
This online platform was built by Microsoft. The goal of the platform is to offer quality content on best business practices and advisory services for Kenyan business owners across different fields. Biz4Afrika hopes to create a vibrant online business community among listed SMEs, providing them with the opportunity to trade with similar-sized businesses through the portal’s online directory, thereby accelerating their individual growth. The community is further supported through the collaboration of like-minded service providers across key categories that address core challenges that most SMEs face in operating and growing their businesses. These partners provide services on a “freemium” model.
https://kenya.biz4afrika.com

**The East Africa Venture Capital Association (EAVCA)**
EAVCA was founded in 2013 to represent the private equity industry in East Africa and provide a voice for industry players to raise awareness and engage on regional policy matters. EAVCA aims to ultimately play a greater role in mobilizing investment flows in the region. EAVCA is seeking to bridge the knowledge gap between the public and private sectors on the importance of the asset class and the impact the nascent industry can have on growing enterprises and the development of East African economies. The initiatives include advocacy, training, networking and intelligence. The association will also offer training with more localized content, target more junior team members, offer more networking opportunities, and capture industry data and statistics.
http://www.eavca.org
Financial Sector Deepening (FSD) Kenya
FSD Kenya was created in 2005 as an independent trust, supervised by KPMG to increase financial access for the poor using the “making markets work for the poor” (M4P) development approach. FSD is committed to research and making high-quality information on financial sector development and financial inclusion available to market players and to the public. Their Knowledge Hub provides access to data, knowledge and insights to improve understanding of the sector, inform better decision-making and inspire ideas for a new generation of financial solutions and business models that reach the poor and support development. They publish datasets, visualizations, publications, market intelligence and other resources.

Some other highlights of their work include:
- Supporting start-ups through grants, research, technical expertise, and connections to key industry players.
- Working with government and regulators to address market development challenges by developing and implementing government policies, legislation, regulation and supervision to provide an effective and enabling environment for financial service providers.
- Their GrowthCap project is working to increase customer focus in the Kenyan finance market for small and growing businesses. Through action research methods, GrowthCap is partnering with selected financial institutions to overcome institutional and systemic constraints in the provision of SME centric finance.

They are supported by a number of organizations, including DFID and Bill & Melinda Gates Foundation.
http://www.fsdkenya.org

m:lab
m:lab East Africa is a consortium of four organizations, and aims to be a leader in identifying, nurturing and helping to build sustainable enterprises in the “knowledge” economy. The consortium members and their roles are:
- eMobilis: education, training, accreditation and certification
- World Wide Web Foundation: curriculum and content, training and education
- The University of Nairobi School of Computing and Informatics: for rigorous academic research
- iHub: for community interaction, development space, events and access to capital and markets

The consortium focuses on mobile businesses across East Africa.
http://mlab.co.ke/

VC4Africa
VC4Africa is the largest online community of entrepreneurs and investors dedicated to building companies in Africa. Entrepreneurs have access to free online tools, mentorship opportunities and private deal rooms. Investor Pro Account users (their revenue model) can set up intelligent alerts, follow progress, conduct due diligence and connect directly with entrepreneurs. The community has members in 159 countries and meet-ups have been hosted in more than 50 cities around the world. They operate as a peer-to-peer network and champion an open source approach. The core vision behind the project is that VC4Africa is only a platform within a larger social movement.
Key Findings from #ClosingthegapKenya Update on Key Challenges for the “Missing Middle” in Kenya 2015

The Dutch Good Growth Fund, which supports Dutch SMEs with financing for trade and development in emerging markets and also directly supports SME funds working in specific countries, has devoted resources to assess the entrepreneurial ecosystems of countries covered by the DGGF mandate. The first country of focus was Kenya; it included a convening in June 2015 and a report released October 2015 which applied ANDE’s ecosystem assessment indicators entitled #ClosingthegapKenya Update on Key Challenges for the “Missing Middle” in Kenya 2015.

The report, via its research and stakeholder feedback, has concluded that the three major challenges facing SMEs in Kenya are finance, human capital and infrastructure.

Furthermore, the researchers have identified four key challenges in the current SME support landscape:

- Risk taking angel and seed investments that help high-growth startups to grow their business
- Patient growth capital that helps SMEs that demonstrate moderate growth and do not qualify for pure-play equity
- Affordable and relevant business support services that help SMEs to grow and raise finance
- Increased linkages in the ecosystem that help SMEs navigate through the ecosystem effectively, and access available support

Based on those gaps, the stakeholders who were consulted recommended the following:

- Make information about start-up support more accessible: enterprises find it difficult to find information about competitions, accredited business support providers or other opportunities.
- Unlock angel investments from local high net-worth individuals and diaspora.
- Increase the supply of mezzanine finance as a solution to address the long-term growth capital gap.
- Combine financial with non-financial support: some investors recognize the importance of non-financial services for the success of early-stage SMEs and provide technical assistance pre-investment, supporting enterprises to prepare them for investment.

The report was commissioned on behalf of Dutch Good Growth Fund (DGGF) / Investment funds local SME and coordinated by Triple Jump in partnership with ANDE and EAVCA. It was authored by Intellecap.

Events & Convenings

Global Entrepreneurship Summit
The 2015 Global Entrepreneurship Summit was held in July in Nairobi. The U.S. Government’s summit was the sixth annual gathering of entrepreneurs at all stages of
business development - business leaders, mentors and high-level government officials. The event was a platform to showcase Kenya’s entrepreneurship culture and successes.  
http://www.ges2015.org

Global Entrepreneurship Week
Global Entrepreneurship Week is an annual global campaign to promote entrepreneurship (with the Kauffman Foundation as a leading sponsor). It is held one week each November, with local activities designed to help individuals explore their potential as self-starters and innovators. Events are scheduled for Nairobi in 2015, primarily hosted by the Safaricom Foundation and Junior Achievement.  
http://www.gew.co/countries/kenya

Sankalp Forum
Sankalp Forum is an initiative of Intellecap (featured under “Consultants”). Building on their experience in India, Intellecap launched the Sankalp Forum for East Africa in Nairobi in 2013. Sankalp is about convening global, inclusive development dialogues with entrepreneurs, impact investors, corporates and governments. It brings the “who’s who” of the field together with the intent to create an ecosystem approach to enterprise-led development. The 2016 scheduled convening has a theme of "Spurring the Entrepreneurship Economy".  
http://www.sankalpforum.com/

Seed Africa Symposium
SEED is a global partnership for action on sustainable development and the green economy. Established in 2002 at the World Summit on Sustainable Development in Johannesburg by the UN Environment Programme, the UN Development Programme and International Union for the Conservation of Nature, SEED sets out to stimulate and support innovative, small-scale and locally-led enterprises which integrate social and environmental benefits into their business model. SEED annual symposia are part of SEED’s effort to foster the Green Economy at the grassroots. The annual SEED Africa Symposium (held in Nairobi) brings together more than 500 entrepreneurs, business leaders, investors, practitioners and policy makers working in the entrepreneurship space.  
https://www.seed.uno/symposium/
Nairobi Work & Event Spaces / Hangouts

iHub
iHub is an open community space and incubator. The community includes individual developers, designers, creatives, researchers, scientists, engineers and technologists, as well as non-tech people looking to launch startups (but with a strong focus on the tech community). They host events and have dedicated freelance consultants who can assist members. They are a part of the m:lab consortium. They also host Startup Grind, a Google initiative that organizes monthly events, anchored by a talk from a successful entrepreneur.
https://www.ihub.co.ke/

Nairobi Garage
Nairobi Garage is a fully serviced, co-working office space for startups, techies and entrepreneurs. They also host events.
http://www.nairobigarage.com/

Organizations Directly Supporting Enterprise Development

The organizations in the following sections have strategic interventions, projects and/or programs that promote entrepreneurship and support the growth of micro, small and medium-size businesses (enterprise development). There are indications that the services they offer are institutionalized and/or sustainable (or on a path to sustainability). The organizations can be for-profit, non-profit, academic and/or commercial enterprises, and are local, regional or international.

Incubators / Accelerators

The following are organizations and initiatives offering what they themselves term as “incubation” or “acceleration” services, usually comprising a suite of services such as: business development (including strategy, marketing and sales, operations, finance and HR guidance), networking, mentoring, a cohort-based curriculum and/or customized consulting, and in some cases connections to investors or direct access to financing.

Of the seventeen initiatives profiled, all of them are based out of or offer services centered in Nairobi with the exception of two: LakeHub (Kisumu) and Swahili-Box (Mombasa). Some Nairobi-based organizations will host recruitment drives, seminars or workshops in other regions, but do not have a physical space or dedicated staff in those regions.

88mph
88mph started in Nairobi in 2011 and is a seed fund and accelerator. They have invested US$1.7M in 19 startups and run two accelerator programs to date. They are fully invested and in the next 12-18 months are focusing on their existing portfolio. They take an equity stake in companies. They target organizations in the expansion and growth sector with a heavy tech focus.
http://www.88mph.ac/

Afribiz Foundation
### Afribiz Foundation

Afribiz Foundation, based in the U.S. and South Africa, runs events and acceleration programs for startups. They offer one-day workshops in Nairobi focused on various stages of entrepreneurship and offer intensive online boot camps, with local cohort support. Some ventures are offered the opportunity to participate in the Venture Cultivation Launchpad, a three-year program providing holistic support to ventures, moving them from the seed to startup to early grow stage. They charge for workshops, although their other revenue models are not clear.

http://www.afribiz.org/

### GearBox

Gearbox is building a community of members working on projects in computer technology, industrial art, robotics and electronics. It will support incubation and acceleration of innovations to build the capacity of electronic manufacturing in Kenya through collaboration on projects in a wide range of scales. They focus on design and rapid prototyping. They offer membership, training and equipment.

http://gearbox.co.ke/

### GrowthAfrica

GrowthAfrica is a business incubation hub in East Africa that helps local and international companies to grow their businesses. It was founded in 2000 with a mission to proactively contribute to the social and economic growth of African economies through strengthening local enterprises. The company today works in five business areas: GrowthAfrica Consulting (market entry, expansion and partnership facilitation between international and East African companies, with an emphasis on Kenya); the GrowthHub (start-up incubation/acceleration services and programs); GrowthAfrica Management (serviced offices, shared services and outsourced business processes); GrowthAfrica Capital (investment facilitation for start-ups and early-stage enterprises); and GrowthAfrica Ventures (co-creation of web and mobile ventures).

The team provides incubation and acceleration support to local and international companies wanting to set up and grow their business in the region. They source high potential businesses and provide them with mentoring, coaching and peer-to-peer learning opportunities. Recently, they launched a **Green Pioneer Accelerator** program in association with Impact Amplifier, VC4Africa and Hivos to support early-stage enterprises in Kenya and South Africa contributing to environmental issues such as climate change, loss of biodiversity and soil degradation. GrowthAfrica has also partnered with “Spring Accelerator” that supports businesses whose products and services help transform the lives of adolescent girls. They also run acceleration programs in collaboration with Village Capital.

http://growthafrica.com/

### @iBizAfrica / @iLabAfrica

@iBizAfrica business incubator carries out the entrepreneurship and incubation theme of @iLabAfrica. @iLabAfrica is a center of excellence in ICT innovation and development set up in 2011. It is an independent entity in the Faculty of Information Technology at Strathmore University. It was established to address the Millennium Development Goals (MDGs) and to contribute toward Kenya’s Vision 2030. The research center is involved in interdisciplinary research and student engagement, as well as collaboration with government, industry and other funding agencies. @iBizAfrica seeks to provide a nurturing environment that builds on the potential of the youth to develop ICT solutions and businesses that work for the common good in society, offering dedicated space and virtual
incubation, mentoring and coaching, business training, and access to finance and “Pitch Friday”.

http://www.ilabafrica.ac.ke/

### Kenya Climate Innovation Center (CIC)

The Kenya Climate Innovation Center (CIC) provides holistic, country-driven support to accelerate the development, deployment and transfer of locally relevant climate and clean energy technologies. The CIC provides incubation, capacity building services and financing to Kenyan entrepreneurs and new ventures that are developing innovative solutions in energy, water and agribusiness to address climate change challenges. The initiative is supported by the World Bank’s infoDev and is the first in a global network of CICs being launched by infoDev’s Climate Technology Program (CTP). The Kenya CIC is funded by the United Kingdom’s UKaid (DFID) and the Danish Ministry of Foreign Affairs. It is housed at Strathmore University.

http://www.kenyacic.org/

### KeKoBI

The Kenya Kountry Business Incubator (KeKoBI) started with a grant from infoDev (World Bank) to establish institutional mechanisms for supporting small enterprise development through ICT-enablement. They provide space and link companies to services. This organization is primarily focused on incubation and early-stage startups.

http://www.kekobi.co.ke/

### LakeHub

LakeHub is a community-based tech hub in Western Kenya. They bring together programmers, creatives and entrepreneurs, and connect them to resources, partners and mentorship. They are the Western Kenya partner of Ennovent (a consulting company dedicated to innovations for sustainability in low-income markets in developing countries).

http://www.lakehub.co.ke/

### Nailab

Nailab is a startup accelerator that offers a three- to six-month entrepreneurship program with a focus on growing technology-driven ideas. Each incubation program takes a total of six months broken down into two phases: the initial three months are heavy on product development and business refinement; and the final three months focus on product push to the market with an enhanced effort on fostering strategic partnerships. The program includes business development training, product development and mentorship. They offer office space and shared facilities. They also host events such as an Agribusiness Hackathon and a “Fail Up” monthly event. Their revenue model is to take equity shares.

http://www.nailab.co.ke/

### Open Capital Advisors

Open Capital Advisors (OCA) is a management and financial consulting firm that supports high-growth businesses and investors. Over the last five years, it has supported 130 engagements, of which 80 are enterprises based in East and Southern Africa. Its enterprise support includes both pure consulting arrangements and capital raises. The other 50 engagements are work with investors, development actors and
corporates. It has helped raise US$50 million for SME clients, with an average of just over US$1 million per raise and ticket size starting with as low as US$50,000. It has hired and trained more than 25 local university graduates to work with the OCA team. They earn their revenue through delayed payment for consulting services offered.

For investors, multinationals, donors and large organizations, they leverage their knowledge of African operations to create innovative structures and strategies, manage existing portfolios, analyze value chain opportunities and perform in-depth market assessments.

http://opencapitaladvisors.com/

**Sinapis**

Sinapis is a business accelerator program that provides early-stage entrepreneurs with advanced business training entrenched with faith-based principles. Sinapis is for early-stage to mid-stage entrepreneurs and provides them with intensive training at the advanced MBA level in partnership with the Acton School of Business in Austin, Texas. They offer a combination of online work, classroom work and fieldwork over the course of four months; a business plan competition (for US$10,000 in grant funding); and a fast track fellows program (six months).

http://sinapis.org/

**Spark* Accelerator Program**

The Spark* Accelerator Program (based out of Australia) has a country program in Kenya for early-stage businesses. They offer an intensive five-day live-in workshop in Nairobi; ongoing training; three years of access to graphic designers, website creators, business coaches, mentors, research assistants, lawyers and accountants; and the opportunity to continually apply for small grants (approximately 15,000-20,000 KSH). They are official pipeline partners with Ashoka, Echoing Green and the Unreasonable Institute. They focus on launched enterprises that are improving education, health or housing, or creating good jobs.

http://www.sparkinternational.org/spark-kenya/

**Spring Accelerator**

Spring is an acceleration program solely focused on adolescent-girl-focused businesses. These are businesses with products or services that help adolescent girls generate income; save time or labor, giving girls more time to study or secure employment; save and invest their earnings and assets; and feel safe and secure. The program has a geographic scope of Kenya, Uganda and Rwanda. It was launched in 2015 and is funded by DFID, the Nike Foundation and USAID. Selected businesses receive nine months of immersive training, mentorship and collaboration. There are 18 businesses in the spring 2015 cohort and US$80,000 in grants is available per venture.

http://www.springaccelerator.org

**SwahiliBox**

SwahiliBox is a community space in Mombasa with a technology focus. They offer networking, access to training and support, and professional mentoring and coaching.

http://swahilibox.co.ke/

**Unreasonable East Africa**
Unreasonable East Africa is an initiative of the Unreasonable Institute, a U.S.-based accelerator focused on businesses (for profit and non-profit) with positive social/environmental impact integrated into their models. Since late 2013, they have run two programs with 21 companies from Uganda, Kenya, Tanzania and South Sudan, and have a call out for the 2016 cohort. Entrepreneurs spend five weeks in Kampala, Uganda, during which they work intensively alongside mentors to get the company into the best possible shape to grow. They also facilitate networking with funders and have a strong alumni and mentor support network.

Note: Based in Kampala, Uganda, but working with Kenyan entrepreneurs.

http://unreasonableeastafrica.org/

### Village Capital

Village Capital offers customized accelerator programs for mission-driven entrepreneurs attached to an investment fund that provides seed capital to accelerator participants on a peer review basis. The programs are often donor-driven with a sector and cohort focus, around topics and different mechanisms ranging from intensive workshops to longer engagements. The peer component is to give the authority over capital investments to the entrepreneurs themselves, empowering them to make decisions about which among them is most likely to succeed. They have run programs in Kenya, which include: Innovations for Agriculture: Kenya (cohort of 10; intensive workshops; US$50K to two enterprises); FinTech for Agriculture: East Africa 2015 (12 companies; 2 x US$100,000 investment); Nairobi Impact 2013: (3 month acceleration program, 14 companies); and Hardware East Africa 2015 with Gearbox (funded by The Lemelson Foundation). They have an associate based in Nairobi.

http://www.vilcap.com/

### Villgro Kenya

Villgro Kenya focuses on entrepreneurship in the Kenyan health ecosystem. Villgro Kenya is building a network and incoming entrepreneurs will be coached. It is also building partnerships between health professionals with entrepreneurial aspirations, the private sector, NGOs, academic institutions that wish to provide access to market for innovations, and government. This model is based on the Villgro India model, offering incubation, tech-transfer where possible, and consulting to interested stakeholders.

http://villgrokenya.or.ke/

### Hackathon and Competition Culture

Nairobi is becoming a popular place for hackathons, innovation challenges and competitions.

In addition to the aforementioned agricultural hackathon, the health hackathon and innovation challenges, there are a plethora of other events. A couple more are highlighted here:

The <Br/ea>kPoverty Hackathon, a Devs Without Borders event, will bring charitably-minded developers from Toronto and Nairobi together to build scalable solutions in education, business and farming for people in developing countries in just 28 hours.

Leap Hubs (featured in this report) also held a hackathon called “How would you Transform Education in Africa?” This was the challenge posed to students and
organized by the Global Peace Foundation Kenya, the Center for Mathematics, Science and Technology in East Africa (CEMASTEA), and Airtel Kenya.

The accelerators listed in this report (as well as the NGOs) are often hosting, organizing and embracing hackathons to jump-start idea-stage businesses and non-profits.

**Education Programs & University Centers**

The following are organizations that offer educational programs, curricula, diplomas and certificates focused on entrepreneurship, SME management and skill development and/or social enterprise development. Also listed are universities that have centers, institutes or programs that focus on the aforementioned themes.

### Amani Institute

The Amani Institute offers a post-graduate certificate in social innovation management. It is a field-based program that brings together a group of competitively selected individuals from around the world. The teachers are leaders in the social, business, education and government sectors. It is a ten-month program in Kenya (also offered in Brazil). The program combines skill-building courses facilitated by global practitioners around the topics of leadership, management, creativity, problem-solving, and communication, with hands-on experience of making change in an organization they care about. They also offer one-off professional skills training courses in social innovation management.

[http://www.amaniinstitute.org](http://www.amaniinstitute.org)

### The British Council

The East Africa Creative Entrepreneurship Diploma is a pilot certification program in Creative and Cultural Entrepreneurship, set up by the British Council, the GoDown Arts Centre, Goldsmiths College, Natverkstan (Sweden) and the Kenya Polytechnic University College. Born out of the market demand for a more in-depth modular training for creative entrepreneurs, this course aims to build skills and develop entrepreneurial capability in practitioners. The course is designed to develop an understanding of the growth of the creative industries, provide experiences and knowledge for the development of the networks and partnerships necessary to create and sustain creative and cultural projects, equip learners with tools and technical vocabulary to embrace and function in the industry, and enhance learners' entrepreneurial capacity.


### Eastlands College of Technology

Eastlands College of Technology serves Kenya's formal and informal industry by providing vocational, industrial and entrepreneurial training. They offer a micro-enterprise seminar and a business training course for micro-entrepreneurs. They also run the Youth Empowerment Program (YEP), a three-month course aimed at giving young people the basic skills to begin their micro-enterprises in electronics, graphics and web design or gain employment in similar or equivalent industries.


### Egerton University
This university offers a Bachelor of Entrepreneurship and Small Business Management.
http://www.egerton.ac.ke/

<table>
<thead>
<tr>
<th><strong>eMobilis</strong></th>
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<tr>
<td>eMobilis Mobile Technology Institute is a training institution that was founded in 2008 and is the first of its kind in Sub-Saharan Africa – it focuses on training individuals on mobile software development, as well as network infrastructure management. The mission of eMobilis is to create opportunities for local talent by training them on mobile and wireless cellular technologies. The goal is to ensure that local talent is available and trained in order to meet the growing opportunities in the mobile industry in Africa. They train students in mobile content development, and at the end of the training the students are able to sell their mobile content throughout Africa using their aggregator contracts; former students continue to earn from the sale of their mobile content months after they leave the institution.</td>
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<tr>
<td><a href="http://www.emobilis.ac.ke/">http://www.emobilis.ac.ke/</a></td>
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<tr>
<th><strong>Kenya Institute of Management (KIM)</strong></th>
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<tr>
<td>The Kenya Institute of Management (KIM) is a membership-based non-profit-making professional management organization committed to the promotion of excellence and integrity in the practice of management. The Institute was established in 1954 and provides management consultancy and capacity-building services to corporate organizations and other institutions. The SME Solutions Centre (SSC) was established in 1987 as a strategic business unit to promote professional management practices in the SME sector. They provide a number of business development services. They offer their services through membership, diplomas and trainings.</td>
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<tr>
<td><a href="http://www.kim.ac.ke/">http://www.kim.ac.ke/</a></td>
</tr>
</tbody>
</table>
### Kenyatta University (Chandaria-BiIC)

Kenyatta University is home to Chandaria-BiIC (Business Innovation & Incubation Centre). They provide incubation and acceleration support to all stages of startups. Services include: business development services, seed capital, space and professional guidance and mentorship for a period of 12 months (with possible extension). Businesses are required to meet various milestones to continue receiving support. They also sponsor challenges, including the NEXTGEN 2015 Innovation Challenge for ICT solutions related to healthcare.

[http://www.ku.ac.ke/chandaria-biic/](http://www.ku.ac.ke/chandaria-biic/)

### Strathmore University

The Strathmore Enterprise Development Centre (SEDC) is an initiative of Strathmore University. The Centre, on the university campus, is a private-sector-driven initiative set up to address the needs of SMEs. They offer a 16-week enterprise development course, business counseling, networking, mentoring and linkages to other professional service providers. Entrepreneurs that have taken the enterprise development program will also be eligible to become business club members. As members of the club they have access to value-added services at discounted prices and have free access to the resource center.

The Centre also serves as a knowledge and promotional hub with conferences, events, seminars, awards, research and policy formulation (they recently hosted a Health Hackathon with the Social Entrepreneurship Accelerator at Duke University and are the partner for Impact Business Leaders who will send those seeking a career in social enterprise to a seven-day workshop in Nairobi, learning from experienced practitioners in social enterprise and impact investing).

They offer programming outside of Nairobi, such as the entrepreneur’s breakfast in Kisumu.

[http://www.strathmore.edu/](http://www.strathmore.edu/)
[http://www.strathmore.edu/sedc/](http://www.strathmore.edu/sedc/)

### Tangaza University

Tangaza University offers a Global MBA in Impact Entrepreneurship, which is an Executive MBA that provides would-be, early-stage and high-growth entrepreneurs with education, coaching and interaction with the local business community and potential investors. This is offered via the E4impact Foundation, which aims at promoting impact entrepreneurship in Africa.

[http://www.tangaza.org/](http://www.tangaza.org/)
[http://e4impact.org/about/](http://e4impact.org/about/)

### The Technical University of Kenya

The Technical University of Kenya houses the Centre for Entrepreneurship Innovation and Technology Transfer. It works primarily with students at the university to teach entrepreneurship skills. Its Technology Transfer Department is focused on identifying tech-based ideas and innovations. It also has Business and Technology Incubation Units, which offer both on- and off-site incubation services to SMEs, including infrastructure, access to finance, marketing and counseling. They also offer training, short courses, seminars and workshops.

[http://tukenya.ac.ke/](http://tukenya.ac.ke/)
United States International University (USIU)

USIU has a Center for Executive and Entrepreneurial Development. They offer a Women Entrepreneurs Certificate Program and are the local partner for Goldman Sachs’ 10,000 Women program. USIU is also a partner for the Global Social & Sustainable Enterprise (GSSE) Post-Graduate Certificate (information found on the Colorado State University website although there is no information on the USIU website). They also have the USIU-Africa Global Agribusiness Management and Entrepreneurship (GAME) Center, which focuses on management and leadership capacity of agribusiness entrepreneurs and leaders of producer organizations, including farmers and farmer associations. The USIU Agribusiness program trains cohorts of agribusiness entrepreneurs drawn from across East Africa and representing different value chains in the agricultural sector. The new project is focused on Kenya’s youth in the poultry and fish sectors.

http://www.usiu.ac.ke/

University of Nairobi

The University of Nairobi hosts C4DLab: a prototyping and innovative startup incubation lab at the School of Computing & Informatics. This lab was founded in 2013, as the first phase of a bigger complex CC4D (Center of Computing for Development) to be built at the school. The Lab offers mentorship and training, networking, and office space.

http://www.c4dlab.ac.ke

Local SME Resource Centers

KuzaBiashara offers training, education and business support services. They facilitate networking, and offer trainings and an online portal with videos, articles and tips on SME business strategy, financing, sales, customer relations and managing human resources. Their revenue model is not clear, but the assumption is that they are charging for membership and access to the portal and network. They announced in 2014 that in partnership with Jomo Kenyatta University of Agriculture and Technology they would be setting up a business mentoring and incubation center to translate student innovations into viable business outputs.

http://www.kuzabiashara.co.ke/

The Small & Medium Entrepreneurial Resource Centre is a Nairobi-based organization that provides training, networking and events, and offers an SME club membership model. They provide turnkey agricultural and industrial microenterprise opportunities.

http://smeafrica.net/
The following are the leading professional membership associations and networks that promote entrepreneurship and enterprise development and offer services—workshops, courses, trainings and networking.

### Entrepreneurs’ Organization East Africa (EO)
Entrepreneurs’ Organization (EO) is a global membership organization focused on peer-to-peer exchanges, networking and events. The East Africa chapter is based in Nairobi and was founded in 2012.

http://www.eoeastafrica.org/

### Federation of Women Entrepreneurs Associations (FEWA)
The Federation of Women Entrepreneurs Associations (FEWA) has a membership similar to that of the Kenya Association of Women Business Owners, but with more of a focus on entrepreneurs and support from its own SACCO. It was established to help women entrepreneurs access affordable credit.

http://www.fewa.or.ke

### Kenya Association of Women Business Owners (KAWBO)
KAWBO is a membership organization that provides advocacy (e.g. advocacy aimed at promoting access for women entrepreneurs to government contracts); capacity building through thematic workshops; networking breakfasts; and mentoring. KAWBO is a member of the African Business Women Network (ABWN) – a partnership between local businesswomen’s organizations throughout Africa – as well as Vital Voices Global Partnership and ExxonMobil Foundation. They have a fee-based model and charge for events.

http://kawbo.or.ke/

### Young Entrepreneurs Network (YEN)
The Young Entrepreneurs Network Africa (based in Kenya with a Kenya chapter) is a networking platform that connects young entrepreneurs to knowledge resources and networking capabilities. They also provide events, investment initiatives and capacity building programs.

http://www.yenafrica.com/
The following are NGOs or non-profit initiatives that leverage enterprise development as their core offering or as a central part of their overall mission and strategy (also included in this category are international NGOs that have a local, autonomous office in Kenya).

### African Management Initiative (AMI)
AMI combines an online learning platform with tailor-made training packages for SMEs in East Africa, with the potential to expand the model continent-wide. They take business school content and contextualize it in accessible form for entrepreneurs and middle managers in growing businesses. Participation rates and (self-reported) satisfaction are high. They are developing an approach to measuring observable behavior change (through 360 reviews) and are measuring revenue growth in directly-supported businesses. The courses are online and most are taught by African business professors using African case studies. The courses are free, but they charge for certificates. They also offer offline workshops (Learning Labs) and provide customized training for organizations.
http://www.africanmanagers.org/

### African Management Services Company (AMSCO)
African Management Services Company (AMSCO) is a pan-African organization that provides integrated human capital development solutions to private and public businesses across sub-Saharan Africa. Established in 1989 in the Netherlands, AMSCO grew out of the African Training and Management Services (ATMS) Project, a joint initiative of the International Finance Corporation (IFC), the United Nations Development Programme (UNDP) and the African Development Bank (AfDB) to provide critical management and technical skills to indigenous enterprises in sub-Saharan Africa. AMSCO has, over 26 years, evolved to become the leading advisory solutions provider, working to address the issue of market systems and capacity failures through management and skills development. AMSCO offers four services: recruitment, expatriate management, training and development, and development and advisory solutions (DAS).
http://www.amsco.org/

### AkiraChix
AkiraChix aims to inspire and develop a successful force of women in technology who will change Africa’s future. Founded in April 2010, AkiraChix aims to be the leading women’s network impacting technology in Africa. Its programs are developed to reach young women at different levels of schooling, those working in technology and those who wish to have a career in technology. Every year, AkiraChix takes 30 young women from low-income areas and takes them through a one-year intensive course on programming, design and entrepreneurship. The program includes a mentoring component.
http://akirachix.com/

### Cap Youth Empowerment Institute
CAPYouth Empowerment Institute (YEI) focuses on skills training for youth through the Basic Employability Skill Training (BEST) model. Having worked in other countries, they have now launched in Kenya. CAP YEI is currently operating 14 centers in various parts of Kenya and is planning to scale up the BEST model to all the regions of the country.
They incorporate enterprise development as a part of their training and have been supported by the MasterCard Foundation.

http://www.capyei.org/

**Junior Achievement (JA)**

Junior Achievement, with the support and guidance of volunteer consultants from the local business community, helps high school students organize and operate an actual business enterprise. The program is a 15-week course and is designed to inspire and nurture entrepreneurship skills, financial skills and work readiness skills amongst the youth. They work with 30,000 students each year.

http://www.jakenya.org/

**Kenya Youth Business Trust (KYBT)**

Kenya Youth Business Trust (KYBT) was founded in 2004 to help tackle the issue of youth unemployment. It became an accredited member of Youth Business International (YBI) in 2005. KYBT was launched in Nairobi but has since expanded to Mombasa (KYBT Mombasa). KYBT offers small business management training, loans, mentoring, networking, technical training and personal development training to young entrepreneurs in Kenya. All beneficiaries attend the KYBT-administered Start Your Business training, based on ILO methodology and materials. Following this training, young entrepreneurs are asked to create and submit a business plan, under the guidance of two KYBT Field Officers. These business plans are reviewed by a selection committee and those entrepreneurs who have viable business propositions are approved to receive seed capital. Once the funds have been disbursed, the entrepreneur is matched to a volunteer business mentor for three years and also receives access to KYBT’s business support network.

http://www.kybt.org/

**Mara Foundation**

Mara Foundation, funded by the Mara Group, is focused primarily on mentorship and other BDS activities for African entrepreneurs. They are developing an online suite of offerings, as well as a six-month one-to-one mentorship for young entrepreneurs in Kenya, Uganda, Tanzania and Nigeria. They are also developing programs focused on women, such as *Women’s Venture Xchange-Africa*. This initiative is in partnership with the U.S. State Department, Case Foundation and Global Entrepreneurship Network. The initiative will serve as an exchange and mentorship program for high-potential women entrepreneurs around the continent. Through existing networks and connections, the pilot programs (in Nairobi and Kampala, Uganda) will test the validity of the concept by selecting four female founders to spend one month developing their businesses more rapidly through collaboration and access to a new entrepreneurial ecosystem. They hope to scale up to more than 35 African countries.

http://www.mara-foundation.org/
**Young African Leadership Initiative (YALI) Regional Leadership Center**

The YALI Regional Leadership Center East Africa, located at Kenyatta University in Nairobi, Kenya serves 14 countries in East and Central Africa. The Center is overseen by Deloitte East Africa, led by USAID, and is supported by a growing number of African and international partners including MasterCard Foundation. The YALI Regional Leadership Center East Africa’s participants will engage in innovative leadership training across three tracks of study, one of which focuses on entrepreneurship. The Regional Leadership Centers provide certificate courses on leadership and issues across multiple sectors; entrepreneurship support services, including mentoring, technology and access to capital; and professional development and networking.

[http://www.yalieastafrica.org](http://www.yalieastafrica.org)

**The Growth Oriented Women Enterprises (GOWE) Program**

AMSCO runs the GOWE Program, which supports women entrepreneurs with a combination of investments and advisory services, helping their businesses to grow and succeed. The Program also works to build a better and more inviting business environment for women entrepreneurs. Their goals are as follows:

- Help women-owned businesses gain access to a wider array of financial services, in part by lowering the collateral requirements for these businesses
- Improve the management and business capacity of women-owned businesses to support their growth
- Build the capacity of Business Development Service Providers (BDSPs), financial institutions, and other program partners to provide timely, relevant and useful business services
- Provide women entrepreneurs with support services, mentoring and leadership development
- Help SMEs gain access to finance to ensure their future growth

Target beneficiaries are formally registered, women-owned enterprises that have proven growth potential. Other program beneficiaries include local finance institutions, Women Entrepreneurship Associations (WEAs) and local BDSPs.

GOWEs must meet the following requirements to participate in the program:

- Be a legally registered small or medium enterprise
- Be in operation for at least two years (start-up businesses are not eligible)
- At least 51% of the business must be owned by a woman or women
- Women must manage the business at the executive level
- Loans requested can be up to US$400,000
- The business owner/s must contribute 20% of the project’s cost
- Growth potential must be demonstrated by a comprehensive business plan

The program is supported by the African Development (AfDB) and the International Finance Corporation (IFC). The International Labour Organization (ILO) is the technical advisory partner.

The following organizations are primarily international NGOs that have demonstrated sustained work in Kenya in enterprise development and/or have active projects. Note that many of the major international NGOs and development agencies have worked in Kenya on various activities, including value chain development and sustainable livelihoods, but they may not be included on this list if they currently do not have a sustained presence, a track record and/or active projects in enterprise development.

<table>
<thead>
<tr>
<th><strong>Global Alliance for Clean Cookstoves</strong></th>
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<tbody>
<tr>
<td>The Alliance is focused on creating a sustainable global market for clean cookstoves and fuels, focusing on empowering women, providing seed funding to early-stage enterprises, and serving as catalytic funding that enables small and growing businesses to scale their operations. In Kenya, one of their focus countries, they are working on both supply and demand for clean cookstoves. On the supply side, Kenyan clean cooking enterprises and non-governmental organizations have received both targeted funding support through Alliance enterprise development funds such as the Spark and Women’s Empowerment Funds, and investment opportunities through Alliance partnership efforts.</td>
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<tr>
<td><a href="http://cleancookstoves.org/">http://cleancookstoves.org/</a></td>
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<tr>
<th><strong>The Global Peace Foundation (GPF)</strong></th>
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<tr>
<td>The Global Peace Foundation (GPF) is an international non-sectarian, non-partisan, nonprofit organization, which promotes an innovative, values-based approach to peace-building, guided by faith. GPF has launched LEAP Hubs – dedicated space within secondary schools where students are incubated and nurtured to be creative and innovative, and to be able to launch sustainable business ventures and social enterprises. A teacher leader guides the students through components of entrepreneurship such as idea vetting, team selection, business plan preparation, market research, and prototype development and testing. They offer a basic and advanced version of the program.</td>
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<tr>
<th><strong>Global Village Energy Partnership (GVEP International)</strong></th>
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<tr>
<td>GVEP International provides strategic, technical, financial and operational support to early-stage energy businesses, which employ technologies including energy efficient cookstoves and briquettes, solar lighting and home systems, biogas, and mini-grid electrification. They support local micro-enterprises of varying degrees of sophistication, and help them to access financing and market partnerships. They also support larger, more sophisticated businesses, leveraging their team, who have previously worked in other successful commercial, finance and technology ventures. Their regional office is based in Kenya, and they have a Kenya-focused program.</td>
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<tr>
<th><strong>Hand in Hand International</strong></th>
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<tr>
<td>Hand in Hand combines microfinance self-help group formation with business training (basic bookkeeping, business development and marketing), access to credit and market linkages. Hand in Hand Eastern Africa, based in Nairobi, works in five of Kenya’s eight provinces, with plans to expand into one more. The majority of their clients are women.</td>
</tr>
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</table>

### Hivos

Hivos is an international NGO that works on a number of themes, including women’s empowerment, sustainable food and renewable energy. They provide program development and management, advocacy, and investment in knowledge and innovation. They have been active in a number of initiatives and organizations featured in this report, including iHub, VC4Africa and the Green Pioneer Accelerator. They have a regional office in Kenya.

http://www.hivos.org

### Land-o-Lakes International Development

Land O’Lakes International Development has been helping to enhance agricultural practices and tools, while addressing a shortage of adequate health care in the country since 1998. They implement many USAID funded projects, including the Feed the Future Innovation Engine.

http://www.idd.landolakes.com/

### PUM Netherlands

PUM Netherlands connects entrepreneurs with senior experts from the Netherlands, each of whom has gained at least 30 years of experience in a business environment. These senior experts voluntarily devote their knowledge to the execution of short-term, solid consultancy projects at the work floor.

http://www.pum.nl

### SNV

SNV started work in Kenya in 1967 with operations mainly in arid and semi-arid regions. They have since expanded their work to include high potential areas of the country. They provide donor-driven advisory services, promote the development and brokering of knowledge, and support policy dialogue at the national level. Their work includes supporting inclusive business and strengthening businesses, particularly in the agriculture and livestock sectors. They are working with PUM, whose expert volunteers transfer their knowledge and expertise to the SNV Kenya Market-led Dairy Programme (KMDP).

http://www.snvworld.org/

### Swisscontact

In Kenya Swisscontact supports projects geared towards enabling access to financial services to the aspiring poor at the bottom of the pyramid, as well as promoting life skills and livelihoods. The Financial Services project in Kenya aims at pushing the “banking frontier” further down the poverty line, thereby increasing access to financial services through which micro-enterprises, subsistence farmers and low income households increase their economic activities.


### TechnoServe

TechnoServe has operated in Kenya since 1973. Currently, TechnoServe is focusing on livestock, coffee, horticulture, food processing and entrepreneurship development, with an emphasis on engaging youth and women. They are implementing and/or have
implemented projects for the MasterCard Foundation, Coca-Cola Company, Bill & Melinda Gates Foundation and USAID. They are the implementing partner for Partners in Food Solutions in Kenya, whose volunteers contribute expertise to a wide range of agribusiness topics.

http://www.technoserve.org/

Supporting Smallholder and Agri-Business Entrepreneurship and Cooperatives

In addition to the organizations above (Land O’Lakes, SNV, TechnoServe and Partners in Food Solutions), there are a number of other organizations that are working in Kenya to promote entrepreneurship, business skills, cooperative development, market access and supply chain linkages in the agricultural sector. These organizations include Fairtrade International, Rainforest Alliance, Solidaridad and Utz Certified. They primarily support the coffee and tea sector. Other agriculture-focused organizations include:

AgriProfocus
AgriProfocus facilitates exchange between agricultural professionals participating on their online platform and forms a wider network of farmers’ organizations, NGOs, financial institutions, companies, research institutes, the public sector and international development agencies. The aim is to stimulate farmer entrepreneurship in Kenya. They enlist the support of AgriProFocus members to address bottlenecks for farmers and their organizations.

http://www.agriprofocus.com/

FarmAfrica
Farm Africa’s local staff in Kenya and the region provide tools and expertise to enable smallholders in East Africa to increase their harvests, whether their livelihoods depend on crops, livestock, fish or the forest. They train them to be more commercial, adding value to surpluses by milling, drying or turning their produce into products that fetch a higher price.

http://farmafrica.org/

GrowAfrica
GrowAfrica is a multi-stakeholder platform with the goal of accelerating private sector investment. Kenya is one of the countries where they operate through a network and have regional working groups addressing smallholders, finance and business champions.

http://www.growafrica.com

There are also a number of financiers that are focused on agriculture and have offices and/or significant activities in Kenya. They include: One Acre Fund, Pearl Capital Partners, Root Capital, Small Foundation and Voxtra.

Foundations

The following are local, regional and global foundations that have dedicated operations in Kenya.

Equity Group Foundation
Equity Group Foundation (EGF) was established in 2008 to serve as the social impact arm of Equity Group. Born out of Equity Bank’s commitment to servicing the poor as part of its core business model and through its CSR initiatives, EGF designs and delivers high-impact social development programs across seven strategic pillars: Education and Leadership Development, Financial Inclusion and Literacy, Innovation, Entrepreneurship, Agriculture, Health and Environment. In 2015, they aim to impact 22,000 micro enterprises to help create jobs and to reduce youth unemployment. Given the large number of microbusiness in Kenya and the lack of critical skills across the board, EGF will also use the year to determine how to reach larger numbers of MSEs with their business development services and how to introduce basic ICT into more of these businesses to improve business performance.  
http://equitygroupfoundation.com/  

Gatsby  
Gatsby has worked in Africa since 1985. They are currently focused on accelerating inclusive and sustainable growth in East Africa by demonstrating innovative and ambitious approaches to transforming key sectors. They also look to increase access to the finance needed to transform East African sectors by taking calculated risks on their own to lessen risks for others – incubating innovative ideas and promising businesses in order to prove concepts. By demonstrating models they aim to reduce barriers to investment, ultimately encouraging greater private sector involvement to scale interventions. They setup and support a number of independent institutions in East Africa dedicated to sector development. Their newest sector project is Msingi – a new industry development organization for East Africa. Msingi will identify new and existing high-potential industries around the region. It will catalyze innovation, growth and increased competitiveness in these industries by supporting pioneering and catalytic businesses through technology transfer, capability building and investment. Msingi is also supported by UK DFID.  
http://www.gatsby.org.uk/  

KCB Foundation  
The KCB Foundation is the philanthropic arm of KCB Bank. One of their strategic pillars (and the main focus of the foundation) is enterprise development: sustainable livelihood programs that provide opportunities for self-reliance. 60% of the budget supports projects that reduce poverty and increase income for communities and individuals. They support training programs, mentorship and the provision of business development grants for entrepreneurs with a focus on agribusiness development. They have supported leadership training for social entrepreneurs through the Acumen Fund East Africa Fellows program and farmer training on agro and business skills management in partnership with the ILO.  
https://ke.kcbbankgroup.com/foundation/  

Lundin Foundation  
Lundin Foundation provides risk capital, technical assistance and strategic grants to outstanding social enterprises and organizations across the globe, with a view to contributing to sustained improvements in social and economic development. They deploy grants in support of managerial or technical performance improvements in investees or to test/pilot pre-commercial innovations. They are also impact investors focusing on supporting scalable SMEs and social enterprises (US$250,000-US$2 million). Accelerator Grants (US$50,000-US$250,000) enable early-stage businesses
and innovations to validate concepts and refine business models. They have invested in the African Management Initiative (AMI), Honey Care Africa and M-Kopa.

**Rockefeller Foundation**

Rockefeller is a long-established foundation focused on themes such as resilience and inclusive economies. They have a regional office headquartered in Kenya from which they manage Africa-focused projects, including their green revolution and digital jobs strategies as well as initiatives related to health, education and energy. Rockefeller is also a thought-leader in impact investing.


**Safaricom Foundation**

The mission of the Safaricom Foundation is to build communities and demonstrably transform lives, and it is one of the largest corporate foundations in Kenya. The foundation’s objectives include supporting the establishment of micro- and small-scale social enterprises that have social impact and create jobs; and increasing access to entrepreneurship education and financial literacy for young people. They also support the development and deployment of mobile technologies that achieve social impact.

[http://safaricomfoundation.org/](http://safaricomfoundation.org/)

**Tony Elumelu Foundation**

The Tony Elumelu Foundation is an African-based, African-funded philanthropic organization. Founded in 2010, they support entrepreneurship in Africa by enhancing the competitiveness of the African private sector. They support a 12-month entrepreneurship program for 1000 entrepreneurs from the continent through online toolkits and mentoring, and in-person at the Boot-camp and Entrepreneurship Forum. These entrepreneurs work with a mentor and receive US$5,000 seed funding; they can then qualify for additional funding. The organization is also active in promoting their idea of Africapitalism—the belief that Africa’s private sector can and must play a leading role in the continent’s development.


Not featured but worth noting for their activity in the country are: Chandaria Foundation (a local philanthropic association); Small Foundation (focused on investments that address extreme poverty and hunger in sub-Saharan Africa); Lemelson Foundation (focused on invention-based entrepreneurship); Aga Khan Development Network (focused on education, health services, and large scale economic development projects via the Aga Khan Fund for Economic Development); and MasterCard Foundation (focused on Africa, financial inclusion, education and youth).

**Financiers**

The following are banks, funds and innovative financing organizations that provide capital to small and medium size businesses, and in addition offer some type of technical assistance, training or capacity building service to existing and/or potential clients. Only organizations with a local presence in Kenya and an offer of direct technical assistance are featured.
Note that out of the 43 banks (50% of them offering SME products and services), 12 licensed microfinance institutions (not including MFIs that do not take deposits), 95 impact investors active in the region, Development Finance Institutions (DFIs) investing in Kenya, and numerous supply chain financing, factoring, LPOs, and invoice discounting houses, only a handful of organizations have been profiled below.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Acumen</strong></td>
<td>Acumen raises charitable donations to invest in companies, leaders and ideas that address poverty alleviation. Their team works closely with their investees and they have a strong social impact framework and mission. Acumen makes debt or equity investments in early-stage enterprises providing low-income consumers with access to healthcare, water, housing, alternative energy or agricultural inputs. Their typical ticket size is from US$250,000 to US$3,000,000 with payback or exit in roughly seven to ten years. Acumen started investing in East Africa in 2001, and its regional office is based in Kenya.</td>
</tr>
<tr>
<td><strong>afb</strong></td>
<td>afb is a financial services company focusing on consumer and SME credit products in sub-Saharan Africa. afb offers mass-market, voluntary repayment products, delivered through technology-based solutions in partnership with mobile network operators, retail stores and other enterprises.</td>
</tr>
<tr>
<td><strong>African Enterprise Challenge Fund (AECF)</strong></td>
<td>The Africa Enterprise Challenge Fund (AECF) is a US$244 million challenge fund capitalized by multilateral and bilateral donors (the AECF donors) to stimulate private sector entrepreneurs in Africa to innovate and find profitable ways of improving access to markets and the way markets function for the poor, particularly in rural areas. The Fund awards grants and repayable grants to private sector companies to support innovative business ideas in agriculture, agribusiness, renewable energy, adaptation to climate change and access to information and financial services. Its purpose is to improve incomes of smallholder farmers and the rural poor. The AECF is supported by the governments of Australia, Denmark, the Netherlands, Sweden and the United Kingdom, as well as the International Fund for Agricultural Development (IFAD). Since the launch of the AECF in June 2008, 20 competitions have been held. Over 6,000 applications have been received and 218 projects have been approved for funding, 35 of them in Kenya.</td>
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<tr>
<td><strong>Business Partners International (BPI)</strong></td>
<td>Business Partners International (BPI) is a fund management company that supports SME growth by providing financing, specialist sectoral knowledge and added-value services to viable SMEs in sub-Saharan Africa. Established 2004, they have local funds in Kenya, Malawi, Namibia, Rwanda and Zambia, with local staff. Their approach features a strong technical assistance component. The Kenya fund is supported by the International Finance Corporation, the European Investment Bank, the East African Development Bank, Sarona, CDC Group and Business Partners Limited. They provide financing and “added value services” of between US$50,000 and US$500,000.</td>
</tr>
</tbody>
</table>
### Chase Bank
Chase Bank is a local bank deliberately targeting the SME market with off-the-shelf and tailor-made financial solutions as well as capacity building to entrepreneurs through its online portal. They have launched SME Biz Hubs in branches in Nairobi and Mombasa, which offer seminars and an SME forum. In 2015 they announced that they would extend loans totaling more than US$580 million over the next three years to local entrepreneurs who would otherwise have trouble getting financing, with a focus on youth and women.

[https://www.chasebankkenya.co.ke/m/sme](https://www.chasebankkenya.co.ke/m/sme)

### CordAid
CordAid is one of the largest development aid organizations in the Netherlands. Cordaid promotes locally managed investment funds, serving the risk capital needs of small and medium-sized enterprises. They offer targeted training on core business skills to help local entrepreneurs organize and access new markets. In 2013, Cordaid created the Stability Impact Fund (SIF). This targeted €40-50-million fund channels a large part of its investments through microfinance institutions (MFIs) and funds investing in SMEs. Cordaid’s ambition is to expand the share of its investments in companies at the smaller end of SMEs, the missing middle, to 10% of the portfolio of the SIF. They offer business development services and a peer-to-peer learning and mentoring program. One of their target countries is Kenya.


### DOB Equity
DOB Equity is an independent, long-term investor in companies in East Africa based in the Netherlands with an office in Kenya. DOB Equity invests in companies that will positively contribute to a more social and sustainable society and deliver long-term profitability. They make investments with a minimum of US$1 million over a three-year period with the possibility of follow-on investments. DOB Equity seeks to acquire stakes of 25% to 49% and will provide active board membership either through its own staff or externally sourced experts. The investment period is from five to ten years.

[http://www.dobequity.nl/](http://www.dobequity.nl/)

### GroFin
GroFin is a development financier specialized in financing and supporting small and growing businesses (SGBs) across Africa and the Middle East. GroFin leverages patient capital and specialized business support to grow emerging market enterprises. GroFin has just launched its Small and Growing Businesses (SGB) Fund, which includes Kenya. The Fund aims to support over 9,800 underserved entrepreneurs and help create 47,000 sustainable jobs across Africa over the next ten years. The Fund has initial commitments of US$100 million, expected to grow to US$150 million in two years, making it one of the largest funds specifically targeting SMEs in Africa. This follows on the fully invested US$170 million GroFin Africa Fund. They have an office in Kenya and provide tailored support services for their investees.

[http://www.grofin.com/](http://www.grofin.com/)

### Investeq Capital
Investeq Capital was founded in 2002 specifically to provide financing and financial
solutions to small and medium sized enterprises (SMEs) across the African continent. They are now a publicly-traded company. They provide guarantees, loans, invoice discounting, reverse factoring and project finance. They also offer training and consulting services, and are moving towards offering funds, private equity and venture capital solutions. They also own Investeq Business College, a learning and training institution comprising three faculties: entrepreneurship, banking and finance.

### Jamii Bora Bank
Jamii Bora Bank, with its microfinance roots, intends to become a middle tier bank over the next few years. The customer base is primarily micro savers and borrowers. They have plans to grow their small enterprise, medium enterprise and agriculture market share. They have specialized products for small enterprises and medium enterprises.

http://jamiiborabank.co.ke/

### Kenya Women Microfinance Bank
Kenya Women Microfinance Bank (formerly KWFT DTM) is an established microfinance bank with the largest network in Kenya. The institution's clientele base has grown to over 600,000 clients, with a network of 231 offices spread across 45 of the 47 counties in Kenya. They focus solely on women clients.

http://www.kwftbank.com/

### Novastar Ventures
Novastar Ventures is a venture catalyst firm who invest in business models to profitably serve East Africa’s aspiring mass market. They are a commercial firm offering patient capital and technical support to their investees. Novastar is a multi-round investor prepared to invest as little as $100,000 in an unproven business model with high potential, through to funding the rapid-growth stage of a business through multiple capital rounds with up to US$6 million.

http://www.novastarventures.com/

### Oikocredit
Oikocredit is a cooperative and social investor, providing funding to the microfinance sector, fair trade organizations, cooperatives and small to medium enterprises. In addition to lending, they provide technical assistance (with a focus on financial management), mentoring and risk management. They have an office in Kenya.

http://www.oikocredit.coop/

### responsAbility Investments
responsAbility Investments AG is one of the world’s leading asset managers in the field of development investments and offers professionally-managed investment solutions to both private and institutional investors. The company’s investment vehicles supply debt and equity financing to non-listed firms in emerging economies and developing countries. Through their activities, these firms help to meet the basic needs of broad sections of the population and to drive economic development, leading to greater prosperity in the long term. responsAbility currently has US$2.9 billion of assets under management that is invested in around 530 companies in more than 90 countries, with local offices in Kenya.

http://www.responsability.com/
Root Capital

Root Capital is a social investment fund targeting rural producers. Its Financial Advisory Services program provides targeted financial management training to current and prospective clients so they have the financial management skills they need to grow and sustain their businesses. Financial Advisory Services prepares small and growing businesses with growth potential to qualify for credit and to mitigate the risk of lending to these businesses. They provide training on the following topics: accounting, financial planning, financial risk management, financial statement analysis, loan application preparation and credit management. They also provide diagnostics and work plan workshops that offer comprehensive business process assessment and identify areas for improvement and development. Root Capital began working in Africa in 2005 with loans to several coffee cooperatives. East Africa is now Root Capital's largest African portfolio, with clients in coffee and other growing areas, including cocoa, nuts, honey, fresh vegetables and spices.

http://www.rootcapital.org/

Savannah Fund

Savannah Fund is a seed capital fund specializing in US$25,000-US$500,000 investments in early-stage high-growth technology (web and mobile) startups in sub-Saharan Africa. Initially focused on East Africa, the fund aims to bridge the early stage/angel and venture capital investment gap that currently exists in Africa. The Fund expects to achieve this objective by combining capital with mentor networks both in the region and from Silicon Valley via an accelerator program and a follow-on independent seed fund.

http://savannah.vc/
Thriive
Thriive provides philanthropic financing for socially responsible small businesses through pay-it-forward financing of up to $10,000 for production equipment and technical support to SME entrepreneurs, helping to expand their businesses and create new jobs. Loans are not repaid back to Thriive, but instead are “repaid” with donations of job training and in-kind goods to other community members in need. In Kenya, Thriive works through Excellent Operations Consultants (featured in this report).
http://thriive.org/

Consultancies

The following are international consultancy firms that provide specialized advisory and research services for analyzing and identifying opportunities in the SME sector.

CrossBoundary
CrossBoundary’s mission is to unlock the power of capital to make a strong return and a lasting difference in frontier markets. They provide direct advisory services to entrepreneurs, and provide market assessments, analysis and deal structuring for a variety of clients. They have an office in Nairobi.
http://www.crossboundary.com/

Dalberg Global Development Advisors
Dalberg is a strategic advisory firm focused on development. They have a dedicated Nairobi-based team. In addition to their strategy advisory, they have a research arm that provides independent expert analysis, front-line data and insights on critical issues, sectors, and markets to support positive and meaningful global development, social impact and investment. They also have a capital-focused practice, D. Capital Partners, which facilitates capital flows to underserved countries, sectors and beneficiaries.
http://www.dalberg.com/

Enclude Solutions
Enclude is an advisory firm dedicated to building more sustainable businesses and institutions by offering the integrated capacity and capital solutions that power economic growth, enterprise profitability and social transformation. They work on projects that spur entrepreneurship and enterprise growth, and have specific expertise around financial products and financial inclusion strategies. They have a track record of projects in Kenya and East Africa.
http://encludesolutions.com/

Enterprise Project Ventures (epven)
Enterprise Project Ventures is a social impact venture company comprised of a multi-disciplinary team of business and development specialists that works with large firms, investors and non-governmental organizations to improve the effectiveness of their programs, investments and supplier relationships in emerging economies around the world. Their portfolio companies include Value for Women, a social enterprise aimed at generating transformational social change and increasing the active participation of women in enterprise development; and InspiraFarms, which provides turnkey, modular and affordable agricultural processing and value addition platforms to the small-scale fruit, vegetable and dairy industries, allowing them to meet global food-safety certification and quality standards for the supply of healthy and nutritious food to local
and international markets. InspiraFarms is currently being piloted in Kenya in the dairy industry.

http://www.epven.com

**I-DEV International**

I-DEV is a management strategy and investment firm designed specifically to address the unique challenges of operating in frontier emerging markets. I-DEV helps build and finance competitive, viable businesses and industries in these markets globally. I-DEV combines business and financial skills with a deep understanding of the operating and investing environments in emerging markets to strengthen SMEs. They have a local office in Kenya. They are the authors of “Measuring Value Created By Impact Incubators & Accelerators”, published in 2014.

http://www.idevinternational.com

**Intellecap**

The Intellectual Capital Advisory Services (Intellecap) is an organization committed to economic and social development. The company was founded in 2002 in India with the sole purpose of connecting markets, people and capital to ensure growth of businesses, as well as accelerate entrepreneurship and innovation. They host the Sankalp Forum and have initiated the Intellecap Impact Investment Network (I3N) in India, forming an angel network of high net worth individuals and institutions seeking to invest in early-stage enterprises through Intellecap. Intellecap is expanding into East Africa via Nairobi in 2015.

http://www.intellecap.com/

The following are local consultancy firms that provide direct consultancy services to SMEs and other clients.

**Edge**

Edge focuses on the talent-related needs of startups and has a presence in Nairobi. They provide consulting on organizational design, and provide recruitment support as well as executive coaching.

http://edgeperformance.co.ke/

**Excellence Operations Consultants**

Excellent Operations Consultants (EOC) is a local management consulting and training firm that specializes in strategy, management, R&D, human resources, financing and accounting for the SME segment. They provide consulting services that assist in expanding their business operations globally; building an efficient and effective organization; and clarifying business and operating models, structures, governance and management systems. They are the implementing partner of Thrive.

http://eoc.co.ke/

**Genesis Consult**

Genesis Consult is based in Kenya and Tanzania. They are an advisory firm supporting clients with board and management advisory, research, talent searches, people development, SME and enterprise development, and ICT. They focus on “Product, People and Process.”
**Spire**

Spire is a Nairobi-based training company focused on culture and customer service. They design customized internal training programs for onboarding, development, management skills, teamwork and customer service.

[http://spire.is/](http://spire.is/)

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**Tranglobal Consultants Ltd.**

Tranglobal Consultants Limited is a local consultancy providing business development and financial management solutions. They offer a suite of business development solutions to small and medium-sized enterprises (SMEs) across diverse industry areas, and advisory and research services to institutions that target these businesses. These services include: auditing, bookkeeping and accounting, tax and compliance advisory, financial planning and budgeting, and business development.


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**Businesses**

The following organizations are businesses either based or with offices in Nairobi that have products and services for intermediaries or SMEs themselves.

**BidX**

BidX offers software solutions to intermediaries that provide access to finance or advice to SMEs. These include incubators, banks, funds and NGOs. The Bidx portal is a customized platform that allows entrepreneurs, businesses, financiers and mentors to form an online community, tailored to SMEs that seek finance or advice. They also have software for business plan competitions and offer a hotline solution for those without regular Internet access. They have recently opened offices in Kenya.

**JuhidiKilimo**

JuhidiKilimo provides asset-based loans and basic business and finance training to smallholder farmers and enterprises that allow them to purchase wealth-generating financial solutions for their agribusiness. They finance specific agricultural assets that offer immediate and sustainable income for farmers; these assets are insured and serve as a form of collateral. They also provide startup capital for new agribusinesses, alongside technical assistance and business training, and they leverage solidarity loan groups.

**Scope Insight**

SCOPE Insight is an independent assessment company, assessing the professionalism of producer organizations in emerging economies. The intent of assessments and their supporting efforts is to bridge the information gap between financial institutions, value chain players and farmer organizations, and increase market transparency by fulfilling the information needs of banks. The assessments profile organizational capacity and performance and help producer organizations establish a track record. Assessments are carried out by independent, local experts that are trained, approved and monitored. The results are used for monitoring and evaluation, capacity building, internal development, impact measurement and risk assessment, and are also used by banks for
business partner identification, pipeline building, initial screening and monitoring. Their first target country is Kenya, where they have an office.

**Social Enterprises with a focus on Franchise Models**

**Jibu**
Jibu uses a franchising model for African entrepreneurs to launch drinking water franchises. They provide seed-financing for business-in-a-box franchises designed to make drinking water affordable and convenient for the under-served.

**Living Goods**
Living Goods supports networks of “Avon-like” health entrepreneurs who go door to door to teach families how to improve their health and wealth and sell life-changing products such as simple treatments for malaria and diarrhea, safe delivery kits, fortified foods, clean cook stoves, water filters and solar lights. By combining the best practices from business and public health, they help lower child mortality and create livelihoods for enterprising women. *(Based in the US with local operations in Kenya.)*

**Sanergy**
Sanergy designs and manufactures low-cost sanitation facilities, collects the waste, and processes it into fertilizer that can be sold to farms. Sanergy uses a franchising model: through informal settlements, they build a network of Fresh Life Operators (FLO) – local residents who purchase and operate their hygienic sanitation facilities. The operators become franchise partners, providing the facilities, training, access to financing, ongoing operational and marketing support, and a daily waste collection service. The FLO generates local demand and ensures that the facilities are kept clean.
Section III: Analysis

SWOT Analysis

The following analysis qualifies the conditions in Kenya and the organizations operating there into Strengths, Weaknesses, Opportunities, and Threats.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ A plethora of organizations focused on enterprise development, working in the ecosystem</td>
<td></td>
</tr>
<tr>
<td>▪ Lots of “activity” (e.g.--evidenced by number of ANDE members; Sankalp Forum attendance; accelerator programming; hackathons)</td>
<td></td>
</tr>
<tr>
<td>▪ Cluster development in tech/mobile in Nairobi, emergent cluster formation of SME development support</td>
<td></td>
</tr>
<tr>
<td>▪ Local and international foundations with a strong enterprise development pillar providing financing</td>
<td></td>
</tr>
<tr>
<td>▪ Banking sector engagement</td>
<td></td>
</tr>
<tr>
<td>▪ Impact investing interest</td>
<td></td>
</tr>
<tr>
<td>▪ Specialized programming for young people and women</td>
<td></td>
</tr>
<tr>
<td>▪ Hub for the East Africa region</td>
<td></td>
</tr>
<tr>
<td>▪ Size and complexity of ecosystem: hard to navigate (challenging for entrepreneurs to find a fit)</td>
<td></td>
</tr>
<tr>
<td>▪ Either fragmented or specialized offerings</td>
<td></td>
</tr>
<tr>
<td>▪ Not much support for SMEs that are not tech, education, health, agri or impact-related</td>
<td></td>
</tr>
<tr>
<td>▪ Not enough very early stage support or financing</td>
<td></td>
</tr>
<tr>
<td>▪ Many investors seeking high growth enterprises</td>
<td></td>
</tr>
<tr>
<td>▪ Investment is geared towards tech</td>
<td></td>
</tr>
<tr>
<td>▪ Nairobi-centric activities—very little coverage in Mombasa, Kisumu, Nakuru or more rural areas counties</td>
<td></td>
</tr>
<tr>
<td>▪ Youth-focused programming is primarily donor-funded; challenges in finding effective sustainable revenue streams for programming especially for vulnerable youth and young people</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Developing Mombasa, Kisumu, Nakuru activities and organizations</td>
<td></td>
</tr>
<tr>
<td>▪ Leveraging microfinance institutions and/or banks to develop “upcountry” rural BDS and technical capacity-building services</td>
<td></td>
</tr>
<tr>
<td>▪ Support for businesses that serve the growing middle class</td>
<td></td>
</tr>
<tr>
<td>▪ Support for businesses providing basic consumer goods and services</td>
<td></td>
</tr>
<tr>
<td>▪ Support for local businesses that support needs in rural communities</td>
<td></td>
</tr>
<tr>
<td>▪ Greater segmentation and focus of technical support and capacity building</td>
<td></td>
</tr>
<tr>
<td>▪ Developing the nascent angel network</td>
<td></td>
</tr>
<tr>
<td>▪ Education for entrepreneurs about financing options</td>
<td></td>
</tr>
<tr>
<td>▪ University participation in the Global Entrepreneurship Monitor</td>
<td></td>
</tr>
<tr>
<td>▪ Quantity of services is there, but ensuring quality of services</td>
<td></td>
</tr>
<tr>
<td>▪ Pipeline of viable businesses</td>
<td></td>
</tr>
<tr>
<td>▪ Oversaturation of the market; cannibalization (e.g. too many tech-focused shared spaces in Nairobi)</td>
<td></td>
</tr>
<tr>
<td>▪ High operational costs of doing business in Nairobi</td>
<td></td>
</tr>
<tr>
<td>▪ Small talent pool for staffing organizations listed in this report; talent crunch or over-importation of Western talent without local context</td>
<td></td>
</tr>
<tr>
<td>▪ Lack of a local talent pool for early-stage SME teams</td>
<td></td>
</tr>
<tr>
<td>▪ Security situation, particularly in Nairobi</td>
<td></td>
</tr>
</tbody>
</table>
Mapping

The following “maps” segment the ecosystem by different parameters.

Map I: The Ecosystem by type of organization. This distinguishes between those that directly and indirectly support entrepreneurs and SMEs.

Map II: Stage of Business Support. This map shows what stage of business growth different incubator and accelerator programs are supporting.

Map III: Stage of Financial Support. This map shows what stage of business growth various investors are interested in financing.

Map IV: Specialized Programming. This map orients different organizations around various thematic focuses.
# The Ecosystem

## Incubators & Accelerators
- 88mph
- AfriBiz Foundation
- GearBox
- GrowthAfrica
- @iBiz Africa@iLab Africa
- KeKoBi
- Kenya Climate Innovation Center (KCIC)
- LakeHub
- Nailab
- Open Capital Advisors
- Sinapis
- *Spark Accelerator Program
- Spring Accelerator
- Swahili-Box
- Unreasonable East Africa
- Village Capital
- Villgro Kenya

## Local Consultants
- edge Excellence Operations Consultants
- Genesis Consult
- Spire
- Transglobal Consultants Ltd.

## Financiers
- Acumen
- Afr
- Africa Enterprise Challenge Fund (AEFC)
- Business Partners International (BPI)
- Chase Bank
- Cordaid
- DOB Equity
- GroFin
- Investeq
- Jamii Bora Bank
- Kenya Women Microfinance Bank
- Novastar Ventures
- Oiko Credit
- responsAbility
- Root Capital
- Savannah Fund
- Thrive

## Technical Support & Capacity Building Providers
- African Management Initiative (AMI)
- African Management Services Company (AMSCO)
- AgriProfocus
- AkiraChix
- Cap Youth Empowerment Institute
- Fairtrade International
- FarmAfrica
- Global Alliance for Clean Cookstoves
- Global Peace Foundation
- GVEP International
- Hand in Hand
- Hivos
- Junior Achievement (JA)
- Kenya Youth Business Trust (KYBT)
- Land-o-Lakes International Development
- Mara Foundation
- Partners in Food Solutions
- Peace
- PUM Netherlands
- Rainforest Alliance
- Solidaridad
- SNV
- Swisscontact
- TechnoServe
- Utz Certified
- Young African Leadership Initiative (YALI) Regional Leadership Center

## Supporting Associations, Platforms & Consortiums
- AfriLabs
- Africa Business Angels Network
- Aspen Network of Development Entrepreneurs (ANDE)
- East Africa Venture Capital Association (EAVCA)
- Financial Sector Deepening (FSD)
- iHub
- VC4Africa

## Networks
- Entrepreneur’s Organization (EO) East Africa
- Federation of Women Entrepreneur’s Association (FEWA)
- Kenya Association of Women Business Owners (KAWBO)
- Young Entrepreneur’s Network (YEN)

## Education Programs & University Centers
- Amani Institute
- The British Council
- Eastlands College of Technology
- Egerton University
- eMobils
- Kenya Institute of Management (KIM)
- Kenyatta University
- Strathmore University
- Tangaza University
- Technical University of Kenya
- United States International University
- University of Nairobi

## Businesses
- BidX
- JuhidiKilimo
- ScopelInsight

## Foundations
- Gatsby
- KCB Foundation
- Lundin Foundation
- Rockefeller Foundation
- SafariCom Foundation
- Equity Group Foundation
- Tony Elemelu Foundation

## International Advisory
- CrossBoundary
- Dalberg Global Development Advisors
- Enclude Solutions
- Enterprise Project Ventures (epven)
- I-Dev International
- Intellecap

---

Blue Boxes: Direct support to entrepreneurs/SMEs
White Boxes: Organizations supporting direct support organizations
## Stage of Business Support

The following “Map” makes a best guess of what phase of enterprise development is serviced by incubation/acceleration programs.

<table>
<thead>
<tr>
<th>Seed</th>
<th>Start-up</th>
<th>Early</th>
<th>Expansion/Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea stage, pre-cash flow</td>
<td>Product development begins and initial operations established</td>
<td>Generating revenue, but usually pre-profit</td>
<td>Generating a sustainable profit and ready to scale through investment in new facilities, entry into new markets, etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KeKoBi</th>
<th>@ibizAfrica</th>
<th>Chandaria-BiIC (Kenyatta University)</th>
<th>LakeHub</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sinapsis</td>
<td></td>
<td>Strathmore University</td>
<td>Swahili-Box</td>
</tr>
<tr>
<td>Technical University of Kenya</td>
<td></td>
<td>University of Nairobi</td>
<td>Villgro Kenya</td>
</tr>
<tr>
<td>Afribel</td>
<td></td>
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<td>Afribel</td>
</tr>
<tr>
<td>GearBox</td>
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<td>Afribel</td>
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<tr>
<td>88mph</td>
<td></td>
<td></td>
<td>Afribel</td>
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</table>
### Stage of Financial Support

The following “Map” makes a best guess of what stage of enterprise financiers are targeting.

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</tr>
<tr>
<td>Cordaid</td>
</tr>
</tbody>
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<td>Root Capital</td>
</tr>
<tr>
<td>Savannah Fund</td>
</tr>
</tbody>
</table>

| DOB Equity |
| ResponsAbility |
**Specialized Programming**

The following “Map” segments different organizations and programs by a specialized area or focus.

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>AgriProfocus</td>
<td>African Women’s Entrepreneurship Program</td>
</tr>
<tr>
<td>Fairtrade International</td>
<td>AkiraChix</td>
</tr>
<tr>
<td>FarmAfrica</td>
<td>Federation of Women Entrepreneurs Associations</td>
</tr>
<tr>
<td>The Feed the Future Kenya Innovation Engine</td>
<td>Kenya Association of Women Business Owners</td>
</tr>
<tr>
<td>JuhidiKilimo</td>
<td>GOWE (AMSCO)</td>
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<td>Land O’Lakes</td>
<td>Spring Accelerator</td>
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<td>United States International University</td>
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<td>Rainforest Alliance</td>
<td>Women’s Venture Xchange-Africa (Mara Foundation)</td>
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<td>SNV</td>
<td>TechnoServe</td>
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<tr>
<td>Solidaridad</td>
<td>USIU GAME Center</td>
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<tr>
<td>TechnoServe</td>
<td>Utz Certified</td>
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<table>
<thead>
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<td>AfriLabs</td>
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<tr>
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<td>Note: Catholic Relief Services (CRS), Christian Aid and World Vision are operating in Kenya; however, not with any enterprise development focus</td>
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Note: Catholic Relief Services (CRS), Christian Aid and World Vision are operating in Kenya; however, not with any enterprise development focus.
Conclusions

There is an abundance of organizations working in Kenya to support entrepreneurship and enterprise development. In particular, there are a number of organizations focused on incubation and acceleration services. Universities and technical institutes are also numerous, offering a variety of curricula, services and events. The agricultural sector and the technology sector (in particular software and mobile applications) are covered by a number of organizations. There are also ample services for engaging women, youth and young entrepreneurs, and a number of financing products and financiers that SMEs can access.

Despite the abundance of organizations, there are gaps. In particular, the focus of the ecosystem is Nairobi, where most of these organizations are based, thus leaving an absence of stimuli and services in Mombasa, Kisumu, Nakuru and more rural areas. There is a lack of support for basic product and service companies for the consumer market. There are also challenges in early stage financing, and a need for angel investment.

The ecosystem needs some nurturing. With so many activities and organizations, there needs to be more clarity and transparency as to how all of the organizations fit and work together and what are the differences between them. It is most likely confusing and overwhelming for an entrepreneur or SME to navigate the system in order to find the right fit. The same is true of the financial products and services available. Greater coordination and segmentation needs to be addressed with a keen eye towards easy and accessible information for entrepreneurs and SMEs.

Despite all of the good work, there are still two major challenges cited in studies referenced: financing and human capital. Despite the many financing options available, there is a gap between supply and demand that needs to be resolved, particularly for early-stage non-collateral-based equity and debt. There are also talent gaps, both in the organizations providing services to SMEs and in senior roles in startups. These are systemic issues that need to be considered.
### Annex A: Organizations Profiled

<table>
<thead>
<tr>
<th>Organization</th>
<th>Organization Type</th>
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<tr>
<td>@iBiz Africa/@iLab Africa</td>
<td>Incubator/Accelerator</td>
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